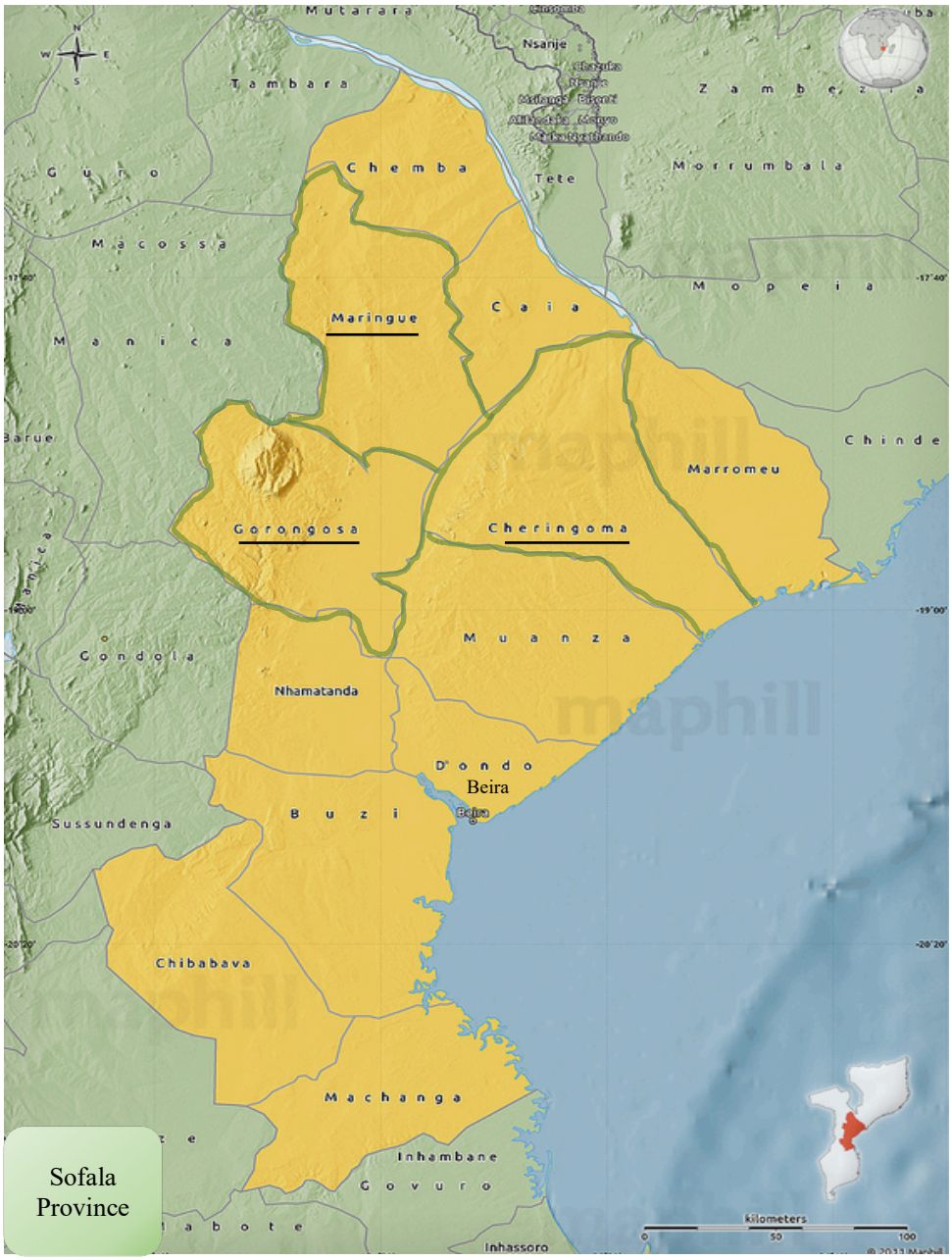
Natural Resource Management Committees in Sofala (2)

- Governance, Rights and Climate Change



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Abbreviations and acronyms

ADEL SOFALA	Agência de Desenvolvimento Económico Local de Sofala (ADEL)
ASCA	Saving and Credit Group
CAEA	Commission of Agriculture, Economy and Environment of the Assembly of the Republic
CIP	Centro de Integridade Pública de Moçambique
CSO	Civil Society Organisation
DPASA	Direção provincial da Agricultura e Segurança alimentar
FEDESMO	The Sustainable Energy and Development Forum of Mozambique,
FOPROSA	Provincial Forum of Civil Society Organizations of Sofala
GiZ	German International Cooperation
INGC	National Authority for Disaster Management
INGO	International Non-Governmental Organisation
IPAJ	Institute for Legal Assistance and Representation
LIVANINGO	Maputo based environmental SCO,
MASA	Ministry of Agriculture, Food Security and Nutrition
MITADER	Ministry of Land Environment and Rural Development
DPTADER	Provincial Directorate of Land, Environment and Rural Development
MULEIDE	Women's Association for Law and Development
NNV	Naturvernforbundet/ Friends of the Earth Norway
NRM	Natural Resource Management
NRMC	Natural Resource Management Committee
ProDEL	Programme for Local Economic Development (EU)
SDAE	District Services of Economic Activities
SE	SustainableEnergy Denmark
SPFFB	Serviços provincial de florestas e fauna bravia
ToC	Theory of Change
WWF	World Wildlife Fund

1 SUMMARY

This 3-year programme phase marks the closure of 18 years of uninterrupted collaboration between SustainableEnergy and key partners. The collaboration has worked through different Danida funding schemes (single project, programme, frame and CISU programme). In 2016 SE decided to follow the example of the Kenya engagement and develop a Mozambique country programme that would encompass all five partners and be based outside capital boundaries. The title of the programme became "Natural Resource Management Committees in Sofala - Governance, Rights and Climate Change", in short, the NRMC programme. In the first phase of the programme (2017-19), 15 NRMC's in two districts (Maringue and Gorongosa) have had their capacities raised and the experiences from the field have been used to engage authorities and set the agenda to address some of the pitfalls in the implementation of the legislation meant to aid the operations of the NRMCs.

In this phase, another 10 committees have been added, some of which are part of the neighboring district of Cheriingoma. The new committees will be taken through a more conceptualized capacity building programme and the advocacy efforts will be continued with the ambition to now also include climate change issues at district and provincial levels. To mark that a period has come to an end this phase will invest resources in bolstering and compiling the model and knowledge creation that has taken place during the years that NRMC's in Sofala Province have been supported by the consortium of partners. This aspect was already an integrated part of the objective of the first phase but is now given full attention during this second phase. Hence the objective remains the same as during the first phase, namely:

> *Knowledge is generated about the ability, effectiveness and efficiency of national and local tax and other revenue mechanisms from sustainable natural resource exploitation at community level to strengthen these and their adaptive capacities to ongoing climate changes. The knowledge is used to increase incomes in targeted communities and influence duty bearers to improve accountable and transparent distribution of benefits thereby contributing to higher community resilience*

Although Mozambique will no longer be part of SustainableEnergy's CISU financed programme after 2022 strives will be made to continue collaboration with the Mozambican partners through other funding opportunities and it is also the hope that the partners through the strength of a consortium will be well placed to seek funding available nationally.

2 CONTEXT

2.1 National context – overall and forestry development challenges

Mozambique is a sizable country of 799,380 square kilometres and a population of 28.9 inhabitants[1], million and hence sparsely populated with 28 people per square kilometer (131 in Denmark). 45% of the population is under 15 years of age and 67% live in rural areas. The Human Development Ranking is at 180 out of 189 countries (UNDP 2018). Administratively the country is divided up into 10 provinces that again are subdivided into 140 districts further subdivided into 405 administrative posts.

Following independence from Portugal in 1975, a long and crippling civil war between the ruling party Frelimo and an insurgency movement, Renamo, lasted from 1977 to 1992. Since then, Mozambique has

[1] National Institute of statistics (http://www.ine.gov.mz/). A national census was carried out in 2017. The last census from 2007 counted a population of 20.5 million inhabitants.

been a multi-party democracy with Frelimo winning all five national elections, but with the political wing of Renamo as the main challenger and with widespread allegations of electoral fraud.
In general, the Mozambican government's economic policies have focused on the country's vast natural resources including hydro-power, coal, forestry, fisheries and more recently oil and gas – partly to attract massive inflow of capital from abroad. And for years Mozambique actually saw annual growth rates mounting up to 7.5 per cent, however, in 2016 the so called "$2 billion hidden loan scandal" involving high ranking government officials and international banks like Credit Suisse made the IMF put a hold on further lending to the country. Consequently, economic growth has slowed due to a decrease in foreign direct investments, reduced public spending and decreasing exports. The Prospective natural gas projects have not started as quickly as expected and government revenue from these projects has been lower than expected. With this current economic and fiscal crisis, it is difficult to raise funds for national development programmes and already existing inequalities between the richer capital and less fortuned provinces become apparent[2].
Furthermore, the various Frelimo led Governments have so far been reluctant to any real decentralization reforms that would bring decisions and administration of funds closer to citizens in the vast country. The result of this seems to be top down administrative structures and procedures where too few and relatively low educated officials and civil servants struggle with decision making systems, they have little influence on.
Mozambique's forests extend over 51 per cent of the landmass, with the four northern provinces providing the largest share. Total timber production areas cover 26.9 million hectares. Concessions are granted to national or non-national operators for areas larger that 20,000 hectares with an approved management plan, while simple licences offer harvesting quotas of 500 cubic metres or less annually over five years and exclusively to national operators. 22 different "1st class" species are banned from export in log form and require processing within Mozambique before they can leave the country.

However, Mozambique only has one forest law enforcement officers per 83,000 ha of forest, far lower than the one per 5,000 hectares recommended to make forest crime control effective. The consequence of this situation is that the scale of illegal logging and smuggling is staggering. A study from 2013 showed that 48% of Chinese import of timber from Mozambique was stemming from illegal logging[3].
The lost tax revenues from the illegal logging activities harm Mozambique's capacity to fund improved forest management and law enforcement, as well as community poverty alleviation schemes and the value of the 20 per cent of the concession tax that is to be provided to local communities (more about this below).

2.2 The legislative framework supporting NRM and actual status

The most important legal framework governing the forest and wildlife resources are the Policy and Strategy of Forestry and Wildlife Development (Resolution of the Council of Ministers No. 8/97 of April 1); the Forest and Wildlife Law (Law 10/99 of 7 July); Forest and Wildlife Law Regulation (Decree 12/2002 of 6 June); and the Ministerial Diploma 93/2005 of 4th May.

The way communities are supposed to benefit from the Forest and Wildlife Law is that it ensures communities a share of the tax revenue the government collects from the concession of natural resources. This includes fees collected from simple licenses, concession contracts, hunting, commercial production of

[2] The Subnational Human Development Index of the city of Maputo stands in 2017 at 0,60. The poorest province (Cabo Delgado) stands at 0,38 and Sofala at 0,46. During the last 20 years, however, the HDI has risen relatively more in the provinces than in the capital https://globaldatalab.org/shdi/shdi/.
[3] This section builds on: FIRST CLASS CONNECTIONS Log Smuggling, Illegal Logging, and Corruption in Mozambique, EIA - Environmental Investigation Agency 2013, https://eia-international.org/wp-content/uploads/EIA-First-Class-Connections.pdf

charcoal, and harvesting of bamboo, among others. The Ministerial Diploma 93/2005 outlines the 20% channelling mechanism, whereby communities are entitled to a 20% share of the government licensing fees collected.
The provincial department of agriculture through their respective Provincial Services for Forestry and Wildlife (SPFFB) is responsible for channelling back the 20% of the tax revenue to the communities and at a quarterly basis accompanied by information about the source of the revenue. On their side, the communities should be organised into natural resource management committees (NRMC) that must be formally registered and open and keep an active bank account so that the funds can be transferred.

However, the practical implementation of this piece of legislation is confronted with bottlenecks, including lack of knowledge of the legislation by main stakeholders; systematic violations; lack of access to information regarding contracts between the government and the concessionaires, by the stakeholders (particularly the communities); lack of transparency in the channelling of 20% revenues and cases of corruption. On communities' side, apart from the weak capacity of the NRMC's there are recurring problems of deviations in the use of the 20% funds, mismanagement, lack of transparency and accountability, and poor inclusion of community members in the management and decision making.

Currently a revision process covering both the Forest Policy and the Strategy is taking place. The revision process is intended to be participatory involving all stakeholders including Civil Society, and it is led by MITADER. So far, a consultation process has been conducted at government level, involving relevant government sectors and ministries and in 2018 and early 2019 a consultation process with civil society actors was carried out (with the active participation of consortium members from this programme). After the revision of the policy and the strategy (intended to be finalized in 2019) it is expected that a revision of legislation will follow including a revision of the Ministerial Diploma 93/2005 hence representing further opportunities for civil society input.

2.3 Climate change and Mozambique

Mozambique is extremely vulnerable to climate change occurring through alterations in the precipitation and temperature patterns and increased intensity and frequency of extreme weather events like floods, droughts, cyclones, and rising sea levels. According to Germanwatch's 2017 report[4], Mozambique was the second most affected African country from 1996 to 2015. In March and April of 2019 two strong devastating cyclones (Idai and Kenneth) hit central and northern Mozambique leaving behind 700 immediate dead and billion-dollar damages[5] it will take long to recover from. It is for the first time in recorded history that two cyclones hit Mozambique in one year and both of them were record strong suggesting that climate change induced higher sea temperature could have contributed to the events[6].
In 2012 the Mozambique Government formulated the National Climate Change Adaptation and Mitigation Strategy (NCCAMS)[7]. The national priority is defined in its mission "to increase resilience in the communities and the national economy including the reduction of climate risks and promote a low- carbon development and the green economy through the integration of adaptation and mitigation in sectorial and local planning".
MITADER is responsible for coordinating the work related to climate change and as a central body has also been established the Centre for the Management of Climate Change Knowledge (CGCMC)[8]. The NDC of Mozambique focuses on adaptation, risk reduction and disaster prevention. One, on paper, interesting feature of the implementation efforts of the national strategy is the drafting of Local Adaptations Plans (directed district levels). Apparently 60 have been developed following sound participatory principles, but

[4] See https://germanwatch.org/en/cri (in their 2019 report Mozambique ranks number 21 worldwide in the Climate Risk Index)
[5] The Worldbank estimates $2bn for the three countries Mozambique, Malawi and Zimbabwe alone for Idai.
[6] Furthermore, cyclones have never before hit the northern part of Mozambique that is normally understood as being outside of the cyclone belt due to its relative proximity to the Equator.
[7] https://www.ctc-n.org/sites/www.ctc-n.org/files/resources/mozambique_national_climate_change_strategy.pdf
[8] http://cgcmc.gov.mz/pt/

so far only one or two handful are being implemented. According to MITADER, in Sofala two districts are in the process of implementing such plans.
The civil society engagement in climate change policy aspects in Mozambique does not seem very vibrant. However, in 2011 The National Platform of Civil Society on Climate Change consisting of 9 civil society actors was established. The main objective of the Platform is to develop a common and evidence-based advocacy strategy of civil society on climate change adaptation in Mozambique. For that purpose, a thorough report was written up during 2015-16 with the participation of four members of the platform Livaningo being one of them. The report investigates existing legislation related to climate change issues, their ministerial anchorage and funding during a five year's period[9].
A joint platform advocacy strategy has been developed based on the report. The strategy has three ambitious objectives that all concern changes at ministerial level, hence out of control of the platform[10]. The platform lacks resources to ably implement the strategy although organisations' own activities do contribute to the same.

2.4 The Sofala Province

This programme is situated in the province of Sofala in central Mozambique with a population of 2.2 million of which 0.55 million live in the provincial capital of Beira situated on the coast next to the river mouth of the Pungue River. The province is made up of 13 districts, 5 municipalities and 44 postos administrativos and covers 68.081 km2.

The Sofala province is relatively densely populated with low-lying coastal and river areas and as such highly susceptible to multiple climate risks of cyclone, storms and floods. Most recently the above mentioned Idai cyclone created an "inland sea" 120 km long and up to 30 km wide.

In Sofala Province there is a high degree of competition between Frelimo and the main opposition Renamo. Indeed, Renamo holds strong influence throughout the province, and the MDM (Democratic Movement of Mozambique) presently runs the municipality of Beira.

Between 2012 and 2016 the Sofala Province became the centre of resumed political and even military hostilities between Renamo and the Frelimo. Frustrated with the outcome of the last general elections of 2009, the then Renamo leader Afonso Dhlakama relocated to Renamo's former headquarters in the district of Gorongosa and set up a training camp for several hundred armed followers. The tense situation was contributing negatively to the circulation of goods and security of people in Sofala and directly affecting the actions of NGOs in the communities, as it limited the movement to the interior of the province. In December 2016, a peace process was initiated whereby President Filipe Nyusi (Frelimo) and Dhlakama would try to agree on a decentralisation package and on a final demobilisation and integration of Renamo's men into the Defence and Security Forces. The peace process brought a relative stability to the area making it possible to again move freely to the interior of the province.
In May 2018 Dhlakama died by a heart attack but the peace process has continued since then.
The decentralization package which has been approved by the national assembly includes among others the direct election of provincial governors that formally were appointed by the ruling party. Next general elections are to take place in October 2019 and in August a final peace and reconciliation agreement was signed between President Nyusi and new Renamo leader Ossufo Momade.The new accords call for the immediate disarmament and reintegration into society of more than 5,000 Renamo rebels and some Renamo officers are to take up leadership positions in the military. Latest news is that a breakaway armed

[9] *Climate Change Adaptation and Mitigation in Mozambique* - Inclusion and participation in policy processes, defining government responsibilities, and transparency in public expenditure (*hardcopy at SE)*

[10] *Advocacy Strategy for Climate Change Adaption in Mozambique* - Mainstreaming climate change adaptation in participatory and inclusive policies

wing of Renamo has declared that it will not surrender weapons under the peace agreement, but hope is that it can be brought to respect the agreement.

Reality of the districts

The programme will work with 25 NRMC's in three districts of the Sofala Province, namely Gorongosa, Maringue and Cheringoma. In all three districts the most common language is Sena, a Bantu language spoken by 1,4 million people in Mozambique. Only a minor part of Cheringoma is costal and the rest of the territory covered by the three districts is in the interior and in some parts lifted enough above sea level to avoid being floated when rivers swell.

The socio-economic indicators of the districts confirm that the districts are challenged not only by having been neglected during the latest political-military conflict but also in terms of development prospects. The three districts are characterized by having a very young population – in Maringue 54% are under the age of 14. Similarly, in Maringue, 98,4% of the inhabitants have either kerosene or firewood as the main energy source, 0,2 % have access to electricity (2007 figures). In Cheringoma the level of analphabetism for rural women was between 50% and 97% depending on the age group[11] far from the national average at 44%[12].

Data of the three target districts[13]

	Gorongosa	Maringue	Cheringoma
Area	7.659 km2	5.085 km2	8.739 km2
Population	182.226	98.828	58.542
Distance to Beira	190 Km	302 Km	181 Km
Number of education centres	146	144	87
Persons per health centre	20.247	10.981	6.505

Nearly 90 % of the population work as small-holding subsistence farmers characterized by a strong dependency on natural resources. It is estimated that about 80% of the farming population is directly dependent on the exploitation of forest resources including timber harvesting, firewood, charcoal making and hunting. Exploitation of natural resources therefore contributes significantly to reducing food insecurity and poverty. The main agricultural products are corn, cassava, cowpea, peanut, sorgum, pearl millet and sweet potato. Honey has for generations been harvested through traditional methods that are harmful to both the forest and the bee-populations. Through the EU funded Prodel project ADEL Sofala and SustainableEnergy have during the last three years introduced modern apiculture in the three districts involving 880 beekeeping producers of both genders.

In addition to the likely increase in severity of natural disasters (strong winds and heavy rain), on-going climate changes has more recently made subsistence based agriculture more difficult and more unpredictable. This has put the target group of the programme in a situation of further risk and vulnerability – and where the harvest fails or disappoints it contributes to a further pressure on already locally available natural resources.

Organisational set-up at community level

The organisational capacity of communities is traditionally weak. There is no formalized village counsel systems and in many ways community members are dependent on traditional rulers like the régulo which

[11] Indicadores Socio Demograficos Provincia de Sofala 2007
[12] https://en.wikipedia.org/wiki/Mozambique#Education
[13] Anuario da Provincia de Sofala 2017

is the Portuguese and colonial name for the tribal chiefs. The régulos have symbolic and practical power since they are the entry point for distribution of land among community members. Next level and a more formal authority is the chief of the administrative post which represents a sub division of the district. The lack of organised village or community representativity reduces local negotiation skills with local government, potential investors, and sustainable management of natural resources, creating a vicious circle of poverty.
In this void the Natural Resource Management Committees (NRMC) represents a state incited civil society organisation form at community level constituted in the form of, in principle, democratic associations.

In the Sofala Province more than 70 committees have been constituted and more than half of them have benefitted from the so-called 20% mechanism which is closely related to original purpose and origin of this type of entities since they are mentioned in the above mentioned legislation.

Of the 25 NRMCs that participate in the programme 10 from Maringue and 5 from Gorongosa have all been part of the programme period so far and 10 new committees are being identified (5 from Cheringoma, 3 from Maringue and 2 from Gorongosa). During the first programme period the already existing but weak and in some cases dormant committees have been revitalized, they have had their capacity built and they have become more accountable to the wider community and better at going into dialogue with local authorities (read more under key results and lessons learnt). The average number of members of the committees is 37 (with some variations) and with about 10 persons in the steering committee. To enhance ownership and programme accountability to the committees the activities with the committees have been guided by a Memorandum of Understanding between each NRMC and ADEL Sofala on behalf of the programme partners.

The purpose and the role of the NRMCs is not uniformly defined and hence debated. In the minds of some they exist primarily to receive the 20% revenue and use it for in principle any community purpose. Others see them more as custodians of natural resources of the area and would argue that the 20% shall and must be used for natural resource protection or maybe sustainable management and production.

Legally the 20% funds are not bound in its purpose and it is the programme's position to respect the ownership of the funds of the committee / community but use its presence to encourage the debate about the usage. Other stakeholders are less discrete in their interference. There are many examples, also from the last two years, of régulos who either try to control the composition of the NRMC or to influence heavily on the expenditure of the 20%. At the district authority level, especially the SDAE is of the opinion that they should give their consent to the priorities of the usage of the funds. In some cases, this can work to counter the influence of e.g. the régulo but it is a fine balance to strike between assisting and controlling.

Another commonly agreed activity or obligation of the NRMC, where valuable natural resources exist (precious trees, wild life etc.), is to perform community led vigilance service as an important supplement to the rudimentary state effort. A paragraph in the national forestry law[14] entitles 50% of the fine payed by any person convicted of violating the applicable cutting and hunting regulations to the person or entity denouncing the offence. Experience and further investigation by the programme partners reveal that regardless of numerous denunciations from NRMC vigilance teams nil or very few cases have let to payments to the denouncing part. The cases are still under investigation by the programme but indications are that the reasons behind the fact lies in a mixture of little information by authorities and community leaders about the right procedural steps to follow, the need for bank account information and in some

[14] Article 112 of Decree N º 12/ 2002,:
Fifty per cent of the amounts resulting from fines for breaches of the Forestry and Fauna Law shall be allocated to Forest and Wildlife Auditors and community agents who have participated in the collection of the respective transgression process, as well as local communities or any citizen who has reported the infringement (own translation).

cases that funds are divided by other involved at higher levels (police, SDAE etc). These funds could contribute to the development of the communities and also inspire the NRMCs to continue their work for the protection of the natural resources[15].

Relations to the government

The governmental counterparts to the NRMC's are the Administrative post chief, the SDAE director and the district administrator with whom they might interact through meetings (here mentioned in order of occurrence and proximity). Experience from the first period shows that there is an interest from all actors to develop spaces for dialogues. The additional resources from the programme (and other from the same partners) adds to the interest of the authorities who find that they contribute to the development of "their" district.

At provincial level, definitely the DPTADER officers and the SPFFB officers are key to the NRMC's but since they normally work through the district officials, relations with these government entities are more scarce. The permanent secretary[16] is important in the light of recent decentralization processes and will be kept informed of the programme activities at a general level.

At National level, good relationship with the MITADER, through National Forest Directorate and the Environmental Control and Quality Agency is important for lobbying and advocacy actions, as these institutions have the power to change policies and ensure effective implementation of legislation and hence the channeling of benefits to communities.

2.5 The private sector landscape

Unlike in Kenya the private sector in green energy or agro-technological solutions directed towards the end user is not yet very developed. In bigger cities like Beira and some district capital towns a few types of PV solar system are at sale, but the sector is still very rudimentary developed. As a matter of fact, some of the consortium partners are the main distributers of solar lanterns (ADEL Sofala and Muleide) reaching out to more remote communities.
Of keen interest to the communities are the different private sector operators that are given access to their area with the in-build obligation to set up some kind of physical structures. However, the owners or investors behind the concessions are often fiscally far away leaving day to day management to managers. Within the targeted area two private timber companies have settled and build up lasting infrastructure and both of them are known to have a high profile in terms of social cooperate responsibility, these are:

TCT Dalmann Catapú
Catapú is the name of the forestry concession belonging to TCT Dalmann situated in the district of Caia but close to Cheringoma. The concession is 25,000 hectares and bordering the concession are neighbouring communities whose involvement in the protection of the concession is essential and linked to their economic upliftment. Working with the communities and partners TCT Dalmann have introduced a range of programs to improve the economy of the region e.g. apiculture. TCT Dalmann started manufacturing the Kenyan Top Bar Hive in 2009 for its own use and to supply the neighbouring communities. ADEL Sofala has cooperated with TCT Dalmann during the implementation of the ProDEL honey value chain project e.g. by having the beekeepers trained at TCT Dalmann's premises.

[15] The programme's own investigations reveal that the potential value of previous cases could be more that the level of the 20%, e.g. alone in Maringue districts since 2016 information shows that 17 fines between 8.000 and 11.000 USD each have been applied but without their respective complainants were paid.
[16] The Provincial Permanent Secretary is appointed by the Prime Minister and responsible for ensuring the organization, planning and control of the activities of the Provincial Government in general, and the areas of the civil service and local administration of the state in particular.

LevasFloor
LevasFlor, is the only FSC Certified company operating in Mozambique. The company was founded in 2006 and operates a forest concession of 46 000 hectares in Cheringoma district. It employs 150 workers and has a well-equipped sawmill, CCA-treatment plant (a wood preservative method), carpentry shop and drying kilns. In 2014 the company was awarded the "Best PME" (small and medium company) in Mozambique, due to its focus on sustainable practices, including the operation of a community school and a reforestation program to rehabilitate areas affected due to their operations.
During the first phase the programme did only interacted with LevasFloor at seminar level but with the inclusion of Cheringoma district more direct collaboration is foreseen.

2.6 The CSO landscape

The civil society of the province is not very vibrant, and many organizations continue to prevail specialized in the provision of services and only a few are active in the area of human rights.
In recent years some organizations have diversified, operating in economic development, agriculture and social protection, with integration of HIV/AIDS activities and advocacy for change. The CSOs in Sofala face difficulties for access to funds, a lack of specialized staff and a lack of capacity to address, dialogue and advocate policies[17].

Although there are no specific funds for support to civil society exclusively for Sofala, the international funds available for CSO's do not seem to have reduced dramatically through the recent years a likely reason being bilateral donors tendency to opt for civil society support in years where the government is struggling to find its way out of high level corruption scandals relating in some cases back to previous administrations[18]. Funds are in many cases channelled through multi-donor funding schemes with a focus on accountability. The AGIR[19] is one of the most important such mechanisms that works through 4 international NGO's. Several of the consortium partners have been supported through a number of years. Joint initiatives and capacity building are inbuilt features of the AGIR approach. Similarly, international funds designated to natural resource management are often channelled through large INGOS like WWF, CARE or FAO who are obliged to work through national or provincial CSOs. Both ADEL, Livaningo and Muleide are working with WWF under such schemes[20]. Also here, joint capacity building and activities are featured and hence, there is no doubt that the consortium approach of the programme lies very much in line with recent trends and practices of the CSO funding landscape.
Created in 1997, FOPROSA – the Provincial Forum of Civil Society Organizations of Sofala – has not had a space of its own to operate from, and in recent years has faced difficulties to hold onto staff and implement its coordination activities. For the last two to three years the forum has been hosted at ADEL Sofala's office and now have two staff. The Forum has the following thematic networks: (i) education and children; (ii) health; (iii) development, land and environment; (iv) democracy, elections and good governance; (v) human rights, legislation and gender; and (vi) culture, disability and sport. FOPROSA has 176 CSO members (2016).

3 Participating partners

In the case of Mozambique, the consortium is initially built around ADEL Sofala and Livaningo, two long time partners to SE who previously worked with separate projects. ADEL Sofala, in one of such projects

[17] https://eeas.europa.eu/sites/eeas/files/20151020_mappingstudy_onlineversion.pdf, p 235
[18] Most notably the previously mentioned so-called "$2 billion hidden loan scandal"
[19] O AGIR - Acções para Uma Governação Inclusiva e Responsável. Both Livaningo and Muleide are supported through the AGIR.
[20] On a project on timber exploitation, ADEL Sofala has been invited as a CSO representative to participate in a multi-stakeholder "fiscalization" initiative meant to track and eventually contribute to the reduction of the widespread illegal logging in Sofala and other provinces.

had started to collaborate with other provincial organisations who were then integrated as strategic partners in the consortium. Since Livaningo is based in Maputo the consortium cannot formally meet more than 2-3 times a year. Besides that, Livaningo operate directly in the field in collaboration with other partners. The formal meetings labelled Joint Programme Review (JPR) meetings constitute the decision-making organ of the consortium (read more under 5.7)

The intended peer learning aspects of the consortium approach works well and has for the most parts been further reinforced by attaching a part-time process consultant to the consortium.

<table>
<tr><th colspan="2">Overview of partners in the NRMC consortium</th></tr>
<tr><td colspan="2">Adel Sofala (Operational partner):
Mission: To encourage entrepreneurship in the communities, allowing to generate a sustainable income in the family through small and medium enterprises. We are dedicated to the development of the province and the country in general, focusing on alleviating hunger and poverty, as well as improving health and education. To achieve these objectives, we work within the community to provide information on development in order to attract the attention of different stakeholders, and to raise funds to organize activities that address various global development issues.
ADEL Web: http://www.adelsofala.org.mz</td></tr>
<tr><td>Type of organisation and complementary capacities</td><td>Specific roles and tasks in the program[21]</td></tr>
<tr><td>Facts:
• Based in Beira and one of the most influential environmental CSO's in Sofala
• Established in 1999 and has 25 employees.
• Member base consisting of local CSO's.
• Is implementing projects in eight of the twelve Districts in Sofala.

Core value to the program:
• High legitimacy in the communities all over Sofala and with authorities at provincial and district levels. Networker organisation with skilled community and development workers.</td><td>• Training of communities and committees in topics like internal governance of committees (accountability, transparency), NRM, associativism, community development plans, beekeeping. Trainings are carried out together with other consortium members or alone.
• Follow up meetings, coaching of committees in their operations.
• Dissemination and networking primarily at local, district and provincial levels
• Documentation of progress, facts and findings, track of changes, monitoring from the field
• Facilitation of legalization of NRMC's

Responsible for output 1 and 4
Co-responsible for output 2 and 3</td></tr>
<tr><td colspan="2">Livaningo (Operational partner)
Mission: To become a development catalyst agent through promotion of accountability in the management of natural resources, Good Governance in the Urban areas, Climate Change adaptation and use of renewable energy to boost the social welfare of communities.
Livaningo web: http://www.livaningo.co.mz</td></tr>
<tr><td>Type of organisation and complementary capacities</td><td>Specific roles and tasks in the program</td></tr>
<tr><td>Facts:
• Based in Maputo but engaged in various initiatives in other provinces.
• Is regarded as one of the leading environmental watchdogs in Mozambique.
• Livaningo was established in 1998 and has 28 employees.

Core Value to the program:</td><td>• Responsible for registration and dissemination of effects, constraints and opportunities from community level
• Dissemination at national level through forums and networks
• Carry out thematic investigations to gain knowledge on specific topics
• Plan and coordinate advocacy efforts at various levels</td></tr>
</table>

[21] The Operational partners' specific roles and tasks are stipulated in a contract with SE and the Strategic partners in ToR/MoU with ADEL

• Ability to target national networks and agendas through communication and advocacy • Has a special focus on Climate Change	• To collaborate with external knowledge institution to boost analytical capacity of consortium Responsible for output 2 Co-responsible for output 3 and 4
Muleide – *Women's Association for Law and Development* *(Strategic partner)* *Mission: Promoting gender balance, respect for the human rights of women (especially vulnerable women) and the enhancement of their social status.* *Muleide web: http://www.muleide.org.mz*	
Type of organisation and complementary capacities	**Specific roles and tasks in the program**
Facts: • Provincial chapter of national women's organisation • Founded in 1991 and consists of 172 individual members • Provides assistance to disadvantaged women **Core Value to the program:** • Focus on gender mainstreaming in all aspects of the program. • Potential in addressing national agendas through the national branch in Maputo	• Training of communities and committees in gender aspects (both women and men) – together with other consortium members or alone. • Empowerment of women in decisions making in the committees through coaching and follow up meetings. • Take part in research on gender in communities. • Link up to provincial or national gender organisations and agendas • Promote solar lanterns through women entrepreneurs Co-responsible for output 1, 2 and 3
Ipaj ***Institute for Legal Assistance and Representation*** *(Strategic partner)* *Mission: Ensure access to justice and law by guaranteeing judicial sponsorship and free and quality judicial care for economically deprived citizens, in defense of the dignity of the human person, full citizenship and social inclusion.* *Ipaj web: http://ipajpmaputo.com*	
Type of organisation and complementary capacities	**Specific roles and tasks in the program**
Facts: • Semi-public institution • Was created in 1994 to provide the constitutional right to legal assistance and legal aid to economically disadvantaged. **Core Value to the program:** • Secure expertise on relevant legal matters, laws and regulations in the consortium and the communities	• Train paralegals in laws and regulation concerning NRM • Follow up meetings in communities and coaching committees in their challenges • Follow-up through regular monitoring visits to NRMC's Co-responsible for output 1 and 3
Journalist Network *(Strategic partner)*	
Type of organisation and complementary capacities	**Specific roles and tasks in the program**
Facts: • Established approx. 12 years ago, worked with ADEL since 2014 • Constituted by public and private sector journalists, involving written press, TV and Radio • Search and disseminate evidence on sustainable or unsustainable exploitation of natural resources on the local level to national **Core Value to the program:** • Ability to target provincial and national agendas through mass medias	• To document and disseminate problems that the natural resource sector face through medias the members work for • Is brought into focussed advocacy efforts • Promote community environmental education through the publication of articles and debates in the information agencies Co-responsible for output 2 and 3

Farol Consultancies and services (*strategic partner)*	
Type of organisation and complementary capacities	**Specific roles and tasks in the program**
Facts: • FAROL Consultoria e Serviços is a consultancy and services company established in 2013 and headquartered in Maputo City • FAROL offers services in the areas of planning, design, implementation, management, monitoring and evaluation of socio-economic development initiatives. **Core Value to the program:** • To bring additional analytical capacity into the consortium	• In close collaboration with partners and SE to bolster the model and knowledge creation aspect of the programme • To compile sub-elements into a comprehensive model from the five years effort with the communities. • Provide required capacity building to consortium partners Responsible for specific part of output 2 Co-responsible for output 1 and 3
SustainableEnergy *(Partner responsible to CISU)* *Mission: We see it as our task to influence attitude and behavioral changes that lead to a green transition and a sustainable world. Our strength is that from a position embedded in civil society we point out concrete solutions in a holistic perspective. Through projects, campaigns, partnerships and positive speech, we promote processes that lead to more sustainable societies.* *SustainableEnergy Web: https://www.sustainableenergy.dk and https://ve.dk*	
Type of organisation and complementary capacities	**Specific roles and tasks in the program**
Facts: • Established 1974 • Membership organisation with 1500 members • Main office in Aarhus **Core value to the programme:** • Securing overall logic and strategy, including themes, geographic coverage and mix of consortiums • Responsible to the main donor	• Overall strategic implementation focus including aspects of learning • Advisory service on advocacy, monitoring and evaluation • Primary organising entity of the Joint Programme Review meetings • Contract holder and budget mediator with operational partners and "Knowledge institution" • Responsible for outcome and impact monitoring Responsible for output 3

4 Key learnings and results from previous phase

The implementation strategy with the communities has followed a focused laboratory approach[22] with the ambition to survey and monitor changes at community level including being able to analyse and understand the drivers of change as well as obstacles encountered along the way. The approach has entailed elements like baseline (perception studies) in each of the 15 communities, MoU with each committee stipulating what the consortium will deliver but also expectations towards the communities, the development of a community-specific monitoring tool to keep track of deliveries and observations from the field, a series of trainings at community or district level following the MoU contents, sampling of Most Significant Change stories, meetings between community members, local government/leaders and consortium.

[22] The notion of "laboratory" refers to the detailed and structured work with the selected NRMC's in 3 districts of Sofala. The notion underlines that the work with these communities is to be understood as a workroom where findings are analysed and scrutinized for reasons of malfunctioning or well-functioning.

In order to get a qualitative understanding of changes after 1 ½ year implementation, a repetition of the baseline study was carried out in November 2018 by the consortium partners in collaboration with Farol Consultancies. This so-called change study assessed signs of change in relation to eight topic areas concerning the NRMC's. The study report finds that:

"Since the beginning of the project in 2017, there have been some signs of changes in relation to the topics investigated in the baseline. Overall, these changes can be attributed to the revitalization of the NRMC, their institutional strengthening through their legalization, training and sensitization (both NRMC and the authorities) and promotion of accountability. The empowerment of communities through the dissemination of relevant legislation, awareness raising has also contributed to these changes. Also contributing to this result the lobbying and advocacy actions carried out to the authorities within the framework of the programme"[23].

4.1 Community

Examples of results:
15 Natural resource management committees revitalized and strengthened. In relation to the structure and composition of the 15 NRMCs, there has been an increase of approximately 53% in the overall NRMCs membership from a total of 367 members at the baseline in 2017 to 563 members in 2018 – the overall percentage of women in the NRMCs has increased from 20 to 38%. The increase in members means that more community members are engaged in natural resource management and in terms of transparency and accountability the committee's practices have improved considerably. Most of them meet regularly and now keep records of their meetings. The committees function as agents for community awareness-raising on correct and sustainable use of natural resources, dissemination of relevant legislation (forest and environmental laws), and promotion of natural resource preservation practices (discouragement of indiscriminate deforestation, uncontrolled fires, etc., promotion of reforestation).

High returns of public revenues to communities
In 2018, 7 of 15 NRMC's received an income from the 20 % mechanism totaling approx. 245.000 DKK which were transparently used for community purposes.

Key learnings:
A systematic approach required to revitalize dormant NRMCs. A key learning has been that it is actually possible in a relatively short period to revitalize and upgrade existing committees that could have become more or less dormant or even captured by a group of individuals that work detached from the wider community.

Effective gender balanced approaches. A focus on gender aspects from not only Muleide but all partners also has had a good effect in terms of getting more women involved and also voted in to occupy often vacant, social organisational seats. Women are in several cases now taking part in vigilance activities, but there is still much to do to empower women to get more involved in decision making.

4.2 Advocacy and Communication

Examples of results:
Local advocacy effort leading to consultative meetings between communities, authorities and private sector actors. During 2017 and 2018 the advocacy efforts have concentrated on transparent implementation of the 20 % mechanism and stipulated community gains from natural resources inspection. The change study confirms that the NRMCs are increasingly being recognized by the

[23] Final report of the Change study P. 22

authorities as valid interlocutors in the process of community development and since the beginning of the programme in 2017, the relationship between communities/NRMC and local authorities/government has improved. For instance, the NRMCs of Palame, Canxixe and Canda have confirmed that they have participated in meetings for introduction of new licensed operators and sharing of respective licenses with the NRMCs. Such tripartite meetings between communities, new concession and local authorities are according to the book, but baseline information show that such meetings were rarely held in the past hence representing a good example of a procedural change.

Professional communication integrated into advocacy campaigns. Within the consortium an optimal opportunity exist in establishing close collaboration between the group of environmentally concerned journalists and consortium partners and more specifically Livaningo who is responsible for advocacy and communication. In previous years the journalists who work for national media companies have been used to collaborate with ADEL Sofala, but mainly to document or promote its activities and community issues in relation to these. It has taken time to establish a new collaboration form whereby advocacy and journalistic productions are working hand in hand. In order to foster this, the concept of investigative journalism has been tested whereby journalists go to the field to investigate issues that are both used for articles or radio programmes combined with advocacy activities making use of the findings. A concrete example from 2018-19 is an investigation on the no-payment of awards from denunciation of illegal operators made by members of the community as otherwise established by the law.

A system for registration and dissemination of effects, constraints and opportunities from community level has been set up. The consortium has communicated activities, shared own analytical articles, reports and other types of products through Facebook, a separate blog and a stakeholder e-mail list and 15 articles reflecting events and investigations were published in national newspapers.

Key learnings:
Potential to work further with partners on how to best use evidence-based examples in advocacy campaigns. The approach whereby concrete cases and pieces of evidence from the targeted districts and communities have been collected, analysed and put on the table at dialogue meetings with either district or provincial authorities has proven to be a good strategy to follow. Community representatives have been part of such meetings and given their testimonies. For some reason the strategy was not from the beginning straight forward for the partners to follow since there was a tendency to either generalize to an extend where the concrete evidence was missing out or to not target the specific duty bearer directly.

Multi stakeholder seminars at provincial level are effective. Two provincial seminars have been held in Beria with the participation of committee members, district and provincial key authorities and other civil society representatives. Whereas such seminars can have a tendency to become wordier and more formalistic than game changing, the seminars proved that the issues brought to the table were at the heart of all but that the perspectives could be different.
Especially, the 2019 seminar had an active participation from committee members and claims about the above mentioned no-payment of awards were raised. In previous district meetings authorities seemed only to push the responsibility around between stakeholders but this time district officials promised to duly follow up on any cases presented after the seminar. It is interesting that a consortium of our size is actually able to facilitate advocacy processes with an impact at district and provincial levels, an impact that would be less likely at national level.

New potential for working with climate at district level. Perception of climate change has been included as a theme in the baseline study and in the collection of Most Significant Change stories, but so far it has not been possible to identify a meaningful way to engage in advocacy concerning climate change aspects. However, it appears from recent meetings with the province administration that it will implement

programmes in the target districts and the consortium has now started to examine the content and possible effects which can form the basis for subsequent advocacy efforts.

Necessary to increase emphasis on collection of evidence for stronger advocacy programmes and best practice documentation. Whereas the consortium has been occupied with delivering and documenting community and advocacy activities, the aspect of gathering, analysing and communicating evidence to be used for documenting and presenting a scalable model, has not been sufficiently attended to by the programme. This aspect was also raised by an external review team during the March 2019 which coincided with a provincial stakeholder seminar which confirmed the change study finding that the 15 committees targeted in the first phase actually have matured considerably. This input helped in a short time to foster the approach to be followed in the second phase starting in 2020 to be unfolded in the component section below.

4.3 Consortium

Examples of results:
Horizontal planning across knowledge domains pays off. The consortium based NRMC programme introduced a new working modality to the partners. The setup included joint planning, open budgeting and transparent reporting and although the main partners have each been responsible for specific outputs the interdependence between these are at a level that requires a high amount of collaboration between the partners. Consequently, and an important result, horizontal accountability between the partners has become central and to some extent more important than the usual upwards accountability towards the donor.
In the field, staff from Muleide, Ipaj and Adel Sofala, whenever possible, now plan activities with committees on the same day to save time and resources of committees and consortium. This way of planning also brings the opportunity of peer learning among staff and a sense of coherence of messages to the committee members. Similarly, Livianingo staff, on most occasions, plan field activities to coincide with laboratory members activity.

Key learning:
Trust building between partners is essential in a consortium. It took the first year of the programme to appreciate a working modality based on interdependence
and to realize the benefits in terms of potential impact. The principal challenge has been to get the relation between laboratory and advocacy unit right (primarily provincial and capital partners respectively). However, especially in the second year as results started to materialize the mutual respect and eagerness to collaborate has improved considerably.

Working closely with a process consultant has yielded a more dynamic way of working with the ToC. The attachment to the consortium of an external consultant (Farol Consultancies) as a real-time evaluator and process facilitator has proven effective in terms of facilitating ToC based and joint monitoring of progress and challenges and in terms of capturing the perception of SE added value to the consortium and the programme.

4.4 Private sector engagement

Examples of results:
Private sector actor engaged as technical advisers and trainers
During the first phase and via the EU funded ProDEL honey value chain project, Adel Sofala has collaborated closely with the private forestry concession TCT Dalmann which drives community-based

beekeeping in the area. Being a local expert in beekeeping TCT Dalmann was brought in, to train and give advisory services both to beekeeper's association of the ProDEL project as well as to Adel Sofala.

Key learnings:
Working with private sector actors is relevant but the ambitions should be set at a realistic level. Besides the above example with TCT Dalmann it has not been possible to enter into closer interaction with private concessions present in the area. The concessions are working through agreements with governmental institutions and the owners can physically be thousands of kilometres away leaving local decision making to assigned managers. However, the tripartite meetings between communities, new concession holders and local authorities described above under advocacy and communication is an example of the value and outcome of consortium partners and communities demands for procedural adherence and stipulated rights.
Also, in 2018 the consortium worked with the promotion of simple solar lanterns through local female entrepreneurs with Muleide in the lead. The small initiative was made possible through support from the Danish Merkur Cooperate Bank however it turned out that the purchasing power of both sales women and the end costumers in the districts is very limited for which reason Muleide has now started to sell in more populated areas around Beira.

5 COMPONENT OVERVIEW

5.1 Aim and justification

As it appears from the context analysis above Sofala Province remains a highly relevant target area for a component working with the interface between community oriented natural resource management, national legislation and the actors responsible for its implementation, private sector actors exploiting natural resources with everybody being affected by ongoing climate changes.

Hence the objective of the Mozambique component remains the same as in the previous phase, namely:

Objective:
Knowledge is generated about the ability, effectiveness and efficiency of national and local tax and other revenue mechanisms from sustainable natural resource exploitation at community level to strengthen these and their adaptive capacities to ongoing climate changes. The knowledge is used to increase incomes in targeted communities and influence duty bearers to improve accountable and transparent distribution of benefits thereby contributing to higher community resilience

There are several strong justification arguments as to why to give continuation for another period to the Mozambique / Sofala component:

- The Sofala Province still suffers from having for years been the strong hold for Renamo politically as well as military. A ceasefire has effectively been respected since December 2016 and a peace and reconciliation agreement was signed in August 2019 but at the local level people have felt left behind and they are still marked after years of conflict and, thus, the mere fact that the programme is present in the communities do have a conflict mitigation side effect.
- Probably related to the above, the Sofala Province sees a scarcity of national or international CSOs working inside the districts[24], but in this case the programme provides regular access to the

[24] The current situation in the after match of the IDAI cyclone is a temporary exception

interior of the province to partners that would only rarely have the logistical means[25]. Furthermore, the consortium concept has been able to integrate a Maputo based CSO.

- Especially in recent years, few initiatives have been occupied with monitoring and documenting how the 20 % and other revenue schemes that represent a certain form for decentralization actually function at the citizens end.

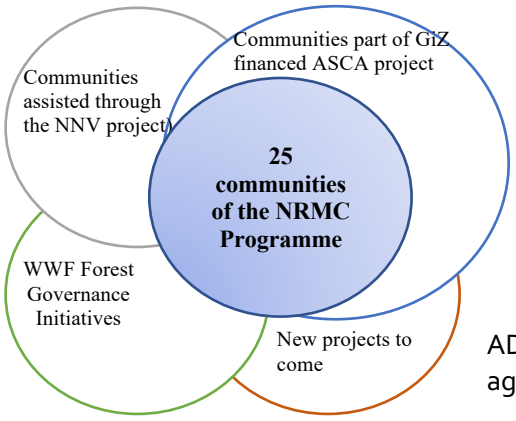
- The ongoing revision process of the forest legislation framework represents a valuable opportunity to set the collected evidence and knowledge about true practices into play. The consortium partners will use available spaces to influence the process to bring about more community sensitive legislation.

- The consortium is well placed to become first movers among CSO's in Sofala to monitor and engage with local authorities in relation to climate change adaptation initiatives in the target districts.

- A final phase will conclude a period of all together nine years of collaboration on assistance to NRMC's in the Sofala province (a three years project with ADEL Sofala followed by a 6 years programme with more partners). During this final phase, resources will be invested in refining and compiling tools and approaches developed during this period into a set of guidelines and other types of documentation as a professional contribution for the sectorial development in coming years.

5.2 Complementing projects and synergies

At provincial level ADEL Sofala will work with other projects that may assist some of the same 25 communities but also other communities.



These complementing initiatives offer concrete activities to improve the livelihood situation and they present a tangible reason for the communities to organise which is at the core of "our" programme that does not provide much direct service. On the other hand, some communities outside the programme area benefitting by other projects will likewise receive a low-key version of some of the programme elements since lessons learnt and approaches become integrated in the DNA of ADEL Sofala and other partners.

ADEL Sofala is currently revising or updating its partnership agreements with several of the donating partners.

<u>GiZ ASCA</u>

As part of a partnership with GIZ, ADEL Sofala has since 2017 implemented an ASCA program of USD 40,000 per year in a consultancy model and before that in a regular project. ASCA - Accumulating Savings and credit

[25] Neither Muleide or Ipaj nor the journalists have their own mean of transport can in this context travel through the mans of ADEL Sofala

methodology is one of the innovations within the microfinance world that has been promoted in African countries. Despite the different types of approaches all have maintained the following basis:

- The promotion of a savings culture
- The provision of an alternative source for micro-credits.
- Developed within a group framework to overcome risks related to asymmetric information.

Over the last years GIZ has supported ADEL Sofala in promoting savings groups and financial links, benefiting natural resource management committees. A new phase is currently being negotiated.

WWF Forest Governance Initiatives (Sofala Province)

The project is financed by WWF at 80,000.00 USD and runs from November 2016 to December 2019 with the aim to achieving the following results:

1. Advocacy against illegal logging.
2. Creation of legal conditions for the development of community management initiatives on natural resources, and forestry in the buffer zone of conservation areas.
3. Capacity building of local communities in matters of forestry legislation, with emphasis on the licensing and control of forest resources management
4. Community monitoring of forest resources.
5. Monitoring of timber exports in major ports

In August 2019 a continuation is being negotiated and at the time of writing the actual content or amount is not certain.

Together for Inclusion – Mozambique, NNV

The initiative aims to provide persons with disabilities with market relevant skills training, to access financial services and engage in income generating activities. The UN Flagship Report on Disability and Development 2018 shows that people with disabilities are at a disadvantage regarding most Sustainable Development Goals. The intervention in Mozambique and programme activities are a direct response to this disadvantage and contributes with the Charter for Change and the Norwegian Government's priorities on development aid. The program was submitted to NORAD, estimated at approximately USD 1,000,000,00 to be implemented through ADEL, Livaningo and Kulima, in the provinces of Maputo, Sofala, Gaza (2020-24)

Especially Livaningo and ADEL Sofala have a good number of interfaces with national and international CSO's either because they are funded by these or are considered strategic partners and through networks and coalitions. The findings from the programme activities and analytical products are shared with such CSO partners whenever possible.

5.3 Target groups, PANT principles and stakeholder analysis

The ultimate target group is divided in primary and secondary target groups. Primary target groups are defined as active members of community structures that take part in trainings and are directly mobilized. In the case of the Mozambique component the primary target group are the members of 25 NRMCs and 29 beekeeper's associations[26]. The members are not different from the average community member but ideally a person with an interest in the management of the natural resources of the area. Through the programme activities women are encouraged to become members and also to stand for election to trusted position within the committee or association – so far with good results.

[26] Associations from 3 of 4 districts worked with in a three years 500.000 Euro honey value chain project (ProDEL) implemented by ADEL Sofala and SE ending in February 2019.

At community level the target group faces a series of development challenges that all have an effect on their livelihood including resilience to ongoing climate changes. In terms of **Participation** the districts were for some years left unintegrated with the province capital and the rest of the country due to political and military conflict, but also internally, the NRMC's, that ideally should be local engines for sustainable development, have in some cases had their own challenges in giving community members a fair possibility of participation due to reasons varying from negligence to deliberate elite capture.
Accountability from authorities and other duty bearers to the communities is likewise challenged. Development of subsistence initiatives[27] that might reach the communities seem randomly distributed and the former and now abandoned District Development Fund scheme even saw an unhealthy politization. It is only through the first programme phase that accountability sessions between NRMC and community have become standardized and held regularly in the target communities (not to say that they never existed before). In terms of **Non-discrimination** the most obvious structural challenge is the unequal gender situation whereby women are not part of community decision making processes but also HiV/Aids survivors and persons with a disability are subject to some structural discrimination (however not worked with systematically in this programme). Lack of **transparency** in relation to procedures and implementation of legislation is a gigantic challenge to community members. Confusion and misinterpretation around schemes like the 20 % revenue and the 50 % from fines from illegal natural resource exploitation is widespread, and the same goes with the content and scale of concession permissions given to private operators by the DPTADER. Internally, the NRMC's are experiencing that by transparently handling common funds and other matters of common interest the community cohesion increases.

Secondary target groups are people from the communities that are covered by the specific NRMC and who will ultimately benefit from improved management of the natural resources via the raised capacity of the committee.

The **duty bearer** level is comprising of key decision makers within natural resources and climate change issues primarily at district and provincial level and in a few cases also at national level.

Primary and secondary target groups:
(for institution behind abbreviation refer to stakeholder analysis)

	Primary target groups	**Secondary target groups**
Rights holders directly involved and benefitting (including local duty bearers in the case of the committee members)	*Stakeholders worked directly with in programme activities:* • 900 committee members in 15 'old' and 10 'new' committees (40% women / 60 % men) • 600 honey producers and association members (55% women / 45% men)	*Stakeholders benefitting in variable degree from programme impact:* • Approximately 50.000 adult community members (50% women, 50% men) in 25 communities
Duty bearers reached through advocacy and networking	*Stakeholders worked directly with in programme activities:* • 3-4 Private companies and forest concessions	*Stakeholders worked least intensively with*: • Provincial government: - DPASA

[27] In occasions of draught food supply from WFO have been distributed

	• Local authorities: - 3 SDAE offices - 3 District Governments • Provincial government: - SPFFB; DPTADER • National Level: - MITADER	• National Level: - MASA
CSO sector/ consortium partners	ADEL Sofala, Livaningo, Muleide, Group of journalists, Ipaj	• FORPROSA, • PNOSCMC • The National civil society forest forum

Stakeholder analysis:

Primary stakeholders, Secondary stakeholders, Peripheral stakeholders

DB: Duty bearer. RH: Rights holder

	Stakeholder	Areas of concern	Connections	Stake in the Programme	Opposed to the programme	
	District and local level					
	Districts Administrations	Regulate activities related to land, forestry and other resources use	To the NRMC's, administrative posts, traditional leaders and provincial government agencies	Will be keept updated on the activities of the programme through regular reports, participation in meetings, lobby and advocacy etc.		DB
	District Services of Economic Activities (SDAE)[28]	Responsible for all activities related to land use	To the NRMC's and district administration and provincial government agencies	Supervise the activities of the NRMC. Potential advocacy target group.		DB
	Administrative posts	To act as District administration's local anchor point	The NRMC's, the district admini-stration, traditional leaders and provincial government agencies	Endorse activities of the programme, first step point of reference of the committees to governmental institutions		DB
	Logging companies	Exploit natural resources through paid licenses	Other value chain actors, DPTADER, SDAE	Can be engaged through working with office of SDAE and the NRMC's of the area.	Some could potentially neglect invitations for cooperation	DB
	Régulo and traditional authorities	Control access to land and forests, possess	Religious leaders, NRMC's, district authorities	Through co-opting them in the tailor-made trainings;	Some may feel their authority challenged	DB

[28] SDAE- Serviços distritais de atividades económicas;

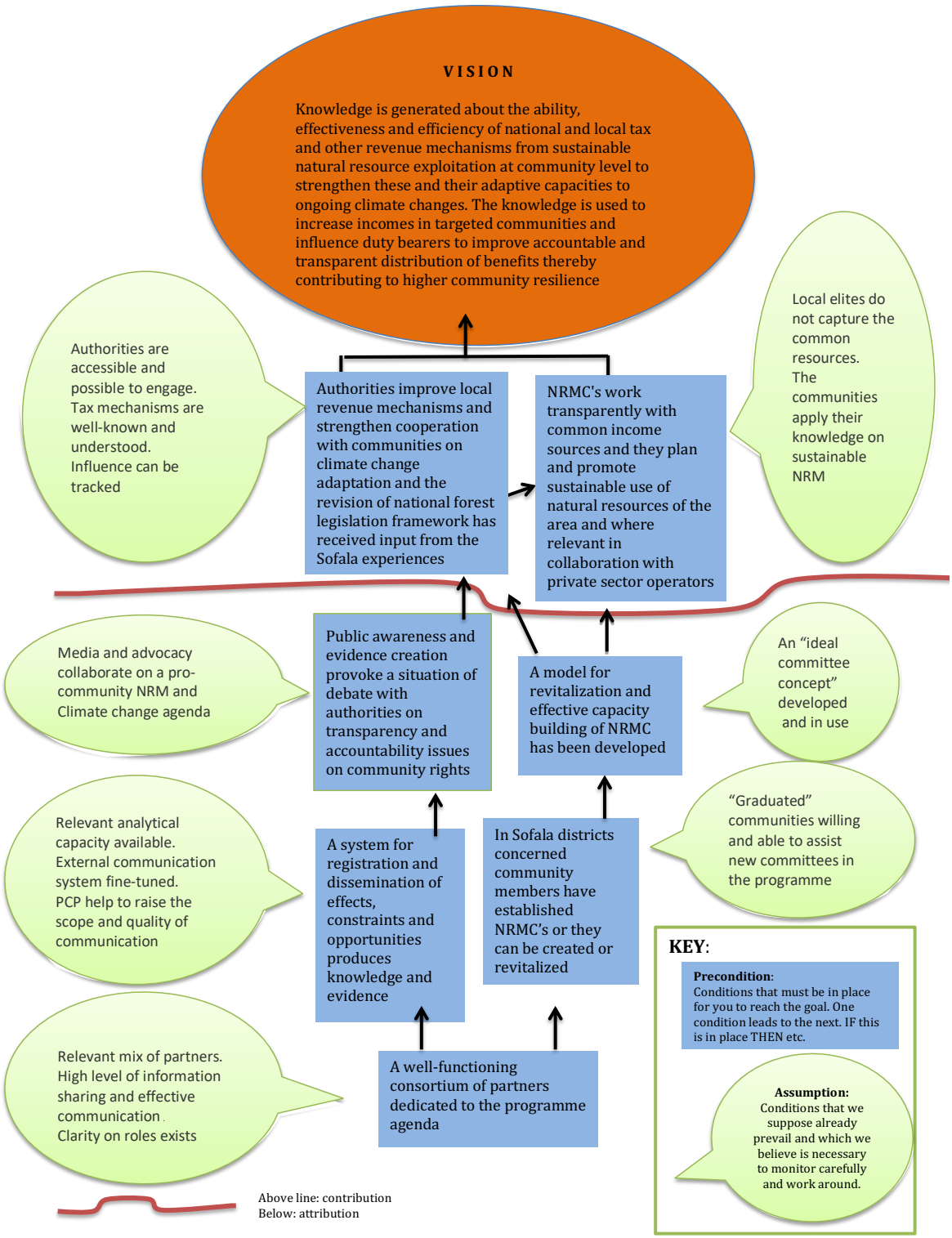
		some authority over people				
	Natural Resource Management Committees	Manage 20% fund; plan and implement natural resource projects.	SDAE, District administration, CSO's and NGO, Régulos	A target group and entry point of the programme		DB RH
	Community beekeeping associations	Organise honey producers	SDAE, value chain actors, CSO's and NGO	A target group and entry point of the programme		RH
	District NGO Forums	Advocate and lobby on behalf of the vulnerable communities. Assist to link communities with government services, banks, etc	District administration and other district authorities	They know the district well. Through regular meetings and sharing of reports. Planning together to avoid duplication.		RH DB
	Religious leaders	They build faith in communities and they are responsible for encouraging members and making them good examples for their actions, motivations that support the community.	Government, civil society organizations, community and all society in general	Involve the community in the preservation, conservation of the environment and to avoid practices that increase the impact of the climatic changes.		DB
	Organizations that have representation in the community	They know the terrain and reality of local communities.	Contact with district, provincial and other civil society organizations	Support the integration of the program in its initial phase.	Competition for results to report to donors	DB RH
Provincial level						
	SPFFB' Serviços provincial de florestas e fauna bravia	Implements and monitors land related laws				DB
	DPTADER, Provincial Directorate of Land, Environment and Rural Development	Issues licences, regulates logging companies, evokes laws and punishes law breakers.	Is responsible to MITADER - Ministry of Land Environment and Rural Development	Has an oversight role in the program through collaboration with Provincial staff. Potential advocacy target group.		DB
	Provincial Group of Community Management	A multi-representative group led by DPTADER which offers joint monitoring of NRMCs actions and discussions on the governance of natural resources.	ADEL is a member of the and will be kept updated on the interventions of each institution.	An entry point to especially DPTADER		DB
	FOPROSA - Forum of national and international NGOs working in the Sofala Province	Unites all NGOs in the Sofala Province to ensure a common voice/objective	ADEL is a member of FOPROSA and therefore will report about the program.	FOPROSA will promote the program in other forums where it participates.		RH - DB

	Forum of timber companies	A loose coalition that deals with private sector operation conditions and obligations	Through individual companies to NRMC and to DPTADER who issue licenses	An entry point for private sector engagement		DB
	DPASA Direção provincial da Agricultura e Segurança alimentar	Responsible for the direction, planning, coordination, technical control and execution of all agrarian activity (Agriculture, Livestock, Forestry, Food Sovereignty)	Has connections with - Ministry of Agriculture and Food Sovereignty	To boost the agricultural activity in the communities, the production of Seeds and transfer of technologies looking at the current situation of the climatic changes	Encourage the community to make the purchase and use of improved seeds, and stop using the native seed and lose the food habits that have been passed from generation to generation	DB
	Provincial Assembly	Supervise, Control and Monitor the Provincial Government and approve their programs	Has connections with Provincial Government and other district authorities, Community,	Ensure that projects, programs, plans to make communities resilient to Climate Change are being implemented.		DB
	National Institute of Disaster Management (INGC)	Preventing the effects of natural disasters. Community assistance in cases of climate events and disasters	DPTADER, SPFFB, SDAE	It already has the whole package of adaptation, prevention and mitigation of Climate Change. Can help doing a Community mobilization and awareness-raising for preventive measures and search and rescue in case of extreme winds		DB
National Level						
	MITADER - and various departments. Ministry of Land Environment and Rural Development	Main national political entity responsible for land, environment, rural development and climate change	The Government, provincial ministerial departments, civil society organisations	Responsible for the ongoing forest legislation revision process and for the Local Adaptation Plans		DB
	PNOSCMC National platform for civil society for climate change adaptation	Composed by 9 national and international SCO's, participate in national, regional and international events	Government institutions,	Sharing of experiences on climate change programmes and policies		DB
	The National civil society forest forum	Involves civil society organizations, working for the protection of forests and the sustainable use of their resources.	District and National Government: Private Sector, community and academics	A space for discussion of issues of common interest to promote a constructive dialogue with the government and the private sector.		DB/ RB
	Ministry of Agriculture, Food	Employs Extension workers who train agriculturists in		Through collaboration with Extension staff to conduct relevant		DB

	Security and Nutrition (MASA)[29]	conservation agriculture. Plays an oversight role. Disseminating policies, laws, etc to communities.		trainings. Potential advocacy target group.		
	Alliance of NGOs working in the area of natural resources (Alinança)	To influence the application of existing natural resource legislation in alliance with deputies.		Sharing of experiences		RH DB
	University Eduado Mondlane.	Research, Analysis and Studies	It has links with Civil Society Organizations, Scientists, Students and Government	They Can support in some investigations, analysis of documents, legislation, etc.		
	National Environmental Fund (FUNAB)	Promote actions or activities of environmental management and preservation: Provide financial resources in the environmental domain	Ministry of Land Environment and Rural Development and Civil Society Organizations	Ensure that funds are channeled into the implementation of activities in the communities: Awareness-raising campaigns on the preservation of the environment and promotion and sustainable energies		DB

[29] MASA - Ministério da Agricultura e Segurança Alimentar

5.4 Theory of Change



The vision of the ToC is identical with the objective of the component objective.

The ToC predicts that unless the preconditions falls into place the overall vision will not be achieved. To reach the vision the ToC is concerned with the internal life and capacities of Natural Resource Management of the targeted districts but also with involvement and engagement of authorities at district, provincial and to some extent national authorities. The preconditions are supported by a number of identified assumptions. Where the assumptions are not in place or fully exist, the program will design and support interventions around them. As the programme progresses new assumptions and preconditions will appear, and the ToC will be revised accordingly, hence the ToC serve as a strong tool for the involved partners to repeatedly analyse the progress towards the vision.

The accountability line inserted on the ToC diagram indicates up until where the programme foresees it is capable of influencing matters substantially, i.e. where its contributions will be significant. Above the line it is judged that external factors beyond the direct influence of the programme (policy or legislative adjustments, leadership wrangles in the committees) can have a decisive influence upon the achievement of the vision.

5.5 Results Framework

Programme objective:	Knowledge is generated about the ability, effectiveness and efficiency of national and local tax and other revenue mechanisms from sustainable natural resource exploitation at community level to strengthen these and their adaptive capacities to ongoing climate changes. The knowledge is used to increase incomes in targeted communities and influence duty bearers to improve accountable and transparent distribution of benefits thereby contributing to higher community resilience
Assumptions:	• Provincial and district authorities have, if not otherwise distracted, a professional interest in assisting the communities. • Guided by their NRMC, communities will apply their knowledge on sustainable NRM.

The objective stresses the emphasis of the ability of the coalition and the program to create knowledge from the direct work with communities and subsequently use this knowledge and evidence to ignite interest in decision makers and other stakeholders to work in favour of a more just and transparent implementation of laws and regulations in relation to NRM and communities primarily in Sofala but ultimately in Mozambique as such. In this second phase a structured scalable NRMC intervention model will be developed from the experiences of the first phase. The model is directed towards existing but low capacity committees and will build on an ideal committee concept which shall be used to within a two-years period assess, train / empower and finally graduate the committee now able to work on its own in collaboration with local authorities and with a minimum assistance from CSO actors. In the final months of the programme intensive efforts will be used to formally describe and disseminate the model being crystalized out of five years of experiences.

Output 1.1	Men and women from 25 NRMCs and their respective communities are strengthened to engage with Local Authorities and to transparently manage, control, and make sustainable use of natural resources of their area in spite of increasingly unstable weather predictability.

The existing 15 committees will be maintained throughout the second phase, but they will only receive attention on a needs and call basis. The existing committees will further be asked to assist in the capacity

building a new group of committees whereby a peer training model is introduced. Hence, a group of 10-15 new neighboring committees will be selected to go through a strict and individually designed capacity building program based on needs according to an initial assessment against the "ideal committee" concept that will lead to MoUs with each committe. Furthermore, the ideal committee concept entails the elaboration of climate change sensitive natural resource management plans of each NRMC and will represent a tangible output for the committee to direct their NRM work in the years to follow. Output one also foresees follow up training and market linking to beekeeper's association of Maringue and Gorongosa that were part of the former ProDel project. ADEL Sofala is main responsible for output one but working in close collaboration with Ipaj and Muleide to reach the targets.

Output 2	Pieces of evidence from Natural Resource Management, Gender and climate change realities in the target communities have been collected and disseminated to impact on stakeholders and the decision makers influenced to follow the intentions of the Forest Policy and climate change plans. Model work of the Laboratory approach has been described and disseminated.

Despite the improved transparency and dialogue at district and provincial levels, the theme about the effectiveness and efficiency of national and local tax and other revenue mechanisms from sustainable natural resource exploitation at community level remains highly relevant to address via advocacy actions. As mentioned above, the ongoing revision process of the forest legislation framework represents a valuable opportunity to set the collected evidence and knowledge about true practices into play. The consortium partners are well placed and are also invited by the relevant ministry institution to give input at different stages of the revision process.

So far, the programme has had its climate change focus in-built in the adaptation and resilience aspect at community level and via communication efforts. In this second phase advocacy work on effects of climate change and public programmes in the districts will be emphasised whereby the component will be more streamlined to the Kenya component and the overall programme.

In collaboration with the group of journalists and documentation staff of ADEL Sofala, Livaningo will continue to develop the communication and dissemination aspects of the programme through writing articles, posting findings and analysis on the programme's own blog and Facebook.

As described under the objective, a specific deliverable is foreseen in form of a practitioner's manual and a formal report to capture and present the methods and experiences of the programme. External additional capacity will be sought to lead this work in close collaboration with SE and the consortium.

Except for the model description delivery, Livaningo is the overall responsible for output two and will work in close collaboration with the other partners and especially with the group of journalists.

Output 3	The consortium is lead through Joint Programme Review meetings and regular management Skype meetings whereby its cohesion is strengthened and as the programme phases out, post programme relationship forms have been examined.

The consortium will continue to have the 2-3 annual Joint Programme Review meetings as the main decision-making authority but they will be supplemented with monthly skype meetings between the two programme managers (ADEL Sofala and Livaningo) and SE. Joint capacity building is expected in relation

to the elaboration of climate change sensitive natural resource management plans and in relation to the Sustainable Development Goals, both in order to assess how these relate to and contribute to the goals but also in order to discuss if the goals can be used to leverage advocacy actions and to engage other actors like private sector entities. The consortium will continue to function and present itself as a unit in relation to duty bearers and civil society actors whereby its credibility and position on community intervention, NRMC and climate change issues will be further enhanced.

Output 4	Companies of the area have accepted the invitation to collaboration and relationship building with communities.

Collaboration with TcT Dalmann timber concession will be continued in relation community-based honey production and besides that different modes for establishing improved dialogue between communities and private concession holders will be tested. The NRMC's have an obvious interest in being heard about any activities that involves the natural resources of their area and the hope is that more benefits to the communities could be the result.

5.6 Risks

The risks listed above are either external to the programme or critical assumptions as defined in the ToC.

Risk	Risk factor	Mitigation measures
Contextual risk A final Peace and Reconciliation Agreement between the government and RENAMO's elected leadership has been signed in early August 2019 representing an important step towards full normalization in the target area. Worryingly, a breakaway armed wing of RENAMO declared on August 17 that it will not surrender weapons under the peace agreement signed by RENAMO whereby a potential for tensions in Sofala continues to exist.	**M**	The situation is a new one and by some considered an internal RENAMO issue expected to be solved soon. The situation will be monitored closely by the consortium partners and by being present in the area, the programme is supporting local voices insisting in a full normalization of the situation. Should the situation make regress to previous instability, project partners might have to again move to the target area by means of convoy.
Natural disasters like cyclones or severe draughts are real threats to citizens livelihood and health in the target area.	**M**	Most parts of the target districts are in high laying areas, and hence not as vulnerable to flooding as other areas of Sofala. The fact that the programme focus on organisational aspects and knowledge building, natural disasters do not pose a direct risk to

		programme investments, but future disasters might cause delays.
Programmatic risk The advocacy efforts and journalist productions bring light to critical issues in authorities handling of schemes and funds directed to communities. Such criticism could eventually lead to authorities deny further access to them.	**L**	So far authorities have taken the criticism without open resent but in the last part of the first phase more severe issues have been reviled and it is not easy to know when the boundary will be met. On the other the consortium make strives to ensure that facts and evidence are accurate and always invite to dialogue to try and understand all perspectives.
Institutional risk The legislative basis for some of the programme's entry points is currently under revision – if the revision process leads to a community adverse set of NRM schemes the programme might lose some of its current justification.	**M**	SE and the partners in the programme will actively work for bringing the political and administrative system and the civil society together and especially when a legislative system is under revision all available spaces for influence are fully used. It should be mentioned also, that there are no signs so far, that the Government intends to terminate existing schemes.
Inefficient local government administration due to unclear administrative procedures and lack of knowledge can distract expected cooperation between authorities and the programs.	**M**	This will slow down the process, however, advocacy campaigns, public participation and community trainings with the participation of public administrative staff will mitigate the risk.

Risk factor: L = Low, M = Medium, H = High

5.7 Sustainability

Sustainability is part of the overall strategic approach as well as in the instruments chosen at different levels and time. The fact that a central focus – the revenue mechanisms - is part of national legislation in itself constitutes a strong sustainability factor, since any improvements will last long after programme completion.

At community level a systematic approach build on an ideal committee concept will determine what as a minimum it takes to have a revitalized NRMC to manage its affairs in a sustainable and accountable manner towards its stakeholders (community members, local authorities and private sector actors). A participatory and strategic use of 20 % income or any other common funds contributed to building the autonomy and sustainability of the communities. For those committees that manage to develop a Natural Resource Management Plan, they will have an instrument to guide them in the coming years. For the honey producers and their associations sustainability lies in the increase in quantity and quality and improved market access.

At organisational level the consortium approach has the potential to foster continued collaboration among the members after the completion of the programme. Consortiums are more and more often a requirement in international CSO funding which will leave the partners with good practice experience. Moreover, this programme phase will focus on the provision of manuals and documentation of approach, challenges and opportunities encountered during 5 years of implementation which will be valuable to not only the consortium members, but to the wider CSO community and at its best, local government structures. The resources set aside in the last year of this phase are primarily to be used to finalize and disseminate the documentation bulk. In case of the honey producers collaboration with TCT Dalmann is expected to continue and an attempt to expand the collaboration will be sought through the presentation of a joint project (ADEL Sofala, SustainableEnergy And TCT Dalmann) to Nordic Climate Fund[30].

At societal level, the influence on district and provincial authorities is expected to make them comply better with intentions in laws and regulations and to opt for more transparent and accountable procedures when dealing with matters related to the communities and the NRMC's. Furthermore, the consortium is well positioned to give inputs to the revision process of the forest legislation framework.

5.8 Monitoring

The program will be monitored in a kind of 'real time monitoring' in order to secure that the creation of knowledge about the potential impact of the program activities as well as unintended impacts can be used to guide the next steps in implementation as well as for evidence in the dissemination efforts. The system is divided in 5 well-defined levels with different consortium partners as main responsible.

A. Monitoring of progress of NRM laboratory

A customized Excel based monitoring framework will be developed to keep track of general progress. The framework will measure the fulfilment of targets set for each community based on the Ideal Committee assessment and expressed in individual MoUs. Besides the factual progress markers, the document will feature a logbook for each community to register more qualitative observations registered during the work with the communities.

ADEL staff will update the framework after each working session with the communities and the document will be kept in a shared online folder to give access for all consortium partners.

Main responsible data collector: ADEL Capacity Building Officer and Assistant Capacity Building Officer
Responsible for analysis and communication: ADEL Programme Manager
Responsible for action: ADEL Programme Manager
Producing information for programme output 1 and 4

B. Monitoring of evidence of changes at local and district level

A whole system is set up to monitor changes at community and district level. The ambition is not to register the direct effect or the quality of the work in the "laboratory" but rather to detect if and how empowerment of the committees and communities translate into changes in the way decisions are taken, the quality and inclusiveness of decisions, how relationship with other stakeholders evolve, if gender

[30] In 2018 a concept note to Nordic Climate Facility was written up presenting community driven beekeeping as a *Climate business solution*. The concept note was given a go ahead for full programme description which unfortunately was not practically possible to complete at that moment, but a new attempt will be made in 2019 starting with the submission of a concept note on September 5th.

aspects are addressed just to mention a few examples. Furthermore, the system will capture community members' perception of climate change and understanding of relevant laws and regulations.

The system comprises of three different tools:

1) A participatory baseline survey carried out in each community using the Ideal Committee parameters as measure and with a follow up survey at the end of the period comprising a graduation exercise.
2) Most Significant Change stories collected in the communities
3) Specific investigations carried out on well-defined topics

As described above these efforts will provide evidence to be used for dissemination and advocacy but they will also provide information in relation to specific indicators of the LFA.

Main responsible data collector: Livaningo Project Coordinator and Project Assistant
Responsible for analysis and communication: Livaningo Project Coordinator and Programme Manager
Responsible for action: Livaningo Programme Manager
Producing information for programme output 2

C. Monitoring of ToC assumptions (achievements)

The assumptions of the Theory of Change behind the Program will be monitored twice a year during Joint Program Reviews. The exercise will assess if the assumptions are still valid and if the pathway of change as described in the sequence of preconditions is still relevant. Where discrepancies are found the Program set-up, LFA or strategy will be discussed and possibly changed.

Main responsible data collector: SE Programme Coordinator based on partner inputs
Responsible for analysis and communication: SE Programme Coordinator
Responsible for action: SE Programme Coordinator
Producing information for programme output 1-4

D. Monitoring of creation of (added) value in consortium

During the Joint Programme Reviews, it will be monitored to which extent the combination of organizations in the consortium in fact is the most convenient in terms of complementarity of capacities. Where gaps are encountered, action will be taken in terms of raising the capacity of members of the consortium or alternatively, creating relations to potential new strategic partners. The SE Monitoring Wheel will be used as tool in this monitoring effort with the effect to secure the potential added value of SE is attempted to be measured.

Main responsible data collector: SE Programme Coordinator based on partner inputs
Responsible for analysis and communication: SE Programme Coordinator
Responsible for action: SE Programme Coordinator
Producing information for frame output 1-4

E. Financial monitoring

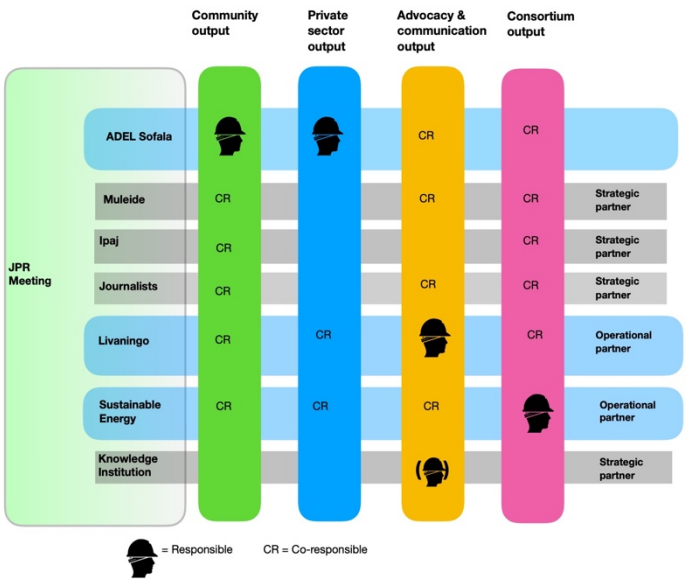
Financial resources are transferred to the two operational partners on a half yearly basis based on forecasts from each organisation. The Primavera accounting system forms the basis of the financial monitoring and on a quarterly basis each organisation will send financial expenditure reports to SE.

During the Joint Programme Reviews the actual expenditure on each budget line form the basis for a budget monitoring exercise. The task of the JPR meeting is to constantly secure that resources are used in the most effective and efficient way to meet the Programme objectives.
Further details on procedures are found in the Procedures Manual.

Main responsible data collector: Livaningo and ADEL accountants
Responsible for analysis and communication: ADEL and Livaningo Programme Managers
Responsible for action: SE Programme Coordinator
Producing information for programme output 1-4

5.9 Component management

The component is managed through a mixture of joint decision-making spaces and pre-defined individual competence arears – a hierarchy of documents guide implementation, decision making and relations between partners. The two operational partners are both budget responsible and have individual contracts with SE. The strategic partners each have a sub-budget line as either part of ADEL Sofala's or Livaningo's budget and in financial terms they report to these with whom they have a written MoU. The "knowledge institution" strategic partner is contractually connected to SE and hence payed directly. SE receives bi-annually a consolidated progress report from the partners and quarterly expenditure statements are sent to SE controller and the programme coordinator. SE controller visits the budget responsible partners approximately once a year in a combined monitoring and capacity development mission.



Responsibility areas of each partner in relation to the outputs.

<u>Joint decision-making spaces</u>
The Joint Programme Review meetings constitute the space for decision making of areas that are not pre-delegated to individual partners. Three meetings are held each year with participation from SE in two of these. The content of the meetings is a mixture of joint analytical exercises, information sharing, joint planning, decision making about e.g. advocacy efforts, budgetary issues and joint capacity building.

By having decision making at component level placed in the JPR meetings, transparency and accountability between partners and between SE and partners is deliberately inbuild whereby the traditional strong power with the northern CSO partner is attempted balanced.

However, where consensus cannot be reached in relation to cross-cutting topics not directly or solely linked to one individual competence area, SE will take upon the mediator's role – or if necessary openly take a decision which has to be based on arguments found in overall component interests or principles – however, this has not been necessary during the first phase period.

Individual competence areas of operational partners

In relation to the operational partners the individual competence areas are as follows:
Adel

- Responsible for output 1 and 4 with a separate budget to cover expenses in relation to these, refers to SE in relation to budget.
- Directly responsible for the quality assurance of the work of Muleide, Ipaj and Journalists network
- Receive remuneration vouchers from Muleide, Ipaj and Journalist Network and facilitate their payment from separate budget lines.
- Carry out advocacy and networking activities in Sofala coordinated with Livaningo and other partners.
- Responsible for coordination among consortium partners

Livaningo

- Responsible for output 2 with a separate budget to cover expenses in relation to these, refers to SE in relation to budget.
- Responsible for joint reporting to SustainableEnergy

A hierarchy of documents guides implementation and relations between partners in the consortium, it is:

1. Program document and annexes including a procedures manual
2. Bilateral partner programme contracts between SE and Adel and Livaningo
3. ToR for the Joint Program Review meetings
4. MoU between Adel, Livaningo and Muleide

5.10 Budget summary

		2020	2021	2022
Totals		**1.771.907**	**1.497.077**	**472.240**
Output 1: Communities	**31%**	**574.000**	**474.000**	**32.000**
Staff salaries		114.000	114.000	
Activities incl transport, per diem etc.		460.000	360.000	
Output 2: Advocacy / Communication	**35%**	**540.100**	**454.600**	**200.000**
Staff salaries		138.600	138.600	
Activities incl transport, per diem etc.		401.500	316.000	
Output 3: Consortium	**25%**	**356.850**	**305.500**	**200.000**
Staff salaries		285.200	252.000	
Activities incl transport, per diem etc.		71.650	53.500	
Output 4: Private Sector	**9%**	**157.000**	**137.000**	**-**
Staff salaries		57.000	57.000	
Activities incl transport, per diem etc.		100.000	80.000	
Admin cost		**143.957**	**125.977**	**40.240**
Audit		30.000	30.000	10.000
Admin (7% of Output 1+2+3+4)		113.957	95.977	30.240

The budgets above is a summary of detailed budgets presented in annex 1. The ratio between activities and salaries are based on experiences from the first phase of the NRMC programme's cash flow and the consortium's resources.
In 2022 as Tanzania will start up the resources set aside for Mozambique will be used on final advocacy efforts and to compile, present and disseminate tools and methods of the approach towards revitalization and strengthening of NRMC's in Sofala.

Annex 1, Budget

2020-2023 Budget, NRMC Component

			2020		2021		2022
Line-ID	**Totals**		**1.771.907**		**1497077**		**472240**
2.1	**Output 1: Communities**	**35%**	**574.000**	**35%**	**474.000**	**7%**	**32.000**
2.1.1	Activities NRMC, all incl.		200.000		150.000		
2.1.2	Activities Beekeeping associations, all incl.		100.000		50.000		
2.1.3	Field officer 1		24.000		24.000		
2.1.4	Capacity building officer		90.000		90.000		
2.1.5	Ipaj Involvment		50.000		50.000		
2.1.6	Muleide involvment		50.000		50.000		
2.1.7	Operational costs in Sofala, car maintance		30.000		30.000		
2.1.8	Operational costs in Sofala, fuel		30.000		30.000		
2.2	**Output 2: Advocacy / Communication**	**33%**	**540.100**	**33%**	**454.600**	**46%**	**200.000**
2.2.1	Activities in Sofala, including travel		150.000		125.000		
2.2.2	Activites in Maputo		25.000		25.000		
2.2.3	Journalist involvement		36.000		36.000		
2.2.4	Project Coordinator		90.000		90.000		
2.2.5	Project asistant		48.600		48.600		
2.2.6	Joint conferences, printing, non-earmarked		160.500		100.000		
2.2.7	ADEL networking activites, Sofala		30.000		30.000		
2.3	**Output 3: Consortium**	**22%**	**356.850**	**22%**	**305.500**	**46%**	**200.000**
2.3.1	Program manager Livaningo		45.600		40.000		
2.3.2	Program manager Adel		45.600		40.000		
2.3.3	Admin/Finance officer, Adel		36.000		36.000		
2.3.4	Admin/Finance officer, Livaningo		36.000		36.000		
2.3.5	Internal consortium capacity building		48.150		30.000		
2.3.6	JPR meetings (meeting expenses)		13.500		13.500		
2.3.7	JPR meetings (Travel and stay - supplement)		10.000		10.000		
2.3.8	Strategic partner (seperate ToR)		122.000		100.000		
2.4	**Output 4: Private Sector**	**10%**	**157.000**	**10%**	**137.000**	**0%**	**-**
2.4.1	Beekeeping cap. Officer		33.000		33.000		
2.4.2	Field officer 2		24.000		24.000		
2.4.3	Activities incl transport, per diem etc.		100.000		80.000		
	Admin cost		**143.957**		**125.977**		**40.240**
	Audit Adel		15.000		15.000		5.000
	Audit Livaningo		15.000		15.000		5.000
	Admin (7% of Output 1+2+3+4)		113.957		95.977		30.240

Annex 2: Mozambique Results Framework

Objective:
Knowledge is generated about the ability, effectiveness and efficiency of national and local tax and other revenue mechanisms from sustainable natural resource exploitation at community level to strengthen these and their adaptive capacities to ongoing climate changes. The knowledge is used to increase incomes in targeted communities and influence duty bearers to improve accountable and transparent distribution of benefits thereby contributing to higher community resilience

Indicators:

1. *25 NRMCs and community members have graduated from the consortium's capacity building model whereby they are capable of developing climate change sensitive Natural Resource Management Plans to guide them in the further development of their area*
2. *District and provincial authorities are promoting transparent and accountable implementation of community relevant NRM legislation and private sector actors have deepened their understanding of social responsibilities through connections with programme target groups*

Green colors refer to overall programme levels
Blue colors refer to Mozambique / NRMC consortium

Mozambique NRMC consortium

Thematic area	**Community levels:**
Output 1	Target groups including men, women and youth in target communities and local CBOs are empowered through capacity building, technically as well as organisational, via trainings and participation in projects within governance, environment and climate adaptation
Output indicators	• 4.500 persons of which at least 30 % are women and elected as community representatives acting as 'agents of change' by promoting local development/climate adaptation plans, engaging local authorities and mobilizing fellow community members. • 55.000 people are involved in or are indirectly benefitting from the programme activities – at least 30 % are women.

Mozambique output 1.1	Men and women from 25 NRMCs and their respective communities are strengthened to engage with Local Authorities and to transparently manage, control, and make sustainable use of natural resources of their area in spite of increasingly unstable weather predictability.	
Output indicator 1.1.1	Graduation of committees	
	Baseline: 12-15 communities from the first phase graduated according to the "ideal committee standards". 10 new neighbouring committees to the 15 first phase committees selected and assessed according to the standard.	
Targets	Year 1	Year 2
	First phase committees supported upon request. The 10 new committees have received intensive tailormade training from the consortium supplemented with guidance from one first phase neighbouring committee.	*At least 7 committees manage to "graduate" according to the set "Ideal committee standards" developed by the consortium. 1 or 2 first phase committee(s) have embarked on sustainable community led exploitation projects.*
Output indicator 1.1.2	Natural resource management capacity of 25 NRMC's	
	Baseline: Yearly work plans of 15 NRMC's developed in 2018.	

Targets	Year 1	Year 2
	3 Participatory NRM Guidelines under development	*3 Participatory NRM Guidelines in use to guide NRM of the community, 2 more plans developed*
Output indicator 1.1.3	Beekeeping associations of the target area (Gorongosa, Maringue, Cheringoma) have been assisted at a basic level and market links pursued (also for Caia)	
	Baseline: February 2019 EU supported ProDEL project ends with a potential for follow up – plan for 2019 developed	
Targets	Year 1	Year 2
	Producers of Gorongosa, Cheringoma and Maringue able to market 3 ton of honey	*Producers of Gorongosa, Cheringoma and Maringue able to market 3 ton of honey*

Thematic area	**Advocacy and Communication:**
Output 2	Country programmes demonstrate a clear ability to perform advocacy work, partly inspired by the PCP, leading to increasing inclinations of authorities to support participatory development and climate change processes
Output indicators	• Consortium impact on official plans and budget allocations, inspired by PANT standards, lead to gender sensitive environmental and climate change adaptation interventions at community levels. • Relevant climate change projects have been co-funded. • NDC and NAP communicated and reacted upon at sub national level. • Central level authorities are where possible influenced by experience and results created at sub-national levels.

Mozambique output 2.1	Pieces of evidence from Natural Resource Management, Gender and climate change realities in the target communities have been collected and disseminated to impact on stakeholders and the decision makers influenced to follow the intentions of the Forest Policy and climate change plans. Model work of the Laboratory approach has been described and disseminated.		
Output indicator 2.1.1	Advocacy carried out in relation to provincial and district climate change programmes (where relevant together with or by committee members) to influence local decision makers and to influence the content of Forest and CC policies.		
	Baseline: Advocacy mainly carried out for communities. Committees trained in knowing which spaces of influence they have, or they can create. Overview of public climate change programmes in the districts / the province exists.		
Targets	Year 1	Year 2	Year 3
	Two analytic documents have been published to influence the implementation documents of the Forest Policy. At least 3 public programmes on climate change have been tracked and monitored to enforce the implementation in Sofala province	*Two relevant examples of public programmes have been used to influence public plans on climate change at national level (NDC and PLAs (local adaptation plan)* *Dissemination of legislative documents (strategies, laws, regulations, diplomas, decree) in the forest sector to civil servants and committees at local level*	*One sample report on advocacy findings from the 5 year's programme*
Output indicator 2.1.2	The Natural Resource Management Committees capacity development approach documented in form of a combination of guidelines and a formal report / publication		

	Baseline: A big amount of data and experiences from the first phase is collected but not systematized		
Targets	Year 1	Year 2	Year 3
	Approaches and methods of the consortium refined and documented (some of them: Ideal Committee Concept, Participatory NRM guidelines, Gender and NRMC, Climate Change resilience)	*Practitioners guidelines developed based on documented approaches and methods and disseminated in subnational and national level.* *NRMC revitalization model has been agreed upon within the consortium*	*Report / publication of "the NRMC revitalization model" developed and disseminated*

Thematic area	**Consortium output:**
Output 3	Consortiums function as units with a clear division of roles that respect and build on the complementing capacities of each partner leading to mutual capacity building, legitimacy and autonomy contributing to and benefitting from a number of climate change and environmental networks.
Output indicators	• The consortiums have established approaches and structures for consultations with LAs and the consortiums are recognised as key players and hearing parts.

Mozambique output 3.1	The consortium is lead through Joint Programme Review meetings and regular management Skype meetings whereby its cohesion is strengthened and as the programme phases out, post programme relationship forms have been examined.		
Output indicator 3.1.1	Joint and mutual capacity building undertaken		
	Baseline: Various capacity buildings carried out including joint baseline and change study exercises. Mapping of programme intervention in relation to SDG's and one training on Participatory NRM guidelines in late 2019		
Targets	Year 1	Year 2	Year 3
	Two trainings e.g.: Follow up training on Participatory NRM guidelines. Training on how to promote SDG's with stakeholders. *At least 3 JPR meetings held.*	*Two trainings:* *To be developed.* *2 Joint* learning *sessions on model and guidelines developed* *At least 3 JPR meetings held.*	*The consortium partners stand behind and promotes the learning points from the programme as expressed in guidelines and a publication*
Output indicator 3.1.2	Joint and coordinated activities of the programme partners have enhanced the consortium's credibility and position on community intervention and NRMC and climate change issues		
	Baseline: In the field activities and media and advocacy activities and especially two provincial stakeholder seminars have made the consortium well known and respected at district and provincial level		
Targets	Year 1	Year 2	Year 3
	Authorities and other stakeholders participate actively in provincial seminars	*Authorities and other stakeholders participate actively in national seminars*	*The presentation of models and guidelines get ample attention from relevant stakeholders*

Thematic area	**Private sector engagement output:**
Output 4	The consortiums have succeeded in engaging private sector actors in more communities leading to either direct investments or product availability contributing to sustainable livelihoods and improved resilience to climate changes.
Output indicators	• Consultations established between Local Authorities, communities and private sector representatives • The multi-stakeholder approach leads to increasing investment by the public and private sector benefiting both men and women in the communities.

Mozambique output 4.1	Companies of the area have accepted the invitation to collaboration and relationship building with communities.	
Output indicator 4.1.1	Relationship building between communities, company (representatives) and Local Authorities	
	Baseline: Little interaction between communities and concessions (except for TCT Dalmann) – all companies and concessions of the area mapped (late 2019)	
Targets	Year 1	Year 2
	12 committees trained and engaged in how to approach companies. Meetings between communities, LA's and private sector actors lead to mapping of responsibility areas - if relevant using key SDG's as entry point.	*Concrete collaboration forms and activities between communities and private sector actors take place in at least three cases (as a result of consortium efforts)*