

# MOZAMBIQUE TECHNICAL ASSISTANCE ON INTEGRATED LANDSCAPE MANAGEMENT



## Progress Review Report: Status Update and Key Accomplishments, Challenges and Way Forward

**February 22, 2019**

**(period covered: July 2017 - December 2018)**

This Progress Review Report of the TA on Integrated Landscape and Forest Management in Mozambique assesses the progress and strategic relevance of the activities during the period of July 2017 through December 2018. It aims to inform Management of accomplishments, emerging opportunities, challenges and the way forward, and seeks inputs and guidance to continue improving the ongoing cross-cutting activities, delivered in support of Government institutions and other partners.

## CONTENTS

<b>1. BACKGROUND .....</b>	<b>2</b>
<b>1.1. Background to the TA on Integrated Landscape Management (ILM) .....</b>	<b>2</b>
<b>1.2. Program Development Objective. ....</b>	<b>3</b>
<b>2. STATUS UPDATE AND KEY ACCOMPLISHMENTS.....</b>	<b>4</b>
<b>2.1. Key Impact Areas .....</b>	<b>4</b>
<b>2.2. Progress Assessment and Achievements by Pillar .....</b>	<b>6</b>
<b>2.3. Progress towards Indicators .....</b>	<b>11</b>
<b>2.4. Client Satisfaction. ....</b>	<b>12</b>
<b>3. CHALLENGES AND WAY FORWARD .....</b>	<b>13</b>
3.1 Challenges.....	13
3.2 Way Forward.....	14
<b>4. BUDGET SUMMARY (20 DECEMBER 2018).....</b>	<b>15</b>
<b>5. ANNEXES.....</b>	<b>16</b>

## 1. Background

### 1.1. Background to the TA on Integrated Landscape Management (ILM)

In 2016, the Government of Mozambique (GoM), through the Ministry of Land, Environment and Rural Development (MITADER) approved the **National Sustainable Development Program** (or Programa Nacional de Desenvolvimento Sustentável) now designated SUSTENTA and becoming as a national policy. SUSTENTA is being implemented by the **National Sustainable Development Fund (FNDS)**, a multi-sectoral investment and coordination Fund.

The World Bank is supporting the GoM in implementing SUSTENTA primarily through the Integrated Landscape and Forest Management, today identified as the Integrated Landscape Management (ILM) Portfolio, a nearly US\$500M Portfolio (Figure 1) comprised of several natural resources and sustainable rural development operations, all being implemented through FNDS and combining on-the-ground investments, technical assistance, analytical work and results-based finance, to improve the livelihood of rural communities, in promoting small and medium businesses linked to agriculture and natural resources, with an emphasis on women and youth, and promoting sustainable management of natural resources, including curbing deforestation, illegal timber and wildlife trade and resource degradation. The first SUSTENTA balance report was publicly presented on December 6 and figures show the wide coverage of rural beneficiaries and the successful results, from doubling in agricultural productivity to a reduction of 50% on the number of families below the minimum calorie intake.



This TA Program, initiated in 2016, supporting the ILM portfolio with a tailor made and demand driven scope of activities, growing alongside the expansion of the Portfolio and the Bank’s increased engagement with the client. The TA Program serves as a just-in-time qualitative knowledge and information platform that links and responds to a variety of needs related to rural development. It supports project implementation within the Portfolio and provides strategic analysis in support of SUSTENTA. It includes analytical work provided to MITADER and other line Ministries to inform policy and strategy development, with the focus to promote a sustainable, inclusive and resilient low carbon rural development agenda.

The January 2019 ISR’s Satisfactory rating of MozFIP is one demonstration of the positive contribution of the TA to the ILM portfolio.

The TA Program is financed by the Multi-Donor Trust Fund (MDTF) for Integrated Landscape and Forest Management (ILFM) (US\$3M), capitalized by Sweden.

The World Bank is a significant development partner to the GoM, particularly in the Environment and Natural Resources Management sector. This TA Program has bolstered the World Bank’s partnership with the GoM and brought visibility to the Bank’s work and this partnership through significant transversal

partnerships, communications and advocacy efforts, with the GoM often recognizing publicly the relevance of the TA contribution.

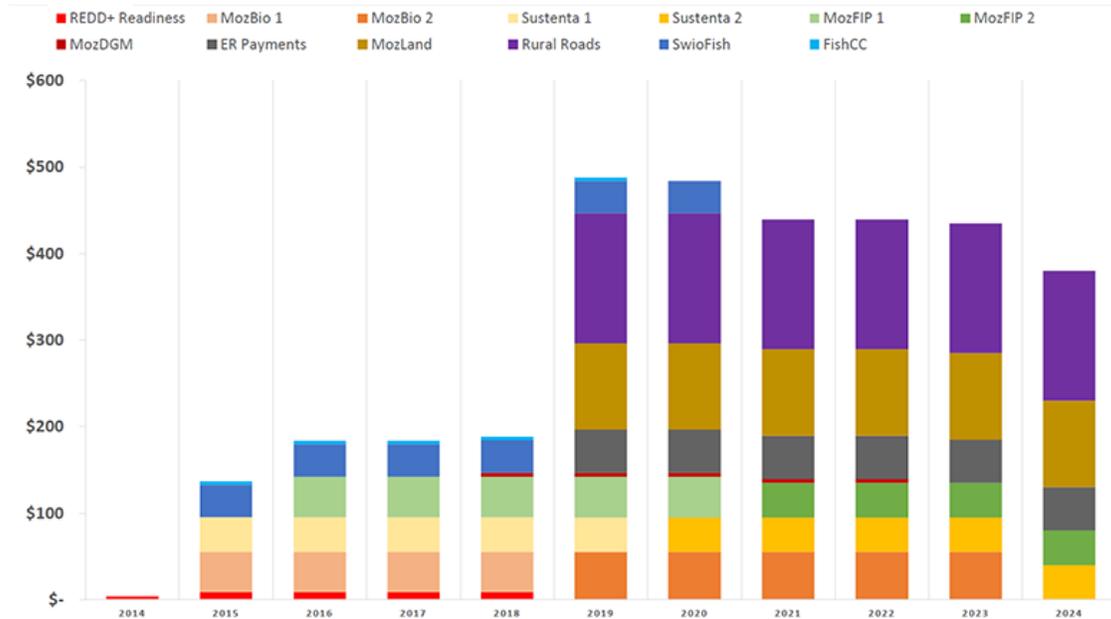


Figure 1. The following graphic shows the ILM portfolio in US\$ Million, by Fiscal Year of Project.

### 1.2. Program Development Objective.

The objective of this TA on ILFM is to ***strengthen the institutional capacity of the GoM and other partners in managing forests and landscapes while promoting rural development.*** The TA will complement ongoing investments and reforms related to forests, landscape management, rural development and climate finance, in three major areas:

- Technical Assistance to the Client (central and provincial governments, NGOs, communities, private sector), including to the National Sustainable Development Fund;
- Analytical work;
- Partnerships, strategic communication and outreach.

Progress toward the Development Objective is ***Satisfactory***.

## 2. Status Update and Key Accomplishments

### 2.1. Key Impact Areas

As a result of support from the TA Program in the past years, six key areas of impact to highlight are: i) Technical assistance to **FNDS**; ii) **Community-Based Natural Resources Management (CBNRM)** agenda; iii) **forest sector reform**; iv) the **Nature Based Tourism Conference**; v) the development and approval of the **Nationally Determined Contribution (NDC) Roadmap**; and vi) **Mainstreaming Gender** in natural resources management in Mozambique.

- i) **Technical Assistance to the National Sustainable Development Fund (FNDS)**. Approved by the Council of Minister in February 2016, FNDS is developing as a core multisectoral entity, promoting and coordinating a wide portfolio of programs and projects in favour of sustainable and inclusive rural development. The World Bank technical assistance has been pivotal in providing FNDS Board and staff with information on global management best practises and in building tailor-made capacities and skills to the different units. The technical assistance provided included the set-up of the FNDS organizational structure, leading to its approval by the Green Climate Fund as the National Accredited Agency, having the Readiness Funds been already approved.
- ii) **Community engagement / CBNRM agenda**. Community Based Natural Resources Management (CBNRM) is increasingly recognized in Mozambique as one of the most important tools and strategies for promoting sustainable rural development, particularly because of the high dependence on renewable natural resources (forests, wildlife, fisheries) for local communities' livelihoods. A network of civil society organizations and government agencies are in the process of developing a **long-term National CBNRM Program** for Mozambique, which will strengthen local communities' capacity for effective engagement in sustainable rural development and maximizing their benefits while conserving biodiversity. This Program will consolidate and institutionalize a CBNRM approach, define models for capacity building, create a CBNRM Network of experts who would continuously support community organizations, and scale up the implementation of CBNRM models in the country. This will advance the much-needed systematization and institutionalization of CBNRM approaches and guide the national strategy for sustainable rural development, for which effective CBNRM is central. The TA Program has provided (i) regional expertise for sharing of knowledge and best practices and (ii) facilitation expertise for the systematization and institutionalization of the national CBNRM model.
- iii) **Forest sector reform**. Since 2015, the Government of Mozambique has been implementing a series of reforms in the forest sector, aimed at confronting governance and management challenges, with the objective to move the sector towards sustainability. Some of these measures include the revision of policy and legal frameworks, the creation of a new institution for forest law enforcement and a ban on log exports. This TA Program and the Mozambique ILM Portfolio in general have contributed to the current **forest sector reform** in several ways; these are captured in the **Mozambique Country Forest Note**, which will be used to further

the World Bank's dialogue and engagement with the GoM and other partners. Through a variety of instruments and consistent dialogue with the GoM, the World Bank continues to influence reforms in the sector. One such instrument is the **Agenda 2035 for the Forest Sector and National Forest Program**, a strategy document which is almost completed, that will guide the GoM's long-term vision and roadmap for the forest sector.

- iv) **International Nature-Based Tourism Conference.** The [NBT Conference](#) held in June 2018, gathered high level participants from the region to discuss conservation and investment opportunities in conservation areas. More than 500 people participated, and the conference was opened by the President and attended daily over its 3 days by Ministers of MITADER and Tourism. A key outcome was the announcement of over US\$600M in private investment in nature-based tourism, including co-management and investment activities. The event highlighted the environmental and economic value of nature-based tourism while also showcased to all international participants the richness of Mozambique's conservation areas. The Global Wildlife Program (GWP), a partner to the conference and represented by 35 of its members, mentioned this event as the best co-organized by GWP. MITADER Minister, as the entity with the mandate over conservation areas, highly praised the World Bank's support and technical assistance in general and to the sustainability of the conservation areas and the conference organization.



- v) **Climate Change / NDC Roadmap.** The MDTF for ILM helped leverage US\$400k from the NDC Support Facility, which contributed to having the NDC Implementation Roadmap developed and validated. The NDC Partnership Plan, which **streamlines several low carbon and resilient sector priorities**, was also developed and validated, providing the framework to guide the next Government cycle for climate smart investments and resource mobilisation, while fostering continued partner dialogue and coordination. The partnerships mobilised along the process are supporting the lead Ministry, MITADER, in establishing a dialogue platform for partners to continuously discuss land use and land management related issues, in order to systematically inform the development of supportive policies. **The NDC Roadmap was approved by the Council of Ministers on December 11, 2018.**
- vi) **Mainstreaming Gender in Natural Resources Management in Mozambique.** Women are the main players in ensuring subsistence agricultural production in 80% of rural families in Mozambique. Still, women experience exclusion from the rights to and benefits from natural resources. As the ILM portfolio covers mainly rural landscapes, it is of major importance to the portfolio to understand and overcome the reasons for this exclusion. The TA Program will finance a **Gender Pilot Program**, which has the overall objective to advance gender mainstreaming in the Mozambique ILM portfolio and improve outcomes for women

beneficiaries through its projects. A strategic paper has been developed and, throughout 2019, a series of analyses, capacity building workshops and piloting of instruments are planned and will be implemented in partnership with FNDS.

## **2.2. Progress Assessment and Achievements by Pillar**

- **Pillar 1. Technical Assistance to the Client** (central and provincial governments, NGOs, communities, private sector), including to the National Sustainable Development Fund)

**Consulting and advisory services to the National Sustainable Development Fund (FNDS).** Up until June 2018, FNDS received services from the consulting company ML Consultoria, Planejamento e Gestão (ML), focused on supporting FNDS set up its mission and vision and the managerial architecture and manuals (organogram, Human Resources, Financial, project management and monitoring, micro project analysis and selection), preparing FNDS for accreditation as the National Accredited Agency to the Green Climate Fund and having the Readiness funds approved. Capacity building further contributed to a better understanding by the FNDS team (at national and provincial levels) on delivering on the World Bank's portfolio of projects and responding to its transversal mandate as a national fund operating with and mobilizing resources from international and national sources. This in-depth support to FNDS in project management, including real-time improved project management tools and particularly the development of streamlined safeguards frameworks and tools for all the ILM portfolio, has strengthened FNDS' capacity to deliver project results in a timely, inclusive and quality controlled manner. The ML 2018 final report addresses FNDS progress and recommends an annual progress review analysis, which will be carried out next calendar year.

**South-South Knowledge Exchange (SSKE).** SSKE missions (to Brazil, Mexico, Namibia and South Africa) have exposed FNDS (and other ministry directorates, such as DINAB, DINAF, ANAC as well as the NDA to the GCF and the National Treasury Directorate with MEF) to a wide dimension of successful experiences and lessons learned globally, from climate financing to sustainable rural development practices, non-timber forest products value chains, forests, wildlife and conservation management, contributing to increased knowledge for decision makers, project teams and beneficiaries to bring to Mozambique for better decision-making and action around sustainable rural development. In August 2018, a tripartite Brazil-Mozambique-WB mission took place in Maputo, with the goal to identify priorities and develop the project document and workplan, for the implementation of the previously signed MoU. Forestry, Monitoring and geographical referencing systems were identified and listed as priorities. The mission report can be found in annex 11.

- **Pillar 2. Analytical Work**

TA and analytical work, as previously mentioned covered a diversification of subjects and entities, all aiming at empowering the stakeholders and supporting the strengthening of the enabling environment for the development of a sustainable and resilient rural development. In detail, it covered:

The **Mozambique Country Forest Note** is a publication that articulates the status, vision and relevant policies and investment of the forest sector in Mozambique and presents the integrated landscape management and forest-smart approach adopted by the country. It makes the case that strategic investments in the forest and land use sectors are needed to reduce rural poverty and ensure sustainable management of natural resources, particularly forests. The Note will serve to further the dialogue within the Government and with development partners and other stakeholders and to continue securing financing for advancing the integrated landscape management approach. The TA Program financed the publication of the Note in both English and Portuguese, and dissemination is underway.

The **Agenda 2035 for the Forest Sector** consolidates a long-term vision and strategy for the forest sector in Mozambique and proposes an action plan for achieving this vision and strategy. The Agenda was constructed through a participatory process, organized by seven thematic working groups each led by key forest sector institutions. Each group conducted public consultations for the specific thematic areas, to ultimately inform an overall strategy for the sector. This work also fed into the revision of the GoM's National Forest Program. The TA Program financed analytical work, the working groups, consultants and consultations, led by the Food and Agriculture Organization (FAO). The Agenda 2035 and National Forest Program will be concluded in early 2019.

**Community Based Natural Resources Management (CBNRM).** A network of civil society organizations and government agencies are in the process of developing a **long-term National CBNRM Program** for Mozambique, which will strengthen local communities' capacity for effective engagement in sustainable rural development and maximizing their benefits while conserving biodiversity. The Program is consolidating and institutionalizing the CBNRM approach. With support from the TA Program, MITADER organized the **5th National CBNRM Conference** in February 2018 in Maputo, which brought together about 250 participants to share and discuss lessons and ideas for designing an effective, functional and efficient CBNRM strategy for Mozambique. Through the Conference, a strong partnership was formed between Mozambican institutions and the Namibian Association of CBNRM Support Organizations (NACSO), with a commitment to translate Namibia's recognized best practices for community-based conservation and sustainable natural resources management into a model that Mozambique can adopt. The profitable (economical and environmental) model of community wildlife conservancies in Namibia has reactivated the conviction that CBNRM should be harnessed as a tool for sustainable rural development in Mozambique. Under this partnership, the TA on ILFM supported a SSKE involving key stakeholders to Namibia, a workshop in Maputo to discuss ways forward to support the development of the Mozambique CBNRM model and two CBNRM specialists to work with the Mozambican CBNRM team.

**Support to the Miombo Network (MN).** The Miombo Network (regional forest and ecosystems monitoring network) is an organization dedicated to providing scientific information and policy guidance for a better future of the Miombo forests across the region, conducting research and policy analysis aiming at improving forest management, land use planning and analysis of the trade-offs between agricultural development and ecosystem service provision (with an emphasis on spatial planning data and databases). TA to the Miombo Network was concluded in October 2018, achieving its overarching objective to leverage the knowledge acquired through integrative Miombo research, linking biological, ecological, social and economic disciplines to provide a scientific basis for the conservation and sustainable use of the Miombo woodlands in Southern Africa, and making it available through a public knowledge and communication platform. **For Mozambique, the access to the several analytical products** delivered, namely the two policy briefs on: 1) sustainable management of wood resources; and

2) land use planning and a trade-off analysis between agricultural development and ecosystem service provision, contributed to facilitate decision-making by policy makers. A report was also produced, comparing policies across the Miombo region with the goal to advocate for policy harmonization, and another research report highlighted opportunities for collaboration across the region.

**Mainstreaming Gender in Natural Resources Management in Mozambique.**

Taking the World Bank’s Gender Strategy, a step forward, a **Gender Pilot Program** will be implemented with the overall objective to advance gender mainstreaming in the Mozambique ILM portfolio through the piloting of gender-targeted instruments. It has the aim to improve outcomes for women beneficiaries and for selected projects and build evidence for a gender-targeted approach in natural resources management projects in Mozambique. The Program will:

- Identify gender barriers and knowledge gaps in the ILM Portfolio in Mozambique, particularly in management of forestry, biodiversity, agriculture and fisheries at the community level.
- Design and pilot innovative gender mainstreaming actions/interventions and develop practical guidance to address the gender gap and better mainstream into current and future Natural Resources projects supported by the Mozambique ILM Portfolio, particularly on CBNRM initiatives.
- Improve monitoring and evaluation of gender-related outcomes in the ILM Portfolio

This gender TA will build the knowledge and capacity of World Bank and PIU staff on gender mainstreaming in WBG operations, develop material that will feed into the National CBNRM Program. It responds to FNDS’ request for strengthening the mainstreaming of gender and female empowerment and is the result of two years of community engagement of the World Bank team working in the field. The Gender Pilot Program is co-financed by FCPF with \$ 100,000 and CIF with \$ 30,000.

**Technical Assistance to Social and Environment Safeguards.** Safeguards policies are essential tools to prevent and mitigate undue harm to people and their environment in the development process. During project implementation, safeguards help to effectively manage risks, enhance positive impacts and provide a platform for the participation of stakeholders in project design and implementation. They serve as a mechanism for integrating social concerns into development decision-making and have been an important instrument for building ownership among local populations. The TA on ILFM has **strengthened the GoM’s safeguards capacity** by supporting safeguards trainings to staff of the Project Implementation Units at the national and provincial levels. The TA has worked with the National Territorial Planning and Resettlement Directorate (DINOTER) to provide guidance on the revision of the Resettlement Law and co-organize the **National Annual Resettlement Meeting**. Contributions include the analysis of resettlements legal requirements, safeguards and interlinkages to the investment sectors and partners, aspects on human settlements and proper land use and land management analysis. Linkages were established with the National Territorial Development Plan (PNDT) exercise and led to the establishment of a dialogue platform, aiming at ensuring that all land planning cross-cutting aspects, such as private and public investments, infrastructures, climate change and population dynamics are continuously considered.

**Climate Change Adaptation, Mitigation and Financing.** To support the GoM in implementing its international NDC commitments, the TA on ILFM, through a series of capacity building workshops, SSKE

missions and multisectorial meetings, has shared knowledge of successful cases (e.g. Mexico, Namibia) and provided capacity building on climate change mainstreaming, climate financing opportunities and synergies between climate smart strategies and climate funds. The TA also supported the initiation of the country's accreditation to the Green Climate Fund (GCF), the establishment of a MEF based National Designated Authority (NDA) to the GCF and its advisory board, the Mission vision and Terms of Reference for the NDA as well as the GCF project approval manual.

With funding from the NDC Partnership Facility, and co-funded by the TA Program, in early 2018 a firm was contracted to develop, under the leadership of the National Environment Directorate (DINAB) the NDC Implementation Roadmap for the sectors of Agriculture, Energy, Water, Transport and Early Warning Systems, as well as to assess the national priority actions and training needs, in order to support the ratified NDC with an implementation matrix. The firm's work included the assessment of the sectors mitigation and adaptation priorities, trainings on GHG emissions and the design of a Climate Change coordination structure, covering all sectors, both at national and provincial levels. The TA was extended to establish a partnership with the NDC Partnership Support Team (first mission April 2018), in order to transfer to facilitate the dialogue a continued dialogue with DINAB and the development partners. The NDC Partnership Plan, which was validated, jointly with the NDC Roadmap.

The TA facilitated the establishment of a close dialogue and partnerships with Sweden, Portugal (who funded the Communication Strategy), FAO and UNCDF (UNCDF and Sweden developing the Local Adaptation Plans), which led to a combined approach to both the NDC Roadmap and the Partnership Plan and their joint validation on November 15, in an event led by MITADER Deputy Minister, the NDC Partnership Director General and highly participated by development partners and sectors. The NDC Roadmap was approved by the Council of Ministers on December 11, 2018.

**This TA has strengthened GoM capacity on the coordination and communication mechanisms for Climate Change** and contributed to the development of strategic documents that allow GoM sectors and development partners to better identify opportunities and approaches to mobilize climate funds for the identified priorities.

**Land Use and Land Use Planning.** The TA on Land Use and Land Planning focuses on facilitating the mainstreaming of key important themes such as climate change, population growth, infrastructure and deforestation and restoration in the Land related documents and strategies that the team works on and on facilitating multisector dialogue at up and downstream levels, accelerating knowledge sharing on the role and impacts of sustainable land use/land management aspects.

The TA is further contributing to the development of the first National Territorial Development Plan (PNDT), which is the umbrella document of the territorial law, being a strategic and programmatic tool articulating the social and economic development of the country with an organized mid to long term vision of the territory. While the ILM Portfolio is financing the development of the PNDT, the TA focuses on creating the linkages between Territorial Planning, the NDC, the Agenda 2035 and sustainable rural development, in order to facilitate the implementation of the National Sustainable Development Program/SUSTENTA and the development of a low carbon and resilient Government Five Year Plan.

### ➤ **Pillar 3. Partnerships, Strategic Communications and Outreach**

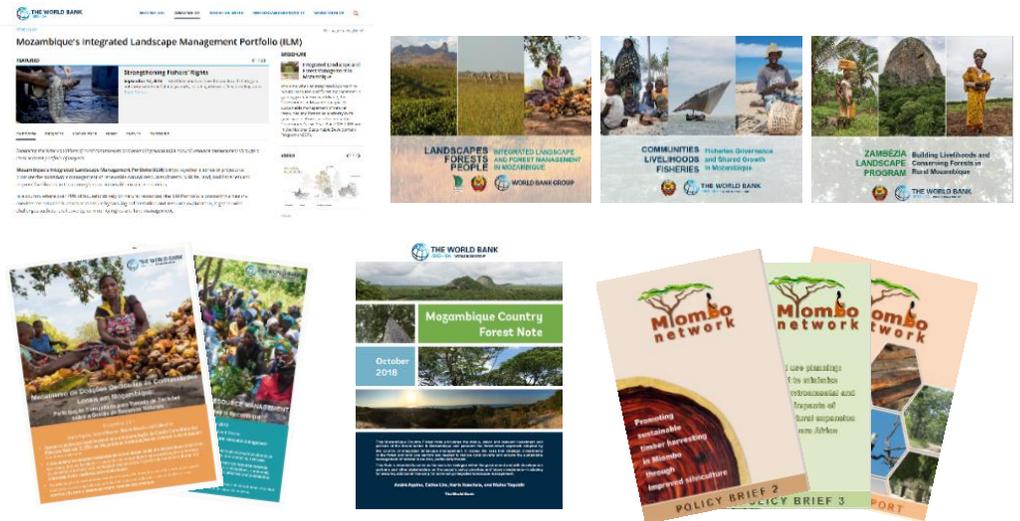
The strategic outreach and communication work covered by the TA Program has given Mozambique broad international exposure. Through the TA Program, flagship events have been organized that have pushed national agendas forward and put Mozambique in the spotlight, and a large amount of content has been developed for knowledge sharing and raising the visibility of ILFM.

Events of note are:

- 1) The **NDC Roadmap Validation**, held in November, led by MITADER, and which led to the joint validation of the Roadmap, the Communications Strategy and the NDC Partnership Plan. Presented as one document, this is the result of coordinated work between GoM institutions and development partners and will provide guidance for aligned sectoral low carbon and resilient investment priorities,
- 2) The **Resettlement Annual meeting**, held in November, also led by MITADER, gathered GoM representatives from all over the country, academia and civil society representatives, for two days, to discuss resettlements legal requirements, safeguards and interlinkages to the investment sectors and partners. The contributions included aspects on human settlements and proper land use and land management analysis, linking it to the National Territorial Development Plan (PNDT) exercise and contributing to the establishment of a dialogue platform, aiming at ensuring that all cross-cutting aspects such as climate change and population dynamics are brought into the analysis.
- 3) The **International Nature-Based Tourism Conference**, held in June 2018, which gathered high level participants from the region to discuss conservation and investment opportunities in conservation areas. More than 200 people participated, and the conference was opened by the President and attended daily over its 3 days by Ministers of MITADER and Tourism. A key outcome were the three contracts for conservation areas, for co-management and investment, were signed. The amount of announced private investment in tourism amounted to US\$600M.
- 4) **The 5<sup>th</sup> National CBNRM Conference**, following the three **regional CBNRM regional conferences** held in 2017, which contributed to assessing challenges, opportunities, approaches and lessons learned and which led to a partnership with Namibia's NACSO for the development of a National CBNRM Program and the strengthening of the Mozambique CBNRM legal framework.

The TA Program has enabled both World Bank and GoM teams to showcase the ongoing work, participate in events, and to monitor, report and disseminate best practices and lessons learned. The teams participated in the Africa Climate Week/Africa Carbon Forum in Nairobi and in the Global Landscape Forum in Bonn. The team has also organized relevant workshops and conferences in Mozambique throughout the year, many hosted in the Provinces of Zambézia and Cabo Delgado that feed directly into technical areas of the portfolio and its implementation.

**Communications.** The TA Program has greatly enhanced knowledge sharing and communications of the ILM portfolio. A rich diversity of publications has been produced and distributed, which have contributed to sharing knowledge, best practices and success stories to all stakeholders, and have even helped to mobilize partnerships – all publications can be found on the ILM website.



The Mozambique ILM team has also sought to share knowledge from Mozambique with other teams within the World Bank. The team has organized multiple knowledge sharing events, such as on sustainable charcoal production, Miombo landscape practices, land use and land planning, community land tenure and CBNRM, resilient rural development and natural resources management. The team has also been engaging with other development partners to foster knowledge sharing and increase coordination and efficiency. It has promoted and facilitated cross-cutting discussions of transversal themes such as the PNDT, the NDC, Rural Development, Climate Change (including the Local Adaptation Plans) and Gender, aiming at fostering the use of the ILM approach more widely.

➤ **Pillar 4. MDTF Management and Coordination**

The Bank has hired dedicated staff for this component, to ensure efficient management and administration of the TA Program, including planning, execution and monitoring of work plans and budgets, supervision and coordination of the several consultants working with GoM institutions, and fostering team building within the Bank. This component also supports the mobilization of further resources and the development and implementation of new activities, at the national and regional level.

**2.3. Progress towards Indicators**

The TA on ILFM has two indicators in its Results Framework, shown below. Overall, the targets have been met – and are expected to be exceeded – before the end of the Program.

***Level of satisfaction of targeted beneficiaries (government and strategic partners) about the implementation of the TA program.*** This indicator measures the level of satisfaction of targeted beneficiaries (government and strategic partners) and is measured through a survey to be administered every two years. See 2.3. below for more details on the survey and its results.

Baseline: 0; Target: **80%**; Current result: **83%**

**Number of beneficiary institutions receiving TA.** This indicator receives the number of institutions from different sectors (Government at national, provincial and district levels, NGOs, communities, private sector) directly benefitting from TA activities.

Baseline: 0; Target: **15**; Current result: **15**

The institutions benefiting from the TA include multiple government ministries and agencies (MITADER - FNDS, AQUA, ANAC, the National Forest Directorate, the National Environment Directorate, the National Planning and Cooperation Directorate and within MEF the National Designated Authority and the National Monitoring and Evaluation Directorate), Biofund, WWF and IUCN.

**2.4. Client Satisfaction.**

The first satisfaction survey to measure the first TA indicator was conducted in June 2018 to assess the TA’s beneficiaries’ perception of its effectiveness. The survey was sent to 45 focal points in 14 institutions and covers the TA services delivered between June 2016 to 2018. 23 responses were received. The questions focused on four indicators of effectiveness: **Quality, Usefulness, Relevance** and **Alignment**. The overall level of satisfaction was very high in all aspects of the survey and the following key elements were specified:

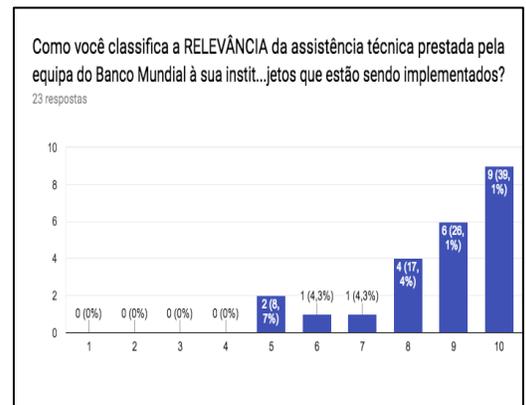
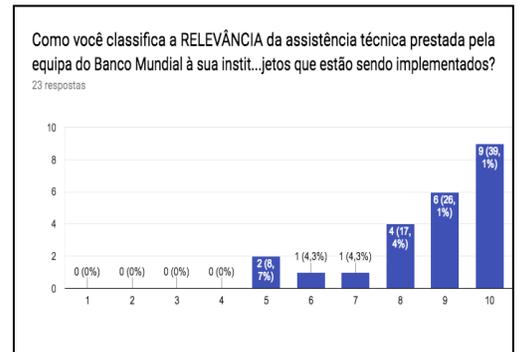
**Quality:** Reliable and timely, solutions-oriented and supports the transfer of knowledge to local teams

**Usefulness:** Integrated Landscape Management and Safeguards noted as the most useful trainings received, SSKE mentioned as a practical method of learning from other experiences

**Relevance:** Support is cross cutting, always present and available, results-oriented, and the TA is consistent across projects and institutions/sectors

**Alignment:** Bank’s support seen as aligned with the Government’s plans

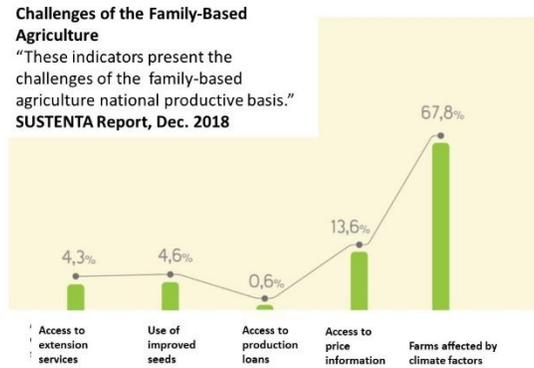
The overall response was very satisfactory and positive as to the importance and relevance of this TA, with over 80% of responses rating overall satisfaction equal to, or above, 8 out of 10.



### 3. Challenges and Way Forward

#### 3.1 Challenges

- Funding.** As explained above, the TA Program has a key role to secure efficient and timely delivery of the Bank’s ILM Portfolio. The BE MDTF, which finances the TA Program, will require more resource mobilization if it is to maintain a high-quality Program that can continue to respond to the client’s needs;
- Development at subnational level.** The national poverty and development levels, including reduced capable NGOs and private sector entities, more noticeable in the rural and decentralized areas, where the ILM activities are focused, imply reduced capacity to absorb and implement the capacity building and knowledge related actions. Human resources and skills are reduced and more concentrated in Maputo or provincial capitals, often working in GoM institutions or academia and often changing positions and jobs, making it difficult to have a systematic pool of key people to receive and transfer knowledge;
- FNDS.** As a new Fund, FNDS still requires support for its institutionalization and recognition as a multisectorial entity, working with multiple Government departments and coordinating different projects and programs, on behalf of the multiple ministries and directorates;
- Provincial governments.** Provincial governments (including district authorities) are the main recipients of the ILM portfolio as they are also the ones suffering from reduced capacities and skills. Hence, ensuring continued capacity building is key for the successful implementation and absorption of the portfolio. This also implies continued funding as decentralized activities require more logistics, recognized as expensive in the country;
- Elections in 2019.** Mozambique will hold presidential and parliamentarian election in October 2019, leading to a new Government in early 2020. Elections’ periods normally imply that Government officials are more dedicated to campaigning, meaning reduced availability for engaging with natural resources issues. Provincial teams may also be deployed from their normal activities to support campaigns. It is, at the same time, an opportunity to work with the Government on accelerated delivery and approval of policies, as this would result in an advanced Government Five Year Plan, which is the Government operational Plan, by 2020.



### 3.2 Way Forward

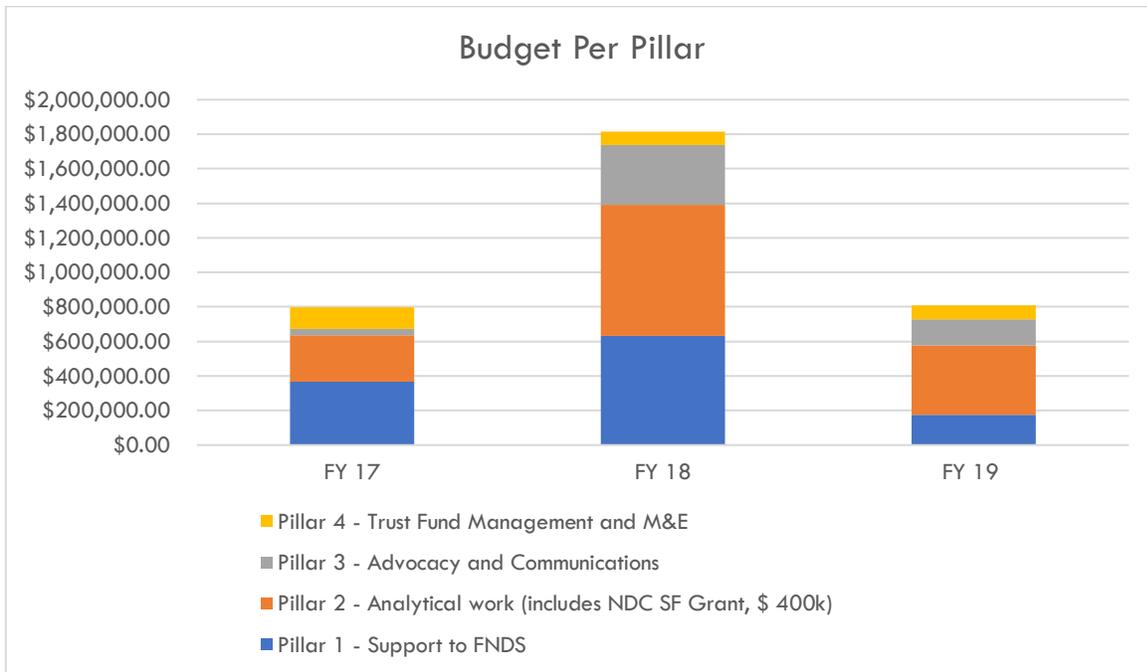
Continuing dedicated TA to ongoing projects, strengthening linkages and synergies within the Bank portfolio and with other development partners, reaching out to sectors to facilitate the alignment of policies, strategies and action plans with a low carbon and resilient Government program. These are essential to guaranteeing sustainability and the success of the ILM portfolio. Hence, our vision of the way forward focuses on:

- Strengthening Analytical Work and TA to cross-cutting sectors, aiming at accelerating transfer of knowledge for SUSTENTA successful implementation and influencing the next Governance cycle with a sustainable, inclusive and resilient low carbon Five Year Plan and implementing strategies and action plans;
- Increasing resource mobilization to the MDTF so that it can continue as an easily-accessible operational platform responding to the wide variety of sustainable and resilient rural development themes;
- Providing TA to the institutions as a whole rather than just to the project teams, ensuring a sustained and more efficient network of knowledge sharing, information and monitoring;
- Monitoring and supporting FNDS to ensure growth in capacity and stability in project management

Through these means, the World Bank aims to continue key engagements and continue its dialogue with the GoM. The TA Program should continue to mainstream climate change, gender and safeguards, accelerate knowledge transfer, facilitate financing and dialogue with other development partners, to ultimately influence a more sustainable rural development paradigm for Mozambique.

4. Budget Summary (20 December 2018)

<b>BE Grand Total Amount (of which \$1,129,626 still to be transferred)</b>	<b>4,429,626.00</b>
accumulated expenditures as of 30 June 2018	(2,309,579.53)
<b>Gross Balance at FY18 end</b>	<b>2,120,046.47</b>
provision, 17% admin fees to be retained over 60% balance for staff and STC costs	(200,000.00)
<b>Net Balance for activities as of 1 July 2018, FY 19</b>	<b>1,920,046.47</b>
Disbursements FY19 up to 20 December	(426,147.76)
Registered commitments for FY19 as of 20 Dec	(192,335.00)
estimated staff related commitments not shown above	(64,382.83)
<b>ACTUAL financial BALANCE for activities as of 20 Dec 2018</b>	<b>1,237,180.88</b>



**5. Annexes (*available in the Operations Portal*)**

- 1) Mozambique Country Forest Note;
- 2) National Forest Inventory Report;
- 3) SUSTENTA Report 2018;
- 4) NDC Roadmap English Summary;
- 5) Nature Based Tourism Conference Brochure;
- 6) PNDR Reports;
- 7) Mozambique Gender Pilot Program Concept Note;
- 8) SSKE 1 pager;
- 9) NDC 1 pager;
- 10) DGM/CBNRM Policy Paper;
- 11) CBNRM National Conference Pamphlet;
- 12) SSKE Tripartite Brazil-Mozambique-World Bank Mission Report;
- 13) MozFIP ISR January 2019.