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## MID TERM REVIEW OF THE LIMITING NEGATIVE IMPACTS OF OIL AND GAS DEVELOPMENT ON NATURE AND PEOPLE IN MOZAMBIQUE THROUGH CIVIL SOCIETY ENGAGEMENT AND ADOCCACY PROJECT

### TERMS OF REFERENCE

Project/Programme Name(s)	Limiting negative impacts of oil and gas development on nature and people in Mozambique through civil society engagement and advocacy (2016 – 2019)
Project/Programme Location(s)	Mozambique
Project/Programme Reference Number(s)	40001119
Names of Project/Programme Executants (WWF Office, name of project/programme manager)	WWF MCO, Eusébio Teodoro Pequeno – Project manager
Project/Programme Duration (from start year)	03 years
Period to Be Evaluated	December 2016 – November 2019
Project/Programme Budget Sources and Amounts (for period to be evaluated)	NORAD - OfD – Royal Norwegian Embassy, Maputo
Names of Implementing Partners (if relevant)	AAAJC, KULIMA – NAMPULA, AENA, AMA, ADEL CABO DELGADO and THE NATIONAL CSO PLATFORM IN EXTRACTIVE INDUSTRY

#### 1. PROJECT/PROGRAMME OVERVIEW

The **World Wide Fund for Nature (WWF)** is an international Non-Governmental Organization (NGO) founded in 1961, whose mission is to stop the degradation of the earth's natural environment and to build a future in which humans live in harmony with nature. In Mozambique the organization was established in 2001, under the name of WWF Mozambique Country Office (WWF MCO). WWF interventions in Mozambique are currently guided by a Country Strategic Plan 2016 – 2020, where one of the programmes is dedicated to the environmental and social impacts of oil and gas development.

WWF MCO is implementing a project designated 'Limiting negative impacts of oil and gas development on nature and people in Mozambique through civil society engagement and advocacy', funded by the NORAD – OfD via the Royal Norwegian Embassy. The project implementation was initiated in December 2016, and the main objective is that the Mozambican government policies and extractive companies actions support good governance of the extractive industry and the affected ecosystems maintain their integrity together with the products and services provided particularly to the vulnerable and poor local communities.

The project outcomes are:

**Outcome 1):** improved environmental governance, transparency and accountability in Mozambique's extractive industry, with the following outputs:

1.1: By 2019, the national platform and 10 provincial CSOs partners have improved technical and institutional capacity to influence decision-makers in the extractive sector of Mozambique



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1.2: By 2019, WWF and project CSOs partners have shared policy recommendations on improved accountability and transparency with key decision-makers in government and private sector in Mozambique's extractive sector

1.3: By 2019, there is a significant improvement in the level and quality of multi-stakeholders (local communities, CSOs, private sector, national and provincial government) on how to safeguard nature and local communities in key extractives development processes

**Outcome 2):** Improved access to information and scientific knowledge on the effective management of environmental and social impacts of the extractive sector in Mozambique, with the following outputs:

2.1: By 2019, more scientific knowledge and information is made available through partnerships with academic and research institutions.

2.2: By 2019, information on the extractives sector (environment and social management plans) is more publically available and accessible through interactive modern tools e.g.: WWF SIGHT and an on line information database.

2.3: By 2019, the media is more knowledgeable on environmental and social issues associated with extractives and actively facilitates public access to relevant information in print and electronic version.

2.4: By 2019, key strategic actors, particularly parliament and provincial government actors are availed with relevant information to facilitate better oversight in the management of extractives sector environmental and social concerns.

**Outcome 3):** Improved environmental performance of extractive companies and regulatory government agencies at national and provincial level in Mozambique, with the following outputs:

3.1: By 2019, WWF and key project CSOs partners have influenced the development, implementation, and monitoring outcomes of existing extractives governance and management tools (particularly EITI, EIAs and SEAs).

3.2: By 2019, WWF and project CSOs partners have engaged extractive companies operating in Mozambique in regular discussions on how to implement best-practice international standards and tools for the management of environmental and social issues associated with the sector.

3.3: By 2019, WWF and provincial level CSOs have monitored and measured the impacts of the extractives sector on local communities and have provided policy recommendations/feedback to oil and gas companies and provincial government agencies through community level engagements.

3.4: By 2019, WWF has facilitated exchange visits between government and CSOs to other countries in the region to learn and exchange lessons in improved environmental and social management.

The project is structured in four strategic pillars that are interlinked namely:

- (i) Generating evidence to support decision-making process for better good governance of extractive sector in Mozambique;
- (ii) Civil society capacity building to influence the processes of design and implementation of legislation and adoption of best practices international standards;



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- (iii) Strengthen the capacity of media to report accurately on the negative impacts of Oil and Gas development and;
- (iv) Supporting the National CSOs Platform in Extractive Industry in good governance of the extractive sector.

Operationally, the project activities are being implemented country wide but with permanent presence in the provinces of Cabo Delgado, Tete and Nampula where local partners are receiving grants to implement project activities associated with the promotion of good governance of the extractive sector and its effective management.

According to the agreement between the Donor (Royal Norwegian Embassy) and project proponent (WWF), there is a need for conducting a Mid-Term Review (MTR) for the project to assess its performance and produce recommendations that will ensure positive project deliverables. In this context, WWF MCO is seeking multilingual, motivated candidates with appropriate experience to provide consultancy services to conduct the mid-term review.

## **2. AIM AND PURPOSE OF THE MTR**

### **2.1. Purpose of the mid-term review**

The purpose of the review are to assess

- a) The progress of the implementation of the project as defined in the project document, see further annex 1.
- b) Possible changes in context, political, social, economic, with implications for the project priorities and implementation modalities, and

Based on the mid-term review may make recommendations for adjustments of the project.

This mid-term evaluation is also part of the project accountability as set out in the project framework, as it should involve an assessment of achievements of project objectives, results, effectiveness, processes and performance of project partners involved in the project implementation and learning process, as well as feedback and knowledge sharing among the project partners.

### **2.2. Specific Objectives**

The specific objectives of the mid-term review are:

- c) To measure the project outcomes achieved against the project plan for the evaluation period and;
- d) To provide recommendations on how to improve, strengthen and/or enhance, where feasible , the following project elements:



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- Efficiency and effectiveness of the Project planning, management, implementation and monitoring processes;
  - The project accountability processes;
  - The organizational structure of the project;
  - The learning and knowledge sharing and;
  - The project mechanisms and arrangements to ensure its sustainability after its completion in November 2019.
- e) To provide recommendations on mitigation options for the project regarding the current socio-economic and political risks<sup>1</sup>), including aspects such as the electoral campaigns for Municipalities' elections in 2018 and general elections in 2019 and the decentralization and peace talk processes, as well as the Islamic insurgents in Palma and Mocimboa da Praia, in Cabo Delgado Province.

The geographical scope of the mid-term review is the whole country with specific focus in the followings sites: Tete Province (Moatize and Marara districts); Nampula Province (Angoche, Larde and Moma districts) and Cabo Delgado Province (Montepuez and Palma districts) and the National CSOs Platform in Extractive Industry.

### **2.3. Mid Term Review Audience**

This mid-term review of the project is initiated by WWF MCO as the recipient of funding under the agreement signed with the Royal Norwegian Embassy in Maputo. It aims to provide managers at the project implementation team, project implementation partners, and other partners such as, Government (MIREME – EITI Committee), CSOs (AAAJC, Kulima – Nampula, AENA, AMA and ADEL CD), extractive industry companies (ANADARKO, ENI and VALE) and recipient communities with the independent feedback on the project's achievements thus far, effectiveness and efficiency of the adopted strategies and recommend the way forward including the necessary adjustments, if and where applicable, for a more effective and efficient achievements of the project's chain of results.

In addition, the MTR should also provide the project manager team with an independent view on project's implementation progress and serve as a tool for accountability

## **3. MID-TERM REVIEW SCOPE**

### **3.1. General considerations for the MTR**

Particular emphasis should be put on the current project intermediary outputs and outcomes of achieving all the objectives in the given timeframe, taking into consideration the phase at which the project is progressing.

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<sup>1</sup> Refer to the "Social Development for Conservation initiative - SD4C", that will be made available at the WWF MCO country office on request, to the evaluation candidates.



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More specifically, the evaluation should assess performance and achievements using the following five major criteria, in relation to the project design, implementation, progress and intermediary outputs and outcomes:

- (i) Relevance – the extent to which the activity is suited to local and national development priorities and organizational policies.
- (ii) Effectiveness – the extent to which the objective are being achieved or how likely are to be achieved.
- (iii) Efficiency – the extent to which the results are being delivered with the least costly resources possible.
- (iv) Outcomes – the positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention.
- (v) Sustainability – the likely ability of the intervention to continue to deliver benefits for an extended period of time after its completion.

### **3.2. Scope of Work Specific issues**

#### Project concept and design

The reviewers will analyse the Oil and Gas Project Documents including the review of the problem intended to be addressed by the project, and an assessment of the appropriateness of the project framework i.e. the project impact and outcomes, the project objectives, planned outputs, activities and inputs. The reviewers will provide recommendations on improvements and adjustments, if and where needed. The executing modality and managerial arrangements should also be assessed. Additionally, the evaluators will assist in assessing the suitability of the project indicators and review the work plan, planned duration and the project budget.

#### Project Implementation

The evaluators will assess the implementation of the project in terms of quality and timeliness of the inputs, efficiency and effectiveness of the tasks being carried out. Furthermore, the effectiveness of the project management set up as well as the quality and timeliness of monitoring and backstopping by all parties and stakeholders of the project should be evaluated.

#### Project outputs, outcomes and impact

The evaluators will assess the level of achievement of the intermediary outputs and outcomes of the Oil and Gas Project. This should encompass an assessment of the achievements so far of the immediate chain of results and objectives and how these are likely to contribute to the attainment of the overarching objectives of the project. The evaluators should also assess the extent to which the implementation of the project has been inclusive of relevant stakeholders and, to what extent it has been able to create collaboration and synergies between relevant partners. The evaluators should also examine if the project has had significant unexpected effects, whether of beneficial or of detrimental character.

In addition, the MTE should also cover the following aspects:



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Project implementation strategy: how, why and if the strategies contribute to the achievement of the expected project results chain: examine its relevance and whether they provide the most effective route towards results.

Sustainability: Assess the extent to which the benefits of the project will continue, within or outside the project sites, after it has come to an end. Relevant factors include for example: development of a sustainability strategy.

### Project Framework

- Work Planning implementation
  - Assess the use of the logical framework as a management tool during implementation and any changes made to it.
  - Assess the use of routinely updated work plans.
  - Is the work planning process result-based? If not, suggest ways to re-orientate work planning.
  - Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions. Any irregularities and recommendations to improve must be noted.

- Monitoring Systems

Assess the monitoring tools currently being used:

- Do they provide the necessary information?
- Do they involve key partners?
- Are they efficient?
- Are additional tools required?
- Ensure the monitoring system, including performance indicators, at least meets WWF minimum requirements. Apply SMART indicators as necessary.

- Risk Management

- Validate whether the risks identified in the project document and Project Implementation Reports (PIRs) are the most important and whether the risk ratings applied are appropriate. If not, explain why. Describe any additional risks identified and suggest risk ratings and possible risk management strategies to be adopted.
- Assess the project's risk identification and management systems:
  - Is the Risk Management System appropriately applied?
  - How can the Risk Management System be used to strengthen project management?

### Lesson learning and Adaptive management

- Assess how adaptive management changes have been reported by the project management.
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.



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### Underlying Factors

- Assess the underlying factors beyond the project's immediate control that influence outcomes and results. Consider the appropriateness and effectiveness of the project's management strategies for these factors.
- Assess the effect of any incorrect and/or outdated assumptions made by the project.

### Norwegian Contribution

- Assess the role of the Norwegian contribution against the commitment set out in the agreement and Evaluating for Results. Consider:
  - Field visits;
  - Steering Committee/TOR follow-up and analysis;
  - Grants Manual guidance;
  - Communication and feedbacks;
  - Disbursements.

### Partnership Strategy

- Assess how partners are involved in the project's management framework, including:
  - Partners and stakeholders engagement in the selection of indicators and other measures of performance;
  - Use of existing data and statistics and;
  - Analysis of progress towards results and determining project strategies.

### Identify opportunities for stronger substantive partnerships

- Assess how local stakeholders participate in project management and decision-making. Include an analysis of the strengths and weaknesses of the approach adopted by the project and suggestions for improvement if necessary;
- Consider the dissemination of project information to partners and stakeholders and if necessary suggest more appropriate mechanisms and other partners that are current not involved in the project.

The review team is encourage to include any other issue of relevance not considered above.

## **4. PROPOSAL REQUIREMENTS FOR MTR**

The proponent must submit a technical proposal detailing the methodology to be used. The evaluators must describe in the proposal the tools they are going to use to deliver the MTR, define the timeline for preparation, implementation (including a preliminary visit itinerary and field data collection) and report drafting and revision, and debriefing if necessary.

The proposal shall include a clear description of the methodology and provide specific proposals for data collection (e.g. desktop review, field observations, interviews, focus groups, questionnaires, participatory methodologies, etc.). The use of participatory techniques combined with other approaches for data and information gathering and analysis will be given weight in the assessment of bids.

The proponents are required to submit the following tender documents in English.



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- a) A technical proposal detailing the methodology and approach for desktop review, field work preparation, data collection methods;
- b) The activity timeline indicating the estimated amount of man/days for each task;
- c) the proposed MTR team members and a description of their respective roles;
- d) A detailed financial proposal indicating the unit and total costs of fees, air and ground transport, per diem, office costs;

The key deliverable of this mid-term review is a comprehensive analytical report in English that should, at least, include the contents provided in Annex B. Be clear as to the desired products of the review process (e.g. de-briefing notes/workshop, draft and final report, presentation of findings to different audiences etc.), ensuring that reviewers know that their reports should not exceed 30 pages in total (excluding annexes: such as the list of consulted and interviewed stakeholders; places visited; originals and digital version of administered questionnaires, database/raw data collected in the field, etc.).

The preferred timeframe for the entire assignment is from 1<sup>st</sup> to 31<sup>st</sup> June 2018. The proposals must be submitted in two separate envelopes/files one for the technical and the other for financial proposal.

The technical proposal must include:

- A brief proposal (preferable with no more than 8 pages) the approach and methodology as well as the proposed calendar of activities;
- CV's in English with clear indication of the role of each team member;

The financial proposal must include:

- Detailed description of costs by budget lines (unit costs, quantities, rates and totals). Please note that the selected evaluators will bear all costs associated with the preparation and submission of the proposal. In no event will WWF be liable for these costs, regardless of the conduct or outcome of the request. WWF will however administrate the budget related to field costs such as ground travels, accommodation, per diem and airfares for the contracted evaluator's team.

The technical and the financial proposals may be submitted in hardcopies or via email to following addresses:

WWF office in Maputo, Av. Kenneth Kaunda, number 1174. P. O. Box 4560, Tel. + 258 82 3122 250 for hardcopies submission and/or to [consultoria@WWF.org.mz](mailto:consultoria@WWF.org.mz) or [concursos@wwf.org.mz](mailto:concursos@wwf.org.mz) with copy to [epequenino@wwf.org.mz](mailto:epequenino@wwf.org.mz) for digital submission.





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Within a maximum of two weeks after the proposals submission deadline, WWF will announce the selected evaluators with whom WWF thereafter will sign a contract.

## **5. PROFILE OF EVALUATOR(S) AND WWF SUPPORTING RESPONSIBILITIES**

### **5.1. Profile of the reviewers**

The reviewers shall jointly have prior experience in evaluating similar projects and the following team expertise, skills, and experience are necessary:

- At least a master degree in natural resource conservation and management or related fields such as, Environmental Economics, Natural Resources Economics, environmental science, Development Studies, Governance Studies, project management and others;
- Practical knowledge and experience of designing and managing integrated conservation and sustainable resource use initiatives with particular emphasis in governance issues;
- Practical experience with implementing multilateral or bilateral supported Oil and Gas development versus conservation projects;
- Experience with result-based management evaluation methodologies;
- Experience applying participatory monitoring approaches;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Knowledge of the WWF Monitoring and Evaluation procedures is advantage;
- Knowledge of results-based framework
- Competence in Adaptive Management, as applied to conservation or natural resource management projects;
- Relevant and profound work experience in Mozambican context of the Good Governance of the Extractive industry and conservation;
- Excellent English and Portuguese communication skills (oral, aural, written and presentation);
- Experience in working with the Norwegian Oil for Development Program is an advantage.

### **5.2. Eligibility Criteria**

The evaluators that will conduct the Mid-term review should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

### **5.3. WWF Supporting Responsibilities**

WWF Mozambique Country Office (WWF MCO) – will serve as the main operational focal point for the mid-term evaluation. WWF will appoint the contract focal point, who will be responsible for liaising and coordinating with the consultant team the various aspects of the MTR.

Although the final report must be cleared and accepted by the Norwegian Embassy in Maputo before being made public, the WWF Evaluation Policy is clear that the evaluation function should be structurally independent from operational management and decision-making functions in the



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organization. The evaluation team will be free from undue influence and has full authority to submit reports directly to appropriate levels of decision-making. WWF management will not impose restrictions on the scope, content, comments and recommendations of evaluation reports. In the case of unresolved difference of opinions between any of the parties, WWF may request the evaluation team to set out the differences in an annex to the final report.

**6. SELECTION CRITERIA.**

The criteria for selection of the best proposal is given in annex A (Detailed proposal assessment matrix will be provided on request), based on principle that the high the score the best.



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**Annex A. Proposal Assessment Matrix**

Criteria/Sub-Criteria	Maximum Scores	Evaluators					Average Scores
		1	2	3	4	5	
<b>Experience</b>	<b>20</b>						
♦ Well qualified with demonstrated experience conducting evaluations similar to the one being commissioned. For WWF, this typically means the evaluator(s) must have strong and demonstrated experience considering: conservation and development components; relationships across scales of action from site to national to international; and realities involved in balancing strategic objectives with operational or financial constraints.	5						
♦ Proven ability to both assess past effectiveness and provide strong strategic thinking on future direction.	5						
♦ Relevant educational background, qualification, and training in evaluation.	5						
♦ Excellent written and oral communication skills in English and Portuguese	5						
<b>Interpretation of the ToRs</b>	<b>5</b>						
♦ Clear statement of the proposal objectives and expected deliverables	5						
<b>Methodology</b>	<b>20</b>						
♦ Clear tools and techniques	5						
♦ Clear list of targeted interviewees	5						
♦ Participatory methods	5						
♦ Clear scoring methods for the project impact assessment	5						
<b>Consultant Team composition</b>	<b>5</b>						
- Participation by Nationals	5						
Financial Proposal	50						
<b>Total</b>	<b>100</b>						



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## Annex B. The content of the Mid- Term Review Report

### ■ EXECUTIVE SUMMARY

- ◆ Brief description of the project
- ◆ Context and purpose of the evaluation
- ◆ Summary of project objectives and outcomes
- ◆ Main conclusions, recommendations and lessons learned

### ■ INTRODUCTION

- ◆ Project background
- ◆ Project objectives and outcomes
- ◆ Purpose of the MTR
- ◆ Key issues addressed
- ◆ The outputs of the evaluation and how will they be used
- ◆ Methodology of the evaluation
- ◆ Structure of the evaluation

### ■ The Project and its development context

- ◆ Overview of Oil and Gas Project and conservation in Mozambique and relevant lessons learned from past or ongoing projects.
- ◆ Project start and its duration
- ◆ Problems that the project seek to address
- ◆ Immediate and development objectives of the project
- ◆ Main stakeholders
- ◆ Expected Results

### ■ Methodology and approach

#### ■ Key findings

Analysis of the project framework and management (indicators, management arrangements including partnership arrangements in relation to the desired deliverables)

Analysis of project implementation (level of achievement of intermediary outputs and outcomes)

Analysis of project efficiency and effectiveness in achieving the project outputs, outcomes, t the partnership strategy;

- ◆ Project implementation Status



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- ◆ Key findings (including best practice and lessons learned, assessment of performance)
  - ◆ Project formulation and implementation
  - ◆ Implementation approach
  - ◆ Country ownership
  - ◆ Stakeholder participation
  - ◆ Replication approach
  - ◆ Linkages between project and other interventions within the sector
  - ◆ Financial planning and cost effectiveness
  - ◆ Monitoring and evaluation
  - ◆ Coordination and operation issues
  - ◆ Identification and management of risks (adaptive management)
- Results
- ◆ Attainment of objective
  - ◆ Appropriateness of outcomes
  - ◆ Prospects of sustainability
  - ◆ Project management performance
  - ◆ Risk assessment and mitigations
  - ◆ Project sustainability
  - ◆ Resource allocation efficiency
- Conclusions and recommendations
- ◆ Corrective actions for the design, implementation, monitoring and evaluation of the project
  - ◆ Actions to strengthen or reinforce benefits from the project
  - ◆ Proposals for future directions underlining main objectives
  - ◆ Suggestions for strengthening ownership, management of potential risks
- Lessons learned
- ◆ Good practices and lessons learned in addressing issues relating to effectiveness, efficiency and relevance.
  - ◆ Annexes: TOR, itinerary, field visits, people interviewed, documents reviewed, etc.