

OXFAM AMERICA
Project Evaluation Report

**IMPROVING PETROLEUM
GOVERNANCE THROUGH
INFORMED AND ENGAGED CIVIL
SOCIETY IN GHANA,
MOZAMBIQUE & TANZANIA**

**PROJECT EVALUATION REPORT –
MOZAMBIQUE**

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April 2019



As part of our commitment to accountability and learning, Oxfam will share conclusions and recommendations from this report. Internally we will share with relevant stakeholders, ensuring that they have an opportunity to participate in discussion of those results in meaningful ways. We will also publish the evaluation reports on our website in accessible language.

As a rights-based organization, accountability, particularly to the communities we seek to serve, is of the highest importance to us. For Oxfam, accountability requires Oxfam to regularly and honestly assess the quality of its work, share and learn from its findings with primary stakeholders, and apply that learning in future work.

This is a Project Evaluation for Oxfam America's Improving Petroleum Governance through Informed and Engaged Civil Society in Ghana, Mozambique and Tanzania. The program has been operating in Ghana, Mozambique and Tanzania since March 2017.

The major activities for producing this report took place in January and February 2019. The study was carried out by Chiqui Arregui and reflects the findings as reported by them as validated with stakeholders. The findings, interpretations, and conclusions expressed in this report are entirely those of the author and should not be attributed in any manner to Oxfam America Inc. or its affiliated organizations, or to members of its Board of Executive Directors or the countries they represent.

The assessment was managed by Kim Miller, Monitoring, Evaluation & Learning Advisor, Extractive Industries Global Program from Oxfam America.

For additional information regarding the study Terms of Reference, please refer to the report appendices.

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ABBREVIATIONS AND ACRONYMS

AAIE	High Authority on Extractive Industries / <i>Alta Autoridade da Indústria Extractiva</i>
CCIE	<i>Coligação Cívica da Indústria Extractiva</i>
CCM	<i>Conselho Cristão de Moçambique</i>
CIP	<i>Centro de Intergrade Publican</i>
CSO	Civil Society Organization
CTV	Centro Terra Viva
FID	Final Investment Decision
FLNG	Floating Liquefied Natural Gas
LNG	Liquefied Natural Gas
MTA	Mid Term Assessment
NORAD	Norwegian Agency for Development Cooperation
NPA	Norwegian People's Aid
OECD	Organization for Economic Co-ordination and Development
O&G	Oil and Gas
PE	Project Evaluation
PNSCRNIE	National Platform of Civil Society Organizations for Natural Resources and Extractive Industries / <i>Plataforma Nacional da Sociedade Civil de Recursos Naturais e Indústria Extractiva</i>
WWF	The World Wildlife Fund for Nature

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The consultant also wishes to thank all individuals interviewed. The information provided by them was essential to better understand the challenges faced by the Mozambican context, local stakeholders and the Project itself in working towards improved extractive sector governance in Mozambique.

EXECUTIVE SUMMARY

The current NORAD-funded *Improving Petroleum Governance through Informed and Engaged Civil Society in Ghana, Mozambique & Tanzania* program was scheduled to be implemented from January 2017 to December 2018. A one-year extension has enabled the program to honor scheduled commitments in Mozambique; the initial program period was too short to realistically work on the breadth of issues and processes that Oxfam in Mozambique and its local partner are working on in the context of this program.

This Project Evaluation (PE) was carried out in February – March 2019 with the objective of informing the last few months of implementation of activities in Mozambique and providing points of reflection for the last months of operations, as well as guiding future program development.

The program aims to build the capacity of local actors, while supporting them to engage in dialogue and effectively influence the governance framework and practices in the country's young, but increasingly important extractive sector. In Mozambique, the program focuses on extractives rather than only on oil and gas (O&G) given the nature of parallel and at times inseparable development of the mining and O&G sub-sectors within the larger extractive sector.

Geographically, the Project focuses in two areas of the country: Northern Inhambane, where gas has been produced since 2004 and northern Cabo Delgado Province, where mining of graphite and rubies - among others - are ongoing and where large Liquefied Natural Gas (LNG) discoveries have made Mozambique attractive for international sector players. Final investment decision (FID) for the LNG project was anticipated to be made even before the start of the program, which could have justified, perhaps, giving O&G issues a greater focus within the program. However, the FID is still awaited.

The objective of the PE is to analyze and document: (i) progress in the implementation of activities planned; (ii) results achieved; (iii) relevant contextual changes; (iv) program management practices; and (v) relevant recommendations. Also, the PE assesses the program using key criteria for assessing development assistance from the Organization for Economic Co-ordination and Development (OECD).

The PE involved five days of fieldwork, carried out in February 2019. A total of 15 people were interviewed from various stakeholder groups, including partner and other CSOs, media players, government, donors and the private sector. In addition to interviews, the evaluation involved the review of project reports and material produced by partners and collaborators, internet research, and articles produced by the Mozambican media. Together, the information collected provided contextual information on the challenges encountered in a very dynamic context.

Mozambique is facing multiple challenges, including ongoing terrorist attacks in Cabo Delgado Province and still, the pending outcome of investigations around unaccounted State debts that have driven the country into an unprecedented financial crisis. The country has been twice hit by powerful cyclones devastating specific areas in the central region as well as in Cabo Delgado Province. The attention that reconstruction in affected areas will require could take public attention away from extractive sector issues. In such a context, it is possible that both advocacy and awareness-raising efforts require increased attention in coming times.

In terms of the extractive sector, the structure for collaboration and coordination of civil society organizations (CSOs) has undergone changes in the past two years, after a group of CSOs largely based in Maputo left the National Platform of Civil Society Organizations for Natural Resources and Extractive Industries (PNSCRNIE) and constituted a second CSO group working towards extractive governance, namely the Civic Coalition for Extractive Industries (CCIE), which this program provides funding to.

The evaluation confirms that the capacity of CSOs and the media working on and communities affected by extractives has seen positive developments, which need to be continuously supported to keep up with sector developments, address persistent gaps in policies and regulations as well as practices at local level. The media is increasingly well placed to inform and present critical sector analyses, and CSOs are more informed, vocal and capable of presenting views to improve governance frameworks and processes. Some private sector companies appreciate the quality of the work done by extractive watchdogs and actively engage in improving their practices. Testimonies collected during the PE indicate that the project has contributed towards this.

The project has been working on several themes, including resettlement; State contributions towards local development initiatives derived from extractive company royalties (referred to locally as the 2.75%); advocacy toward an independent High Authority for Extractive Industries (AAIE); and Floating LNG (FLNG) economics. The Project initiated only with one partner organization, Sekelekani, and later, integrated support to the newly created CCIE, hosted at Sekelekani.

Summarized findings per Project outcome are presented hereafter:

Outcome 1 (CSOs engage with decision makers) Findings:

Project partners have produced documents that contribute to understanding of stakeholders of the extractive sector in Mozambique, including a book aggregating relevant laws, regulations and policies, and a study on the economics of FLNG. The program has also resulted in the submission to the government of proposals aiming to improve the terms of compensation and government revenue sharing with affected communities and for the establishment of a truly independent AAIE.

Outcome 2 (Public engages on critical oil and gas governance) Findings:

Program activities have contributed towards continued support in building the capacity of media players, specifically, media reporters, and their endeavors in producing informed and quality media reports related to the extractive sector in Mozambique. A higher education course on reporting on extractives adds to the limited number of formal training courses available in the country on extractives. Community reporters continue to be trained in key areas, with results yet to be assessed. Finally, the production of two documentaries has enabled stakeholders interested in extractives in the country and others, to access a critical view of the processes and effects of extractive companies on communities.

Outcome 3 (Active engagement by communities) Findings:

A very limited number of interventions have been implemented in the context of outcome 3. A (first) conference on resettled communities appears to have created some momentum among CSOs interested in the impacts of extractives on communities. If followed up the event has the potential to directly and truly involve communities in sharing their experiences about extractive operations and processes and influencing not only local practices, but also national level governance processes and frameworks.

Program Management Findings:

Oxfam in Mozambique has undergone staff turnover in almost every relevant position supporting the program, but without any significant consequences in project implementation or results. Practically all planned activities have been implemented, except some which have been replaced by other interventions deemed more relevant in the dynamic context of extractives in the country.

Key PE recommendations:

It is recommended that the Project in Mozambique considers the following:

- The project partner and the CCIE focus their attention of their interventions at national level where other partners at sub-national level are better placed to build the capacity of communities.
- Make increased efforts to assist partners in making their work known among larger audiences. Other players who respect the organization / civic coalition are not always familiar with the valuable work done by them under the program.
- Promote adequate coordination and collaboration with other Norad funded players in the country working on extractive governance and beyond, as relevant. Encourage the CCIE to continue collaborating with other CSOs, especially those within the PNSCRNIE.

1. INTRODUCTION

Project Objectives

The second NORAD-funded **Improving Petroleum Governance through Informed and Engaged Civil Society in Ghana, Mozambique and Tanzania** is a 2-year program in Mozambique, which was scheduled to operate during 2017 and 2018, to which a one-year extension was granted. The project is scheduled to close in December 2019.

The Project is managed by Oxfam in Mozambique under the leadership of Oxfam Novib. The Project aims to contribute towards responsible management and governance of O&G resources through the promotion of active citizenship in transparency, accountability, and the protection of community rights. As such, the Project in Mozambique aims to achieve the following:

- Build the capacity of CSOs to work together in supporting communities, participate in dialogue and advocate for fair O&G governance;
- Ensure the wider public is engaged in national, regional and local O&G governance by increasing the quality and quantity of the media and online platforms around O&G projects in Mozambique;
- Build the capacity of communities impacted by O&G so that they can engage in decision-making processes and O&G management.

Gender is an important aspect in all Oxfam programs. However, it is noted that gender was not included in the Project as an explicit theme.

Much effort has been dedicated in the Mozambique country office to using the programs original results management framework, including recent engagement of Oxfam in Mozambique staff and partners in fruitful technical discussions. In addition, staff changes have and are likely to continue occurring in the last months of project operations. For these reasons, the consultant considers it pertinent not to alter the existing hierarchy of objectives in any way. As such, the content presented in Table 1 is slightly more detailed than the one used to report PE findings in Ghana and Tanzania.

Table 1: Hierarchy of objectives used by Oxfam in Mozambique for project management

	Outcomes	Outputs
1.	Outcome 1: CSOs engage with decision makers (i.e. host country governments and extractive companies) on petroleum governance issues.	<u>Output 1.1</u> CSOs have access to quality analysis and research for advocacy on petroleum governance issues
		<u>Output 1.3</u> CSOs are coordinated for advocacy and information sharing
2.	Outcome 2: Public engaged on critical extractive industry issues to put pressure on companies and governments.	<u>Output 2.1</u> National and/or subnational campaigns are launched on petroleum governance issues and awareness raising on the petroleum sector
		<u>Output 2.2</u> National journalists are trained to report on critical petroleum governance issues, including about community impacts of extractive industry activities, and relationships are built between national media houses and CSOs.
		<u>Output 2.3</u> The development of videos and other media (including social media) coverage that capture the opinions and perceptions of local women, men and youth regarding petroleum development and government are supported and promoted.
		<u>Output 2.4</u> Information and technology platforms are supported to help monitor and disseminate key information on petroleum sector development and governance including community level impacts from extractive industry activities
3.	Outcome 3: Communities impacted by extractive industry activities actively engage and meaningfully participate in decision-making processes related to natural resource management.	<u>Output 3.2</u> Community members attend trainings to increase their awareness of the petroleum sector issues and develop skills for advocating for their rights

Purpose

The objective of the PE is to analyze and document (i) progress of activities; (ii) results achieved; (iii) relevant contextual changes; (iv) program management practices and (v) present recommendations to support the final months of operations and potential future funding. Also, the PE assesses the Project in line with key criteria for assessing development interventions used by the Organization for Economic Co-ordination and Development (OECD).

Context

Mozambique seems to have been immersed in a “perfect storm” for a number of years now that only appears to worsen. The bleak governance environment evidenced by the discovery of unaccounted State debts in 2015 is still unresolved. Interviewees and media

accounts from the past year indicate that the situation weakens overall governance in the country.

The northern Province of Cabo Delgado has also been hit by a wave of terrorist attacks causing displacement, instability and multiple casualties in rural communities, and more recently, also affecting the network of companies and staff working on the LNG project in that province.

The country has also been hit twice in the past weeks by powerful cyclones devastating specific areas in the central region and Cabo Delgado Province. The attention that reconstruction in affected areas will require could take public attention away from extractive sector issues. In such a context, it is possible that both advocacy and awareness-raising efforts require increased attention in coming times.

FID for the LNG project in the northernmost District of Palma is still eagerly awaited; the initial phase of the related resettlement process has begun.

The structure for collaboration and coordination of Mozambican CSOs has also seen changes, after a group of CSOs largely based in Maputo, namely, the Centro de Intergrade Publican (CIP), Conselho Cristão de Moçambique (CCM), Sekelekani, Centro Terra Viva (CTV) and Kuwuka left the PNSCRNIE and constituted a second CSO group working towards extractive governance, namely the CCIE.

2. METHODOLOGY

Approach

The PE was guided by a qualitative approach based on a thorough literature review including partner reports and publications, in-country news clippings and interviews with a total of 18 key informants, of which 9 participated in the Norad 1 evaluations. Seven of the key informants in the PE are female (38%) (see Table 2), reflecting the predominantly male character of the extractive sector in Mozambique.

Table 2: Interviewees by gender

Evaluation	Number of interviewees (m/f)	Female Participation
2014	18 (3 / 15)	17%
2016	29 (23 / 6)	21%
2017	27 (21 / 6)	22%
2019	18 (10 / 7)	38%

Oxfam staff in country organized all relevant interviews allowing for efficient use of time in-country. Informants came from a total of 10 organizations including CSOs, government representatives, relevant private sector companies, donors and media players (see Table 3).

Table 3: Interviewees by stakeholder type

Stakeholder Category	N. of people Interviewed in PE (repeat respondents Norad 1)
Oxfam Country Staff (current and former)	5 (1)
Oxfam Partner Organizations	2 (1)
(Other) Civil Society Organizations	7 (6)
Government Institutions	1 (0)
Media representatives	0 (0)
Donors	1 (1)
Private sector	2 (0)
Total	18 (9)

The PE did not include a household or citizen-based survey; it is not aimed at statistical validity. Perceptions related to key areas of interventions that have a bearing on extractive governance used in the preceding Oxfam-managed Norad 1 funded project were used, as relevant. These perceptions were measured using a scoring scale from 1 – 5; one (1) corresponding to no / very low capacity or knowledge and five (5) corresponding to high level of understanding / capacity. When interviewing repeat respondents, the consultant indicated the average scores given in the last survey (2017). Having this point of reference was particularly useful in quantifying trends over time. Some new rating questions based on the NORAD 2 results framework were added to the interview guidelines (see Annex 4). The guidelines were customized to each stakeholder category.

All activities related to this PE were carried out in coordination with Oxfam America, the in-country Oxfam team and the two other consultants engaged in the PE in Tanzania and Ghana. Preliminary findings were shared and discussed with key Oxfam staff in Mozambique prior to leaving the country, enabling triangulation of findings and discussion of recommendations. The same power point presentation was shared with Oxfam America and key issues discussed with relevant staff at that level.

Ethical Considerations

The PE was guided by the use of previously agreed ethical research principles. All interviewees were provided with contextual information on the Project and the PE and provided detailed information on the voluntary nature of their participation, their right to not respond or stop the interview at any point in time, the confidential nature of information provided related to opinions and views and information shared that was not of public nature. All informants provided verbal informed consent prior to starting each interview.

All care has been taken to ensure that all information received from interviewees that is of confidential nature is shared and reported ensuring non-attributability.

Study Limitations

The PE in Mozambique did not contemplate travel to the geographic areas in which the project places its focus, due to safety and security issues in Cabo Delgado Province and limited project activity in Inhambane (only one activity was directly implemented on the ground at the beginning of the project). However, interviews were conducted by phone, with relevant stakeholders in Cabo Delgado. As such, not travelling to the sub-national

level could possibly affect the comprehensiveness of information presented herein but is not expected to affect the overall conclusions and findings of the evaluation.

3. FINDINGS

This section presents the findings of the PE in Mozambique per program outcome and corresponding outputs. Perception ratings provide an indication of interviewee opinions over time; the number of repeat respondents is indicated in parenthesis within the tables. Overall, the results of this PE in Mozambique are extremely encouraging, both in terms of progress made in the implementation of activities and in terms of the immediate results achieved. No major challenges requiring prompt redress were found with the Project, rather, the PE highlights opportunities for improvement in terms of focus, effectiveness and enhanced efficiency.

3.1 Outcome 1 CSOs engage with decision makers (i.e. host country governments and extractive companies) on petroleum governance issues.

The project has implemented a number of measures to build the capacity of local CSOs to engage in the development of proposals to improve extractive governance in Mozambique. As a result, a number of proposals have been submitted to the government to strengthen existing legal / regulatory frameworks and ensure the establishment of a truly independent AAIE.

Output 1.1 CSOs have access to quality analysis and research for advocacy on petroleum governance issues.

A total of three publications were produced by Sekelekani and the CCIE under this output. An additional one is being produced by an international expert contracted directly by Oxfam, as described below.

Sekelekani engaged in the production of a book which includes the main policies, laws and regulations pertaining to natural resources and extractives in Mozambique. The document aggregates 20 valuable legal and policy documents which are otherwise dispersed and not all easily accessible. The document was printed, and some copies made available to CSOs, Provincial Assemblies and other interested parties.

Sekelekani also produced a support document for local CSOs and communities entitled "Basic information on IE". Three hundred copies of the document were printed. The document was shared during the Nkutano of 2017 - Mozambique's version of the alternative mining Indaba. Other opportunities were used to also make the document known, such as a seminar in Pemba (September 2017) held by CSOs and media players. The document was formally launched in February 2018 in Maputo and has been shared with a range of CSOs.

Sekelekani also produced a publication in 2017 called Gender Links (*Ligações de Género*), partly funded by the project, which contains a section on the impacts of extractives on women.

As table 4 below indicates, efforts made by different players, including those involved in this project, interviewees indicated that CSOs appear to be more capable at present to engage in advocacy activities around extractives. Project interventions have without a doubt contributed to this.

Table 4: Summary of interviewee ratings on perceptions around the advocacy capacity of CSOs

QUANTIFIABLE INDICATORS (rating 1-5)	NORAD 1 AVERAGES			NORAD 2 AVERAGE	N. Interviewees			
	2014	2016	2017	2019	2014	2016	2017 (Repeat respondents 14/16)	2019 (Repeat respondents 14/16/17)
What is the level of knowledge of non-specialized CSOs of the Petroleum Law and O&G projects and processes?	2	1.2	1.4	1.6	6	4	9 (8)	7 (7)
How would you rate the level of advocacy and negotiation capacities among CSOs at national level?	3	3.3	2.7	2.9	6	6	9 (8)	7 (7)
How would you rate the level of advocacy and negotiation capacities among CSOs at sub-national level?	1.2	2.5	1.8	2.6	6	6	9 (8)	7 (7)
Issues (rating 1 to 4)	RESULTS FRAMEWORK 2017				2019			
	N. Organizations answered=4				N. Organizations answered= 7			
Level of CSO knowledge & technical capacity	2.9				2.7			

Finally, in 2018 Oxfam in Mozambique engaged an independent consultant to produce summary information on FLNG economics. Given the specificities of such an area, the study is regarded as very relevant for knowledge generation purposes. Once the study is completed and its contents well understood, Oxfam will need to discuss with CSO players what additional use could be made of the information. Some interviewees expressed doubt as to whether it would be useful to disseminate widely such a technical report.

Project partner plans for 2019 include the provision of support to CSO platforms at district level in Palma, Montepuez (Cabo Delgado) and Inhassoro (Northern Inhambane). While these intentions are laudable, the PE is of the opinion that current project partners should dedicate their efforts at national level, as other players at sub-national level are probably able to assume this responsibility. Some years back, during the NORAD 1 grant, tensions arose between national level CSOs and those based at provincial and district level precisely because of lack of clarity of the boundaries in which each CSO should work within. While this did not impede collaboration, it created unnecessary confusion and to some degree increased competition and a sense of rivalry. It is recommended that in any case, project partners enter into collaborative partnerships with provincial level organizations who can implement the activities foreseen for year 2019 at district level referred to above, by providing technical support as necessary. The exception would of course be if both district and provincial partners agree that project partners based at national level are better placed to implement these activities and request their intervention at district level.

Output 1.3 CSOs are coordinated for advocacy and information sharing.

In linkage with the PNSCRNIE, Sekelekani organized two seminars on Fair Compensation, with the objective of establishing fair and common standards to be applied in the context of extractive projects. The seminars enabled participants to discuss and come to an agreement on the definition of fair compensation that would inform the production of a proposal to be submitted to the government at national level. Towards

the end of 2017, and after months of work with other CSOs, Sekelekani formally submitted a proposal for the Regulation for Fair Compensation in consultation with the PNSCRNIE.

Also, Sekelekani collaborated with the PNSCRNIE to participate in the working group dedicated to advocating for an Independent AAIE. Following, and with funding from Oxfam in Mozambique the CCIE (including Sekelekani) prepared a proposal related to the AAIE, which was shared and presented to MIREME through a public event. The CIP is coordinating all upcoming advocacy efforts associated with this proposal, seeking to ensure the independence of the foreseen AAIE. The coalition was identified as the Point of Contact between MIREME and CSOs for follow-up discussions on this matter. This “appointment” indicates public recognition of the value of the CCIE as a body representing civil society in the country. Care should be taken in the remaining months of the project to ensure that appropriate dialogue is in place between the CCIE and the PNSCRNIE, so as to promote inclusive and representative dialogue with the MIREME in relation to the establishment of an independent AAIE.

Finally, Sekelekani organized three conferences at sub-national level (Maputo, Tete and Nampula) to debate issues related to the 2.75% of oil revenue allocated annually to affected communities and in so doing understand what the practices, challenges and opportunities encountered in different locations. A study was also conducted to identify criteria and methodologies for determining the percentage. The results of the study were also presented to MIREME and other interested parties in a national conference in April 2018.

Information available indicates that there is willingness for collaboration, as relevant, between the PNSCRNIE and the CCIE. Such collaboration and or coordination should be encouraged, for issues of interest to both groups. It should be expected however, that intervention could at times be implemented separately. The existence of multiple voices should not be regarded, necessarily, as negative. However, it is also clear that coordination and collaboration towards common purposes can only increase the power of civil society influence in advocacy processes in extractives.

Information presented in table 5 indicates interviewee opinion on the type of engagement at present between CSOs and duty bearers (the government and extractive companies). Improvements are seen between the baseline period and current opinions, portraying that tables are shifting and the influencing capacity of CSOs increasing.

Table 5: Summary of interviewee ratings on perceptions around the type of engagement CSOs have with duty bearers

QUANTIFIABLE INDICATORS (Rating: 1=info sharing, 2=consultation, 3=negotiation, 4=delegation)	RESULTS FRAMEWORK 2017	2019
	N. Organizations answered=4	N. Organizations answered= 7
On what level do CSOs engage with local/regional government on petroleum governance?	1.5	2.5
On what level do CSOs engage with national government on petroleum governance?	1.5	2.5
On what level do CSOs engage with private sector on petroleum governance?	1.8	2

Also, interviewees were asked to express their opinions in relation to the coordination of CSOs for extractive sector advocacy purposes. Table 6 depicts interviewee views in this respect. While there is a drop in the rating between 2017 and 2019, this reflects the changes that have occurred in civil society organization, specifically, the departure of five organizations from the PNSCRNIE and the establishment of the new CCIE.

Table 6: Summary of interviewee ratings on perceptions around CSO coordination

Issue (Rating: 1 to 4)	RESULTS FRAMEWORK 2017	2019
	N. Organizations answered=4	N. Organizations answered= 7
How would you rate the level of CSO coordination for advocacy?	3.4	2.8

3.2 Outcome 2 Public engaged on critical extractive industry issues to put pressure on companies and government.

Efforts to date in raising the awareness of the general public on extractive governance issues have been important, but very limited in reach. This should not be seen as a criticism, because funding available is limited. The complexity of extractive industry matters, processes and at times contradictory or not sufficiently critical views limit the capacity of public intervention in support of improved sector governance. However, as was clearly spelled out in NORAD 1 evaluations, citizens, especially those directly affected, have become increasingly vocal in recent years in claiming their rights. This underlying trend is, with time, likely to result in broad popular support towards project outcome 2, but this is a longer-term result that requires time to realize.

Output 2.1 National and/or subnational campaigns are launched on petroleum governance issues and awareness raising on the petroleum sector.

A “campaign” related to the contractual conditions between the government of Mozambique and the South African gas company SASOL was expected to take place in 2018. This follows a study carried out in 2016 on the nature of the contract signed between the Government of Mozambique and O&G company SASOL operating in Northern Inhambane, and the benefits it generated for South Africa and SASOL.

However, initial discussions between national level organizations and Oxfam in Mozambique led to a rethink of this activity, as it was considered that perhaps other issues related to SASOL could be more relevant given government interest in reviewing the impact of the company on communities.

Follow-up discussions should be held between Oxfam and relevant partners to assess CSO perception of the relevance of proceeding with this activity and jointly make a decision. The fact that the intervention has not yet been carried out should not be regarded as a lack of progress in this activity, but rather an understanding that the issue needs to be further assessed.

Output 2.2 National journalists are trained to report on critical Oil & Gas governance issues, including about community impacts of extractive industry activities, and relationships are built between national media houses and CSOs.

Several interventions were implemented by Sekelekani in the course of the two first years of operations which aimed to increase the capacity of journalists to inform the general public about extractive industry issues faced in the country. The range of activities implemented are laudable, following-up on interventions successfully implemented in the past which require continuity to increase the number of journalists reached, and increase their level of knowledge over time.

First, the project partner produced and distributed a practical guide on O&G for media reporters. The document was an adapted translation of a document by the Wealth of Nations program of the Thompson Reuters Foundation. The document was printed and launched in December 2017 in a media seminar.

Second, Sekelekani’s investigative journalism initiative supported by the project (also implemented under NORAD 1) continued training journalists on extractive issues and giving them the opportunity to research, document and broadcast / publish pieces related to ongoing and unresolved social and economic impacts of extractive industries on communities.

The poor quality of company operations and / or inappropriate management of social and environmental impacts in extractives continues to be, albeit in different ways, common in Mozambique’s mining industry. These issues have been covered by journalists targeted by Sekelekani. A partnership established between Sekelekani, Action Aid Mozambique and the Tax Authorities resulted in media pieces by the 12 journalists participating in Sekelekani’s investigative journalism activity in 2017, largely revolving around extractive industry taxation issues.

Knowledge of the many rights violations at community level and other extractive industry issues still have wide visibility; there is a recognition that without the media reporting on these issues, the general public would not have access to information. Reporting on extractive industry enables the average citizen, especially in urbanized areas, to learn about extractives; reporting in this context becomes an educational tool. Ensuring accuracy of reporting in this sense is paramount. Interventions such as the one implemented by Sekelekani contribute to this purpose.

Other players such as Norwegian People’s Aid (NPA) and the World Wildlife Fund for Nature (WWF), among others, are also contributing to media development by reporting on extractive industry issues in the country. Therefore, not all extractive media pieces produced during the project period can be attributed to Oxfam support. Rather each organization has contributed in its own way to the development of media capacity around extractives. A coordinated – even if multi-pronged approach – between Norwegian funded players and their local partners, would likely bear greater benefits than dispersed efforts.

Table 7: Summary of interviewee ratings on perceptions around media engagement in O&G issues

QUANTIFIABLE INDICATORS (ratings 1-5)	NORAD 1 AVERAGE			NORAD 2 AVERAGE	N. Interviewees			
	2014	2016	2017	2019	2014	2016	2017 (Repeat respondents 14/16)	2019 (Repeat respondents 14/16/17)
What is the capacity of the media to report on oil & gas issues?	1.4	2.1	2.1	2.5	9	4	13 (10)	6 (6)

QUANTIFIABLE INDICATORS (low=1, medium=2, high=3)	RESULTS FRAMEWORK 2017			2019			N. Interviewees
	LOW	MED	HIGH	LOW	MED	HIGH	2019
How would you rate the accuracy of information on oil & gas governance provided by the media?	2.83			2.7			6
How would you rate the degree of bias of information on oil & gas governance provided by the media?	1.3			1.45			6

Structural barriers, mainly of financial character, continue to constrain the capacity of journalists to reach communities in which extractive governance challenges occur.

Finally, Sekelekani established a partnership with a private university in Maputo (Polytechnic University) with the view to supporting investigative journalism in formal training institutions. A nine-month post-graduate course on investigative journalism on economy and EI was successfully integrated in the courses offered by that university as a result of the partnership. A total of 12 people completed the course in 2018. This is the first course of its kind offered at post-graduate level in Mozambique.

However, given the high costs associated with giving the course, and the lack of certainty of it being offered in subsequent years without Sekelekani's support, the project partner established contacts with public University Eduardo Mondlane to assess the interest of that university to also give the course. Progress in this regard will need to be monitored in 2019. If the course is adopted by the University, investments made in the development of the course would be capitalized and its chances of sustainability increase.

Output 2.3 The development of videos and other media coverage that capture the opinions and perceptions of local women, men and youth regarding petroleum development and government are supported and promoted.

A documentary was produced by Sekelekani in 2017, involving men and women in relation to the ruby mining operations carried out by an international company in Namanhumbir, Montepuez District, Cabo Delgado Province. The documentary shows the sharp inequalities between the overall poverty-stricken conditions of communities affected by company operations and company wealth. The documentary also highlights some of the social impacts associated with illegal miner presence in the district, and how lack of adequate private sector compensation for land lost has further aggravated the situation for these communities. The documentary was launched at the Nkutano Conference in the second half of 2017.

The relevance of such a documentary is relevant for the country's also for the petroleum sector, to raise awareness on what can happen when duty bearers do not assume the responsibilities that come with exploration contracts in extractives. O&G and mining activity in Mozambique is very likely to grow exponentially in coming years; having awareness of unfulfilled promises of "progress" is necessary for all stakeholders to realize the importance of appropriately assuming their roles.

A second video documentary was produced in relation to phase 0 of the resettlement process associated with the LNG project in Palma, as planned. Through this documentary, Sekelekani presents what it sees as issues in the process of community consultation and compensation provided to affected households. The documentary was launched in a public event at Eduardo Mondlane University (October 2018) attended by different interested parties, namely, researchers, CSO representatives and relevant private sector companies. The documentary was also shown in the First Congress of Mozambican Resettled Communities event, supported by the project and referred to in output 3.2.

In addition, Sekelekani contributed towards the training of 10 community reporters in Palma and Montepuez Districts, in partnership with other CSOs operating in these areas. The objective was to strengthen media coverage through real-time reports from local correspondents, providing information to Sekelekani to feed into the Civilinfo digital platform, also supported by the project. Most of these reporters, (7/10) are located in Palma, where the initial phase of a multi-stage resettlement process is taking place. Information provided by Sekelekani indicates that by the time the PE was conducted, the organization counted 37 community correspondents across four provinces, namely,

Zambézia, Tete, Nampula and Cabo Delgado, based in districts in which extractive industry activities are taking place.

Output 2.4 Information and technology platforms are supported to help monitor and disseminate key information on petroleum sector development and governance including community level impacts from extractive industry activities.

Oxfam in Mozambique continues contributing towards the operations of Civilinfo digital platform (www.civilinfo.org.mz). The platform publishes information on (i) democracy and governance; (ii) natural resources and extractive industries; (iii) community development; and (iv) (related) international news. Under these headings, the platform publishes news and critical analyses as well as making available documents of national and international scope produced by Sekelekani on human rights issues and social justice.

Data provided by the organization indicates that viewers are mainly from Mozambique, USA, Brazil, Portugal, South Africa and other European countries. Total visitors were 1,323 and 1,173 in 2017 and 2018, respectively. The minor percentage drop in the number of visits to the website should not be regarded with concern. Data from the YouTube channel integrated into the website indicates the number of followers being 84 and views amounting to 8,528, while the Facebook account had 9,612 followers at the end of 2018. Finally, the Twitter account also for Civilinfo had 1,368 followers on the same date.

As the data shows, Civilinfo constitutes an additional and much-needed online platform to access information related to extractives. Its link to social media platforms enables it to reach different types of users, which are likely to be differentiated by age, consistent with usage trends among population sub-segments.

3.3 Outcome 3 Communities impacted by extractive industry activities actively engage and meaningfully participate in decision-making processes related to natural resource management.

Involving community representatives from affected communities in a national level congress on resettled and other affected communities will contribute to further increasing their awareness, and that of other stakeholders, on the systematic challenges encountered in extractive governance. Communities have shown in recent years (as a result of support received from several agencies) that they are ready to demand that their rights be respected by extractive companies when those rights are violated. The additional exposure facilitated by the project, particularly through the implementation of the Congress for Resettled Communities, is likely to further contribute towards this.

Output 3.2 Community members attend trainings to increase their awareness of the petroleum sector issues and develop skills for advocating for their rights.

At the onset of the project, Oxfam in Mozambique administered a training session of Free, Prior and Informed Consent (FPIC) in northern Inhambane, where gas company SASOL operates. The training targeted men and women of Temane, the area in which affected communities live in Inhassoro District. While the intent of the training at the time was seen as needed, the relevance of the activity in the overall scope of the project is not evident. Moreover, the activity should have been coordinated with another NORAD funded partner operating specifically in that location, NPA.

A much more relevant activity to build the capacity of communities affected by extractive projects was implemented in early 2019 by the CCIE, namely, the First Congress on Resettled Communities, partly funded by the project. The activity provided communities which have been resettled with the opportunity of understanding the wide range of economic, environmental and social impacts that poorly managed resettlement processes can have, as well as the challenges encountered with Mozambique's current legal and regulatory framework.

A total of 150 people participated in the event, including community representatives coming from Tete, Nampula, Cabo Delgado, representatives of a few extractive private sector companies, together with representatives of relevant ministries.

The activity was considered as highly successful by the organizers, as manifested in the Final Declaration produced by the CCIE on the event. The civic coalition intends to repeat this type of event. The PE is of the opinion that providing support to similar events in the future would be beneficial, especially to monitor progress towards addressing issues identified in previous events, and to identify new challenges encountered by communities and gaps in the structure, content or application of the wider governance framework for the extractive sector in Mozambique.

Interventions were identified to address critical gaps established by participants, for example, training members of the judiciary (*Procuradores*) on issues pertaining to resettlement in the context of extractives. While the importance of such an activity is in no way questioned by the PE, the project should exert care in not doing too much at the risk of spreading itself too thinly.

Finally, project partners plan to implement communication and public education activities at district level in selected districts. As expressed in output 1.1 for another proposed activity contemplated at district level, this PE is of the opinion that unless explicitly requested by a group of representative provincial and district Oxfam level CSOs, such activities should be implemented by organizations based at sub-national level.

3.4 Program Management

Oxfam in Mozambique and thus program partners in the country encountered difficulties in receiving funds late in the year in 2017 as well as in 2018. The consequences of this were not being able to include all intended participants in the investigative journalism contest: in 2017 only 12 of 15 were reached and in 2018 10 out of 15.

Such delays place project partners in a situation in which they have to use other donor funding until Oxfam funds for the project arrive; fortunately for Sekelekani, this has been possible to date, but measures should be integrated to avoid placing local partners in this situation.

Project management responsibilities are assumed at country office level by a capable staff member who is also responsible for another project on extractives. While the advantages are obvious in terms of technical coordination and increasing leverage of investments in both projects, the heavy workload limits the amount of attention that can be given to detail. Information received from Oxfam at the time of production of this report indicates that the issue is being addressed at the country office.

3.5 OECD Development Criteria

The following table assesses, in summary form, program performance against the standard criteria used by OECD for evaluating development assistance¹.

¹ <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Table 8: Assessment of program performance against key OECD criteria

No.	Criteria	Assessment
1	Relevance	The large majority of activities implemented to date are relevant to the needs of Mozambique's extractive governance landscape. The process to identify activities considered relevant is also laudable as it reflects civil society priorities.
2	Effectiveness	The project has generated a number of products and activities that can be considered as having contributed to raising the awareness of specific groups. Equally important are the efforts made in coordination and collaboration with other players in the Mozambican context. However, improvements can still be nurtured. Considerable efforts are being invested by project partners in advocating for specific improvements to the extractive sector institutional, legislative and regulatory frameworks, but the results of those efforts are yet to be seen. Finally, partners have leveraged project funding with other funding streams, as relevant, to ensure that interventions effectively meet expected immediate results. Care will need to be exerted in ensuring that efforts are not spread too thinly, and that focus be placed on priority areas to increase the possibility of achieving even more progress towards intended final results. This may require more time than available to the project.
3	Efficiency	The project has been able to support a wide range of activities with relatively limited funding. In this sense, management efforts both by Oxfam in Mozambique and partners themselves, to date, are commendable.
4	Impact	The project has been able to reach a wide range of stakeholders, cover an impressive number of topics and produce various publications resulting in those reached being more knowledgeable on these issues. Sharing products more widely and finding ways of making them known to relevant players in the sector is paramount to increasing impact.
5	Sustainability	Investments in building the capacity of institutions and people are, by their nature, the most important elements for sustainable investments. What is created now – products, capacities – in this sense become the seeds for ongoing and future efforts to improve the governance of the extractive sector in Mozambique.

4. CONCLUSIONS & RECOMMENDATIONS

CONCLUSIONS

The project has in a very short timeframe implemented an impressive number of activities to good quality standards and obtaining expected immediate results. In a nutshell, interventions have focused on raising awareness and building the capacity of stakeholders and the general public on extractive governance issues. Equal attention has been given to ensuring that the topics are consistent with the important advocacy efforts made to date.

Project performance against key criteria for assessing development assistance is rated as highly satisfactory, as can be seen above in Table 8. The conclusions presented

herein directly respond to the underlying questions guiding this PE, namely, establishing whether civil society is more / better informed and engaged than before. Lastly, and to respond to the question of whether this has led to improved extractive governance in the country, this PE report emphasizes that most interventions implemented to date require additional efforts to reach final intended results. Whether this will be possible within the project timeframe, especially in what refers to advocacy, remains to be seen as it depends as much on partner efforts as on the responsiveness of other stakeholders in embracing and investing in desired improvements.

RECOMMENDATIONS

While outcome specific recommendations would generally be provided in evaluations of this nature and type, the findings of this evaluation led to the identification of recommendations that cut across outcomes, as follows:

- Increase efforts in making products produced under the program in Mozambique known – they are valuable and many who should have access to them do not because they are not aware of their existence.
- Give continuity to issues that the project has been working on over the past 26 months, rather than starting new activities. That is, consolidate and strive for stronger results rather than start with new activities, even if they are relevant for the context. In short, do not spread efforts too thinly.
- Agree on geographic scope of intervention of project partners in terms of direct implementation of capacity building measures, as a matter of principle. This is important to ensure that cooperation and collaboration is instilled in CSO relationships, based on mutual respect for each other's perceived mandate.
- Actively seek active and effective strategic coordination with other NORAD funded partners in any future funding. For remaining months, engage in information sharing and coordination of activities with NPA and WWF, as relevant.
- Ensure that any studies or campaigns are based on true agreements with Mozambican CSOs relevant to program endeavors. Oxfam should bring what it sees as opportunities to the conversation but not drive the agenda setting for advocacy interventions.
- Given the impacts that extractives can have on women and on gender relations it would be beneficial to integrate a highly competent player such as Women and Law in Southern Africa in programs of this nature, who could assist in bringing in a robust gender lens to program interventions.

Program Management Recommendations:

- Given the large number of areas in which the project is working, the dynamic nature of the project and the benefits of increasing interactions, collaboration and synergies with other stakeholders, human resources should be added at the country office so that each project has its own program officer – rather than allocating more than one project to one person.
- Assess mechanisms to avoid fund transfer delays to partners.
- Encourage Sekelekani to expand its administrative and finance staff to decrease risk of inappropriate authorization of advances, as expressed in the last partner risk assessment. However, this may only be possible if additional resources are provided to contribute towards these costs.

- Continue engaging in joint regular Oxfam staff and partner discussions. The results of such collaborative endeavors have the potential of reaping larger benefits.

ANNEX 1: TERMS OF REFERENCE

Oxfam - Improving Petroleum Governance through Informed and Engaged Civil Society in Ghana, Mozambique and Tanzania

Project Evaluation - Request for Proposals

I. Background

Oxfam is the recipient of a two-year grant from the Oil for Development program of the Norwegian Agency for Development Cooperation (NORAD) over 2017-2018 with a 1-year renewal to the end of 2019. The ***Improving Petroleum Governance through Informed and Engaged Civil Society in Ghana, Mozambique and Tanzania*** project (also referred to as NORAD 2) aims to contribute towards responsible management and governance of Oil and Gas (O&G) resources through promotion of active citizenship in transparency, accountability, and the protection of community rights. The NORAD grant involves three Oxfam affiliates, led by Oxfam America (OUS).

The NORAD 2 grant follows the three-year NORAD 1 grant, ***Accountability through Active Citizenship Project: Improving Petroleum Governance in Ghana, Mozambique and Tanzania***, which was implemented July 2014 – March 2017. A cumulative end line evaluation was conducted during January-March 2017 across the three project countries to review achievements made and lessons learned from grant implementation, and a learning event was held at the end of March 2017. The learning event served as an opportunity for country and global staff to review the NORAD 1 end line evaluation findings, to reflect on lessons and challenges, and to apply the lessons in the planning of the NORAD 2 grant implementation.

Based on the lessons of the implementation of NORAD 1, the project team revised the grant's Results Framework (RF) for NORAD 2 to better capture the connection of the NORAD grant to the ultimate Oxfam program goal and broaden the grant's project outcome and intermediate outcomes to link the results across the three project countries. Due to the revisions of the NORAD 2 RF, the project team collected baseline data against its indicators over June-August 2017. The NORAD 2 baseline focused on the country CSO and partner organizations' perceptions around engagement with duty bearers and went deep in Tanzania with an externally commissioned community-level survey of voice and influence related to social accountability mechanisms.

This project evaluation will be conducted over January-April 2019 in Ghana, Tanzania and Mozambique. It is a formative evaluation that will build upon the NORAD 1 evaluation and the NORAD 2 baseline methodologies and findings. The final report will capture progress over the past 2 years and inform the next phase of the project.

II. Purpose and Audience

Purpose: The project evaluation will compare the current state of the program against baseline values, assess effectiveness of strategies and tactics, and identify key lessons learned for teams to incorporate into future work.

Audiences: The primary audience for this evaluation is NORAD, the back donor of the grant, and Oxfam staff and partners involved in the implementation of the grant. The project evaluation should help inform ongoing strategy to increase the effectiveness of community training and policy influencing efforts in the next phase of the grant. Wider audiences include interested units/teams within Oxfam America's Global Programs and Campaigns Divisions and Extractive Industries and Policy & Advocacy teams across the Oxfam confederation. Additionally, Oxfam will publish the evaluation report on its Policy & Practice website.

III. Scope and Objectives

This project evaluation is meant to evaluate the current status of interventions to support and strengthen civil society and to target policy and practice change from government agencies and companies to promote economically, environmentally and socially responsible management of petroleum resources in Ghana, Mozambique and Tanzania. Progress will be measured quantitatively and qualitatively against baseline values determined in 2017 and against the first phase evaluation conducted in early 2017. The objectives of the evaluation are:

- To assess the program's progress against the program baseline and intended outcomes
- To surface any unintended consequences (positive or negative) of Oxfam's program work
- To evaluate the effectiveness of Oxfam's program strategies in-country and identify key lessons
- To identify areas of improvement in program delivery and effectiveness
- To address country team's specific learning questions
- To make recommendations for the next phase of the project

IV. Process

The consultant will work with Oxfam America's EI Global Program Monitoring, Evaluation and Learning (MEL) Advisor in consultation with the grant's Project Officer and evaluation steering committee to agree on a final methodology within the budget constraints provided, finalize the set of key informants and stakeholders to interview and/or survey, the questionnaire or survey instrument questions, as appropriate, and to ensure the evaluation team has adequate access to relevant documentation.

Additionally, the consultant will work with the consultant who will administer the second round of the community-level survey in Tanzania to incorporate the quantitative data into the final evaluation report.

The consultant will carry out the project evaluation, presenting early findings, and draft a final report to the Project Officer and MEL Advisor, on a schedule to be agreed, for review and deliberation with the evaluation steering committee. This iterative review of preliminary and draft findings is intended to ensure that the final report fully meets the needs of the program staff and their teams, and that any methodological adjustments that may be warranted are identified early on in the data collection process.

The final report will be delivered after the draft findings have been reviewed and commented on, responding to any remaining questions or data analysis needs identified, and that can be accommodated within the established timeframes and budget.

Periodic project management meetings with the Oxfam MEL Advisor will be held, as appropriate.

V. Indicative Timeline

Timeframe	Activity
Early January	Select Consultant(s)
End of January	Finalize methodological approach; sign MOU based on agreed scope, approach and schedule
January	Oxfam field staff work with consultants to identify key informants, review any questionnaire &/or survey instruments & provide documentation
Beginning of February	Consultant submits inception report
February – March	Consultant conducts field research and data collection; consultant shares initial findings with country teams while still in the field for validation

Beginning of April	Consultant submits first draft of evaluation; Oxfam submits comments
End of April	Consultant submits final evaluation report.

Phase I: Familiarization Phase – January – Beginning of February 2019 (7-10 days)

- Initial project overview documents
 - Interviews with key staff for preliminary orientation to the program
- At the end of this phase, the consultant will deliver a short synopsis of program understanding (5-10 pages) to demonstrate and harmonize program understanding. The consultant should attempt to articulate back to Oxfam the goals and trajectory of the project/program under evaluation, including scope, actors involved and major activities, so that any gaps in knowledge can be caught early. In addition, the consultant will submit a refined research design for the remainder of the research, including preliminary research instruments for comment by evaluation steering committee. The commencement of the subsequent phase is contingent on an approved research design.

Phase 2: Research Phase – February – Early March 2019 (20 days)

List of key people to interview, and a list of additional documents and literature will be provided. Research Sites include: Ghana, Tanzania, and Mozambique
The initial findings will be presented by the consultant in a validation meeting with Oxfam staff before leaving the field.

Phase 3: Data Analysis/Write up – April 2019

As writing quality is extremely important to Oxfam, adequate time must be cleared in the consultant's calendar. We estimate at least 10 days of dedicated analysis and writing to arrive at a first draft. In the initial proposal, the consultant should outline their approach to data analysis and write-up, including research assistant support available, and primary roles and responsibilities related to the quality of the write up. It is expected that the principle research coordinator has final accountability to the quality of the writing, not research assistants. Oxfam's evaluation review committee will turnaround comments to the consultant within 5 – 7 business days of receipt of the draft. The consultant should spend no more than 2 working days to finalize the evaluation based on feedback.

VI. Deliverables

1. Signed MOU, including key evaluation questions, methodology, interviewees, timeline, deliverables and payment schedule. 1/25/19
2. Inception report 2/15/19
3. Draft evaluation report 4/5/19
4. Final report 4/30/19

VII. Profile of the ideal evaluator

1. Experience conducting evaluations of complex social and political change processes, ideally in the extractives sector with a gender lens
2. Very strong qualitative analysis skills, particularly with analysis of textual sources and public statements (documents, media coverage interviews, speeches, testimony, etc.)
3. Strong quantitative analysis, particularly in media, including ability to examine multiple national contexts
4. Experience either working on or managing an NGO-led campaign – with a particular focus on public policy around poverty alleviation
5. Experience in Ghana, Tanzania or Mozambique (Portuguese proficiency is required for the Mozambique consultant)
6. Experience and knowledge in extractive industries, strongly preferred.
7. Excellent analytical, writing and synthesis skills

8. Excellent group facilitation skills around evaluation findings validation and utilization.

VIII. Proposal Submission Process

Consultants/Evaluators are invited to submit an expression of interest and evaluation proposal (max 5 pages) in response to this RFP. Submissions should be sent to Oxfam's Extractive Industries Program MEL Advisor, Kimberly Miller (kimberly.miller@oxfam.org) no later than Friday, January 18, 2019.

Following components must be included in the proposal:

1. Evaluation plan & estimated budget (including travel and expenses)
2. List of available enumerators and assistants for field study
3. Curriculum vitae of lead consultant/s
4. 1 or 2 samples of past evaluations, and/or references

ANNEX 2: INSTITUTIONS INTERVIEWED

Institutions Interviewed by Stakeholder Category
Civil Society Organizations
Sekelekani
CIP
Kuwuka
WLSA
Associação para o Meio Ambiente (Cabo Delgado)
Private Sector
Anadarko
Government Institutions
MIREME
Royal Norwegian Embassy in Mozambique

ANNEX 3: INTERVIEW GUIDELINES

Sekelekani and the CCIE

The questions below were presented to Sekelekani to respond first in relation to the partnership existing between the Project and the organization and secondly, the funds received by Sekelekani from the Project, for use exclusively for the CCIE.

1. How has your organization / you interacted with the current extractive governance Project managed by Oxfam and funded by NORAD?
2. Could you please confirm what the total value of yearly contracts with Oxfam has been between 2017 and now and when funds were received?
3. What activities were implemented, to what degree have they been implemented and what results have been achieved?
4. What external and internal constraints have been encountered thus far and how have they been overcome?
5. How would you describe Oxfam's technical contribution to the work you do under the Project, and more broadly?
6. What can improve in Oxfam's management of the Project?
7. What lessons have been learnt in the context of the Project and in other realms related to extractive governance?
8. To what degree were you involved in the design of the Project, in operational planning and in jointly identifying strategic opportunities to improve extractive governance in Mozambique?

CIP

1. How has your organization / you interacted with the current extractive governance Project managed by Oxfam and funded by NORAD?
2. Could you please confirm what the total value of yearly contracts with Oxfam has been between 2017 and now and when funds were received?
3. What activities were implemented, to what degree have they been implemented and what results have been achieved?
4. What external and internal constraints have been encountered thus far and how have they been overcome?
5. How would you describe Oxfam's technical contribution to the work you do under the Project, and more broadly?
6. What can improve in Oxfam's management of the Project?
7. What lessons have been learnt in the context of the Project and in other realms related to extractive governance?
8. In NORAD-1 a study was conducted on the benefits of existing O&G contracts in northern Inhambane between the government of Mozambique and SASOL, for SASOL and RSA. How has that document influenced CIP's work around SASOL's investments in Mozambique in the past 2 years?

AMA

1. How has your organization interacted / collaborated with the NORAD funded program on O&G managed by Oxfam?
2. What is your opinion of the work carried out by Sekelekani and the CCIE?
3. To what degree do the opinions or views reflected in their work align, in your view, with that of CSOs in the province?
4. In your view, who is best placed to provide support to district level platforms?
5. What are in your view, the topics of greatest relevance in relation to extractive governance in Mozambique at the moment?
6. What do you think needs to be done to strengthen extractive governance in Mozambique at national and sub-national level?

KUWUKA

1. What activities related to extractive governance does your organization implement?
2. How has your organization interacted / collaborated with the NORAD funded program on O&G managed by Oxfam?
3. What are your overall views of Oxfam's NORAD funded program? What needs to improve?
4. Is there anything you would like to share with me in relation to Oxfam support to the CCIE?
5. What are in your view, the topics of greatest relevance in relation to extractive governance in Mozambique at the moment?
6. What do you think needs to be done to strengthen extractive governance in Mozambique at national and sub-national level?

WLSA

1. What has been done in Mozambique to develop the agenda around gender and extractives since 2017?
2. What are the opportunities and challenges faced to develop such an agenda?
3. What do you think needs to be done to successfully advance the women in extractives agenda in Mozambique?
4. What is your organization doing in the extractives sector at present?
5. How have you interacted with the current Oxfam program on O&G funded by NORAD?
6. Have you seen the study on gender produced by Sekelekani? What is your opinion on this?
7. What is your opinion of the Civilinfo platform?
8. What is your opinion of the work done by Sekelekani?

NPA

1. How have you interacted with Oxfam and their O&G program since the beginning of 2017?

2. How useful has this interaction been in effectively establishing strategic planning and coordination of interventions?
3. What could improve in this respect?
4. What is your opinion of Civilinfo and the work done by Sekelekani?

ANADARKO

1. What has changes in Anadarko's interactions with CSOs since the end of 2016?
2. What have been the main benefits of such interactions with CSOs in Palma, in Cabo Delgado as a whole, and at national level?
3. What challenges have been encountered in relation to this and how have they been surpassed?
4. What feedback have you received from CSOs about this?
5. Given the interest of Oxfam partners under the NORAD-1 O&G governance program on the resettlement process in Palma District, could you please indicate at what stage of the process is resettlement at?
6. What is your opinion on the Sekelekani's / CCIE's work, specifically the following:
 - Activities carried out by the CCIE monitoring resettlement in Palma.
 - Documentary produced in 2018 on Anadarko's work with communities in Palma.
 - How useful was the critical review of Anadarko's Resettlement Action Plan produced under NORAD-1 for the resettlement process being undertaken by Anadarko?

Program Manager at Oxfam in Mozambique

1. Overall strategy for IE at Oxfam in Mozambique.
2. What proportion of EI interventions under the country office are covered with NORAD funding?
3. What have been in your view the major successes of the NORAD funded program?
4. What challenges have you seen with the NORAD funded program (technical, managerial, funding levels, partnerships, etc.) ?
5. I understand that Sekelekani received funding for CCIE under the agreement signed between Oxfam's NORAD program and that organization. However, no evidence was found of an addendum having been signed or a separate contract having been issues. Please clarify what the procedure is.
6. It is noted that the person in charge of the NORAD program in this office is responsible for 2 programss (NORAD and DANIDA). Was this the case before with the previous program officer? Implications and perspectives.
7. Please confirm amount of funding available for the NORAD program per year.
8. Transfers for program have been delayed in some occasions. Why is this and how can it be fixed so that partners can receive funds in time?

9. Planning of program interventions. What would you like to see as improvements?
10. Some entities are of the opinion that Oxfam in Mozambique should not be intervening directly (for example, implementation of FPIC training in 2017 and study on FLNG), and rather, that it should be working exclusively through partners.
 - What is Oxfam in Mozambique's view on this?
 - To what degree have interventions implemented directly by Oxfam in Mozambique been discussed as strategic interventions to be implemented by Oxfam directly?
 - Is there a risk of SCOs – your partners and collaborators - not “appropriating” the results of such work?
11. What needs to improve in themes of interactions between the NORAD funded program and other players influencing extractive governance in Mozambique?
12. Is there anything else you would like to share with me that could be of assistance in this evaluation?

Financial Officer Oxfam in Moçambique

1. Please indicate what funds were foreseen, transferred and used on a yearly basis under the NORAD-2 program in Mozambique.
2. Please provide information in terms of the degree to which transfers have been received by Oxfam in Mozambique at times which are appropriate for partner organizations to implement planned activities.
3. How much and when have funds been transferred to partners?
4. Have partners been able to use funds transferred to them? Have funds been used for the purposes intended?
5. Please describe the quality of financial reporting from partners.
6. What concerns you in relation to the quality of financial reporting from partners?

MEAL Oxfam in Moçambique

1. What role have you (in charge of MEAL) assumed in relation to the O&G program financed by NORAD since 2017?
2. Has the support provided to this program been the same as to other Oxfam programs in country? If negative, why?
3. Were annual plans for 2017, 2018 and 2019 produced? Could you share them with me please? How were these plans produced? Who within the Oxfam office is responsible for ensuring that such a document is produced for every program managed by the country office?
4. How are the following monitored: coherence between activities, progress in the implementation of activities planned, results achieved and achievement of overall goals in Oxfam in Mozambique?
5. Is there a role for you to play in bringing partners of a given program together to contribute to program design, discuss progress made, results achieved on a yearly basis and to review evaluation results?
6. How do you measure success of the current O&G program?
7. What challenges have you encountered when supporting the program?

8. What needs to happen to improve MEAL capacity within the program?

Royal Norwegian Embassy in Mozambique

1. What are the major outcomes to Oxfam's current O&G program in Mozambique?
2. What have been in your view the major successes of the program to date?
3. What could be improved in the program as implemented to date?
4. What is your opinion on the quality of specific products generated by Sekelekani and the CCIE with program funding?
5. What have been in your view the unintended impacts of the program?
6. How have NORAD / Embassy funded partners (WWF, NPA and Oxfam in Mozambique) been coordinated to enhance coherence and avoid duplications and gaps?
7. Do you see any contradictions in Oxfam both supporting and implementing activities directly?

MIREME

1. What is in your view the relevance of a program such as the one Oxfam is implementing at present in O&G with Sekelekani and the CCIE?
2. What progress has been made in the past two years in O&G governance at local, provincial and national level?
3. How has Norwegian funding, and particularly, the Oxfam program funded by NORAD contributed in this respect?
4. What is your opinion on the way CSOs interact with the government to improve O&G governance in the country? What has changed in the way this was done up to the end of 2016? And since 2017?
5. What are in your view, the most pressing needs related to O&G governance in Mozambique at present?

Forty percent of the people on our planet—more than 2.5 billion—now live in poverty, struggling to survive on less than \$2 a day. Oxfam America is an international relief and development organization working to change that. Together with individuals and local groups in more than 90 countries, Oxfam saves lives, helps people overcome poverty, and fights for social justice.

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