

Millennium Village Programme

Project number: 00057644

VM Central Programme Management Component No: 00071309

VM Japan Chókwe (Lionde) No: 00071372

VM Japan Alto Molócue (Malua) No: 00071374

VM Japan Itoculo (Monapo) No: 00071375

1 January 2009 – 30 June 2013

Final Evaluation

June 2013

Consultants:

Annie N. Nielsen (Team Leader)

Khanysa E. Mabyeka (Gender Consultant)

Acknowledgements

We are grateful to all the people and institutions in Maputo, Lionde, Malua and Itoculo who shared their time, information and knowledge with us during our fieldwork.

The consultants wish to especially thank the programme coordinators of the three villages that have been evaluated, Hilário Issa, Augusto Igrejas and Roide Paulo for all logistic assistance and their most valid contributions.

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ABBREVIATIONS

CITT	Centre for Investigation and Transfer of Technology for Community Development
CP	Country Programme
CRCT	Regional Science and Technology Centre
CSO	Civil Society Organisations
CTTDH	Centre for Technology Transfer and Human Development
ECTIM	Science and Technology Innovation Strategy for Mozambique
FAO	Food and Agriculture Organisation
GoM	Government of Mozambique
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HR	Human Resources
ICT	Information and Communication Technology
INE	National Statistics Institute
JICA	Japanese International Cooperation Agency
MCT	Ministry of Science and Technology
MDG	Millennium Development Goals
MINEC	Ministry of Foreign Affairs and Cooperation
MPD	Ministry of Planning and Development
MV	Millennium Village
PARPA	Action Plan for the Reduction of Absolute Poverty
PESOD	District Economic and Social Strategic plan
PNVM	Programa Nacional de Vilas do Milénio
PRSP	Poverty Reduction Strategy Programme
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
WHO	World Health Organisation

EXECUTIVE SUMMARY

The Millennium Village Initiative was launched in 2005 to help design, measure and scale up effective delivery systems to help rural communities achieve the Millennium Development Goals on an integrated basis.

In 2006 the Government of Mozambique started the National Millennium Village Programme (MV) in the district of Chibuto in Gaza Province together with UNDP, and in 2007 one more MV was added in Lumbo, in the district of Ilha de Moçambique, in Nampula Province with financial support from the Government of Portugal to the value of USD 875.000.

In 2009 UNDP and the Japanese Government agreed to help finance the three villages of: **Lionde**, **Malua** and **Itoculo** over a 5 year period, namely) Itoculo (2009) in the District of Monapo in Nampula province,) Itoculo in the District of Monapo in Nampula province, Malua in the district of Alto Molócue in Zambézia province, and Lionde (2009) in the district of Chokwe in Gaza province.

In 2011 one more MV was created in Chitima, in the Cahora Bassa district in Tete Province, which is totally financed by the Cahora Bassa Hydroelectric (HCB). Thus, the country presently has 6 millennium villages of which 2 are located in Gaza Province, 2 in Nampula Province, 1 in Zambézia Province and 1 in Tete Province.

The expected results of the 4 components that make up the programme are: 1) National project management capacity strengthened, 2) Agricultural production and productivity increased, 3) Access to quality education and social services improved, and 4) Access to health, water and sanitation improved. The implementation strategy is based on the application of scientific and cultural knowledge to stimulate sustainable community development and empowerment.

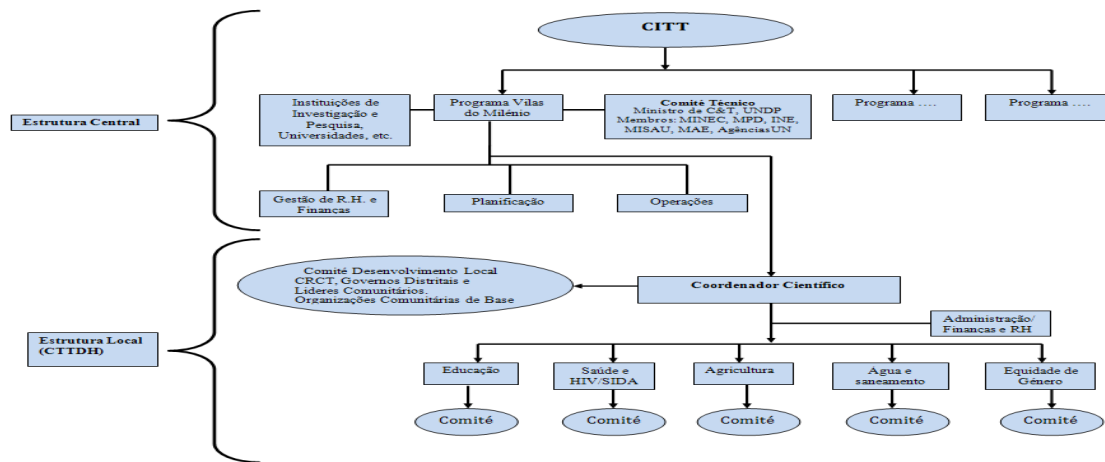
The present study presents an evaluation of the 3 MVs financed by the Government of Japan, which are the villages of Malua, Lionde and Itoculo.

Regarding the scale of the intervention, the three villages represent approximately 17.000 direct beneficiaries. The programme is divided into two implementation phases, of which the first phase has focused on increasing productivity and improving education, health and nutrition, including the delivery of infrastructure. To this effect, the Government of Japan pledged for the first phase, the amount of USD 5,573,607 to benefit the three Millennium Villages of Lionde, Malua and Itoculo as well as the functioning of the Central Programme Management Unit. In real terms, due to exchange rate gains to the tune of almost USD 470.000, the actual amount received is around 6 million USD.

Besides the financial support from the Government of Japan and from UNDP, the villages also benefited from donations and services in the form of direct support from the Mozambican Government (technical assistance, vaccination campaigns, school book distribution, and health

awareness campaigns, among others), as well as contributions from other implementation partners such as MCEL for the furnishing of computer rooms and free Internet access, and EDM in the form of subsidized electricity supply to the villages.

According to the illustration below, the programme management system is based in the CIIT at the central level, which is responsible for the overall project implementation, supported by small teams in each village, composed of a coordinator, an administrative officer, a driver and extension workers in the areas of health, agriculture, education as well as gender and HIV/AIDS. At village level committees were created for each of the areas with representatives from the communities involved in the programme, and a Local Development Committee in charge of the implementation of activities.



In order to assure the participation of stakeholders at central level, the project design incorporated a Technical Committee, headed by the Director of CIIT, with representatives of the ministries of Planning and Development, State Administration, Agriculture, Public Works, Women and Social Affairs and Education, as well as the Japanese Embassy and the Japanese International Cooperation Agency. This committee was set up to accompany project activities at more regular intervals, including through annual monitoring visits to the villages. There is also a Steering Committee headed by the Minister of Science and Technology, made up of representatives of the Ministry of Foreign Affairs and Cooperation, the UNDP, the Japanese Embassy and the Japanese International Cooperation Agency (JICA), which has the responsibility of giving strategic guidelines for project implementation.

Both committees are tasked with discussing, revising and approving the annual activity plans, which are based on community consultation.

The purpose of the present evaluation is to determine the impact of the Government of Japan’s support to the Millennium Village Programme 2009-2012, in order to measure the degree of achievement of the expected results compared to plan and budget. The evaluation also generated valuable lessons learned, which may serve to inspire the design of future initiatives for development, and provide recommendations for the second phase of the project in the 3 villages (2013-2015).

The study furthermore included a gender approach which allowed for the analysis of the extent to which project implementation has taken into account the different needs of women and men, as well as how this had an impact on the objectives of the Government of Mozambique and of the Millennium Development Goals to attain gender equality.

To achieve the evaluation objectives, a combination of 4 research methods was used: desk review, semi-structured interviews, focus group discussions and observation at programme sites. To obtain a better grip of the impact the programme has had on the beneficiaries and understand how they were involved in the implementation process, group discussions were carried out with focus groups such as the local development committees, area groups and the gender focus group. The discussions allowed the consultants to understand the perceived impact of the intervention as well as its weaknesses in term of knowledge of project objective by the beneficiaries. This method was also useful to carry out a participative gender analysis, which allowed the consultants to learn about the impact the programme has made so far on women and on men as well as on the power relations between them.

Due to the floods in Lionde, it was not possible to organize focus group discussions with beneficiaries neither to interview local government officials. Very few people had returned to Lionde by the time of the field visit and those who had returned were concerned with recovering their lives after the floods.

In the relatively short implementation span of 2 ½ years, encouraging progress has been made towards achieving the overall objectives of this complex programme. Regarding **Strengthening National Capacity for Project Management**, the creation of the CITT in 2010 provided an appropriate management unit for the MVP, with technical capacity to guide the process of implementing the MV model in a handful of villages. A gradual transfer of competencies for the implementation of the programme in each village has created greater capacity at the local level for participatory planning and financial management, and also opened up space to establish and develop local partnerships, in order to diminish the dependency on the central management unit in the day to day running of the village level programmes, which is essential to attaining local ownership and sustainability, including greater alignment with local development strategies.

With regard to **Increasing Agricultural Production and Productivity**, productivity in general terms did grow in the three villages, although at different levels, due to the emphasis right from the start of the programme on supplying agricultural tools and services, and infrastructure. Training through demonstration fields has provided the opportunity to introduce better production methods through the concept of “learning by doing”, and the introduction of better ways of storage of agricultural produce has diminished losses and increased the proportion of cash crops.

Improved Access to Quality Education and Social Services has increased visibly in the 3 villages. The construction of classrooms and latrines in the schools, the distribution of teaching materials to pupils and teachers as well as bicycles to students who live far from school, has increased school attendance.

In the area of **Improved Access to Health, Water and Sanitation**, various activities were implemented to improve the quality of life of the communities through access to health care,

especially for pregnant women and for children. Health centres have been rehabilitated, including maternity wards and other primary health care facilities, as well as ambulance bicycles.

The issue of HIV/AIDS has been central in the activities particularly related to health. Emphasis was placed on prevention campaigns to the community at large through which beneficiaries were sensitized about the different means to prevent it. There is evidence that the MVP implemented a number of isolated activities related to the HIV/AIDS component. However, it has not been mainstreamed into the different areas of the programme. There is no link between the food crops introduced and strengthening of the immune system or of a particular nutritional value in HIV patients. Likewise, the HIV/AIDS component has no linkage with the education or water and sanitation activities.

In relation to **Gender** the program includes women as equal beneficiaries, which contributes to the government of Mozambique's aims of offering equal opportunities to all citizens. As it occurs in the case of the HIV/AIDS component, there has been no specific strategy to mainstream gender into all programme areas. However, the wide participation of women is a contribution to women's empowerment since they have access to knowledge and livelihood improvements, which can be capitalized.

Regarding general impact it is obvious that the adopted strategy to focus on agriculture as the base for improving the quality of life of these rural communities, combined with simultaneous specific activities in key social sectors such as education and health, has produced visible results. Even after a short period of two and a half years the gains justify the continuation of the MV interventions, promoting the Millennium Villages as laboratories which can serve as catalysers of the experiences with appropriate technology transfer that can be replicated on a bigger scale in more districts.

In short, the project proves its **relevance** as a reinforcement to the national development agenda to reduce poverty through its emphasis on increasing agricultural production and productivity, which is the livelihood of more than 70 % of the population.

The degree of **effectiveness** is positive, due to the fact that the programmed activities have managed to produce the desired results. Existing data confirms a satisfactory execution rate of the annual plans and budgets, which rose gradually over the years thanks to a conscious effort to provide technical assistance to improve the performance of the project managers at both central and village level.

Regarding **efficiency** in terms of cost/benefit of the interventions, the investments in infrastructure and implements has helped create a base for the development of economic activities on one hand, and improve access to social services on the other hand.

The guarantee of continuity and **sustainability** of the results after the conclusion of the programme is fundamental to the success of implementation. Encouraging results are visible in the areas of agriculture, education and health in the 3 villages, which should form the basis for interventions in the second phase in order to assure that the communities will be capable of

continue to improve their lives without external financing.

The sustainability of the results of gender and HIV mainstreaming will depend on the approach developed to include these components in all the cycles of the programme. Significant steps have been taken to empower women with knowledge and resources to improve their lives and livelihoods, nevertheless to ensure that these gains last, the second cycle should combine women empowerment actions with small interventions that challenge power relations between men and women.

The challenges of how to secure ownership at the level of the district governments – at district as well as provincial level, have been identified, and the integration of the MVPs in the local development agenda has already begun through various positive initiatives to assure better alignment with the district planning process and the inclusion of specific activities in the Economic and Social District Development Plan (PESOD).

Project management's successes with building partnerships at different levels should be pursued in the second phase, with a specific view to creating permanent partnerships at the local level, to ensure alternative sources of support when the MVP resources dry up. Essential partners at district level are government institutions that have a mandate in the areas of agricultural extension, and the provision of education and health services. Strategic partnerships should also involve civil society and private sector entities that may benefit from implementing activities, either commercial or social in well-organised communities.

Regarding the continuation of the programme, we recommend that a proper baseline survey be conducted, which can provide clear data on which to build benchmarks and target indicators, to help the internal monitoring of project progress during the second phase, and a secure base for an external final impact evaluation. A gender profile of the MVPs should be done at the beginning of the 2nd cycle so that there is data to monitor where the changes are occurring and if they are due to the MVP.

1. Introduction

The Millennium Village Initiative was launched in 2005 to help design, measure and scale up effective delivery systems to help rural communities achieve the Millennium Development Goals on an integrated basis. The Millennium Villages National Programme in Mozambique (PNVM) has been implemented since 2006 with support from development institutions and the private sector. The Japanese government joined the support given to these villages in Mozambique by funding the inception of 3 Millennium Villages (MVs) in Mozambique since 2009, namely: (1) Lionde in the district of Chokwe in Gaza province, (2) Malua in the district of Alto Molócue in Zambezia province and (3) Itoculo in the District of Monapo in Nampula province. The MVs are particularly linked to the Strategy for Science and Technology Innovation in Mozambique (ECTIM) through the establishment of Centres for Technology Transfer and Human Development (CTTDH), which are laboratories where the process of technology transfers and innovation to communities takes place.

1.1 Purpose of the evaluation

The purpose of this study was to assess the impact of the Japanese Government's support to the Millennium Villages programme 2009-2012, in order to measure to what degree the desired results were achieved, according to plan and budget. The evaluation also extracted valuable lessons learnt, which may inspire the design of future development initiatives, and provides recommendations to improve the performance in the possible case of a second phase of the project in the three target villages (2013-2015).

This assessment also looked at the degree of impact that the programme activities had in the achievement of the MDGs as well as its contribution to the overall national Poverty Reduction Programme, and the success of the United Nations Development Assistance Framework for Mozambique (UNDAF), and the UNDP Country Programme.

A particular focus was placed on efficiency, effectiveness, appropriateness, relevance, and sustainability of programme delivery, which was translated into the following purposes:

- Assess the appropriateness of the design and choice of Millennium Village's intervention areas, on the basis of Mozambique's priority, poverty reduction plan, and comparative advantages;
- Assess progress towards achieving the stated programme outcomes and outputs, analysing how cross-cutting issues such as HIV/AIDS, Gender, Human Rights, Equity, Capacity Development, have been addressed;
- Analyse to what extent Millennium Village's interventions added value to the national development agenda;
- Assess the extent to which the programme components have contributed to the achievement of the Mozambique Poverty Reductions objectives and overall support to the operations of the UN system in Mozambique;

- Document best practices and lessons learnt in the course of programme implementation, including but not limited to, implementation of RBM, different execution modalities, resource application and monitoring and evaluation frameworks;
- Analyse the changes in the national development context, and their implications for the continued relevance and sustainability of the UNDP's country programme;
- Assess the appropriateness of implementation arrangements, including but not limited to, organizational structures, managerial support and coordination mechanisms used by MCT and UNDP to support programme in the effective and efficient attainment of stated objectives and expected results;
- Record challenges encountered and solutions introduced, in order to make the MV programme more responsive and better aligned to national development priorities while at the same time making greater contribution to the Country's Poverty Reduction Strategy and ensuring sustainability of the programmes;
- Identify operational issues and bottlenecks in the implementation of the programme, implementation modalities and frameworks, and make recommendations on any required changes in terms of outputs, implementing partners, and allocation of resources; and
- Register facilitating and success factors that contributed to the achievement of the results obtained during the period of programme implementation.

Conscious of the central role of gender equality in the attainment of the MDGs and the role of HIV/AIDS as one of the main obstacles for the achievement of the MDGs, the evaluation included a gender equality approach. This approach allowed for an assessment of how implementation of the programme has been carried out taking into account the different needs of men and women, as well as how it has influenced and impacted gender equality objectives of both the government of Mozambique and the Millennium Development Goals (MDGs). The approach also allowed for an assessment of how the programme mainstreamed HIV/AIDS (either through prevention or support of HIV positive beneficiaries) in all programme areas.

Given that the development approach being used at the MVs could be strategically replicated in other poor rural areas of Mozambique, the GoM aims to learn how and if the approach used is producing the expected development results and if they are replicable. This assessment offers information to inform strategic directions and programmatic positioning of the Government of Mozambique, as well as to allow for both UNDP and the Government of Japan to capitalize the lessons learned from the programme (2009-2012) in order to inform new programme designs.

1.2 Scope and methodological framework

Although there are six Millennium Villages in Mozambique, the present evaluation focused on three of them, the ones benefiting from the Japanese Government support, namely:

- **Lionde** in Chokwe district (Gaza province),
- **Malua** in Alto Molócue district (Zambezia province), and
- **Itoculo** in Monapo district (Nampula province).

The evaluation looked at programme implementation from January 2009 to June 2012, corresponding to the 1st cycle of this Millennium Village Programme.

To achieve the evaluation objectives, a combination of 4 research methods were used, a desk review, semi-structured interviews, focus group discussions and observation at programme sites.

- Desk review.

This evaluation began with a desk review of the key documents that inform on the one hand about the relevance and alignment of the MVP with the general development objectives of the Government of Mozambique, and key documents that inform about the implementation of the programme and the results achieved. Consult Annex 8 for the list of documents revised. With this tool it was possible to assess the development approach used, the progress in project implementation and understand the programme in general.

- Interviews and discussions with implementing partners.

A total of 31 people (11 women and 20 men) were interviewed at central, district and village level. The list of persons interviewed can be consulted in Annex 5.3. A script for non-structured interviews was prepared which allowed the consultants to discuss with beneficiaries, programme staff, and local government staff their perception of the programme and its impact. It also allowed the consultants to understand the local dynamics adopted to ensure a successful implementation of the programme.

- Focus group discussions.

To obtain a better grip of the impact the programme has had on the beneficiaries and understand how they were involved in the implementation process, group discussions were carried out with focus groups such as the local development committees, area groups and the gender focus group. A total of 6 focus group discussions were carried out in two millennium villages, specifically in Itoculo and Malua. A detailed list of participants of the focus group discussions can be consulted in annex 5.3.1 and 5.3.2. The discussions allowed the consultants to understand the perceived impact of the intervention as well as its weaknesses in term of knowledge of project objective by the beneficiaries.

This method was also useful to carry out a participative gender analysis, which allowed the consultants to learn about the impact the programme has made so far on women and on men as well as on the power relations between them. A tool named Gender Analysis Matrix (GAM) was used, which allowed space for beneficiaries of both sexes to identify and analyse how they have benefited from the results of the programme as well as what gender roles and relations have changed due to the programme. The tool also analyzed how the programme affected the gender roles and lives of the community as a whole and how those changes are perceived. In particular, the MAG analysed how the programme has had an impact on women, men, the household and the community in terms of distribution of labour, access and control of resources, access to time and cultural changes.

- Direct observation of project activities

In all the village sites it was possible to visit some infrastructure introduced by the programme for the carrying out of its activities. A variety of infrastructure was visited, specially the CTTDH, barns, health centres and classrooms.

Given the central role of the gender aspect in the achievement of the MDGs, the evaluation includes a special focus on this issue. Thus, all the above described methods also contributed to the collection of data that informed of how gender and HIV/AIDS had been mainstreamed into the different programme areas, as well as how the benefits of the programme had contributed to changing gender relations in the target communities.

1.3 Methodology constraints

This study had three methodological constraints, specifically time constraints for the fieldwork; the occurrence of floods in the district of Chokwe at the time of the field work and the unavailability of a baseline for the Millennium Villages at stake.

Two days per village was the time allotted for the fieldwork, which were sufficient to visit some of the infrastructure resulting from the programme and with the exception of Itoculo village, to interview key informants. In Itoculo village, the time reserved for the fieldwork did not allow for an extensive interaction with all stakeholders, such as the district authorities and civil society organizations, partners in programme implementation. The difficulty to interview the civil society organizations involved in programme implementation was because these organizations did not have an office or representation at the village and there wasn't enough time to visit them in Nampula city. This situation did not allow the consultants to learn the organizations' perception of the PNVM and about their participation in it.

In the case of Lionde village, due to the floods that began on the 24th of January 2013, it was also not possible to interview all the stakeholders of the programme. Specifically, it was not possible to interview with the district authorities to learn their perception of the programme and how they participate in it. Nor were we able to organise focus group discussions with the beneficiaries, an instrument which had allowed us to collect detailed information on the program's impact on the lives of beneficiaries from the villages of Itoculo and Malua. At the time of the field visit, few people of that area (including beneficiaries of the PNVM) had returned to Lionde and the ones who had, were concerned with recovering their lives and belongings. On the other hand, the team considered that even if the beneficiaries had returned to the programme area, it was inappropriate to summon groups of people due to the expectations it could create in relation to the aid the residents hoped to receive as victims of the floods.

A baseline study of the MVs was carried out at the beginning of the MVP, however this document was not available during the assessment as its whereabouts were unknown to programme staff. The unavailability of data about the population before the programme was implemented was a limitation to the evaluation as there is no starting point to compare the current situation in the MVs with. On the other hand, not all the information collected in progress and monitoring reports is disaggregated by sex. This limited the assessment of how the programme reached differently or equally women and men.

1.4 Structure of the evaluation report

The report is organized in 5 chapters. Chapter 2 describes the programme and the context in which it was designed and implemented. It includes a presentation of its aims, results obtained as well as the stakeholders involved in achieving those results.

Chapter 3 analyses the main findings of the assessment in relation to the design of the programme, how the process of implementation has contributed to the achievement of the programme and the results obtained. In terms of the results, special focus was placed on issues of efficiency, effectiveness, relevance, sustainability and ownership. This chapter also analyses how aspects such as gender, which are central to the achievement of MDGs and HIV/AIDS, an important barrier for the achievement of the MDGs, are mainstreamed into the different programme areas.

Chapter 4 compiles the lessons learned with the MVP and offers recommendations to reinforce the initial benefits of the programme and correct the strategies, which are not contributing to its aim and success.

Chapter 5 is reserved for the annexes of the report. The detailed information regarding the preparation to the field visits and the results obtained are compiled in this chapter, in the form of questionnaires, field visit summaries, and gender analysis matrixes.

2. Project Description and Development Context

In 2006 the Government of Mozambique initiated the Millennium Village Programme in Chibuto District in Gaza Province together with UNDP, adding another MV to the map in 2007, in Lumbo, District of Ilha de Mozambique in Nampula Province.

In 2009 UNDP and the Japanese Government agreed to help establish additional Millennium Villages, namely Itoculo in Monapo District in Nampula Province, Malua in Alto Molócue District in Zambezia Province, and Lionde in Chokwe District in Gaza Province. The partners pledged support for a maximum period of 5 years, divided into two phases of two and a half years each.

The purpose of the project is to accelerate the country's efforts to achieve the Millennium Development Goals through community empowerment and participation.

Within the results framework the following key outputs were defined: 1) Project management capacity strengthened; 2) Increased agricultural production and productivity; 3) Improved access to quality education and social services to youth; and 4) Improved access to health, water and sanitation. The implementation strategy is based on the use of scientific and cultural knowledge to accelerate sustainable community development and empowerment. The Ministry of Science and Technology, through its Centre for the Investigation and Transfer of Technology, was chosen to take the lead in establishing MVs and coordinate the introduction of new technologies in rural communities to help improve production, health and nutrition. Thus the MVP is linked to national development priorities as set out in the National Poverty Alleviation Programme's

pillars of: Governance, Human Capital and Economic Development.

The programme likewise aims to contribute to the fulfilment of the United Nations Development Action Framework's Outcome # 1: *Government and CSO Capacity at national, provincial and local level strengthened to plan, implement and monitor socio-economic development in a transparent, accountable, equitable and participatory way in order to achieve the MDGs.*

Key partners involved in the implementation of the programme besides the Ministry of Science and Technology and UNDP, include the Ministry of Planning and Development, the Ministry of Foreign Affairs and International Cooperation, as well as other line ministries represented in the Technical Committee, which monitor the annual activity plans. UN agencies such as WHO, UNFPA and UNESCO are likewise represented in the Technical Committee.

Concerning the scale of the intervention the 3 villages represent approx 17.000 direct beneficiaries. The programme consists of two implementation phases, of which the first phase has essentially focused on increasing productivity, and improving education, health and nutrition, including infrastructure provision, whereas the second phase will to a larger extent concentrate on consolidating activities that provide increased income through capacity building efforts.

In order to secure the alignment of the intervention to the local district development efforts, the design of the second phase must take into consideration the implementation constraints identified during the first phase, which will be described in detail in this report (see Part 4: Conclusions, recommendations and Lessons).

3. Findings

3.1 Project Design

The project design is based on the assumption that community participation in decision-making, supported by investments in economic and social infrastructure and knowledge transfer will lead to poverty reduction and integrated sustainable community development.

The implantation of the 3 MVs in question may have followed the selection criteria set out in the project document, but the risk of creating laboratories isolated from the local development agenda is inherent in such interventions. The CITT is aware of this, and from 2013 the planning of activities will be synchronised with the district planning cycle, which starts in April with the definition of priorities for the following year.

The inspiration for the Mozambique Millennium Villages Programme comes from the United Nations MV Programme, but has been incorporated in the national Strategy for Science and Technology Innovation (ECTIM). Lessons from the first pilot villages of in Chibuto and Lumbo have also fed into the design of the present project.

A series of government entities and UN agencies are involved as stakeholders at central level, through a Steering Committee, and a Technical Consultative Committee, whose task it is to monitor the progress of the project implementation. Stakeholders at the local level have been increasingly identified and involved in the programme, but there is still scope for improvement at this level.

For the UN family the programme corresponds to priorities in the Development Assistance Framework, and specifically ties in well with the UNDP's continued support to district planning and financing, which is based on participatory planning and budgeting. A direct synergy between the district planning system, which builds on local consultative councils at district, administrative post and locality level, has however not yet been established, with the MVs having "parallel" consultation systems.

It is clear, however that the programme is making an effort to align its planning to the district planning cycle, and the inclusion of the activities in the district budget.

The management arrangements of the programme are based on the CITT as the central level entity responsible for the overall implementation, supported by a small team in each MV composed of a programme coordinator, an administrative assistant and extension staff for the areas of health, agriculture and education. At the village level committees for each area also exist, with representatives from each community that make up the MV, and a Local Development Committee which oversees the implementation of the activities, and define annual plans on the basis of consultations in the communities.

With the decentralisation of financial management to the villages since 2011, the CITT, in coordination with the Regional Centres for Science and Technology (CRCT), is adopting a more advisory role, which should leave more space for the village level Steering committees and area committees to influence the programme.

In order to assure the participation of relevant stakeholders at central level, the project design incorporated a Steering Committee chaired by the Minister of Science and Technology, with representatives from the ministries of Planning and Development, Foreign Affairs and Cooperation, as well as representatives from the United Nations, and from Japan. The Steering Committee provides overall policy-level guidance to the implementation of the project.

At the technical level, a Technical Consultative Group was created, which on a more regular basis accompanies the project activities, and carries out annual monitoring visits to the project sites. The Technical Group is composed of representatives of the ministries of Foreign Affairs and Cooperation, Science and Technology, Planning and Development and The National Institute of Statistics, State Administration, Finance, Health, Agriculture, Education, Energy, Woman and Social Affairs, the Central Bank, , as well as the Electricity Company EDM and Mcel, the UN agencies of UNESCO, WHO and UNDP, and the Japanese Government.

3.2 Project Implementation

3.2.1 Implementation modalities

The programme is being managed by the Centre for Investigation and Technology Transfer for

Community Development - CIIT, which was created to guarantee clear management and ownership by the MCT of its mandate to implement the Millennium Village concept. The Centre responds directly to the Minister of Science and Technology, and coordinates with the regional Science and Technology Centres in Nampula and Gaza in matters of advisory support to the 3 villages and communication with provincial and district authorities.

No changes were made to the project design and project outputs, but a decision to phase the implementation of indicative activities was made, which has resulted in an emphasis on improving socio-economic infrastructure and agricultural techniques during the first phase, with a view to concentrate on capacity-building for sustainability in the second phase.

As mentioned already, due to its integrated approach to development the programme relies on partnership with a range of institutions and organizations, both at central level and at the local level. At central programme management level, key stakeholders are represented on the steering committee (CD) and on the technical advisory committee (CT), to facilitate coordination, as well as monitoring and knowledge sharing. At provincial level this function is seated with the regional Science and Technology Centres, which have been crucial to establishing better communication between the project and government structures, also at district level. In the second phase more effort will be made to develop local partnerships, both with local government departments and with the private sector and CSOs operating in the districts. Some positive experiences already exist regarding this type of partnerships, for example with INAQUA (training and support for pisciculture production) and PROSAM (training on water and sanitation) in Lionde; and with Facilidade (training on business management) in Itoculo.

Feedback from M & E activities such as the annual monitoring visit reports, and minutes from the meetings of the CD and the CT, are taken into consideration in management decisions on which activities to include in the annual activity plans are identified.

As a nationally executed project, funds are channelled through the UNDP Office in Maputo to the CITT. Initially all disbursements and procurement were made centrally, but during 2011 a procedures manual was introduced and training of programme staff undertaken to facilitate financial management to the individual villages.

Some delays in the implementation of the planned activities mainly due to weak financial management both a central and village level existed in the beginning, but were overcome through the contracting of new accountants, and the steady capacity building efforts provided by UNDP.

Monitoring and evaluation of the multi-sectoral activity plans has been helped by the existence of the Steering Committee (CD) and the Technical Committee (CT), although a planned socio-economic survey for the start-up phase was only partially carried out, and the data obtained were never translated into actual baselines for the established indicators in each of the programme components. For the second phase targets should be defined, based on firmer data, in order for the monitoring system to be able to generate more reliable information on progress and impact of project activities.

The issue of HIV/AIDS has been central in the activities particularly related to health. Emphasis was placed on prevention campaigns to the community at large through which beneficiaries were sensitized about the different means to prevent it. There is evidence that the MVP implemented a number of isolated activities related to the HIV/AIDS component. However, it has not been mainstreamed into the different areas of the program. There is no link between the food crops introduced and strengthening of the immune system or of a particular nutritional value in HIV patients. Likewise, the HIV/AIDS component has no linkage with the education or water and sanitation activities. This might be due to the fact that the 1st cycle of the program focused more on infrastructure development, and an approach to mainstream HIV/AIDS would be developed in the 2nd cycle.

The lack of integration of HIV/AIDS in the different programme areas is preventing the implementation team from seeing this as a true crosscutting issue, resulting in these themes being treated as a separate theme.

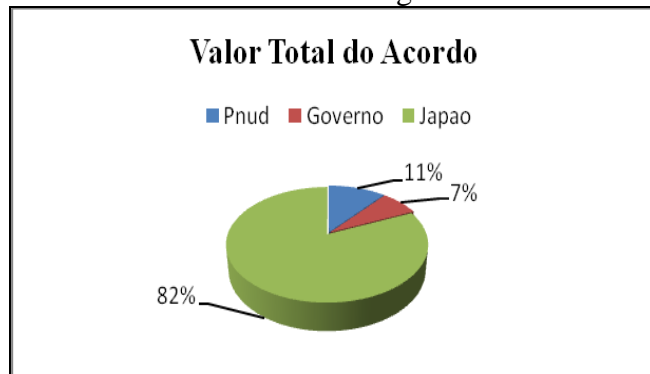
The program includes women as equal beneficiaries, which contributes to the government of Mozambique's aims of offering equal opportunities to all citizens independently of the sex. In some villages such as Lionde, there are more women beneficiaries than men. This situation does not result from a specific strategy to promote positive discrimination, by giving more opportunities to women, but because women are the group most available and interested in participating in the MV and in the case of Lionde because most men prefer to migrate to the mines in South Africa. As it occurs in the case of the HIV/AIDS component, there has been no specific strategy to mainstream gender into all program areas, however the wide participation of women is a contribution to women's empowerment since they have access to knowledge and livelihood improvements, which can be capitalized. This aspect is further discussed in chapter 3.4 and chapter 4.

The transfer of knowledge and tools to mainstream gender equality and HIV/AIDS aspects was not part of the implementation process. None of the MV staff received technical support on these aspects and the way gender specifically has been included in the project depended on the knowledge and skills of the person responsible for gender and HIV. For example in Itoculo, under the gender component, the community was sensitized about the need to respect women and include them in the project, whilst in Malua and Lionde the gender component was not explained nor worked on with the communities. The crosscutting nature of gender and HIV/AIDS needs to be emphasised to assure that this type of interventions may in fact contribute to the reduction of gender inequalities and the spread of HIV. Chapters 3.4. and 4 provide recommendations on how to improve this situation.

3.2.2 Financial execution

The financing agreement for the first phase took into account the period from January 2009 till 30 of June 2012.

Tabel 2: distribution of funding:



UNDP	750,000.00
GoM	500,000.00
Japan	5,573,607.00
Total	6,823,607.00

The financial execution for each village shows a degree of implementation between 97 – 99 % of what was budgeted.

A. Overall execution during the first phase (2009-2012):

Lionde: MZM 1.174.643

Malua: MZM 1.611.675

Itoculo: MZM 1.566.208

B. Distribution of funds according to the Millennium Village Programme areas

Vila	2009	2010	2011	2012	Total
Lionde					
Agriculture	40%	80%	21%	19%	39%
Education	58%	11%	34%	37%	33%
Health	1,5%	1%	6%	13%	5%
Project management	0,5%	7%	39%	31%	23%
Malua					
Agriculture	48%	52%	12%	5%	27%
Education	16%	41%	41%	60%	43%
Health	36%	3%	11%	9%	11%
Project management	0%	4%	36%	26%	19%
Itoculo					
Agriculture	65%	67%	35%	8%	45%
Education	24%	22%	40%	37%	32%
Health	11%	9%	7%	33%	12%
Project management	0%	2%	18%	22%	11%

3.3 Project Results

3.3.1 Overall results (attainment of objectives)

The stated aim of the programme is to accelerate the achievement of the Millennium Development Goals (MDGs), as a means to alleviate poverty in Mozambique.

The MDGs were translated into 3 Outputs, which are integrated into the Programme's Results Framework along with the specific output (1) of strengthening National Management capacity. Outputs (2) Increased food production, (3) Improved access to quality education and social services, and (4) Improved access to health, water and sanitation thus incorporate the MDGs.

In the relatively short implementation span of 2 ½ years, encouraging progress has been made towards achieving the overall objectives of this complex programme.

Based on information supplied by the coordinators of the three villages, and the data available in the *Implementation Report for the First Cycle in the Villages of Lionde, Malua and Itoculo* (July 2012), the following results stand out:

Results Matrix MVP and summary of progress

Expected Results	"Outputs"	Progress towards results
1: Project management capacity strengthened.	1.1 Capacity of central and district and community level units to plan, budget, organize and manage strengthened. 1.2 Project Management and TA of the UN strengthened. 1.3 Access to and knowledge of ICT for development and administration increased.	The communities of the three villages are integrated in the planning and management of the MV activities. Project management capacity created at central and local level with support from UNDP. The CIT centres in the 3 villages offer training in the use of new technologies.
2: Agricultural production and productivity increased.	2.1 Credit supplied to small-scale farmers and micro-level entrepreneurs. 2.2 Extension services made available to the villagers. 2.3 Infrastructure developed to benefit agricultural activities.	>300 farmers with access to credit. The 3 villages have access to agricultural extension services. Infrastructure rehabilitated (irrigation system in Chokwe, pigsties in Malua, e 1 communal warehouse in Itoculo).
3: Access to education and social services improved.	3.1 Information and knowledge sharing introduced. 3.2 Access to improved education.	Committees have been set up for the dissemination of knowledge about HIV/AIDS, health, hygiene and nutrition in the 3 villages (Number of person with better knowledge: Itoculo: 4657, Lionde: 6100, Malua: 3750). General increase in the number of children who attend primary school (Malua 2009:322 boys and 290 girls, in

	<p>3.3 Operational TIC centres.</p> <p>3.4 Youth corners created.</p>	<p>2012: 1230 boys and 1485 girls. Lionde 2009: 1386 boys and 1295 girls, in 2012: 1808 boys and 1912 girls. Itoculo 2009: 823 boys and 768 girls, in 2012: 824 boys and 635 girls).</p> <p>3 ICT centres created (Malua, Lionde and Itoculo).</p> <p>3 youth corners created (one in each village).</p>
<p>4: Access to health, water and sanitation services improved.</p>	<p>4.1 Health Infrastructure rehabilitated.</p> <p>4.2 Extension services available in the villages.</p> <p>4.3 Increased access to health services.</p> <p>4.4 Increased access to nutrition, vaccination and child health care.</p>	<p>Rehabilitated health units in 3 villages (Lionde: maternity, Malua: health centre, Itoculo: buildings within health centre for mother and child health care)</p> <p>Insufficient data available. See result 4.1.</p>

3.3.1.1. Project management capacity:

At central level, the creation of the CITT in 2010 provided an appropriate management unit for the MVP, with technical capacity to guide the process of implementing the MV model in a handful of villages. A gradual transfer of competencies for the implementation of the programme in each village has created greater capacity at the local level for participatory planning and financial management, and also opened up space to establish and develop local partnerships, in order to diminish the dependency on the central management unit in the day to day running of the village level programmes, which is essential to attaining local ownership and sustainability, including greater alignment with local development strategies. Partnerships at central level were established, first and foremost with the companies Mcel and HCB (in the case of the new Millennium Village in Chitima in Tete province). In the case of Mcel the computer rooms in Itoculo and Lionde were equipped, and a agreement was signed for the provision of Internet access.

Local partnerships involve the district governments, as well as NGOs and private enterprises such as the one that supplies chicks and fodder to the chicken associations in Malua.

The strategy to create basic conditions through infrastructure investment in rehabilitation as well as new buildings for classrooms and technology transfer centres for the activities to function well, has given visibility to the programme in each of the villages during the first phase. The continuation of capacity building activities in the second phase can thus become the focal point.

Training activities for the CITT staff, including visits to similar villages in other African countries such as Malawi and Kenya, has created increased awareness of the underlying principles of the underlying values of the MVP, and capacity to engage other ministries, public enterprises and UN agencies in partnerships in support of the programme. Examples of this are the partnerships established with the company Mcel for the supply of computers for the computer rooms in the villages, and with WHO for the construction of a waiting house for pregnant

mothers in Lionde.

3.3.1.2 Increased agricultural production and productivity

According to data obtained from progress and monitoring reports, as well as direct interviews with project beneficiaries, generally speaking agricultural productivity has increased in the three villages in question, albeit on different scales, due to the considerable emphasis on the provision of inputs and services in this area right from the start of the first phase. During interviews with community members in Itoculo we were told that production areas have increased by 50 % or more thanks to access to tractor assistance, and in Malua in the community with the best soil, the production of beans and vegetables has increased.

Infrastructure investments benefited all three villages, in the form of grain storage barns, fish production tanks, poultry sheds, electricity, maize mills, as well as inputs such as tractors, truck service, improved seeds, new types of crops, tools, extension services and credit-schemes (see field visit summaries of the 3 villages in annex 4).

Training provided based on demonstration fields have given the opportunity to introduce better production methods through a “learning by doing” approach, and the introduction of improved storage of the crops has diminished losses and increased the proportion of cash crops. The majority of the beneficiaries who took part in the focus group discussions during the field visits confirmed that their production has grown, and that their cash income has improved. (For the latest detailed statistical figures please see: *Relatório da Implementação do Primeiro Ciclo das Vilas de Milénio de Lionde, Malua e Itoculo*, CITT, July 2012).

An exception was 3 communities in Malua MV, which possess poor soils, and so are not really benefiting from the introduction of new and better crops.

A total of 10 demonstration fields were set up, and close to 9.000 farmers were trained in improved production and storage technologies. New types of seeds were introduced to increase production, and these seeds are now being reproduced locally.

The introduction of improved barns has reduced the harvest losses, and the communal barn in Itoculo, with the capacity to store 500 tons of produce, has helped raise the income of the farmers, who are now in a position to wait for the market prices to go up before selling their crops.

In the village of Malua 70 women, organised in two associations, have been trained in chicken production and management, and 20 women in Itoculo benefited from similar training.

Due to the fact that the soil in three of the four communities in the MV of Malua are not very fertile, the programme introduced a goat breeding project for an initial 25 families, as a source of income and of more nutritious alimentation.

In Lionde a fish tank was built which is being managed by 14 women.

3.3.1.3 Improved access to quality education and social services for youth

Access to these basic social services has visibly improved in all three villages. The construction

of classrooms and school latrines, the provision of didactic material to pupils and teachers as well as bicycles to pupils living far from school, have contributed to better school attendance of both boys and girls. In numerical terms, 4 classrooms were built and 6 have been rehabilitated in Lionde together with an administrative unit, 5 new classrooms and an administrative unit in Malua, and 5 classrooms and an administrative unit in Itoculo. The increase in the number of classrooms in Itoculo Primary School in 2013 facilitated the introduction of secondary level education. Likewise, in Lionde and Itoculo 4 school' latrines were built, with separate facilities for girls and boys.

School supply kits were distributed to between 3.000 to 4.000 pupils in each of the villages, as well as kits for teachers, which have contributed to improving the quality of education.

Computer literacy has been promoted through the provision of IT centres, which offer training in the use of computers. The establishment of "youth corners" has provided a valued space for cultural and sexual education activities for this group of the population.

The programme has emphasized the need for information on issues such as hygiene, gender, and HIV/AIDS prevention, through the training of members of the various committees, who have in turn carried out information campaigns in their communities, and in neighbouring communities, reaching a total of almost 15.000 persons in the three villages

3.3.1.4 Improved access to health, water and sanitation

Various activities were implemented to improve the lives of the communities through access to health care, especially pregnant mothers and children. Health centres were rehabilitated, including maternity wards and other units for primary health care, and in one case the programme supplied ambulance bicycles. Traditional midwives have been trained to encourage women to use the services at the maternity ward. As a consequence, men and women are now better informed about the services provided locally to guarantee safe deliveries, and from information obtained from Itoculo and Malua in particular, the number of women who choose to give birth in health units has increased.

In Lionde a waiting house was built for pregnant women, in order to reduce the number of childbirths outside health units.

In Malua the rehabilitation of the local health centre was concluded recently, including a maternity wing, but it is too early to have data that can help measure the impact.

In Itoculo, the rehabilitation of the health centre was partly financed by the MVP, in the form of a waiting house for pregnant women, and a building for vaccination and weighing of newborn babies. The improved access to health care for mothers and children in this health unit has raised significantly the number of mothers and babies using the facilities, according to information provided by the director of the centre.

Prevention measures, such as the distribution of mosquito nets, combined with information Campaigns about malaria prevention, and HIV/AIDS prevention and treatment, have been propagated to a huge number of people, through talks, health fairs, and community radios and theatre plays prepared by local groups. The criteria introduced for the distribution of mosquito nets in Lionde to benefit mothers and children under-5 years, secured the coverage of this vulnerable group.

Water points have been provided in all three villages, as well as access to improved latrines, through the establishment of workshops that produce concrete slabs. Water management committees were created with the participation of both women and men. Beneficiaries were also taught how to build concrete slabs, and in the case of Lionde MV an association was created that produces and sells the slabs to the community in general. The sale of latrine slabs is at a slow pace, as was mentioned by one of the interviewees, because demand for concrete slabs is still low.

3.3.2 Relevance

The Project document describes in considerable detail the inputs and strategies needed for the programme to successfully enable the chosen communities to achieve the Millennium Development Goals (MDGs) by 2015.

The recommended integrated approach focuses on 1) participatory community decision making and implementation to ensure sustainability and replicability; 2) use of improved science-based technologies, such as the internet, agro-forestry, insecticide-treated malaria bed nets and antiretroviral drugs; 3) an integrated, synergistic scaled-up set of interventions, covering food production, nutrition, education, health services, basic infrastructure, water, sanitation and environmental management; 4) the application of a realistic and carefully monitored budget ensuring the availability of all needed inputs; and 5) a goal-based approach to achieve the MDGs in each community and to ensure adequate monitoring and evaluation.

At the same time, the stated intention is to align with the 3 pillars of PARPA II (governance, social capital, and economic development) in respect to focus intervention areas, and to help identify inputs and activities.

Had a baseline survey been conducted before the start up of the project, knowledge of the reality in each of the villages might have helped identify more realistic opportunities and prevented some of the problems that have become apparent presently. One example is the condition of the soil in three of the four communities making up the Malua MV. It is too poor to sustain the kind of new crops that the project has been promoting, and has therefore resulted in poor yields, and in turn in abandonment of a considerable number of peasants.

Attempts to revise the activity plan in the direction increasing animal husbandry are underway, and may result in the reestablishment of the faith of the communities in the agricultural component.

Needs identification was more successful in the education and health sectors, and there is general consensus that the activities in these components have contributed positively to improvements.

The activities of the programme in relation to women empowerment and prevention of HIV infection complemented efforts already in place at local level. This is more evident concerning the HIV component where, sensitization and dissemination of information on ways to prevent HIV infection and where to get ARV treatment is also promoted by the health institutions. In relation to the gender component we learnt from interviews with district and local officials that

there are efforts to promote positive discrimination on the one side, giving more opportunities to women to benefit from development interventions and, on the other side the message being spread is that there should be no discrimination, and women and men should benefit from any intervention. The MVP approach complemented these messages.

Women's priorities, particularly in what concerns access to secure health services for birth attendants in all the three villages were catered for. The inclusion of both women and men in the CDL allows for the programme to learn about the specific needs and priorities of both groups.

3.3.3 Effectiveness

The initially centralized management set-up might have been justified from the point of view that the creation of the CITT coincided with the start of the project, which made it necessary to accompany the intervention closely, and also, that little capacity existed at the local level. However, after the necessary capacity building and clear project management guidelines had been put in place, the decentralization of financial and planning management has advanced considerably.

Unfortunately, the absence of a detailed baseline survey at the outset of the project, and scarce desegregated data collection available at community level, makes it difficult at the present stage to effectively ascertain the extent to which the project has so far contributed to the achievement of the MDGs.

It has, however, been possible to a large extent to gather qualitative data through the involvement of line ministry technicians on the technical consultative group (*Comité Técnico*) in the monitoring process, including annual monitoring visits to the project sites, and also from the annual progress reports published by CITT. Information about improvement in access to primary health and education services were obtained directly from interviews with health centre and school directors, as well as from statements made by the beneficiaries themselves.

Both women and men benefited equally from the technological improvements introduced, such as in the use of computers, the use of sewing machines (in Lionde the beneficiaries were only women), construction of concrete slabs, use of a maize mill, use of improved seeds and new modes of planting). They were both included in all the training opportunities that were provided, with the exception of the poultry raising which was offered only to women in all the 3 villages, and carpentry in Malua which was only offered to men. The training on and distribution of agricultural inputs was offered in the same terms for women and for men, and this contributed to women being viewed more positively by the men in the community. The inclusion of women and men in the training opportunities was a constructive strategy to ensure the empowerment of women by guaranteeing their access to productive resources.

Evidence shows that the current approach to promote gender equality is the promotion of women empowerment and not a conscious questioning of gender and power relations. This is a valid strategy in the efforts to promote gender equality, however it should be assumed as such, so as to not confuse the beneficiaries and the staff and, in order for the right technical support to be provided to achieve the defined purposes. For example the construction of separate latrines for boys and girls in all the rehabilitated and built schools creates the conditions to encourage girls

school attendance in the same proportion as boys. However, the absence of strategies to deal with sexual harassment or lack of female schoolteachers or school material that is gender biased to men does not encourage the families to support girls' education as they grow older. Therefore a strategy to work with the families, for example helping them question the relationship between the unfair distribution of domestic work between boys and girls and low results of girls at school, should complement other activities to improve the quality of education services.

In relation to the HIV component, the interventions have been mostly on disseminating information on prevention, and no evidence was found on actions to challenge power relations between men and women, for example in decision making about individual and the couple's sexuality.

There is no evidence that technical training on how to mainstream HIV and gender in the different stages of a program cycle, was provided. This knowledge would have allowed the staff to have the tools to do gender assessments and analysis of the communities they work with to avoid reproducing roles and situations that contribute to the discrimination or unequal access and control of resources by one group of the community. Nonetheless, the staff benefited from a general training on HIV prevention, which has helped in the implementation of the activities that took place (sensitization and distribution of condoms during the 1st year of programme implementation). This study did however not find evidence that the number of people taking voluntary HIV tests has gone up, as a result of the information campaigns.

3.3.4 Efficiency

At the present stage it is not possible to evaluate to what degree the actual results justify the costs incurred; it would be more appropriate to try to answer this question at the end of the second phase, where the focus of activities will be on securing the gains from the first phase and promote sustainability.

In general there seems to be no indications of wasteful use of funds. One issue that could be raised is concerning the relatively large part of the budget for Malua that has been spent in the small centre of Malua village, to finance infrastructure projects, such as the provision of electricity and a health centre that is reputed to have better equipment than the rural hospital in the district capital.

Questions about the future maintenance of such infrastructure will need to be solved during the second phase, together with the need to integrate better the community planning in the overall district planning process. A few examples of duplicate planning have been recorded, but the flexibility of the MVP funds made it possible to quickly re-programme the use of the available funds to complimentary activities.

3.3.5 Country ownership and mainstreaming

From the outset, the MV Programme in Mozambique has had a national anchorage in the Ministry of Science and Technology, and is an explicit output of the Science and Technology Innovation Strategy. The creation of the CITT has help strengthen the management of the programme considerably, and the role of UNDP has focussed on support to creating financial

management capacity at both central and village level, besides the financial and programmatic support. Members of the Governance Unit in UNDP participated in committee meetings and facilitated study visits to other MVs in other countries.

With the mandate to create at least 1 MV in each province by 2013, the Council of Ministers have signalled their approval of the existence of Millennium Villages as laboratories for community development and poverty alleviation.

The challenges of ownership at the level of local governments – both at district and provincial level, are now identified, and the integration of the MVs into the local development agenda has begun with several positive initiatives being taken to align them with the district planning process and the inclusion of specific activities in the district economic and social plan (PESOD). One significant example is the inclusion of the coordinator of the Malua MV into the permanent staff of the district government, “on loan” to the Village.

3.3.6 Sustainability

Of paramount importance to the successful implementation of the programme is the guarantee of the continuation and sustainability of programme outcomes after the completion.

From the outset, the MVP has staked the success of the intervention on the degree to which it will be able to show that an integrated approach to community development over a fairly short period of time can change the livelihood and quality of life of predominantly subsistence farmers and turn them into small commercial farmers.

Interventions have taken inspiration from similar programmes in other countries, but with a specific focus on the transforming force of new technologies to increase productivity. At the same time, the onus is on the ability to also garner the support of the political leadership in Mozambique to ensure sustainability.

Encouraging results do exist in the areas of agriculture, education and health in the 3 villages, which should be the building blocks for the interventions in the second phase to insure that the communities will be able to continue to improve their living standards without external funding.

Crucial however, to maintaining the present gains, will be the degree to which district authorities become committed to the approach, and begin to see the MVs as small laboratories that may generate experiences and valuable lessons that can be replicated in other communities in the district, and in the province as a whole.

It must be born in mind, however, that any replication should be based on a precise knowledge of the specific receptivity of each location, so that a lesson learned somewhere else is adapted to the local conditions, and not merely a replica of what was done somewhere else.

A challenge so far has been how to integrate the activities financed through the MVP into the District Development Plans – PESOD. Different planning cycles, and different eligibility criteria for approving activities, have so far been a hindrance to any real integration, and this issue needs to be addressed in the second phase in order to guarantee a higher degree of sustainability.

The sustainability of the results of gender and HIV mainstreaming will depend on the approach developed to include these components in all the cycles of the programme. Significant steps have been taken to empower women with knowledge and resources to improve their lives and livelihoods, nevertheless to ensure that these gains last, the second cycle should combine women empowerment actions with small interventions that challenge power relations between men and women. The programme is supporting women and men's access to resources and sustainability is ensured when women and men's control of resources is also ensured.

The MV staff has the motivation to keep supporting gender equality purposes and the existence of many women beneficiaries will guarantee that the project results reach both women and men. However, to develop a community development approach with specific gender equality gains, an external input is required that assists the staff in deepening their understand of gender equality issues and their relationship with other development aspects being introduced by the programme; understand the tools that allow for effective gender mainstreaming; and develop own methodologies adapted to the type of intervention of the MVs.

There has been no specific learning or transfer of knowledge to local administrations on how to better mainstreaming gender and HIV/AIDS in development interventions. The programme shares the same goals as the local administration. However, for effective ownership of the approaches to achieve the gains of the MVP, it would be necessary to develop conscious learning spaces with the local administrations where the tools and approaches, which could be replicated in other rural development interventions, can be shared.

3.4 Gender analysis

Given the central role of the gender aspect in the achievement of the MDGs, the evaluation had a special focus on this issue. Along the report, an analysis of how crosscutting issues, particularly gender and HIV/AIDS are mainstreamed into the programme, is done. This part of the evaluation report is dedicated to a deeper gender analysis of the programme. It looks specifically at how gender has been mainstreamed into different programme areas; how the programme has affected women and men and the power relations between them; how implementation of the programme has been carried out taking into account the different needs of men and women, as well as how it has influenced and impacted gender equality objectives of both the government of Mozambique and the Millennium Development Goals (MDGs).

3.4.1 Conceptual framework

The Mozambican government has ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), adopted by the United Nations in 1979. In its Article 2°, the convention affirms *“States Parties condemn discrimination against women in all its forms, agree to pursue by all appropriate means and without delay a policy of eliminating discrimination against women and, to this end, undertake:*

(a) To embody the principle of the equality of men and women in their national constitutions or other appropriate legislation if not yet incorporated therein and to ensure, through law and other appropriate means, the practical realization of this principle; (b) To adopt appropriate legislative and other measures, including sanctions where appropriate, prohibiting all discrimination against women; (c) To establish legal protection of the rights of women on an equal basis with men and to ensure through competent national tribunals and other public institutions the effective protection of women against any act of discrimination; (d) To refrain from engaging in any act or practice of discrimination against women and to ensure that public authorities and institutions shall act in conformity with this obligation; (e) To take all appropriate measures to eliminate discrimination against women by any person, organization or enterprise; (f) To take all appropriate measures, including legislation, to modify or abolish existing laws, regulations, customs and practices which constitute discrimination against women; (g) To repeal all national penal provisions which constitute discrimination against women.

The convention further states in its Article 3^o that, *“States Parties shall take in all fields, in particular in the political, social, economic and cultural fields, all appropriate measures, including legislation, to ensure the full development and advancement of women, for the purpose of guaranteeing them the exercise and enjoyment of human rights and fundamental freedoms on a basis of equality with men”*.

At the national level, the Mozambican constitution¹ establishes in Article 35^{o2} the principle of universality and equality and the principle of gender equality in Article 36^{o3}.

Although it has been over 30 years since the adoption of CEDAW, various studies have shown that women have been benefiting less from socio-economic development interventions. This phenomenon is called the feminization of poverty, giving a female face to poverty, and it's related to cultural patterns of resource distribution, which, in many contexts gives privileges to boys and men to the detriment of girls and women.

By the term gender we refer to the relations between women and men of various ages, socially built and which vary from society to society. Therefore gender is different from sex and is socially constructed. According to UNDP's manual on 'Gender Approaches in Conflict and Post-Conflict Situations' (2002), gender refers *“to the social differences and relations between men and women, which are learned and transformed. The term gender does not replace the term sex, which refers exclusively to biological differences between men and women”*. Therefore, gender identifies those social, political and cultural attributes associated to being a woman or man, which determine gender relations and are frequently influenced by power relations between the members of a given community.

¹ Constitution of the Republic of Mozambique, 2004.

² *“All citizens are equal before the law, enjoy the same rights and are subject to the same duties, irrespective of the colour, race, sex, ethnic origin, place of birth, religion, literacy, social position, marital status of the parent, profession or political choice.”*

³ *“Men and Women are equal before the law in all spheres of political, economic, social and cultural life.”*

Efforts to promote gender equality began in the 1970's with a focus on 'women and development', which later in the 1980's shifted to a 'gender and development' approach. *"The 'women in development' approach began with an uncritical acceptance of existing social structures and focused on how women could be better integrated into existing development initiatives. Targeting women's productive work to the exclusion of their reproductive work, this approach was characterised by income-generating projects for women that failed to address the systemic causes of gender inequality. It also tended to view women as passive recipients of development assistance, rather than as active agents in transforming their own economic, social, political and cultural realities. A key outcome was that woman's concerns were viewed in isolation, as separate issues, leading to their marginalisation in the state system and other structures.*

The gender and development approach, which forms the basis of the Plan of Action, focuses more on the fact that women and men have different life courses and that development policies affect them differently. It seeks to address these differences by mainstreaming gender into development planning at all levels and in all sectors, focusing less on providing equal treatment for men and women (since equal treatment does not necessarily result in equal outcomes) and more on taking whatever steps are necessary to ensure equal outcomes. It recognises that improving the status of women cannot be understood as a separate, isolated issue and can only be achieved by taking into account the status of both women and men. The gender and development approach is built on an awareness not only of the differences between men and women but also of the inequalities that emanate from these differences. It seeks to address not only women's practical gender needs (the immediate material needs of women in their existing roles as, for example, housewives and mothers) but also their strategic gender interests (the necessity of changing the position of women in society – addressing inequalities in employment, political participation and cultural and legal status)"⁴.

"Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality." (Agreed conclusions of the UN Economic and Social Council 1997/2).

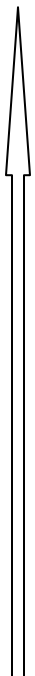
Whilst, empowerment means *"women have the power alongside men to decide about their destiny and that of their society. It is an interconnected cycle of countering discrimination and oppression"*⁵. To measure the level of empowerment achieved a 'Women's Empowerment Framework' designed by the Zambian consultant Sara Longwe⁶ offers some guidelines. The

⁴ Taylor, Vivienne (1999), *Gender Mainstreaming in Development Planning – A Reference Manual for Governments and Other Stakeholders*, Commonwealth Secretariat, London.

⁵ Sara Longwe. 2002. "Spectacles for Seeing Gender in Project Evaluation."

⁶ The Women's Empowerment Framework was first introduced in Sara Longwe, *Gender Awareness: The Missing Element in the Third World Development Project* in Candida March and Tina Wallace (Eds), (1995), *Changing Perception: New Writings on Gender and Development*, Oxfam, Oxford.

Women’s Empowerment Framework defines 5 levels of empowerment, described in the table below. In the first column you’ll find the levels of empowerment, organized from the highest level at the top to the lowest and; on the second column an explanation of what each level corresponds to.

	Control	Women have taken action so that there is gender equality in decision making over access to and control of resources. They have taken what is rightly theirs, and no longer wait indefinitely to be ‘given’ resources merely at the discretion of men, or by the whim of patriarchal authority.
	Mobilization	The action level which complements conscientisation. Firstly it involves women’s coming together for the recognition and analysis of problems, the identification of strategies to overcome discriminatory practices, and collective action to remove these practices.
	Conscientisation	The process by which women realise that their lack of status and welfare, relative to men, is not due to their own lack of ability, organisation or effort. It involves the <i>realisation</i> that women’s relative lack of access to resources actually arises from the discriminatory practices and rules that give priority access and control to men.
	Access	Defined as the first level of empowerment, since women improve their own status, relative to men, by their own work and organisation arising from increased <u>access</u> to resources.
	Welfare	The lowest level at which a development intervention may hope to close a gender gap. An improvement in socio-economic status, such as improved nutritional status, shelter, or income. At this level women are <u>given</u> the benefits of intervention, rather than producing or acquiring such benefits for themselves.

These criteria and empowerment levels make it possible to determine where support through a development intervention is being channelled to and if they are likely to produce the desired results in terms of gender equality.

3.4.2 Gender analysis

3.4.2.1 Institutional mainstreaming

Gender and HIV/AIDS are included in programme documents and women and men, girls and boys are specifically mentioned and not just included in general terms. Equally, specific objectives to respond to certain women’s practical needs such as maternal health, access to income generating activities or promotion of girl’s education to the level of boys’, have been identified (ProDoc Japan Final, p. 2).

This is an important compromise with mainstreaming although these objectives did not materialize into specific gender indicators, except ‘increased access to girls and boys to primary education’ (ProDoc Japan Final, p. 22). And, the absence of gender indicators makes it difficult to determine if and when the gender oriented objectives were achieved. An indicator, ‘women

increase knowledge of gender issues' was identified in the programme's planning documents, however it does not seem realistic or measurable to verify it, since the mentioned 'gender issues' were not defined.

A policy or strategy defining the programme or CITT's view of HIV/AIDS and/or gender was not found. Consequently, there is no clear Human Rights policy to have gender equity amongst the staff in the MVs, or to promote female staff in non-traditional female roles for example, which could aid the achievement of the established gender objectives. Nor the programme nor CITT has defined if there are quotas of female and male staff to be reached and why, or what is the institution's response in the case of having HIV positive staff.

An element that contributes to the mainstreaming of gender is the compilation and use of sex disaggregated data; because it indicates consciousness that women and men have different needs and interests and are thus affected differently by development interventions. Although it is possible to find some information disaggregated by sex, the majority of the planning and monitoring documents do not always specify how many women and men will be or have been affected by the programme which contributes to low gender mainstreaming in the programme.

3.4.2.2 Gender in the programme areas

As has been mentioned earlier, one of the shortfalls of the MVP is the unavailability of the baseline study, which also affects information in relation to women and men's roles, needs and priorities in the 3 MVs.

In terms of the education component, the first phase of the project concentrated on infrastructure development, and therefore gender issues were not fully integrated into the schools. The infrastructure development included the construction of latrines in the schools. All the schools had two latrines, one for girls and one for boys, taking into account that girls and boys have different needs.

The HIV component placed its emphasis on prevention, especially on dissemination of information about how to prevent HIV by not sharing cutting tools and using condoms. The same method of sensitization was used for both men and women and issues related to power relations were not dealt with, such as the fact that in most relationships it is the men, not the couple that decide whether to use or not a condom. In the case of Lionde where most of the husbands are in South Africa most of the year, there was no approach to adapt to this situation and work with both men and women on negotiation skills within the relationship.

Concerning the health component, because the main objectives targeted practical women's needs, the main beneficiaries of the health related interventions were women. They benefited specially from the building and rehabilitation of maternity wards and the distribution of mosquito nets amongst pregnant women. Thus, the programme contributed to the improvement of women's well being.

In the agricultural component the programme attempted to reach both women and men in terms of access to agricultural inputs and thus, beneficiaries of both sexes had access to cash crops' seeds or to livestock such as goats. This strategy was appropriate as it allowed for both women and men to benefit from those inputs, which allowed them to increase their incomes. Poultry breeding was also introduced by the programme through women's associations in all three

villages, thus reproducing women's role as breeders of small animals. In this case, differently from the case of distribution of inputs for income generation, the MVP did not question traditional gender roles.

3.4.2.3 Impact of MVP on gender relations

The programme is contributing to increasing women's access to resources such as income from income generating activities, knowledge or improved health services. When women increased their contribution to the family's resources, the way the men in the family and the community perceived them, changed. Men began to see them as important resources to the family as they were taking to the household resources they considered valuable such as agricultural input, cash crops' seeds or money. It is not that women were not contributing to the family; traditional division of labour simply valued their contribution less. The same occurred in Malua with the introduction of women into sewing classes and association, since sewing is in that area mainly a man's job. Access to credit has allowed women, especially in Malua and Itoculo to have access to personal identification documentation, which made it possible for them to apply for the local District Development Fund.

Access to other resources such as water fountains have contributed to the reduction of the time women dedicate to fetch water. Some women have used this extra time to study and thus improve their professional and or economic options. Because there are water fountains closer to the homes, some men are willing to participate occasionally in fetching water for the family, which might lead in the long run to changes in the roles of women and men and, in the valuing of those roles, thus contributing to a more equitable division of domestic chores. Through the distribution of mosquito nets and more use of latrines, the children are getting less sick and women spend less time in health centres, thus having more time to dedicate to their income generating activities.

The programme has contributed to women in the communities assuming leadership roles in the context of the MVP. In all the three villages, there are women presidents of the CDL or of area committees, which give them the opportunity to meet national leaders such as ministers and other government officials that visit the MVs. This role assumed by the women is valued by men in the household and the community and increases the status of women in general. However, in some areas such as Itoculo where socially women are more present in decision making spaces and, Lionde, where there are many women single heads of family (for the majority of the time) since the husbands migrate to South Africa, women's presence in leadership roles is not owed entirely to the MVP. A gender sensitive baseline study would have helped to determine the extent to which the MVP is contributing to the mentioned change of roles.

In Itoculo, women were hired for works traditionally under men's sphere such as road and buildings construction. This challenged the traditional distribution of labour on the one hand by offering employment to women in a non-traditional women's labour and contributed to changing the way both women and men see women's ability to learn new skills and take various jobs.

In the MVs of Itoculo and Malua, some men were participating more in reproductive roles when the wives were sick, such as cooking, washing the wife's clothes or take children to the hospital.

This is an interesting sign that the way women's reproductive roles are viewed is changing, possibly to the better, which might lead to a more equitable division of the reproductive roles between women and men. In Itoculo MV, men were more acceptant of their wives participating in community meetings. Although this acceptance was associated to the material benefits the wives could take home (agricultural inputs), participating in community meetings can strengthen women's ability to articulate their needs and interests in those meetings. However if the issue of the unfair distribution of reproductive work is not looked at, these initiatives might end up increasing women's workload, instead of making their lives easier. If women have to look after the house and the family, work in the family farm or own business and also participate in community meetings and activities, little or no time is left for their leisure, or other personal interests including studying.

The programme supported women's access to resources, but no initiatives were found to help those women have control over those resources. This is more evident with married women beneficiaries who have to share their incomes in cash with their husbands in order to avoid violence. Some women are limited from benefiting from the programme's inputs because their husbands do not allow them to assist training or work (poultry raising for example) in the evening. The solution adopted in the case of Itoculo MV was to work only with single heads of family, which worked and allowed for these women to benefit from the activities of the programme. However, it did not create the conditions to question the existing unequal power relations that allow men to decide over the lives of their wives. The programme lacked an approach to deal with issues of masculinity with the aim to help men reflect on their roles, identity and the privileges they have, and thus contribute to a better valuing of women and men's roles, of women's choices and to a reduction of gender inequality.

Consciously or not, the programme has used the Women In Development approach, by supporting the integration of women into the development agenda. Whilst, gender roles were timidly questioned and unequal power relations between women and men were not consciously approached. This may be due to the lack of technical capacity from the staff to deal with unequal power relations.

Many activities are streamed to women beneficiaries, which indicates that the other approach being used (consciously or not) is of Women's empowerment. Based on Sara Longwe's Empowerment Framework, the programme is contributing to the achievement of the 1st level, the welfare level. It provides resources for women to have better health, education and income generating activities, supporting socio-economic status and general wellbeing. However, the women are still dependent on the programme to keep accessing the benefits resulting from the program, with the exception of the improved services offered by the health centres. They are not able to create those benefits themselves yet. The challenge with this level of women's empowerment is that it is not sustainable and thus need to be complemented with initiatives that help them reach the other levels of empowerment in parallel.

Since there are no baseline data, it was not possible to determine with certainty if the changes verified are due to the MVP or to other interventions or social changes. However, the activities of the programme can contribute to establishing the base to changing gender roles, which can lead to transforming power relations between women and men to relationships where both benefit from equal opportunities in the different spheres of life.

3.4.4 Conclusions

The MVP is strategically positioned to contribute to the gender equality objectives of the government of Mozambique and the MDGs. The programme paid attention to the need to incorporate gender as an important MDG and HIV/AIDS as an obstacle to achieving MDGs. The resources provided by the programme have contributed to:

- Satisfying specific women and men's needs;
- Initiating the process of women empowerment; and
- Disseminate knowledge about HIV prevention.

Gender and HIV/AIDS have not been mainstreamed into all programme areas. Institutionally, the absence of policies or strategies that inform of how it intends to reach gender equality goals is a limitation to the achievement of mainstreaming at all programmes areas. Inexistence of sex-disaggregated data does not help the staff at headquarters and the MVs to monitor their progress in terms of gender equality.

At the level of the programme management and results, gender and HIV have been timidly mainstreamed; they were not included in other activities such as related to agriculture production or nutrition for example. There are available resources for it, but specific capacities to mainstream gender and HIV still need to be developed among the programme staff.

The programme has contributed to the improvement of the welfare of both women and men.

3.4.5 Recommendations

The recommendations in chapter 4 of this report complement the ones outlined in this section. Not all gender related aspects were brought to this part of the report in order to avoid repetitions.

At the institutional development level:

In order to ensure the sustainability of the gender and HIV mainstreaming initiatives, gender and HIV should be included in CITT's documents and structure so that they become part of the institutional culture and do not depend on the staff's criteria. The commitment to gender equality and HIV prevention should be document. Therefore, we recommend 5 actions for the next programme cycle:

- A. Development or adaptation of policy measures on HIV and gender equality which state:
 - The institution's commitment to these issues (What is its position and aim in relation to gender and HIV/AIDS);
 - How these issues will be included in the organization's structure (such as a human resource policy sensitive to these issues) and programmes. What is the quota of men and women staff it intends to have on the field or headquarters; how will the institution support HIV positive staff and families? This document could be a resource in the process of creating other MVs since it would offer guidelines for the definition of the gender and HIV mainstreaming strategy.
- B. Identify a gender focal point, who would be the person responsible for supporting the

team in gender issues, identifying the specific needs of the staff (both headquarters and MVs) in terms of gender knowledge; search and organize the necessary training to satisfy those needs; revising the institution's documents to ensure that they are gender aware; and other tasks that help the project to be gender aware. This person may be someone from CITT's staff or someone specially hired for the job, and should be constantly trained in gender issues in order to be a valuable resource for the rest of the team and the local administration.

- C. Use sex disaggregated data in all programme documents, this will allow for monitoring and progress reports to inform of the changes occurring for both women and men and, how the programme benefits both of them.
- D. Offer constant training to the staff at CITT and at the MVs to improve their understanding of the existing gender approaches and the tools that are useful for their work. We recommend the main trainings to be on:
 - Gender concepts;
 - Instruments to mainstream gender and HIV/AIDS in the different programme areas (education, health, water and sanitation, agriculture, etc.);
 - How to mainstream gender in the project cycle (identification, design, implementation, monitoring, etc.);
 - How to develop gender indicators.

These will ensure sustainability of the initiatives to promote gender equality as well as awareness and behavioural change in relation to HIV/AIDS.

- E. In order to broaden the impact of the MVP's intervention, we recommend the establishment of partnerships with civil society organizations so that the benefits of the programme are expanded and the latter benefits from the know-how of the mentioned organizations in terms of gender issues. We recommend the establishment of partnerships with organizations such as:
 - WILSA (Women In Law of Southern Africa) in order to benefit from their expertise in research on women's rights and through this partnership improve the MVP's capacity to document the achievements regarding gender equality and women's empowerment;
 - N'WETI, specialised on social communication for development, with the aim to broaden the techniques and strategies used by the MVP to communicate the awareness messages for behaviour change in a more creative and inclusive manner;
 - Forum Mulher, a network of organizations working for women's rights, in order to benefit from their resources in terms of specialists and materials which would allow the staff of the MVP to increase their knowledge on gender and how to mainstream it in their programme.

At programme level:

To ensure mainstreaming of HIV/AIDS and gender into all programme areas, a number of issues would require improvement.

- A. A baseline study or a gender analysis, which informs of the roles, specific needs and strategic interests of women on the one side and men on the other, needs to be done. This will allow the programme to have a photograph of the gender profile of the areas of intervention and, monitor where the changes in terms of gender roles and relations are taking place, if those changes are responding to the objectives of the program and the local and national gender equality policies. This analysis does not have to be in relation to all social, economical, cultural and political spheres of society, it can be reduced to the aspects related to the objectives of the MVP. However, it is imperative to have some information on the gender relations in the 3 MVs, in order to have verifiable sources that confirm the changes observed.

- B. Define consciously the approach being used to tackle gender discrimination. We recommend a combination of a Women In Development approach with the Gender and Development one. Because some areas still lack basic welfare aspects, the provision of these should be accompanied with actions that will question the unequal power relations between women and men, or between people of the same sex with different class, age or other differentiation factor. The programme should facilitate women and men individually or as groups to challenge gender stereotypes, to challenge the status quo and empower women, in order for the results of its intervention in this respect to last.

- C. Support to women's empowerment should continue, with the focus on a higher level than that of welfare (according to the Sara Longwe's Women's Empowerment Framework). The sustainability of these types of interventions depends on the depth of the transformations that occur with the support given. Therefore, the support given to women in productive areas to increase their agricultural produce, raise poultry or grow fish is relevant and should continue. However, accompanied by activities that question women's subordinate role, allowing them to have more decision power over those resources, and thus more control over them.

- D. Develop or borrow community development approaches that are gender aware, which help both women and men identify the barriers to their development related to unequal gender relations and, to find common solutions to overcome them. GALS (Gender Action Learning System), is a useful tool for these types of processes, as well as to help improve women and men's negotiation abilities within a couple relationship.

4. Conclusions, Recommendations & Lessons

Considering the stated ambitious overall objective of the programme to “transform subsistence livelihood into small-scale commercial entrepreneurship through an integrated community development project” (Pro Doc. P. 10), a time span of 2 ½ years cannot be considered sufficient time to produce durable impact, but rather some “test results” that can be evaluated with a view to deciding whether the interventions chosen have been conducive to taking the programme forward along the expected lines. The consultants have found positive signs of progress related to the desired outcomes, as described earlier. Simultaneously, questions regarding sustainability and integration into the national development agenda have come to the fore, and will need to be addressed in the second phase of the project.

The programme has paid attention to the need to incorporate gender as an important MDG and HIV/AIDS as an obstacle to achieving MDGs. The resources provided by the programme contributed to the process of women’s empowerment and knowledge about the existing methods to prevent HIV/AIDS. Capacity to mainstream both gender and HIV/AIDS in all programme areas and cycles has not been developed yet; this will need to be addressed in order to ensure sustainability of the initiatives to promote gender equality.

The following recommendations are based on the findings of this evaluation, and suggest corrective actions for the design of the next phase of implementation in each of the 4 components, including actions to follow up on or reinforce initial benefits of the project.

4.1 Recommendations

4.1.1 Project management

4.1.1.1 The planning process

In the second phase of the MVP in the three villages in question, a careful selection of interventions will need to be made, based on prioritising those that will lead to greater sustainability and integration into the local development agenda. This should be done in direct consultation with the representatives of the beneficiaries, and representatives of the district government at the MV level, in order to assure that the ownership of results created is correctly placed, such as social infrastructure, which will depend on the respective sectors for its future maintenance. From the interviews conducted it became clear that the district governments wish to see the two participatory planning processes integrated, through the involvement of the local government representative in the community consultations, in order to guarantee better communication and planning.

A specific focus should be placed on the further strengthening of the local committees (the CDL

and the area committees) through capacity-building efforts in planning and monitoring and leadership.

We recommend the provision of on-going training to programme staff in order to enhance its capacity to include gender into all programme areas. The training should allow the staff to deepen their understanding of gender and mainstreaming concepts; to learn how gender can be taken into account in all the cycles of project management as well as learn gender analysis tools; since this is an agricultural based programme, it is vital to include training on how to include gender and HIV issues in agricultural value chain.

4.1.1.2 Partnerships

The central programme management unit has succeeded in establishing important partnerships with national enterprises as well as international research institutions. The agreement with HCB is a clear indication that this kind of partnerships finds resonance, and contributes to the promulgation of the MV model.

Project management's successes with building partnerships at different levels should be pursued in the second phase, with a specific view to creating permanent partnerships at the local level, to ensure alternative sources of support when the MVP resources dry up. Essential partners at district level are government institutions that have a mandate in the areas of agricultural extension, and the provision of education and health services.

The agreement signed with the Health Investigation Centre in Manhiça (CISM) for data collection for the creation of a scientific database should be implemented in order to alleviate the lack of a base with which to evaluate progress in the area of health.

The existence of the PROSAVANA Programme in the province of Nampula (with support from the governments of Japan and Brazil) opens the possibility for a replication of the experience of the MV of Itoculo.

Strategic partnerships should also involve civil society and private sector entities that may benefit from implementing activities, either commercial or social in well-organised communities.

4.1.1.3 Divuligation

The programme has a specific obligation to garner support and political acceptance at national level, which involves the permanent dissemination of the underlying philosophy and of concrete results towards poverty alleviation and the attainment of the MDGs.

We recommend that this work be continued and intensified, through the development of partnerships with social media channels such as television programmes, radio programmes and newspaper articles.

The PVM website should be updated, and used as an important information sharing tool. Lessons learned should be documented for wider dissemination.

4.1.1.4 Monitoring and & Evaluation.

We strongly recommend that a proper baseline survey be conducted, which can provide clear data on which to build benchmarks and target indicators, to help the internal monitoring of project progress during the second phase, and a secure base for an external final impact evaluation.

A gender profile of the MVs should be done at the beginning of the 2nd cycle so that there is data to monitor where the changes are occurring and if they are due to the MVP. A revision of the M&E tools is recommended in order to include gender sensitive information (including sex-disaggregated information), which inform on how the programme is contributing to gender equality. In order to get a better return from the tools mentioned earlier, it is recommended that adequate training be provided to the staff in order to use those tools. In this context it is strongly recommended to make a revision of the indicators in order to include specific gender indicators, which will make it possible to measure the degree of success in obtaining the gender objectives.

4.1.2 Agricultural production

4.1.2.1 Associations

The creation of associations, and the strengthening of already existing ones, to improve income generation should be one of the focus points for this component. There is a need for further training of members of the associations in financial management, and support to the official registration of them, to make them more self-reliant in the medium term.

4.1.2.2 Local conditions for improving food production

The results of the first phase show a need for a more careful introduction of new types of crops and livestock, in order to avoid disappointment among the community members. Small market studies should be carried out; to establish which products would have the most profitable outcome and secure that value chains do exist to guarantee that products reach the appropriate market.

We recommend the introduction of cultures/products that support the immune system of people living with HIV and that require less effort in order to be sustainable for HIV positive people, particularly in the villages with higher incidences of HIV. Partnerships with organizations that work with people who are already infected might give an added value to the work already being done around HIV/AIDS.

Support to women in terms of access to productive tools should continue as, it contributes to women's empowerment. This should be complimented with strategies that help women negotiate their control over theirs and family resources with men. A tool such as the GALS (Gender Action Learning Systems) could be useful. This tool, which was developed by the organization Oxfam Novib and is currently being used by IFAD in Sierra Leone is a participatory tool

specifically designed to work with illiterate people in the identification of gender barriers to their economic development as well as the respective solutions. This tool is particularly useful in the context where the communities at stake are having access to productive resources, which is the case of the MVP.

The micro credit offered to the associations has helped create capacity to formulate and manage small-scale income generating projects, and a continuation of this type of capacity building will help the members of the communities to access the District Development Fund in the future.

4.1.3 Education

4.1.3.1 Focus on non-formal education activities in the future (youth, adults)

The creation of youth corners allows young people to develop new skills that can help them produce an income, besides becoming more aware of how to deal with health and reproductive issues.

We suggest that the programme explores whether courses offered by the INEFP through its mobile training programme might be applied in each of the villages.

We also recommend that the programme produces or borrows literacy material in order to help learners reflect on topics such as HIV/AIDS and gender while learning to read and write. The manual developed by Reflect, to empower communities to develop critical and analytical capacity, may serve as a point of reference for the production of this type of teaching material.

4.1.3.2 Influencing “the local curriculum” in primary education

This could be a good opportunity to introduce early in the education of children issues related to water and sanitation, HIV prevention and care of HIV positive people, sexual harassment fair division of work by boys and girls and women and men, offering examples of women taking traditional male roles such as road construction and vice-versa.

4.1.3.3 Gender awareness promotion in specific campaigns

We recommend identifying one issue (related to unequal gender relations) that hinder girl's attendance and completion of education to work with in the 2nd cycle of the project; for example the issue of sexual harassment of girls by both male students and teachers. A community approach can be used where a combination of complementary interventions take place:

(1) Sensitization through theatre plays, include them in the sexuality workshops which take place in the youth centres, have huge posters around the schools and the communities made by the students themselves stating in short and clear words what sexual harassment is, why it is wrong and where cases of it can be reported.

(2) Creation of a committee composed of representatives of students, parents and school administration (with equal number of women and men) responsible for documenting reports of sexual harassment in the schools, follow up on them and give them the legal solution already defined by the government for such cases. This committee should receive regular training to

ensure they work as a resource to end this type of gender based violence.

(3) Create spaces of discussion in the schools (maybe at the end of each term or the end of the year, where they can explain their work to the community, including reports so that the community sees the solutions, which have been given to such cases and propose alternatives to improve what is being done.

4.1.4 Health, water and sanitation

We recommend the continued capacity building of the committees to expand their valuable work to spread information on issues related to health and sanitation, including nutritional issues.

In this component, we recommend that more systematic data collection be included in the monitoring activities, in order for the programme to document improvements, which may be ascribed to the specific project activities.

Regarding the HIV component, there should be a more stable partnership with the public health sector so that access to condoms for example is continuous. The programme does not need to distribute condoms itself; it should inform beneficiaries where they are available for free or not during the sensitization campaigns. The MVP only distributed condoms during the 1st year of implementation.

In the component of distribution of mosquito nets, since there are no mosquito nets, the criteria used in Lionde to benefit pregnant women and families with children from 0-5 years, should be continued and adopted in the other MVs. It contributes to the reduction of malaria in a target group and supports one of the purposes of the programme, which is to improve maternal health.

4.2 Lessons Learned

4.2.1 Programme management:

The committee structure established at community and MV level is a very useful means of involving a considerable number of community members in the planning and implementation of activities. Experience shows that it is important that the system is introduced carefully, with clear explication of the roles of the members and the underlying philosophy of serving the community for the mutual benefit of all, and avoid misunderstandings about remuneration, which unfortunately has been and continues to be an issue in Malua Village.

The original project design based the extension component on district administration staff “on loan” to the programme, but in reality the majority were not permanent government staff. With the interruption of funding in mid 2012, most extension technicians ceased to work, which has created a reduction in project-supported activities in most communities.

In Itoculo the coordinator and the CDL managed to generate sufficient income through own means, such as the truck, the tractors, the community warehouse to continue to pay a subsidy, and all extension staff is working, in spite of the freeze of external funding. This kind of initiative to raise funds can be replicated in the other villages, on the basis of the means made available by the Programme during the first phase.

In Alto Molócue the district administration has managed to absorb two of the programme staff: the coordinator, who is an agronomist, and the gender and HIV technician. The coordinator will be on full time loan to the programme, paid by the government.

4.2.2 Agriculture and productivity:

Associations: The introduction of associations must be carefully thought through. The experience of the present programme shows that the reception has been different in the three villages. In Itoculo there has been positive reception of the idea by both men and women; in the case of Malua there is a noticeable abandonment by the members, and until now the best results have been achieved in women's associations. Finally in Lionde we registered limited acceptance, with especially men preferring other alternatives such as salaried work.

The Itoculo MV encountered some difficulties to work with married women beneficiaries in certain activities such as the poultry raising because they work long hours and sometimes during the nights and the husbands did not agree with it. The programme adapted to working with women single heads of family and thus guaranteed that some women benefited from that specific activity. Adoption of such strategies should continue in order to ensure that women also benefit from project activities. We recommend also combining these strategies with those that help men reflect about why they don't want their wives to participate in certain activities and what the programme could do to improve the conditions for married women who wish to benefit from such activities. The GALS already mentioned above could be a useful tool for this.

In Itoculo, the programme has used the present interruption of the flow of funds to think constructively about sustainability, and has taken the initiative to extend local partnerships. One such partnership is with small local traders, who earlier had to get their supplies of basic products from stores in the district capital, and pay costly transport to Itoculo. The programme has now introduced a service that has the project truck go to wholesalers in Nacala town and buy the same goods at a lower price, and sell them to the traders at a price lower than what they used to pay in Monapo. This has meant a win-win situation for the local residents and the traders in the form of lower prices, and the programme in the form of a profit from the intervention.

Likewise, the Itoculo coordinator is presently negotiating with a company in Nacala to provide agricultural tools on credit to the village, to ensure the availability locally.

4.2.3 Education:

The distribution of bicycles to pupils in Itoculo MV who live far from school, is reportedly having the effect that more girls have enrolled in the newly introduced secondary school in Itoculo *Sede*, as they have kept and maintained the bicycles over several years, and some have now reached secondary school age.

4.2.4 Health, water and sanitation:

The local committees have complemented the work of the health authorities, by being able to reach people in the communities through information campaigns on vital health and sanitation issues.

A specific focus on involving the traditional midwives has reportedly helped make more women use the maternity wards of the health centres.

5. Annexes

Annex 1: Terms of Reference

TERMS OF REFERENCE FOR THE 2009-2012 MILLENNIUM VILLAGES PROGRAMME FINAL EVALUATION

1. BACKGROUND

Mozambique has been implementing the millennium villages program since 2006, and at present there are six (6) of these villages namely: (1) Chibuto (2006) in the district of the same name in Gaza province; (2) Lumbo (2007) in the District of Mozambique Island in Nampula province, (3) Lionde (2009) in the district of Chokwe in Gaza province, (4) Malua (2009) in the district of Alto Molócue in Zambezia province, (5) Itoculo (2009) in the District of Monapo in Nampula province, and (6) Chitima (2011) in the District of Cahora Bassa in Tete province.

The adoption of the Millennium Villages National Program in Mozambique (PNVM) and the establishment of the Centre for the Transfer of Technology and Human Development (CTTDH) is part of the process of implementing Objective 2 of the Science, Technology and Innovation Strategy in Mozambique, which calls for the "*Promotion of innovation and the use of approaches based on Science and Technology in the impoverished and disadvantaged communities*".

The main objective of the PNVM is to support national development strategies and socio-economic growth, to provide improved models of sustainable development in local communities based on the use of scientific, technical and cultural knowledge. The strategies are based on the Millennium Development Goals contained in the United Nations (UN) Declaration and adopted by the Government of Mozambique (GoM) in September 2000.

Over the five years of its existence (2006-2011) the PNVM has been giving evidence of being a successful strategy to accelerate district and community development through technology transfer that is conducted on a "teaching to do by doing" approach in a collective and continuous process of creating sustainability in the beneficiary communities and consequently the creation of space for horizontal and vertical self-independent development.

Millennium Villages have been demonstrating the benefits of harmonization and alignment of macro socio-economic planning instruments embraced by GoM to promote local development. Such plans include the Action Plan for the Reduction of Poverty (PARP), the Five-Year Government Program (PQG), the Mid Term Expenditure Review (CFMP) and the District Development Plans, to name the most important.

In particular MVs materialize the Strategy for Science and Technology Innovation in Mozambique (ECTIM) through the establishment of Centres for Technology Transfer and

Human Development (CTTDH), which are laboratories where the process of technology transfer and innovation to communities takes place.

In 2009 the Government of Japan joined the initiative, funding, for two years and half, three Villages, namely: Lionde in Chókwé district, Gaza Province, Malua in Alto Molócue district, Zambézia Province and Itoculo in Monapo district, Nampula province, aiming to:

1. Eliminate hunger and malnutrition in the community by increasing production, access and utilization of nutritious foods, with a special focus on improving the nutritional status of pregnant women, nursing mothers and infants under the age 2 (MDG 1).
2. Improve livelihoods of women and men and increase their incomes for both on- and off-farm activities (MDG 1).
3. Ensure full primary school attendance for both boys and girls and eliminate gender disparity, including rehabilitation of infrastructure (MDG 2 and 3).
4. Improve access to medical services, especially focusing on improving women's health and drastically reducing child and maternal mortality (MDG 4 and 5).
5. Decrease the rate of infection of HIV/AIDS, malaria, tuberculosis and other major diseases and increase access to essential medicines such as antiretroviral medication (MDG 6).
6. Integrate the principles of sustainable development into village programs to reverse the loss of environmental resources and enhance ecosystem services (MDG 7).
7. Increase access to energy, clean air, water and sanitation for households, schools and medical services (MDG 7).
8. Eliminate the digital divide by making available the benefits of communication technologies, especially access to Internet and mobile telephones services (MDG 8).
9. Eliminate ignorance through information and engagement of the media.
10. Develop capacities of members of the participating communities.

While the programme is coming to an end, it is considered essential that an internal exercise be carried out to ensure strategic directions and programmatic positioning of the GoM given the emerging aid environment in Mozambique. On the other hand, both for UNDP and the Government of Japan, this exercise is fundamental to take stock of lessons learned from the programme (2006-2012) to inform new programme designs.

2. PURPOSE AND SCOPE OF THE EVALUATION

The purpose of the evaluation is to examine the impact of the Japanese Government-supported Millennium Villages 2009-2012. A particular focus has to be placed on efficiency, effectiveness, appropriateness, relevance, and sustainability of programme delivery, which are translated into the following areas:

- Assess the appropriateness of the design and choice of Millennium Village's intervention areas, on the basis of Mozambique's priority, poverty reduction plan, and comparative advantages;
- Assess progress towards achieving the stated programme outcomes and outputs, analysing how cross-cutting issues such as HIV/AIDS, Gender, Human Rights, Equity, Capacity Development, have been addressed;
- Analyse to what extent Millennium Village's interventions added value to national development agenda;
- Assess the extent to which the programme components have contributed to the achievement of the Mozambique Poverty Reductions objectives and overall support to the operations of the UN system in Mozambique;
- Document best practices and lessons learnt in the course of programme implementation, including but not limited to, implementation of RBM, different execution modalities, resource application and monitoring and evaluation frameworks;
- Analyse the changes in the national development context, and their implications for the continued relevance and sustainability of the UNDP's country programme;
- Assess the appropriateness of implementation arrangements, including but not limited to, organizational structures, managerial support and coordination mechanisms used by MCT and UNDP to support the project/programme for the effective and efficient attainment of stated objectives and expected results;
- Record challenges encountered and solutions introduced, in order to make the MV programme more responsive and better aligned to national development priorities while at the same time making greater contribution to the Country's Poverty Reduction Strategy and ensuring sustainability of the programmes;
- Identify operational issues and bottlenecks in the implementation of the programme, implementation modalities and frameworks, and advise on any required changes in terms of outputs, implementing partners, and allocation of resources and make recommendations; and
- Register facilitating and success factors for the achievement of the results during the programme implementation period.

a) **Evaluation Questions:**

In pursuit of the overall objectives, the following key questions can be addressed during the Evaluation:

Relevance – Assess design and focus of the programme.

- To what extent did the Programme achieve its overall objectives?
- To what extent were the results (impacts, outcomes and outputs) achieved?
- Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results?

- Was the programme relevant to the identified needs?

Effectiveness

- Describe the management processes and their appropriateness in supporting delivery?
- Was the programme effective in delivering desired/planned results?
- To what extent did the Programme’s M&E mechanism contribute in meeting project results?

Efficiency - of implementation of the programme.

- Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized? Did programme activities overlap and duplicate other similar interventions (funded nationally and /or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs? Could a different approach have produced better results?

Sustainability – to what extent are the benefits of the programme likely to be sustained after its completion?

- What is the likelihood of continuation and sustainability of programme outcomes and benefits after its completion?
- Describe key factors that will require attention in order to improve prospects of sustainability of Programme outcomes and the potential for replication of the approach?
- Describe the main lessons that have emerged? And
- Provide a set of recommendations for similar initiatives that UNDP may embark on.

4. METHODOLOGY

It is proposed that a combination of methodological approaches be used to provide a balanced assessment. These approaches include, but are not limited to the following:

- Desk review of all the relevant documents including the MDGs, Agenda 2025, UNDAF, CPD, CPAP, National Development Plan (PARPA), MV’s Baseline Studies, CPAP MTR report, Project Documents, AWP’s, field visits/monitoring reports, programme/project management meeting reports, and project evaluation reports and management response.
- Focus group discussions.
- Interviews with key informants (including Implementing Partners, UN agencies, CSOs, academic institutions, and development partners).
- Field visits to selected sites to meet with beneficiaries/stakeholders, including members of the UN Agencies, bilateral and other multi-lateral donors, civil society organizations and other key stakeholders.
- Quick survey or questionnaires (as necessary).

- Analyses and synthesis of all relevant data and information and subsequent compilation of succinct report addressing the full range of scope of work outlined above.

The consultants will be expected to clearly document and explain their justification for the choice of methodological approach (es) to be used in this process, including planned surveys and questionnaires. The review team shall visit selected project sites at provincial and district levels, interviewing project stakeholders and observing project activities.

The methodology and the work schedule prepared by the team shall be discussed and agreed with UNDP and the National counterpart at the beginning of the mission before proceeding with the collection of data and interviews with the Project stakeholders.

5. EXPERTISE REQUIRED

UNDP aims to recruit a team of two qualified consultants with the following minimum requirements:

TEAM LEADER

- Relevant Masters degree or first level degree combined with 10 years of progressive experience in the area;
- 7 years of progressively responsible positions including experience in evaluating projects and programmes;
- Extensive experience in implementation of donor funded development projects;
- Be familiar with the Millennium Villages concept;
- Experience in working in multi-cultural environments, with senior Government officials as well as civil society organizations; and
- Fluency in English and Portuguese (written and spoken).

GENDER SPECIALIST

- Advanced university degree or first level degree combined with 7 years of progressive experience in the area;
- 5 years of progressively responsible positions including experience in gender mainstreaming;
- Extensive experience in implementation of donor funded development projects;
- Knowledge of other cross-cutting issues will be an added advantage;
- Experience in working in multi-cultural environments, with senior Government officials as well as civil society organizations; and
- Fluency in English and Portuguese (written and spoken).

The evaluators must be independent from both the policymaking process and delivery and management of assistance. In other words, those who were involved in the implementation of the UNDP-supported projects and programmes during the programme cycle 2007-2011 cannot be part of the evaluation team. This is to ensure the independency and validity of this evaluation exercise.

6. PLANNING AND IMPLEMENTATION ARRANGEMENTS

The consultants will report and will be accountable to UNDP, through the Deputy Resident Representative - Programme. They will work with programme staff from UNDP, the Government Coordinating Agency (MCT/CIIT), other Government Ministries and Departments, other national institutions deemed relevant. UNDP will organize all logistical arrangements, including field travel, as may be necessary.

UNDP Mozambique will:

- Provide the consultant with all the necessary support (not under the consultant's control) to ensure that the consultant(s) undertake the study with reasonable efficiency.
- Appoint a focal point in the programme section to support the consultant(s) during the evaluation process.
- Collect comprehensive background documentation and inform partners and selected project counterparts.
- Support and identify key stakeholders to be interviewed as part of the evaluation.
- The programme staff members will be responsible for liaising with partners, logistical backstopping and providing relevant documentation and feedback to the evaluation team
- Organize inception meeting between the consultants, partners and stakeholders, including Government prior to the scheduled start of the evaluation assignment.

Deliverables

The consultants will be expected to prepare and present the following set of deliverables:

1. Within 1 week after signing the contract: Inception Report. UNDP will provide comments within three days for the finalisation of the inception report by the end of the second week following signing of the contract.
2. Within three weeks following approval of the inception report: Draft evaluation report (in Portuguese). The report shall analyse the areas presented in the present ToRs, evaluate and provide recommendations where necessary in order to improve the MV's performance and efficiency. UNDP will review and provide inputs within 1 week.

The reports should include:

- An assessment of the progress in achieving the outcomes and outputs and their contributions to and associated impact on UNDAF outputs and outcomes and, importantly, national development priorities;
 - Documentation of best practices and challenges encountered in the implementation of the outcomes, including an assessment of the appropriateness of the outcomes implementation arrangements; An assessment of present and emerging national development priorities and how the outcomes can be better positioned to respond to these priorities; and
 - Analysis of how crosscutting issues, especially HIV/AIDS and gender, have been mainstreamed into different supported programme areas.
3. Within two days after the approval of the draft report - Draft report validation meeting. At this meeting, the Government Coordinating Authority (MCT/CIIT), UNDP, IPs, UN agencies

and donor representatives will discuss and validate the draft MV's evaluation report. This meeting will discuss final conclusions and recommendations of the evaluation.

4. Within 3 days following the validation meeting - Final evaluation report (in Portuguese and English), which should fully cover the scope of work as described above.

The report must be produced in line with UNDP evaluation report format and quality control checklist for its content, with an executive summary describing key findings and recommendations. The assessment will entail, *inter alia*:

1) A report containing (Hard copy, a soft copy in MS Word and Acrobat reader, Times New Roman, Size 12, Single Spacing):

- Executive summary
- Introduction, description of the evaluation methodology
- An analysis of key interactions (the outcome, substantive influences, MV's contribution and how the MV's works with other relevant actors) and associations between variables measuring the outcome,
- Key lessons learnt, highlighting key factors that might have facilitated and hampered the impact of MV's programme and projects and suggesting possible recommendations,
- Conceptual Framework to the MV's Programme in terms of future programming and policy,
- Assumptions made during the evaluation and study limitations,
- Conclusions and recommendations, and
- Annexes: ToRs, field visits, people interviewed, documents reviewed, etc

Specific tasks of the Consultant

- Contact the UNDP and MCT/CIIT focal point for this evaluation exercise for any issues related to the evaluation
- Data collection and analysis
- Consolidate the draft and final Evaluation reports, and develop and implement the proposed action plan
- Incorporate comments of the Technical Committee and key stakeholders, complete and submit the final Evaluation report.

Consultancy responsibility and deliverables:

- Produce a detailed evaluation work-plan in the inception report which shows schedules and timelines for each of the deliverables.
- Inception report detailing the evaluation methodology to be used in the evaluation, and how this evaluation will be undertaken. Inception report should clearly articulate the consultant's understanding of the ToRs as well as the initial analysis.
- Organizing the work and conduct briefing and debriefing.
- Consulting with UNDP and partners to ensure the progress and the key evaluation questions are covered.

- Assuring the draft and final reports are prepared in accordance with the Terms of Reference, especially the checklist for the assessment of evaluation report.
- Receive comments and inputs to the draft report and use these to finalise the report.
- Facilitate the validation meeting to present the main findings and recommendations.

8. Evaluation Ethics:

Evaluations will be conducted in accordance with principles outlined in the UNEG “Ethical Guidelines for Evaluation”. The Evaluation Management team will take every measure to safeguard the rights and confidentiality of key informants in the collection of data.

The evaluation will be conducted in line with the “Norms and Standards of Evaluation” as outlined by UNEG.

9. Institutional Arrangements:

The Evaluation Management Committee, composed of UNDP, MCT/CIIT, and selected IPs, will ensure smooth implementation of the Evaluation. Specific tasks of the Committee will include:

- Selection of the consultants
- Reviewing and approving the terms of reference
- Reviewing and approving endorsing the study methodology and assessment tools
- Monitoring and receiving progress of the evaluation
- Ensuring that the consultant receives comments and inputs to the draft in a timely manner
- Approving the final evaluation reports
- Approving who the evaluation stakeholders are as well as their duties and responsibilities.

The consultant will provide overall leadership of the consultancy and will specifically:

- Take the overall responsibility for technical quality of the evaluation
- Prepare quality study instruments including: interview schedules and guides, field visit checklists
- Ensure that field work and other survey activities are undertaken in accordance with the work plan
- Coordinate quantitative and qualitative data analysis and report writing
- Disseminate report findings to stakeholders as organized by the UNDP Country Office

10. Budget:

Payments will be as follows: 10% upon signing the contract; 10 % upon submission of an acceptable Inception Report; 40% upon submission of an acceptable draft report; and 40% of the fees upon submission of an acceptable final report.

11. Submission of Applications and Evaluation Criteria:

Interested companies are invited to submit detailed financial and technical proposal marked “

Millennium Villages Final Evaluation (2009 – 2012)”, in separate and sealed envelopes, to the **UNDP Offices, Av. Kenneth Kaunda 931, P.O. Box 4595, Maputo**, Mozambique and on or before the 4th July 2012.

The proposals will be evaluated against 3 criteria: (1) Overall Response, (2) Consultant’s Qualifications (3) Proposed Methodology and Approach.

Annex 2: Itinerary

Schedule of Activities

Phase	Steps	Days	Observation	Calendar
1. Preparation of Inception Report	1.1: Meetings with UNDP & CITT	1	In Maputo	16 Jan. 2013
	1.2: Analysis of background docs	2		17 - 18 Jan.
	1.3: Preparation of Inception Report	5	In consultation w. Gender Specialist	18-22 Jan.
	Presentation of Inception Report		Deliverable 1	23 Jan
	Meeting w. <i>Comité Técnico</i>	1	With Gender specialist	23 Jan at 14:00
	2. Field visits to 3 villages	1.1 Visit to Lionde Millennium Village	2	With Gender Specialist
	Meeting of <i>Comité Directivo</i>	1		31 Jan
	1.2 Visit to Itoculo Millennium Village	2	With Gender Specialist	05-06 Feb
	1.3 Visit to Malua Millennium Village	3	With Gender Specialist	07-09 Feb
3. Preparation of Draft Evaluation Report	3.1 Draft Report writing	10	Incorporation of inputs from Gender Specialist	Until 21 Feb
	3.2 Review and inputs UNDP			Deadline: 28 Feb
	3.3 Incorporation of			

	UNDP inputs into Draft Report	3		05 March
	3.4 Approval of Draft Report			Deadline 08 March
4. Validation of Draft Report	4.1 Preparation of Validation Meeting	1	In collaboration with Gender specialist	11 March
	4.2 Facilitation of Validation Meeting	1	With participation of G. Specialist Deliverable 3	12 March
5. Final Evaluation Report	5.1 Production of Final Report	3		13-15 March
	5.2 Handing in of Final Evaluation Report		Deliverable 4	18 March

Annex 3: List of people interviewed

	NAME	POSITION	INSTITUTION
CITT	Henrique Cau	Director	CITT
	Paulo Tomás	Chefe do Sector de Operações	CITT
	Augusta Manganhela	Planning	CITT
	Adélia Magaia	Deptº de Desenvolvimento Comunitário	CITT
UN	Jose Macamo	Director Governação	UNDP
	Robert Mmaitsi	Oficial de Programa	UNDP
	Nadia Chitará	Assessora Financeira	UNDP
	Carlota Malate	Oficial de Programa	UNCDF
PVMM	Ricardo Manuel	Técnico do MAE	COMITÉ TÉCNICO
	Renato Cassiamo	Técnico do INEMPD	COMITÉ TÉCNICO
	Matilde Luciano	Técnica do MMAS	COMITÉ TÉCNICO
	Joaquim Madeira	Técnico do MPD/	COMITÉ TÉCNICO
	Balbina Muller	Embaixa do Japão	COMITÉ TÉCNICO
ITOCULO	Hilário Issa	Coordenador de Programa	
	Ernesto Alfredo	Director da Escola EPC –Itoculo Sede	
	Ibraímo Amade	Director da Escola EP1 de Namiro	
		Director do Centro de Saúde – Itoculo Sede	
	José Assane	Presidente do CDL	
	Ver lista anexa	Beneficiários	
MALUA	Fernando Numucua	Administrador	
	Alberto Saniconda	Secretário Permanente	
	Manuela Rodrique	Chefe do Posto Sede	
	Caetano Muanacanaquende	Chefe da Localidade de Malua	
	Cassimiro	Chefe da Equipa Técnica de Planificação Distrital	
	Olga Nahere	Directora Dist. Saúde e Mulher e Acção Social	
	Geraldo Ricardo	Técnico de Pecuária	
	Augusto Igrejas Correia	Coordenador do Programa Malua	
	Ver lista anexa	Beneficiários	

LIONDE	Fátima Albino Moiane	Presidente do comité de saúde	CTTDH Lionde
	Betuel Zumane Machaieie	Presidente do Comité de Desenvolvimento Local	CTTDH Lionde
	Adosela Tovela	Membro da associação de aviário	CTTDH Lionde
	Melessina Francisco Cossa	Membro da associação de piscicultura	CTTDH Lionde
	Carildo Xavier Mulhovo	Administrativo da VM de Lionde	CTTDH Lionde
	Roide Paulo Torres	Coordenador da VM de Lionde	CTTDH Lionde

Annex 4: List of Documents Reviewed

1. Government of Mozambique

PARPA II 2007-2011

PARP 2011-2014

Third Poverty Assessment, MPD 2010

Relatório sobre os Objectivos de Desenvolvimento do Milénio, MPD 2010

Estratégia de Ciência, Tecnologia e Inovação de Moçambique (ECTIM), 2006

Documento de Vila do Milénio, MCT 2006

Perfil do Distrito de Monapo (MAE, 2006)

Perfil do Distrito de Alto Molócue (MAE, 2006)

Perfil do Distrito de Chokwe (MAE, 2006)

2. United Nations:

Millennium Declaration 2000

United Nations Development Assistance Framework - UNDAF Extension Document 2010-2011

UNDAF Medium Term Review Report (2009)

UNDAF 2012-2015

Country Programme Document MOZAMBIQUE 2007-09

Country Programme Action Plan (CPAP) Mid Term Review – June 2009

CPAP Extension 2010-2011

3. Project Documents:

Support to Millennium Village Programme in Mozambique - PRODOC FINAL 2009

Annual Work Plan 2010 Agreement

Annual Work Plan 2011 Agreement

Annual Work plan 2012 Agreement

Relatório Anual 2011

Relatório de Monitoria 2011

Relatório de Monitoria 2012

Relatório da visita de monitoria Agosto 2012

Reunião Anual 2010

Reunião Anual 2011

Guião de Procedimentos Contabilísticos e Administrativos (2011)

Relatório da Implementação do Primeiro Ciclo das Vilas de Milénio de Lionde, Malua e Itoculo 2012

Relatório de Sustentabilidade (Jan. 2013)