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# FINAL EVALUATION OF THE PROJECT

DISASTER RISK RESILIENT LIVELIHOODS RECOVERY IN GAZA PROVINCE, MOZAMBIQUE

**Project Title:** Disaster Risk Resilient Livelihoods Recovery in Gaza Province  
**Project Number:** 00087052  
**Agency:** UNDP, Mozambique  
**Country:** Mozambique  
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**Starting date:** 11 April 2016  
**Completion date:** 16 May 2016  
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# **I. Acknowledgements**

This report is the culmination of two months of intensive work by Dr Wilfred Lunga from 22 April 2016 to 30 May 2016. The work would not have been possible without the support rendered by UNDP Mozambique and INGC Gaza delegation to the whole process. UNDP Mozambique provided support in terms of logistics, resources, information and technical expertise during the course of the evaluation. Appreciation is hereby extended to INGC and authorities and technicians of the four districts and vulnerable communities where the Disaster Risk Resilient Livelihoods project has been operating for their support during the entire evaluation. The invaluable role played by project participants at community level and other partners such as the Government departments and other stakeholders in the project in the four districts and at national level cannot be over-estimated.

## **ii. Executive Summary**

### **a) Brief description of the project**

The country of Mozambique saw the flood at the beginning of 2013, which brought a devastating effect on the southern parts of the country, particularly Gaza province. The Government of Mozambique declared an orange alert on 12 January 2013 which followed by an institutional red alert which was declared by the Disaster Management Coordination Council (CCGC) on 22 January 2013. By 20 February, at least 113 people had been killed, over 185,000 people had been temporarily displaced, and cumulatively more than 240,000 people have been affected by the floods. The most affected provinces are the southern province of Gaza with 172,589 temporarily displaced followed by Inhambane and Maputo provinces, more recently the central province of Zambezia where 33,956 people have been affected and 10,522 others temporarily displaced.

The events led to the initiation of the United Nations Development Programme (UNDP)'s Disaster Risk Resilient livelihoods project (2013 -2015) whose cornerstone is crisis prevention, recovery and reducing the vulnerability of countries to catastrophe. As part of UNDP, the Bureau for Crisis Prevention and Recovery (BCPR) funded the Disaster Risk Resilient livelihoods project (2013 -2015) in Mozambique's Gaza province. The project was implemented for two years and had a six month no cost extension granted after the two years focusing on supporting disaster risk resilient livelihoods recovery of flood-affected communities in Gaza Province. It was implemented in four districts (Xai Xai, Chokwe, Chibuto and Guija) of Gaza Province in partnership with the National Institute of Disaster Management (INGC), working together with responsible parties, National Institute for Hydrography and Navigation (INAHINA), and National Meteorology Institute (INAM). The end-of-term evaluation of the project was conducted during 11 April 2016 to 29 July 2016 as part of monitoring, evaluation and reporting requirements by BCPR.

### **b) Purpose of the evaluation**

The purpose of the evaluation was to determine the relevance and fulfilment of project objectives, developmental efficiency, effectiveness, impact, sustainability and documentation of lessons learned. The evaluation also provided information that is credible and useful in the decision-making process of both recipients and donors through lessons learnt. Depicting other data from the baseline was needed as the progress report proceeded. The overall objective of the project was to enhance sustainable and disaster risk resilient livelihoods in the floods-affected communities in Gaza Province. These were achieved through three strategic outputs ("outcomes"), namely":

- **Output 1:** Disaster resilient livelihoods and economic opportunities for the flood-affected people in Gaza Province restored and improved:
- **Output 2:** Capacity of local authorities and communities' livelihoods recovery strengthened:
- **Output 3:** Coordination of livelihoods recovery by Early Recovery Cluster strengthened.

The evaluation is intended for the Gaza province community, United Nations Development Programme Country Office (UNDP Mozambique), UNDP headquarters, the implementing

partner (IP) which is National Institute of Disaster Management (INGC), the responsible parties, namely, National Institute for Hydrography and Navigation (INAHINA), National Meteorology Institute (INAM), and Gaza province community. Specifically, the evaluation targeted girls, boys, women, men and the various groups that include the Orphaned and Vulnerable Children (OVCs), the disabled, the chronically ill, traditional leaders and local government authorities who reside in (Xai Xai, Chokwe, Chibuto and Guija) target communities within these districts. These groups were the prime target audience for the evaluation findings and reflections. The evaluation also targeted various project activities that were outlined in the project document.

### **c) Evaluation methodology**

The study approach encompassed rights-based participatory qualitative methodological techniques that used in depth interviews, focus group discussions and field observation. A stratified and multi-stage sampling methodology was utilised. Within the strata, systematic random sampling was used. In cases where there was a need for verification or follow through of issues, non-probability sampling (snowballing and convenience) was also used in identifying respondents and interviewees. In this evaluation report, one community was sampled per each district with the help of INGC personnel and UNDP.

A total of nine in-depth interviews with key informants, six focus group discussions with Local Disaster Risk Management Committee (CLGR) and beneficiaries from 20 communities were conducted. The study also encompasses the use of other participatory research techniques such as observations of tangible inputs, distributed disaster preparedness kits and any observable physical resilience items. Three transect walks in the Mavonane community in Chibuto district, Chiduachine community in Chokwe district and Totoe community in Xai Xai as well as the use of photographs were completed. This study collected data/information, analysed the processes of interventions, impact of the programme, documented the lessons learnt and sustainability of the project.

### **d) Main findings**

#### **Relevance of the project**

In addressing the issue of **relevance**, focus was on investigating the project's significance with regard to the extent to which it contributed to the disaster risk resilient livelihoods (crop diversification, post-harvest management, livestock shelters and fodder stocks, institutional structures and coordination, vaccinations, knowledge exchange and political commitment), community preparedness to flood hazards and well-being of people in Gaza province.

The project and its activities were relevant to Gaza Province and national concerns, in terms of livelihoods of the communities (agriculture, livestock keeping, crop diversification), and the needs of the country (strengthening local institutions and local communities through trainings, seeds, goats and tools) that were distributed to some of the 20 vulnerable communities in the four districts. This is so taking into consideration that resilience effectiveness often requires a higher initial investment. It was observed that there were variations in what each district received in terms of farming inputs (seeds). The variations in seeds in terms of varieties and quantities were a result of preference in the targeted districts. Each districts preferred to use the budget to target fewer beneficiaries with more seeds based

on decisions made by the community leaders. The consultant however noted that low agricultural production continues to adversely affect people's food security and livelihoods in other districts, however, the majority population in the districts still experiencing food deficit due to drought that persisted during the the 2012/2013 agricultural season until the time of the evaluation exercise. The distribution of the agricultural inputs happened well after the farming season resulting in crop failure. According to the Disaster Risk Resilient Livelihood Recovery in Gaza Province report of 2014, seed distribution took place during the months of April to June 2014. In addition, one training per target group that included (district technicians, local disaster risk management committee members who were also beneficiaries) was done. Another training on local disaster risk management committee members concentrated on formation of committee structures and roles and responsibilities. The training of the district extension technicians, was on conservation agriculture and animal health. Thus, this project continued to be relevant to local and provincial needs, national government policies and strategies of the United Nations Development Programme (UNDP) and Bureau for Crisis Prevention and Recovery (BCPR).

### **Effectiveness**

Effectiveness assessed the likelihood of the project in achieving its targets in terms of the defined objectives and a comparison of output against purpose. Essentially, the baseline study report assessed whether the project was rolled-out effectively and right things were done. Implicit within the effectiveness criterion was timeliness. The project was effective in benefiting the 20 communities although the project only started later after the community experienced severe impacts as a result of flooding in 2013. Communities received seeds, tools, goats and disaster preparedness kits. Local Disaster Risk Management Committee (CLGR), the revived and newly-created disaster risk management committees received disaster preparedness kits for use during simulation exercises and disaster periods. Communities were trained on crop-farming and livestock-keeping, including sanitation only once within a period of four days. The knowledge gained helped them revive their disaster risk reduction local knowledge which they implemented.

### **Efficiency**

The efficiency criterion investigated how well the various activities transformed the available resources into the intended results (referred to as outputs), in terms of quantity, quality and timeliness. The project had a total budget of US\$1000,000,00 to spend over two years of which all the funds was spent up to December 2015, indicating efficiency on financial utilisation. The amount spent, is an indication of efficiency in expenditure in terms of both time and amount during the two years of project implementation. Training was considered an effective way to improve knowledge and skills in crop and livestock production, conservation farming, and disaster risk management among the targeted 20 communities, but required strong extension support. The training was done within the community to local farmers who do not have to travel long distances and remains within the community with the acquired knowledge, thereby contributing to project sustainability. Above all, this saved on time and value for money. Project initiatives are cost-effective mainly because of UNDP and INGC's prior involvement and field presence in project sites. Use of field based offices as an in kind contribution also cut down on operational costs. Community participation and organisation are very high, and this feeds into project efficiency. This is also operationalised through grassroots extension like the Local Disaster Risk Management Committee (CLGR) who

reside in the areas of operation. The inclusive nature of the partnership development and management arrangement made up of UNDP, INGC, District Administration and other government departments contributing towards project efficiency. The majority of the sampled participants in Focus Group Discussions (FGDs) reported having gained knowledge of farming and disaster risk preparedness in all four districts. Most women participants in FGDs realized increased goat production as a result of the increased knowledge in small livestock keeping.

## **Impacts**

For the **Outcome 1**: the seeds distribution had a low impact as a result of the distribution which was conducted well after the harvest time and hence the beneficiaries could not realise meaningful yields. Drought also contributed to poor produce from received seeds. The dry spell also affected them and hence all seeds were lost in all the communities. During the key informant interview and focus group discussion the goats and tools registered a very high impact in some of the districts like Chibuto and Chokwe. In terms of **Outcome 2**: The community's databases were developed and issuance of vital registration had the highest impact including the revival and setting up of Local Disaster Risk Management Committees which also received training. For **Outcome 3**: the support by UNDP working in partnership with INGC at different levels helped develop staff capacity to be able to work more efficiently on collaboration with local authorities, training and knowledge sharing. The support helped equip responsible partners with hardware and software skills.

## **e) Key lessons learned**

- *The dynamics of collaboration initiatives*: Disaster Risk Management Committees used in disaster management can be a basis for establishing and strengthening relationships as was the case with UNDP working together with INGC, local communities and authorities. This collaboration laid a foundation and motivation for future development partnership in Mozambique and can be used in wider contexts.
- *Effective disaster risk resilience livelihoods intervention facilitation*: In cases, where there is a project buy-in and acceptability, development agencies, government departments and other agencies' staff should be well conversant with traditional and local cultural practices for effective facilitation of development initiatives that have a strong local empowerment component.
- *Building community resourcefulness*: A strong lesson emerging from these project initiative shows that it is possible to achieve substantial success in disaster proof technologies, resilience building and resilient livelihoods initiatives with capacity building through training. Development interventions that facilitate community/household resourcefulness are more beneficial than those focusing on direct provision/donation of cash and other resources. This will be a building block for project replicability, sustainability and resilience building.
- *Local leaders, beneficiaries, sustainability and resilience*: to ensure ownership and sustainability of project initiatives, the inclusion of beneficiaries, local leaders and other local partners in key resilient livelihoods building and disaster risk preparedness decisions is critical.

- *The timing of the intervention.* The likelihood of achieving the main objectives of the project will not produce any impact when there's poor timing in implementing the intervention.
- *Strengths of collaboration and pooling of effort:* A closer collaboration between the stakeholders UNDP, Government departments, and beneficiaries in promoting agriculture and disaster preparedness activities would likely bring forward the benefits and increase the efficiency of project outcomes including technical soundness e.g. transferring of skills, sharing roles and strengthening existing relationships.

## **f) Recommendations**

***Output 1:*** Disaster resilient livelihoods and economic opportunities for the flood-affected people in Gaza Province restored and improved.

- On the basis of the failed seed input scheme during the project implementation attributed to drought, conservation agriculture (CA) has been praised and hence should be cascaded to other areas that have not been benefitting from the areas currently geographically covered by UNDP project interventions. Embedded within this should be promotion of efficient procurement of inputs, timeous distribution, use of local resources and pooled labour to address challenges of labour intensity associated with CA.
- The farmer-to-farmer training concept observed in visited communities must be promoted as it produces local farming expertise that is readily available and where people understand the local context. This eliminates the visiting expert's concept in the community.
- The innovation of passing on of goats after kidding three times should be encouraged, as it enables households to enjoy the benefits of the goat pass on much faster and in larger quantities.

***Outcome 2 Capacity of local authorities and communities' livelihoods recovery strengthened.***

- There is need for UNDP, INGC and its responsible project partners to embark on a massive education drive to make people aware on the holistic use of community produced maps in order to remove any misconceptions and resistance taking part in simulation exercises whose benefits are for all community members.
- The project should consider establishing some incentives to volunteers working in the community as they sacrifice most of their household work for the benefit of the community.
- There is a need to cascade disaster risk management committee's local technologies innovation to other parts of Mozambique not currently covered by the project. This will help in flood disaster preparedness and reducing disaster impacts.
- INGC must link committee members' innovators who have constructed safe structures for flood disasters to other donors and Government bodies that can promote innovation, finance research and innovations for wider benefits to society.

**Outcome 3:** Coordination of livelihoods recovery by Early Recovery Cluster strengthened.

- The Provincial Technical Committee for Disaster Management and local disaster risk management committee members comprised men and women established in the Gaza Province in the four districts and this must be strengthened through periodic training to reduce knowledge evaporation effect.
- The United Nations Development Programme should reinforce the knowledge management aspect of INGC office work and use the outputs in advocacy, information sharing and constant update of the cooperation aspects of existing partners as well as the identification of new partnerships; maintain or strengthen relationships through building coalitions and joint programming exercises.
- The inclusion of gender issues has been demonstrated in the UNDP Disaster Risk Resilient Livelihoods that has enabled people (Men and Women) to build up resilience in the sampled communities in the four districts of the Gaza Province. Hence there is a need to mainstream gender in all stages of the monitoring and evaluation stages of projects in order to deal with the challenges of gender policy evaporation.

**g) Conclusion**

The evaluation found a project that has been responsive to disaster risk reduction needs, resilient livelihoods and changing priorities, with a strong focus on human-centred and community preparedness to disaster risk. The project continued to address equity issues, strengthening institutions and resilient livelihoods in a more strategic manner by expanding the use of national systems for implementation. The approach of community based was extremely important in restoring and developing capacity of local authorities and vulnerable communities. The evaluation found some highly successful interventions that have helped situate the UNDP and INGC as important partners.

One of the main merits the evaluation highlights is the participatory, inclusionary and bottom-up design of the project. This unique methodology has made possible the identification of vulnerable communities and beneficiaries especially groups of women, existing local coping strategies and context-specific priorities on inputs such as small livestock, seeds, tools and disaster preparedness kits. These kinds of decentralised and participatory approaches offer the possibility for the communities selected stakeholders to include women's and men's differential local practices and indigenous knowledge. The enhanced women's presence in the goats' project, the disaster risk management committee's decision-making and knowledge production assisted in better coping with the effects of floods in the Gaza Province. It has shown women's participation in activities in resilience building and roles they can play in disaster risk management committees at local level including post disaster relief, task allocated along the lines of the gendered division have also been reinforced after floods.

**General aspects**

The consultant found that the UNDP approach to the disaster risk resilient livelihoods project was cross-disciplinary in that various institutions at provincial level were involved. The project addressed risk at multiple levels looking at the current and future risks, but also focusing on the individual thus ensuring that they have the necessary tools to minimise the



impacts of shocks and stresses, and are also capable of adapting to new realities and changing contexts. The application of a disaster risk resilience approach, the project placed emphasis on the risks that exist as opposed to the hazards. Such an approach leads to more effective programme design, and on a practical level it assists communities, governments and other stakeholders to design interventions that are more effective in addressing potential impacts. Moreover, the approach focused attention on enhancing the capacity of institutions, communities and individuals to adapt to shifting contexts and manage anticipated as well as unanticipated risks rather than merely focusing on vulnerabilities.

The UNDP Disaster Risk Resilient Livelihoods project in the Gaza Province, Mozambique has achieved a number of accomplishments. It has changed the lives of the targeted population by empowering community groups, especially women, in the impact areas to be at the core of development processes through active engagement in the project interventions such as the disaster risk management committees, agriculture and small livestock keeping. This has correspondingly facilitated an enabling environment for their meaningful participation in matters that affect them directly.

Local Disaster Risk Management committees have facilitated technical improvements in preparedness planning, response and disaster risk assessments; goat schemes, seeds and tools provided vital investment impetus to households for improved on-farm and off-farm activities. Institutional capacity strengthening has added value to the Gaza Province four District Administration structures by strengthening the issuance of various lost documents during the flood disaster. This has translated into improved good governance through greater participation (voice), accountability and representation up and down the local development committee structures. The project has strengthened linkages and cooperation between government departments INGC, SDAE, SDPI, INAM, INAHINA, DPA, DIC and project beneficiaries.

<b>Table of contents</b>	<b>Page</b>
I. Acknowledgements	ii
II. Executive summary	iii
a) Brief description of the project	iii
b) Purpose of the evaluation	iii
c) Evaluation methodology	iv
d) Main findings	iv
e) Key lessons	v
f) Recommendations	vi
g) Conclusion	viii
III. Acronyms	xiii
1. Introduction	1
1.1 Project Background	1
1.2 Background of Gaza province	1
2. Purpose of the evaluation	2
3. Key issues addressed by the present evaluation	4
4. Method of the Evaluation	4
4.1 Data collection tools	6
4.2 Limitations	8
5. Structure of the Evaluation	10
6. Evaluation Team	11
7. Ethical Considerations	11
8. Project description and development	11
9. Findings	12
10. Programme start and its duration	12

11. Attainment of goals, outcomes and outputs	13
12. Project formulation	14
12.1 Analysis of Logical Framework Analysis (LFA)	15
12.2 Assumptions and Risks	15
12.3 Lessons from the other relevant projects	15
12.4 Stakeholder participation	16
12.5 Replication approach	16
12.6 Cost Effectiveness	16
12.7 UNDP comparative advantage in Mozambique	17
12.8 Linkages with other project and intervention	17
13. Project's Achievement ratings	18
14. Project Implementation	18
15. Project Results	20
16. Conclusion, recommendations and lessons	33
17. Annexure: Appendices, documents & material consulted	37

## **Table of Contents**

<b>Table 1:</b> Overall project delivery	1
<b>Table 2:</b> Districts, Institutions and communities for Focus Group Discussions and In-depth interviews	6
<b>Table 3:</b> Structure of the evaluation	10
<b>Table 4:</b> Tasks for the evaluation	11
<b>Table 5:</b> Rating of the project outcomes	13
<b>Table 6:</b> Ratings on project formulation, project implementation and project results	18
<b>Table 7:</b> Distribution of inputs in the four districts of Gaza Province	20
<b>Table 8:</b> Project impact	30

## **List of Figures**

<b>Figure 1:</b> Level of education of participants in Gaza Province	2
<b>Figure 2:</b> Female headed households in the four districts of Gaza Province	3
<b>Figure 3:</b> Distribution of goats in four districts of Gaza province	22
<b>Figure 4:</b> Raised shelter as a result of training for disaster preparedness	25
<b>Figure 5:</b> Raised granary for crops and fodder	28
<b>Figure 6:</b> Raised goats' shelter for livestock sanitation	28

## ACRONYMS

AWP	Annual Work Plan
BCPR	Bureau for Crisis Prevention and Recovery
CENOE	National Emergency Operations Centre
CERUM	Centre for Multiple Resource Use (Centro de Recursos de Uso Múltiplo)
CCA	Climate Change Adaptation
COE	Emergency Operations Centre
CPD	Country Programme Document
CA	Conservation Agriculture
CLGR	Local Risk Management Committees
CTGC	Technical Council for Disaster Management (Conselho Técnico de Gestão das Calamidades)
DIC	Civil Identification Directorate
DPA	Provincial Directorate of Agriculture
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EWS	Early Warning System
FACE	Funding Authorisation and Certificate of Expenditure
FAO	Food Agriculture Organisation
FGD	Focus Group Discussion
FT	Farmers Training
GIS	Geographic Information System
GACOR	The Office for Reconstruction and Coordination
INAHINA	National Institute of Hydrograph and Navigation
INAM	National Meteorology Institute
INGC	National Institute of Disaster Management
NGO	Non-Governmental Organisation
OVCs	Orphaned and Vulnerable Children
PMT	Programme Management Team
SADC	Southern African Development Community
SDAE	Districts Economic Activities Office
SDPI	District Infrastructure Office
TOR	Terms of Reference
TOT	Training of Trainers
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNV	United Nations Volunteers

# 1. INTRODUCTION

The following section will introduce the project background, purpose and methods of evaluation as per the Terms of Reference, (TORs).

## 1.1. Project background

The end of term project evaluation funded by Bureau for Crisis Prevention and Recovery (BCPR) was aimed at assessing progress in the implementation of the project entitled “Disaster Risk Resilient Livelihoods”. The evaluation set out to determine relevance, and fulfilment of the project objectives, project efficiency, effectiveness, impact and sustainability. The project was implemented in 20 vulnerable communities of four districts namely Chokwe, Guija, Xai Xai and Chibuto in Gaza province. The United Nations Development Programme (UNDP) project was implemented from June 2013 up to June 2015 with a no cost extension of six months to December 2015. The project reached out to more than **2500** vulnerable households (men and women-headed) in **20** communities of the most vulnerable four districts as shown in the table 1 below.

**Table 1:** Overall project achievement

Activity	Indicator	Achievement
Distribution of seeds and tools	Number of seeds and tools distributed	2, 375 beneficiaries
Rehabilitation of irrigation scheme	Ha of land cultivated	301 beneficiaries of which 196 were women
Training on conversation agriculture (CA) and livestock management/sanitation	Number of extension workers trained	43 extension workers on CA and 19 extension workers on livestock management
Community training on CA and livestock management/ Sanitation	Number of community members trained	2, 375 beneficiaries were trained on CA 400 beneficiaries on livestock management of which 345 were women
Registration for Identification cards (IDs)	Number of beneficiaries that recovered IDs	2,500 people received IDs of which 1 513 were women
Training of district officers on early recovery	Number of people trained	34 members received training in the first round in 2015

**Source:** Disaster Risk Resilient Livelihoods Annual Report, 2015

The Disaster Risk Resilient Livelihoods project complements the Mozambique Government priorities of reducing poverty and vulnerability risks through addressing food security in exceptional situations. In 2013, floods disrupted the livelihoods of affected people in various ways. There were major impacts on the agriculture and food security issues in Gaza province. According to the Mozambique Consolidated Early Recovery Strategy document of 2013, the main impacts were:

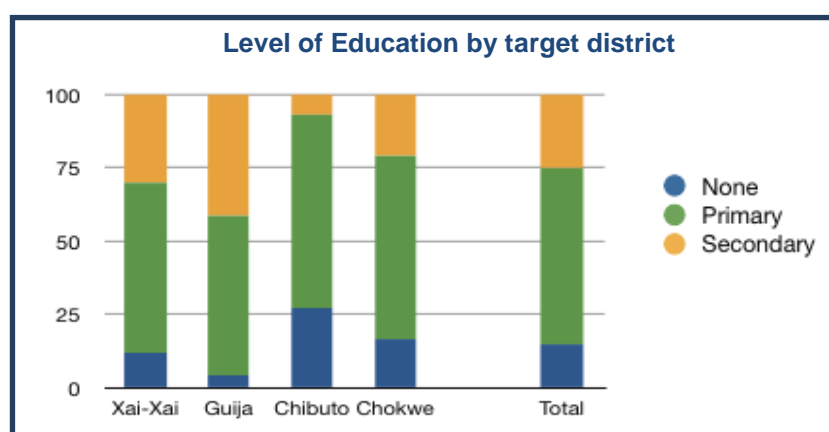
- Loss of livestock: 644 heads of cattle, 4434 goats, 2124 sheep, 1552 swine, and 33, 427 poultry mainly in Gaza province.
- Loss of seeds stocks about 1000 metric tons of rice in Xai Xai and Chokwe districts.
- Damaged irrigation water system in Chokwe district.

Mozambique is also a country experiencing climate change issues and phenomena. Currently, climate change is a new source of pressure that is challenging the nation's capacity to adapt. Mozambique ranks third among African countries most vulnerable to climate change (Macaringue, 2010:4). Climate change in Mozambique is expected to result in more frequent droughts and cyclones, and higher frequency of floods. These hazards will compound challenges for communities largely reliant in natural resources and burdened with chronic poverty including endemic disease (McSweeney, New & Lizcano, 2011:2-3). Given the linkages to food security, poverty alleviation and sustainable development, understanding successful adaptation strategies to disasters is critical in Mozambique especially in flood prone provinces.

## 1.2. Background of the Gaza Province, Mozambique

### *Community profile*

Based on the baseline report of 2013, almost all beneficiaries involved in the focus group discussions and key informant interviews have at least one member who could be categorized as particularly vulnerable to disasters (including children, the elderly, people living with HIV and AIDS, the disabled, female-headed household). The figure below represents the level of education by target district.



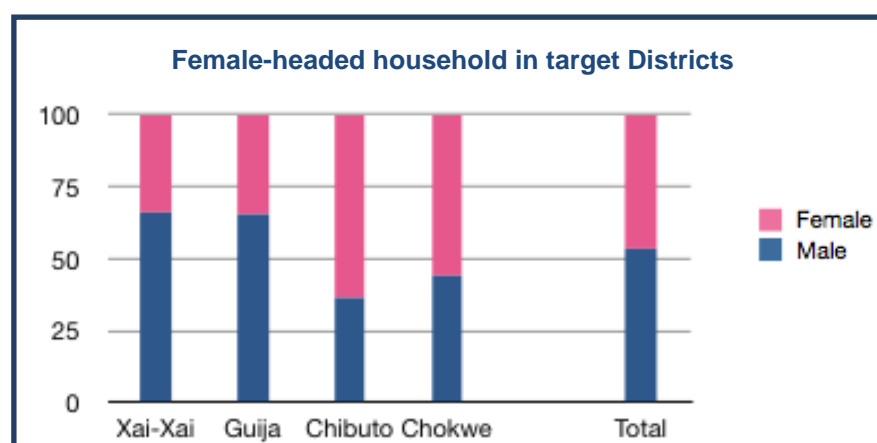
**Figure 1:** Level of education

**Source:** Baseline survey of 2014.

*Looking at the literacy level* of participants according to the United Nations Educational, Scientific and Cultural Organization (UNESCO, 2013) and the baseline survey of 2014, it is evident that most respondents' homes only had the level of primary education. It is rare for a family member to obtain secondary education. It is also important to recognise the means of most vulnerable livelihoods among the 15 % of households who allegedly lack any kind of formal education. It is highly unlikely that these homes have family members who can read and count, therefore are more limited with regard to the diversification of livelihoods. While the baseline reports show that 23% indicate not having received even primary and secondary

level education, 47% secondary and 1% tertiary, this shows a comparatively lower level of literacy<sup>1</sup> in selected districts in the Gaza Province.

*The marital status of participants shows that 74% are married, 19% widowed, 1.8% divorced, 4.2% single and 1% separated. The family is the nucleus of most communities in the Gaza Province and is highly regarded. Most participants were well above 31 years which also shows that youth involvement was not direct but indirect. The figure below represents the number of female headed households in the target districts.*



**Figure 2:** Female-headed household in the districts

**Source:** Baseline survey of 2014.

In the end of project evaluation more women participated and the findings also revealed that most beneficiaries were female. The higher number of female beneficiaries in the targeted communities is consistent with project document that mentioned high immigration of men to the mines in South Africa.

## 2. Purpose of the evaluation

The aims of the evaluation were to:

- Provide a comprehensive and systematic accounting of project performance;
- Assess project design, implementation, likelihood of sustainability and possible impacts;
- Assess achievements and impacts of the project;
- Determine project drivers and constraints in achieving intended project objectives;
- Assess project sustainability of current achievements.

## 3. Key issues addressed by the present evaluation

Specifically, the evaluation study seeks to:

- Provide a comprehensive and systematic accounting of project performance;

<sup>1</sup> Literacy rate is defined as the proportion of people who have completed grade 3 for a particular population age group (UNESCO, 1998).



- Assess project design, implementation, likelihood of sustainability and possible impacts
- Assess achievements and impacts of the project
- Determine project drivers and constraints in achieving intended project objectives
- Assess project sustainability of current achievements
- Identify measures for recommendation of long-term sustainability in support of national development process including disaster risk resilient livelihoods priorities
- Present lessons learned and best practices for future disaster preparedness and coordination of livelihoods recovery by early recovery structures.

The evaluation framework took into consideration: the Axis of Disaster Risk Resilient Livelihoods (Twigg, 2009). This approach was chosen for disaster risk resilient livelihoods based on the following pillars:

**Enable the environment:** the capacities of countries for improving disaster risk reduction and crisis management or risk governance for disasters in agriculture, food and nutrition (i.e. prevention, preparedness, mitigation, response, recovery and rehabilitation) need to be strengthened.

**Watch to safeguard:** continued improvements are needed in information management, early warning, risk analysis and surveillance systems of multi-hazard risks for agriculture, natural resources, critical facilities, food and nutrition (including food security and food safety) so as to provide more timely, accurate and actionable alerts.

**Apply DRR measures:** while hazards are unavoidable, they need not become disasters. Disasters can be prevented and mitigated by systematically applying Disaster Risk Reduction good practices before, during and after crises for agriculture, natural resources, critical facilities, food and nutrition.

**Prepare and respond:** when people's capacities are overwhelmed by crises, they need to be able to count on effective local, national and international emergency responses. These include preparedness and humanitarian assistance including livelihood, protection, rebuilding of assets and other forms of social protection adapted to aid 'at risk' populations. The pillar also identifies appropriate technologies are applied for disaster preparedness and response measures.

#### 4. Method of the evaluation

A multi-method, rights-based and gender sensitive participatory approach was used in the evaluation. The methodological mix comprised a literature review, structured key informant interviews and focus group discussions, as well as field observations by the consultant. The data collection methods were intended to generate information relevant in answering the evaluation questions linked to the evaluation objectives. The main documents reviewed were the following:

- 2013 Plan of Action for Disaster Risk Reduction and Management in Agriculture (2014 – 2016);
- 2013 Resilient livelihoods disaster risk reduction for food and nutrition security;

- 2006 Director Plan for Prevention and Mitigation of the Natural Calamities;
- 2006 Natural Calamities Prevention and Attenuation Master Plan (NCMNI);
- 2010 Government Five Year Program (2010-2014);
- 2013 Disaster Risk Resilient Livelihoods Milestone/Progress Report;
- 2013 Southern Africa Development Community (SADC) Agriculture Regional Policy;
- 2014 Disaster Risk Resilient Livelihoods Milestone/Progress Report;
- 2014 Report on National Assessment on Mainstreaming Disaster Risk Reduction;
- 2014 Baseline Study Report, Early Livelihood Recovery Project in Gaza Province (2013 – 2014);
- 2014 Disaster Risk Resilient Livelihood Recovery in Gaza Province Annual Report;
- 2015 Disaster Risk Resilient Livelihood Recovery in Gaza Province Annual Report;
- 2015 Baseline Study Report, Early Livelihood Recovery Project in Gaza Province (2013 – 2014);
- 1999 Mozambique Disaster Risk Management Policy;
- Community Developed Maps;
- CTPGC meeting minutes;
- Beneficiary lists;
- Financial records;

Other main sources of information were sector government ministries, District Administration, local authorities, men and women and other stakeholders. Two sets of tools were developed in a participatory manner by the consultant and UNDP based on the baseline thematic study. Prior to the 5-day intensive field work, the consultant revised data-collection tools based on comments from the UNDP project team and Chief Technical Advisor.

These tools were categorized as follows:

- a. A 1 page key informant interview guide (See Annexure)
- b. A 2 page focus group discussion guide (See Annexure)

The wide range of issues outlined in the Terms of Reference and the diversity of thematic areas and activities carried out by UNDP and INGC the implementing partner working with responsible partners such as the District Economic Activities Office (SDAE), SDPI, National Meteorology Institute (INAM) and National Institute of Hydrograph and Navigation (INAHINA) with variable capacities, size and focus, required a flexible evaluation design. Relevant programme documents were reviewed before and during the field data collection that took place from 25 April to 29 April 2016.

## 4.1. Data collection tools

### Individual in-depth interviews

A total of nine (9) in-depth interviews with key informants (local partners & UNDP staff) were done in all the four districts (Xai Xai, Chibuto, Guija and Chokwe) lasting. The in depth interview with UNDP staff were done at UNDP offices in Maputo and lasted for approximately 2 hours. Key informants were interviewed at their offices in Chokwe, Guija, Xai Xai and Chibuto lasting approximately 1 hour 15 minutes each over five working days. Different interviews were developed to generate specific information in order to answer the evaluation questions. The information collected during the individual in-depth interviews mainly focused on relevance, effectiveness, impact/likelihood of impact of project interventions and cross-cutting issues. Furthermore, the interviews generated information on staff and partner organization capacity building strategies, evidence of disaster preparedness, disaster risk resilient and livelihood capacity transfer to local partners and participating partners.

### Focus Group Discussions (FDGs)

A total of six (6) FDGs were conducted with selected project beneficiaries as shown on Table 2 below (*see* Appendix for detailed lists of participants).

Table 2: Districts, Insitutions and Communities for FDGs and In-depth Interviews

Days	district	Institution	Community	Subject of discussions
1	Xai-Xai	INGC SDAE SDPI	Totoe	The whole project i.e. distribution of Seeds, Tools, Disaster Risk Management Kits for CLGR, Goats, IDs
2	Chókwe	SDAE SDPI for Djodjo irrigation scheme	Chudachine Hlati	The whole project i.e. distribution of Seeds, Tools, Disaster Risk Management Kits for CLGR, Goats, Ids
3	Guijá	SDPI	Nhatine	Kits and irrigation scheme Irrigation scheme rehabilitation and distribution of Seeds, Tools, Disaster Risk Management Kits for CLGR, Goats, Ids
4	Chibuto	SDPI	Mavonane	The whole project i.e. Seeds, Tools, Disaster Risk Management Kits for CLGR, Goats, IDs

**Source:** Primary data

The information collected during FDGs included participants' perceptions of the project in terms of relevance, effectiveness, efficiency, impact and sustainability. FDGs were meant to compliment the interviews, transect walk and observations to generate information on capacity levels of target groups. FDGs were conducted with project participants who received seeds and farming tools, goats including the CLGR members that received emergency kits.

## **Observations and transect walks**

The consultant made field visits in communities indicated in table 2 to observe the following: irrigation facilities, tools for farming, Conservation Agriculture (CA) demonstration plots, CA individual plots, small livestock, beneficiary innovations in disaster risk resilient livelihoods, flood disaster awareness and preparedness, including appropriate technology for addressing livelihoods of vulnerable households. Transect walks were done in Chokwe's Chiduachine community, Xai Xai's Totoe community and Chibuto's Mavonane community. The focus of the transect walks and observations was on agriculture and disaster preparedness activities. The consultant observed visible physical structures as a result of project implementation and their current state. This was very useful for validating some of the information collected from individual in-depth interviews, observations and from the focus group discussions. Such observations cast some light on the impact of the project.

## **Most significant change stories**

FGDs and key informant interviews were used to identify the most significant changes or impacts brought about by the project in the four districts of the Gaza Province. For identified impacts at community level, the participants (key informants and from FGDs) identified examples that clearly demonstrate the identified impacts.

## **Sampling**

A stratified and multi-stage sampling methodology was utilised. Within the strata, systematic random sampling were used. In cases where there was a need for verification or follow through of issues, non-probability sampling (snowballing and convenience) was also used in identifying respondents and interviewees. In order to comprehensively address the TOR and the evaluation questions, selection of project participants, partners and stakeholders for in-depth interviews and field visits the following criteria was used:

- i. *Thematic areas*- the need to establish the relevance of all thematic areas, requires the evaluation to assess all thematic areas regardless of beneficiaries. Thus the sampling was paying particular attention to the thematic areas based on project interventions.
- ii. *Geographical location*- There was a need to assess interventions in different locations. The communities' initiatives within the four districts had a number of project addressing diverse thematic areas and these were prioritised to get maximum returns from field visits.

## **Data Analysis**

The consultant facilitated the processes of data compilation in the field and did the analysis and report writing. Data collected was analysed based on key thematic areas referred in the TORs and the sub-headings in each of the categories. Responses were subjected to rigorous triangulation, comparing section specific responses across a wide spectrum of respondents and data sources to reduce bias and check for inconsistencies in the data.

## Measures to Ensure Inclusion

In order to adhere to UNDP inclusive approach and to ensure the participation of a wide spectrum of socio-economic groups, project partners and stakeholders in the survey, the consultant considered the following:

- i. Effect gender sensitive selection of participants in FGDs, Key Informant interviews, stories of significant change, etc;
- ii. Consider participation of people living with disabilities (PWDs);
- iii. Consider setting realistic times for appointments that do not prejudice other groups from participating in the interviews, FGDs and participatory illustrations;
- iv. Consider use of child-friendly methodology in data collection, e.g. use of storytelling and participatory impact illustration, among others;
- v. Make use of the invaluable, hands-on input of local Government structures like, Government Departments and local traditional leadership in informing data collection

## Evaluation criteria

In line with the TOR, the evaluation put emphasis on the appraisal, analysis, and the determination of the quality of the project activities and their results. The main criteria used were:

- (i) **Relevance:** Assessment of the relevance of the project design and approach in addressing the identified needs, issues and challenges facing the people within the intervention areas, as well as the extent to which the project contributes to the strategic direction of UNDP Mozambique and its funders.
- (ii) **Effectiveness:** Assessment of the extent to which planned and unplanned outputs and outcomes contribute to the overall project objectives.
- (iii) **Efficiency:** Assessment of the cost-effectiveness of resource use, i.e. analysis of the extent to which the relationship between resource use and results is reasonable.
- (iv) **Impact:** Analysis of the short- and long-term direct and indirect consequences of the project on the people.

Cross-cutting issues (as set out below) were assessed (using a multi-method approach that included a review of programme documentation and in-depth-interviews with key role players, *within* each of these core areas as well as stand-alone items in their own right, as follows:

- The participation of government departments and **civil society organizations** was assessed in terms of the manner in which they are providing training and support to, and advocacy in, the agricultural and disaster risk preparedness in the Province of Gaza.
- **Capacity-building** issues were assessed with particular emphasis on institutional support for agricultural development, and the mainstreaming of environmental stewardship in the light of climate change.

**Gender mainstreaming** was assessed covering not only the development and implementation of the disaster risk resilient livelihoods project, but also gender mainstreaming within conveyance, within institutional development, within capacity-building and within programme management, as well as separately assessed as a deliverable in its own right including issues of community participation and access to services.

## 4.2. Limitation

The following are the limitations of the evaluation:

- Some respondents were busy in the fields, and they could not therefore participate in FGDs and other evaluation processes. However, an effort was made to ensure that a critical mass was available to feed into the process and in each FGD there were more than six people in each community visited. Most of participants were female beneficiaries who also were in the disaster risk management committees.
- The wide spatial geographical coverage and vastness of the province tended to affect travelling since most of the roads are in a bad state. To address this challenge, the requested participants were meeting at their usual assembly point.
- Initially, the intention was to have beneficiaries of seeds, goats, disaster risk management committee members in one group. Instead of having all in one group, the consultant met beneficiaries on their own and disaster risk management committees alone. This did not compromise on objectives and the quality of data collected.

The following section presents table showing the structure of the evaluation as per the requirements of the Terms of Reference (TORs).

## 5. Structure of the Evaluation

**Table 3:** Structure of the evaluation

Phases	Key aspects	Main elements of focus
<b>Phase 1</b>	Inception report with work plan and methodology	Introducing the intentions and work plan proposed by the consultant
<b>Phase 2</b>	Draft unedited report with preliminary findings and recommendations	<ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Project description and development</li> <li>3. Findings from the empirical study</li> <li>4. Project formulation</li> <li>5. Project implementation</li> <li>6. Project results</li> <li>7. Conclusion, recommendation &amp; lessons</li> </ol>
<b>Phase 3</b>	Final, edited report including recommendations	Applying the comments received from the UNDP team included within the draft report

## 7. Ethical considerations

The evaluation team adhered to research ethics that enshrine respect for, and sensitivity to, respondents. There was clear separation between rights holders and duty bearers, men and women to reduce bias and ensure freedom of expression. The following principles were key issues in guiding field work - Informed consent, Inclusion, Participation, Fair power relations<sup>2</sup> and Use of mixed methods for more effective triangulation.

## 8. PROJECT DESCRIPTION AND DEVELOPMENT

The 2013 Consolidated Early Recovery Strategy Humanitarian Country Team report stated that Mozambique in response to the devastating floods that hit Mozambique from January to February 2013, UNDP Mozambique launched a two-year project funded by Bureau for Crisis Prevention and Recovery (BCPR). The project supported the disaster risk resilient livelihoods recovery of flood-affected communities in the Gaza Province. The Gaza Province was the most affected especially the southern part with 172,589 temporarily displaced people (Project document, 2013). Most important livelihood activities in the Gaza Province affected by the floods include elements of agricultural communities namely crop and livestock production, fisheries and petty trade. The project document of 2013 reported that most households in southern districts of Gaza affected by the floods rely on food crop production as subsistence agriculture. There was significant damage to crops in districts most affected of Xai Xai, Chokwe, Chibuto and Guija. About 117,822 ha cultivated with mainly rice and also other crops including tomato, cassava and sweet potato, out of a total of 394,959 ha, were lost. The farmers lost not only crops but also rudimentary equipment and quality seeds including significant number of livestock as well with a total of 1,761 cattle and goats. About 1,310 cattle and goats were registered under Chokwe District. The project document stated that livestock rearing in the Gaza Province acts as a hedge against disaster times and a critical element of social capital for most families. Loss of arable land for agricultural crop production and livestock increase the vulnerability of rural communities to future disasters. Thus, the project's primary intent was to restore an enabling environment for flood-affected communities in the Gaza Province to recover from the impact of the floods and 'build back better' through interlinked outputs namely:

**Output 1:** Disaster resilient livelihoods and economic opportunities for the flood-affected people in the Gaza Province restored and improved

**Output 2:** Capacity of local authorities and communities' livelihoods recovery strengthened

**Output 3:** Coordination of livelihoods recovery by Early Recovery Cluster strengthened

The 2013 project document and 2014 progress report indicate that the UNDP project applied a community-based approach in the Gaza Province through restoring and developing capacity of local authorities and communities to lead the disaster risk resilient livelihoods recovery process. The project formed part of UNDP on-going support to the government through the National Institute of Disaster Management (INGC) for disaster risk reduction and climate change adaptation. To this end, UNDP Mozambique worked in close partnership with INGC

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<sup>2</sup> To minimize bias in responses by respondents, the consultant, while requiring the presence of UNDP member in interpretation, made use of alternative people, such as non-beneficiaries and government institutions where possible.



at national, provincial and district levels, National Meteorology Institute (INAM), District Economic Activities Office (SDAE), Provincial Department of Agriculture (DPA), District Infrastructure Office (SDPI), local government institutions, affected communities, in the project (TORs). The implementation of the Disaster Risk Resilient Livelihoods Recovery project in the Gaza Province was conducted in two phases following the Early Recovery framework. The first phase intervention dealt with the urgent needs in order to stabilize livelihoods and build a foundation for sustainable development. This was followed by further enhancement and sustain medium to long term local economic recovery and development, building upon the foundation made in phase one of the first year (TORs).

## **9. FINDINGS**

### **10. Programme start and its duration**

The UNDP and INGC implemented project started in June 2013 and its implementation extended to December 2015. The non-cost extension for six months done after June 2015 was meant to finalise the rehabilitated irrigation schemes in Chokwe and on the water pumping system in Guija. The end of project evaluation included an analysis of project contribution to enhance the community resilience through creation of viable resilient livelihood options and generation of sustainable income among the beneficiaries in the targeted areas on main targets at outcome, output and process/activity level.

## 11. Attainment of goals, outcomes and outputs

The achievement ratings for outcomes, outputs and other key issues used the key below:

### Project Achievement Ratings

NB (Project achievement in the report refers to successful completion; accomplishment of the action and activities planned)

- 1 = fully achieved, very few or no shortcomings
- 2 = largely achieved despite a few shortcomings
- 3 = only partially achieved, benefits and shortcomings finely balanced
- 4 = very limited achievement, extensive shortcomings
- 5 = not achieved

**Table 5:** Rating of the project outcome

Outcomes (Indirect/direct)	Achievement rating for whole project	Indicators	Comments on changes over the whole project period, including negative/positive impacts
<b>Disaster resilient livelihoods and economic opportunities for the flood-affected people restored and improved</b>	<b>3</b>	# HH provided with seeds and tools # Ha of farmland cultivated #vulnerable households benefited from restocking of livestock #vulnerable households trained on livestock management #farmers groups provided TOT #vulnerable households trained on livestock management	The targeted beneficiaries received inputs in the form of seeds and tools for agricultural production. However, the seeds were lost, but the tools are still being used in off farm activities and casual work earning them cash and other benefits. The small livestock (goats) were successfully distributed to the targeted beneficiaries. The challenge with the goats was the very high mortality rate in Guija and Xai Xai even though the beneficiaries had received one training carried out over 4 days in feeding and livestock sanitation. The participants also stated that when they reported on goat's health issues, there was no help from extension staff, hence the high mortality that was recorded. Guija recorded the highest number of deaths with 74 goats, Chibuto followed with 61 deaths and Xai Xai had the least number of deaths with only 3 due to monitoring and response by extension staff. In Chibuto and Chokwe the participants managed to pass on since most of the goat had kidded. There were quite a number of stories of change in Chibuto as a result of goats. The goats that kidded helped pass on to materialise and tools are being used for work on private farms hence these coupled with training received had moderate impact.
<b>Capacity of local authorities and communities livelihoods recovery strengthened</b>	<b>2</b>	# men and women re-issued with lost data and documents Vulnerability assessment conducted in at least 20	The consultant observed achievement of the outcome in all beneficiary lists for the twenty communities including procurement documents in Xai Xai for seeds, tools and disaster risk management kits. In the field study in Chokwe and

		<p>communities</p> <p>#Vulnerability and livelihood maps updated, superimposed and available for 50 communities</p> <p># Early warning system strengthened through livelihoods activities for 50 Communities</p> <p>#Beneficiary list available for 50 communities</p>	<p>Chibuto tools were also seen and some women were using them to carry out manual work on farms for a fee.</p> <p>In Chibuto every meeting place had a gong that was used for communication purposes. Ringing twice meant that there was meeting and ringing three times meant danger. The local community through the CLGR produced risk maps and these have been sent for digitisation by a Geographic Information System (GIS) expert in Maputo. Thus, the capacity of local authorities and communities had quite moderate impact. However, the CLGR participants during the FGDs failed to read the map or even show escape routes and other critical facilities which they purported to have produced. The failure to use the map was according to the CLGR and other beneficiaries a result of lack of adequate simulations exercises.</p>
<b>Coordination of livelihoods recovery by Early Recovery Cluster strengthened</b>	<b>2</b>	<p>#Map on livelihood interventions developed</p> <p>#Livelihoods activities and actors mapped</p> <p>Informational materials available in the vulnerable communities</p> <p># Knowledge product of traditional norms and experiences of the government and development partners available.</p>	<p>UNDP working in partnership with INGC at different levels helped develop staff capacity to be able to work more efficiently. Meetings were held with counterparts at the provincial level in order to obtain technical advice on different subjects related to the project. The support helped equip responsible partners with hardware and soft skills. Local disaster risk management committees produced and were also involved in risk mapping and risk assessment analysis. However informational materials still need to be distributed to local communities. Knowledge product of traditional norms and experiences of the government and development partners was not available upon request.</p>
<b>Overall rating</b>	<b>2</b>	N/A	<p>Based on the rate of achievements and challenges discussed in above sections of the table, the project has largely achieved despite a few shortcomings</p>

## 12. PROJECT FORMULATION

The formulation of UNDP projects was seen to support Mozambique as a developing country, within the framework of national ownership. The project on disaster risk resilient livelihoods was to achieve strengthening of national institutions and also human development. Thus the project objectives were very clear, practical and feasible as it was meant to restore and improve livelihoods of affected communities within two years. The timeframe was very realistic for normal life. However, people's normal life proceedings had to start within a short timeframe. Taking long would result in frustration among communities after the devastation and the loss of livelihoods.

### **12.1. Analysis of Logical Framework Analysis (LFA)**

The logical framework was clear and concise showing the results expected and the resources allocated. The whole project process of the logical framework showed who the end users were and which institutions were involved. It identified which problems in which context that relevance, what would be done and achieved under which assumptions meaning feasibility in the form of a matrix were clearly articulated. Notwithstanding that, the logical framework also showed the way the implementing agencies organised the implementation including capacity building and sustainability also in the form of a matrix. The indicators were measurable and the responsible parties for each output were clearly identified as well as the responsible partners. The strategy was to work with government authorities, local authorities and vulnerable communities and in exceptional cases the private sector.

### **12.2. Assumption and risks**

Assumptions and risks were outlined and reflected in the project document. The following are some assumptions and risks that appeared during the implementation of the project that were adequately addressed:

- Risk of large scale natural disasters demanding resources for extended periods;
- Risk uncertainty of government's decision on resettlement and international support to communities;
- Risk of change in ministry and interest collusion at local government levels;
- Risk of insufficient budget allocation for implementation of activities;
- Risk of delays due to a lack of understanding/compliance with UNDP procedures;
- Risk of political changes affecting government priorities.

### **12.3. Lessons from other relevant projects**

Lessons from other projects in other countries and those funded by BCPR in Mozambique have been incorporated where it was feasible to do so.

First, *each relocated community has unique specifications and characteristics*. Thus, the amount of time and effort invested in each location is highly variable. It has been noted from other projects that relocating people from unsafe areas is expensive and can bring cultural and social disruptions, which can create new risks. Usually communities with strong social bonds are more resilient when disaster strikes as neighbours are the first responders and can help each other in the process of reconstruction. Taking into consideration these lessons, in the current project, communities were not moved to other areas, but they remained to their local area to restart their lives working together with INGC and other role players. The UNDP project supported the communities to rebuild their livelihoods in a gradually process contrary to the quick jump from emergency to development phases in other areas of post-disaster activity.

*Economic opportunity is a critical part of recovery*. People opt to relocate when the socio-economic gains are understood; conversely they may prefer to continue living in (unsafe) flood zones when economic opportunities in the new communities are non-existent or have no capacity to shift livelihoods. Some families hedged their bets by continuing to cultivate

their fertile traditional fields near the (flood-prone) Limpopo riverbanks, as well as initiating plots near their relocated community. The UNDP in partnership with INGC worked in the most vulnerable districts with communities which derived their economic opportunities from the flood zones. Appropriate technologies were introduced in order to build resilience.

*District government must be involved.* Local leaders and authorities play a critical role in coordination and interaction between government, communities, and relocation partners. They play a major role in identifying (vulnerable) individuals who merit special assistance, and priorities for replacing or repairing damaged infrastructure and equipment. This lesson was applied when UNDP was strengthening the capacity of the local authorities and communities' livelihoods recovery.

*Enable environment.* Strengthen institutional capacities and coordination that is needed for resilience building and disaster risk reduction including climate change adaptation. Mozambique as a country has a disaster risk management law and policy including a master plan of which one of the main objectives is for vulnerability reduction when disasters strike. The strengthening of the INGC and other responsible parties help strengthen dialogue and networks and develop partnerships for adaptation.

*Logistics management is critical.* The need to provide inputs and other materials is imperative to identify needs of each community before the logistical arrangements are made. The project addressed this challenge through the distribution of inputs (seeds and tools) based on needs of each community (*see Table 8*) in this report.

#### **12.4. Stakeholder participation**

The Provincial Technical Council for Disaster Management (CTPGC) a technical multi-sectoral organ reporting directly to the provincial Governor and national government is comprised of technicians representing all the state line ministries, especially the departments working on natural hazards, for coordinating emergency operations. The INGC an implementing partner's capacities needed strengthening hence its inclusion was well-considered taking into consideration that the Master Plan for the Prevention and Mitigation of Natural Disasters (2006-2014) implementation falls under its jurisdiction. The consultant noted that INGC serves as the key reference for disaster risk management in Mozambique. INGC has capacity and clearly links disaster mitigation, preparedness and recovery with poverty and vulnerability reduction in an agriculture-based economy. Other responsible partners like INAM whose importance is for providing daily weather forecasts, seasonal outlook to the public and INGC were also considered for the implementation strategy for the master plan which is also decentralized and were providing weather forecast to the INGC, so that local and traditional governments as well as civil society are engaged as primary managers of information and disaster risk. Disaster readiness is based on early warning, information management, communication and trained capacity for search and rescue. INGC has been updating this plan for disaster risk management since mid-2013.

#### **12.5. Replication approach**

Assuming that the political and policy leadership of Mozambique is earnest about local empowerment plans, the tenets forming the pillars of the UNDP project will go a long way in

complementing these efforts by central government. However, the UNDP project has in its initial stages been implemented with delays in fund disbursement and procurement of implements and inputs, but still managed to post some acceptable observable results. The results should be much easier to replicate in wider contexts.

## **12.6. Cost-effectiveness**

The UNDP and INGC Project initiatives were cost-effective mainly because of UNDP's and INGC prior involvement and field presence in the Gaza province. Use of field-based officers, women and revived community disaster risk management committees within the 20 communities also cut down on operational costs. The training for farmers was done within the community to local farmers who did not travel long distances but remained within the community with the acquired knowledge, thereby contributing to project cost effectiveness and sustainability. The financial analysis and project 2013 and 2014 reports show accountability of finances and in-kind contribution mentioned in the executive summary.

## **12.7. UNDP comparative advantage in Mozambique**

A comparative advantage was achieved by the UNDP. Firstly, within the strategic level which emphasizes working relationship with government at all levels (National, provincial, district levels and affected communities), including local institutions and affected communities. In other cases, UNDP has a strong relationship with the private sector. UNDP also equip institutions with skills and knowledge which remain embedded when the organization itself exit the country when the project ends.

- UNDP strengthens institutions and links with the funders as a way to expose the vulnerable communities within the international donor's community.
- It also builds and instils ownership of projects, thus enabling projects to continue well after UNDP exit from the project.

## **12.8. Linkages between project and other intervention**

United Nations Development Assistance Framework (UNDAF) guides government and United Nations Country Team (UNCT) for their collective actions and strategies in achieving national developments. Thus, the three outcome of UNDP projects in Mozambique feed into the UNDAF outcomes. This is clear considering the expected output on the UNDP projects: Output 1: Disaster resilient livelihoods and economic opportunities for the flood-affected people in Gaza Province restored and improved, Output 2: Capacity of local authorities and communities' livelihoods recovery strengthened, Output 3: Coordination of livelihoods recovery by Early Recovery Cluster strengthened were derived from UNDAF outcome three, namely Sustainable and effective management of natural resources and disaster risk reduction benefits all people in Mozambique, particularly the most vulnerable.

The project was linked to the Red Cross Mozambique project which also focused on strengthening disaster management committees in other districts and communities.

## 13. Project Achievement Ratings

- 1 = fully achieved, very few or no shortcomings  
 2 = largely achieved despite a few shortcomings  
 3 = only partially achieved, benefits and shortcomings finely balanced  
 4 = very limited achievement, extensive shortcomings  
 5 = not achieved

**Table 6:** Ratings on project formulation, project implementation and project results.

Project Achievement Ratings		
Key aspects	Achievement ratings	Comments
Stakeholder participation	1	INGC serves as the key reference for disaster risk management in Mozambique and hence stakeholder participation was fully achieved with very few shortcomings. INGC has capacity and clearly links disaster mitigation, preparedness and recovery with poverty and vulnerability reduction in an agriculture-based economy. Other responsible partners like INAM, SDAE, SDPI, DPA and DIC were also considered and did their important part in the project.
Monitoring and evaluation	2	Monitoring and evaluation helped people to understand the overall pace of recovery for the communities since the 2013 floods and determine whether individuals were beneficiaries of the project or not. Although structures were in place they lacked follow up especially with regards to challenges beneficiaries experienced like small livestock diseases.
Attainment of objectives	3	Distribution of inputs was done, but output especially on seeds failed, training on conservation farming, livestock keeping was done only once hence lacked follow up. Materials for disaster risk management training and awareness was not provided to beneficiaries.
Sustainability	2	Gained knowledge in CA, developed community risk maps, preparedness planning, revived committees and appropriate technologies were applied for disaster preparedness and response measures hence sustainability is guaranteed for the communities.
<b>Overall rating</b>	<b>2</b>	Largely achieved despite a few shortcomings on follow up with relevant extension workers.

## 14. PROJECT IMPLEMENTATION

The consultant found that the project implementation complemented the Mozambique government's efforts of stabilizing livelihoods as well as strengthening communities' coping mechanisms. The approach applied during implementation was community-based. Thus during the implementation phase there were regular field monitoring visits held by the project team and accompanied by provincial and district staff to ensure quality in the implementation, monitoring and evaluation aspects of the project. Regular visits in the fields were conducted by staff in the country office, the United Nations Volunteer (UNV), Chief Technical Advisor (CTA) and Program Officer (PO). Available project documents in the field and in-depth interviews revealed that the project assistant and junior accountant also assisted with the monitoring of the project within the districts on a regular basis. These communities based staff collected documents from the field and were involved in the implementation of various activities as reflected in the first, second, third and fourth quarterly reports of 2013-2015. Monitoring and evaluation ensured the measuring of project impact since project implementation began, up until the end. Monitoring and evaluation helped to understand the overall pace of recovery for the communities since the 2013 floods and determine whether individuals were beneficiaries of the project or not.

### Efficiency

Project implementation has been found to be very efficient, as evidenced by the following: The project had a total budget of one million United States dollars to spend over two years six months. Project initiatives were cost-effective mainly because of UNDP and INGC's prior involvement and field presence in project sites. Use of field based offices also cut down on operational costs for these came as in-kind contribution from the Government. The financial reports show accountability of finances. The consultant observed high efficiency in adherence to organisational policies and guidelines. It is evident that planning and implementation of the project was done using UNDP structures, processes and procedures, taking into account UNDP guidelines in terms of reporting, procurement and expenditure verification as outlined in the main project document. FGDs revealed that the community participated well in many of the project activities especially in risk mapping, risk analysis and took up roles within disaster risk management committees. These initiatives showed organization among the beneficiaries and hence feeds into project efficiency. The inclusive nature of the partnership within the disaster risk resilient livelihoods project made up of UNDP and INGC including the responsible parties also contributed towards project efficiency. Regardless of the late disbursement of funds from the donor, projects activities planned for were done satisfactorily and money was spent on inputs and training efficiently. Thus, the amount spent, is an indication of efficiency in expenditure in terms of both time and amount during the first two years of project implementation.

The project witnessed marked improvement in expenditure in the first two years. The UNDP key informant explained during interviews that when their requirements were sent to the head of unit on time, money would be disbursed to purchase inputs and carry out their activities in the field. The remaining balance was always returned to the Maputo office. In some instance, funds were channeled to the IP for this particular project, in Xai-Xai, a pilot initiative and it proved to be quite successful. This project decentralized UNDP funds from central level to provincial level in order to ensure that funds reached the communities in a more direct,



efficient and transparent way. Therefore, one can conclude that the efficiency of the project has largely been very good.

*Use and capacity enhancement of pre-existing local government structures* in driving innovations – e.g. agricultural department. These are active players in agriculture, and their support is extended not only to UNDP and INGC projects but to other UN agencies, NGOs including responsible partners contributing towards adoption of agricultural innovations by vulnerable communities.

*Farmer to farmer extension strategy through the training of trainers (TOT)* and community based extension, is an efficient way since there was significant peer influencing and local demonstration of what works in CA, small livestock production, disaster preparedness and other disaster risk resilient innovations. This makes cheaper and faster spread of innovations, unlike where farmers have to wait for an agriculture extension officer to travel every time to service them. In this way, more is achieved with fewer resources.

## 15. PROJECT RESULTS

### *Output 1: Disaster risk resilient and environmentally sustainable agricultural production system enhanced*

The project is relevant to local needs, national government policies, strategies of UNDP and BCPR as well as globally to the Sustainable Development Goals (SDGs). The design is within the context of the objectives of Government of Mozambique National Green Revolution Strategy (NGRS) designed in 2005 and 2011 approved Strategic Plan for the Development of the Agricultural Sector (PEDSA) (2011-2020) which advocate for the need of government and non-governmental organisations (NGOs) integrated action. The strategy aimed at increasing food security at national and household levels with emphasis on increasing family agricultural production and encouraging higher value production. GDs were very clear that agriculture is the main source of income and food. Thus, the project had a target of 2,500 household provided with quality certified seeds and tools to use on farmland cultivated.

**Table 8:** Distribution of inputs in the four districts of Gaza Province

Districts Names	Xai Xai	Guija	Chokwe	Chibuto	Totals
<b>Seeds</b>					
Maize (kg)	6,250	-	6,250	1,000	13,500
Bean (kg)	1,000	-	1,000	-	2,000
Peanut (kg)	1,000	-	1,000	-	2,000
Mandioqueira stakes (m3)	-	56	-	80	136
Sweet potato (kg)	-	2,400	-	800	3,200
Clogs of pineapple (unit)	-	-	-	2,500	2,500
Cipremetrina (litres)	10	-	10	-	20
<b>Tools</b>					
Hoes (unit)	500	1,250	500	625	2,875
Cutlasses (unit)	500	-	500	625	1,625

**Source:** 2014 Field work records

A key achievement in the agriculture project is that seeds and tools were distributed to all the 20 vulnerable communities in the four districts to 2,375 people *see* Table 1 above. There were variations due to the fact that UNDP consulted with each districts the inputs that were most relevant to them and hence, each district received what it requested in terms of farming

inputs (tools and seeds). However, it was noted that there was no improved availability of food and seed for the timing for distribution happened well after the farming season and thus there was crop failure. All the seeds were lost as supported by the baseline which reported the failure of the seeds due to late distribution and dry spell conditions that prevailed. A group of female participants in Nhatine in an FGD had this to say:

*“The seeds we usually fail to get were available locally to us but the crop failed because it was very hot and dry conditions affected our community and farming activities.”*

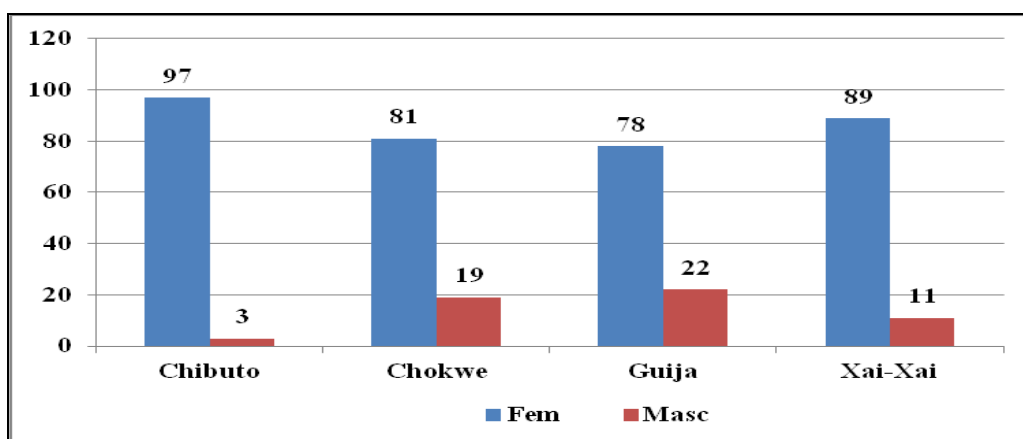
The consultant noted that 80 Ha of the land that was destroyed at Nhatine irrigation scheme, about 57 Ha of it was rehabilitated. The progress reports for the second and third quarter of 2014 highlighted that, the rehabilitated land has benefited 1,825 people of which 1,095 are women. The increased uptake of cultivated land in the irrigation by more women feeds positively into food security. This makes these achievements significant, since in the baseline, the major problem in the loss of crops, land and infrastructure caused by severe floods in 2013 that led to poor harvests.

#### *Wide spread of agricultural innovations*

Another notable achievement in agriculture is that those beneficiaries that received seeds, were all trained in environment friendly farming technologies that included conservation agriculture (CA), livestock keeping and sanitation. Conservation agriculture started with a few people in the community practising it, but now a lot of people are doing it as was observed during transect walks in the Nhatine and Mavonane communities. Informants indicated that CA can contribute significantly to food production, but has been compromised by the dry spell in 2013. CA is seen as relevant and addressing the issue of lack of soil tillage assets and money to pay for the services. Those practising CA are extremely satisfied stating it as effective in moisture conservation. Although, there was scepticism by the community in the initial stages of conservation agriculture, those who have seen its benefits on their neighbours are now enquiring into and adopting the innovations. The issue of hard labour associated with conservation agriculture is being mitigated through shared labour and pooling of resources.

#### *Improved small livestock production (goats)*

The distribution of goats saw more women benefiting than men in all the districts (see Figure 1). Respondents (especially in Nhatine and Hlati) indicated that small livestock are relevant as they are comparatively cheaper to raise, and have shorter growth periods, thereby assisting greatly in meeting key household cash and nutritional needs. The restocking of small livestock through a goat rotation concept with three goats (1 male; 2 female) each to be distributed to selected vulnerable households) in coordination with local authorities was highly successful in the four districts communities. Key informants explained that extension workers provided basic livestock trainings to manage disease, reproduction and proper grazing and feeding. FGDs participants confirmed that most community are benefitting a lot from small livestock (goats) production. In one success story, an old woman beneficiary received a goat that has multiplied to three and is ready to pass onto the next beneficiary. Most women in FGDs explained that goat manure is also now available for improving soil fertility. Goats according to some key informants can be sold and the proceeds used to pay fees for children. The benefits of improved small livestock production are spilling over into other projects (education and health, as well as the child wellbeing aspirations) ran by other organisations in the province).



**Figure 3:** Distribution of goats in the four districts of Gaza Province

**Source:** 2014 Field work records

### *Story of change on resilient small livestock production*

*One elderly woman in Chibuto explained that goats have been kept among the communities from long ago for various reasons. Goats were used for special occasions, festive, special guests and at times offer options to sell in times of need, exchange goats for other services and products within the households and consumption including social life. Women keep goats for risk spreading and as a form of saving. They also offer meat and milk for the family including by products like manure used in vegetable growing near water sources. When a goat is slaughtered all products meat and skin are sold, nothing is thrown away. Today, goats are used for mutual assistance during times of hardships and disasters. When disaster strike and people do not have money they request goats as payment for working in subsistence agricultural fields (Machamba) or lend to others for reproduction. While goats are still being used for special ceremonies and mutual assistance, there is now increased focus on keeping goats to offset challenges created by disasters or emergencies.*

Project initiatives for output 1: generated low to medium positive outcomes, which are crucial intermediate building blocks for project impact. Food security failed to increase owing to the delays in distribution of inputs well after the farming season, however, irrigation rehabilitation in Guija and Chokwe district may contribute in the future. Participants however explained that they received one training session that lasted four days and the soft skills gained will help them in future. The participants during FGDs explained that there were many people who adopted project initiatives, especially in CA in the current year (2016). Although adoption of CA is an outcome, it is a building block towards impact in the long run. For example, in Chokwe, Guija, Xai Xai and Chibuto there are adopters who voluntarily come forward to be trained by the targeted project beneficiaries. CA has not contributed greatly to increase in food security as most of the distributed seeds like maize, bean, peanut, cassava stakes, sweet potato, clogs of pineapple was lost during to the onset of drought. However, the tools and the goats had very high impacts. The consultant observed that the tools are currently being used when men and women work on farms for cash as a source of income and economic opportunity. Women with goats that have kidded have started the pass-on process.

## ***Output 2: Capacity of local authorities and communities' livelihoods recovery strengthened.***

The Mozambique Disaster Risk Management (DRM) Law and the national Policy of 1999 focus on disaster prevention and preparedness, and seek for their integration within the overall development framework of the country. The policy and legislation include the institution of 588 local committees called Local Disaster Risk Management Committees (CLGRC) distributed all over the Gaza Province. Review of the policy shows that it makes provisions for local governments to contribute financially to disaster preparedness, response and recovery through establishment of regional and local authority disaster funds. Also it has been known prior the intervention that relocating people from unsafe areas is expensive and can bring cultural and social disruptions, which can create new risks.

Key informants and evidence from documents reviewed showed that the capacity of the key partners working in the projects were directly or indirectly strengthened through gaining of soft skills, coordination skills, including the provision of information technology and communications equipment, including furniture. In addition to support for the revived CLGR and formation of new CLGR, including training of local risk management committees, receipts were produced in Xai Xai office showing the purchased emergency kits (comprising material/equipment for early warning, search and rescue, first aid among others). All this equipment were to support the work of men and women which were members of the CLGR local committees.

One government key informant highlighted that communities with strong social bonds are more resilient when disaster strikes as neighbours are the first responders and can help each other in the process of reconstruction. The strategy to strengthen capacity of local authorities and community recovery was considered to be through training of the trainers (TOTs), the process was to train trainers and have them cascade down the knowledge acquired as part of the strategy to ensure what they learned would remain in the community. The TOTs was also part of the ownership and sustainability strategy of the project after UNDP's exit. A key informant in Chibuto explained that training is an effective way to improve knowledge and skills the project activities like in crop and livestock production, conservation farming, and disaster risk among the targeted 20 communities, but required strong extension support. Thus, capacity of extension staff from various government departments (SDAE, DPA, DIC, INGC and SDPI) was improved through training, thereby facilitating their ability to effectively and efficiently support vulnerable farmers with technical information. Training was given in new and advanced project-related technologies such as extension methods, crop and livestock production, conservation farming, and disaster risk including training of the department for identification documents (records).

With regards to vital records that were lost during the floods period, most people felt helpless without passport, identification cards as they could be harassed or detained. The target to issue the identification records was 500 but the project made it possible for over 2,500 beneficiaries of the vital records registration. The activity made it possible for locals including non-beneficiaries (not targeted by the project) to claim most basic citizenship rights. Reliable forms of registration also provided greater assurance, useful form of identification if one was of no fixed address, conveyed feelings of pride as well as an audit trail of the aftermath of the flood disaster. The whole exercise left various government

departments from the province and district involved in issuance of vital registration documents strengthened and more efficient.

One key informant had this to say *“training is part of an effort to enlarge the catchment area of communities that include non-targeted households”*.

The majority of the sampled participants in FGDs reported having gained knowledge of farming and disaster risk preparedness in all four districts. Most women participants in FGDs realized increased goat production as a result of the increased knowledge in small livestock keeping. The majority of key informants reported households in almost all of the targeted communities had adopted at least one of the demonstration practices learnt through training. Storage and safety practices were considered most important flood preparedness measures. On integration, the majority of the FGDs participants indicated that they practised crop and livestock integration, while a few practised either crop or livestock without integration. While demonstrations allow farmers an opportunity to practice and learn good farming methods, a few demonstrations were done during the training. The trainings conducted for farmers in CA, small livestock production and disaster mitigation, etc. have led to development of local pool of knowledge and expertise in agriculture. This has also been strengthened by the use of farmers, a factor that strengthens sustainability of agricultural interventions.

#### *Improved capacity for disaster risk management*

Effects of floods have been reduced significantly in the sampled communities' and there are signs of resilience. This is related to the promotion of conservation agriculture (soil water conservation techniques). Involvement of INGC at District DRR Forums is resulting in mutual learning and cross fertilization of practices and approaches in DRR. A culture of safety is developing in the four districts. This has been evidenced by people who moved to higher ground after training and awareness-raising on floods in 2013. Participants in FGDs and key informants reported that UNDP and INGC were part of the consortium that worked with the CLGR in this awareness raising.

Overall, a vast majority of respondents in the FGDs believe that being prepared would help in the event of flood disaster. Discussions and observations revealed that communities visited either were prepared or recently began preparing for disasters especially floods. There were, however, others who were less prepared for they also reported that they did not reconstruct safe homes, nor have supplies in their homes or in some safe place. The consultant through transect walks in the communities visited observed high structures built within households meant to keep supplies safe and this is related to soft skills during the trainings on preparedness planning offered to CLGR. The disaster management committees also explained that they had developed maps, risk analysis and that they had made plans in case of flood disaster. In all of the four districts, the participants felt they were more able to handle a disaster or emergency compared to the floods which occurred in the past years. For the households that reported that they were 'less able' to cope with a disaster or emergency, food security, a vast majority of respondents reported that lack of refresher training programmes, increased cost of living and bad timing in input distribution as the reason. These findings indicate that there are a number of underlying vulnerabilities such as health, socio-economic, infrastructure and physical vulnerabilities beyond the just ended Disaster Risk Resilient Livelihoods project scope affecting the ability of targeted communities to cope with disasters and emergencies.

Some community members who stay on higher ground have also constructed houses with firm foundations with donated cement; some have constructed storm drains to prevent homes from being washed away during the rainy season. Five disaster management committee members have constructed safe structures on trees within their community households as was observed in Chokwe - Chiduachine community as a means to prepare and respond *see* figure: 2 below. The structures can accommodate up to seven people and have facilities to store food and prepare food.



**Figure 4:** Raised shelter for disaster preparedness.

**(Source: Consultant's photo library)**

Preparedness activities enhance people's knowledge and capacity to effectively anticipate, respond to and recover from disaster. The raised shelter meant for flood disaster preparedness had a facility with food reserves and a food preparation. Its location on tree tops also meant that rain drops would be minimised by the leaves. The disaster management committees in Nhatine community in Guija district indicated that they participated in production of risk maps (*see figure*) for their communities. The maps observed ensured that communities and local government have response and recovery plans in place. The maps also, according to key informants, reduce risks by building supportive systems for communities who will be aware of safe places, critical facilities and evacuation routes. Besides all this the maps help families to protect themselves and their livelihoods, placing them in a much stronger position for recovery.

The consultant observed that some communities like Chiduachine in Chokwe district and Totoe in Xai Xai district undertake various strategies and actions to substantially lessen the scale or severity of floods in those districts. The CLGR established and revitalized in a number of communities empowered these committees to implement their own DRR action plans. Activities observed were those of incorporating safe construction principles into new community structures (*see figure 4*), and constructing flood barriers in the fields (*Machambas*).

### ***Story of change on preparedness planning***

*A group of four men in community of Nhatine explained that the one thing they believe in is that of learning by doing. They explained that the revived disaster risk management committees had changed the mind-set of other community members with regards to preparing themselves when disasters strike. Men and women are taking a leading role in volunteering to take roles within the committees. Some of the members within are coordinators, some keep the disaster risk kits and others are in the search and rescue something that was never there or heard off within the community. There are more members who are coming forward from other villages to learn about maps produced by the community. The four-day training conducted in the community the members learnt a lot and are willing to go and train others. There are requests that more training should continue to be held so that people see value and do not forget easily what would have been acquired from training. Training plays a very important role in disaster preparedness and risk analysis in vulnerable communities. Training has also helped older people revive local knowledge for flood disaster preparedness in communities (see figure 2).*

**Impact: output 2** Capacity of local authorities and communities' livelihoods recovery strengthened.

The project impact brought to the four districts communities' livelihoods was rated from low, medium and high. The districts that had a higher satisfaction were Guijá and Chibuto with regard to vital registration of vital documents and work by disaster management committees. The disaster management committee trainings on preparedness planning and the issuance of vital documents project activities had a high impact compared to seeds and tools distribution with no impact to low impact. There has been an emergence of innovators capable of using appropriate technology, employment creation and poverty alleviation. For example, one disaster risk management committee member in the district of Chibuto has invented own structures top of a tree to shelter from flood disasters at night. Others (five community members) have adopted the innovation as a result of training received on disaster risk reduction. Although the adoption of construction of safe shelters on treetops is an outcome, it is a building block towards impact. The four members not initially targeted have taken up the innovation and constructed such shelters, therefore using cheap appropriate technology is easily accessible to all. The adopters are voluntarily coming forward to be trained by the members in the local disaster risk management committees. With regards to vital documents issued, the activity surpassed the target of 500 thus over 2,500 people now access services including to people of no fixed board. The activity has high impact on that, in the long run it can help traces security information of individuals, human trafficking will be history as the government will be able to check the status of anyone using IDs.

*Adoption and uptake of CA* – CA is being adopted and spread to other households that had not embraced it currently.

*Conservation farming is a technique that can translate into disaster preparedness and disaster risk reduction. This is because it has taught us on conservation of moisture and cheap manure from dead leaves and animal waste” (comment made by a group of female beneficiaries).*

*Increased uptake of small livestock production* – When people see the multiple benefits of keeping small livestock, they are adopting the practice. For instance, key informants and women participants in FGDs indicated that, on average, 60% of their goats are kidding; thereby enhancing projects resilience. Some women participants explained that goats have the potential for project integration of solidarity within the community through pass on process. The other integration was to be realised in future will be in agriculture and education for one can sell goats and pay school fees for children. The participants were of the

perception that goats had only a medium impact for the project since there was a high mortality rate.

### *Improved capacity for community*

The farmers' training on animal production techniques and support provided with small livestock especially the pass on scheme resulted in improved animal health in the four districts. The district extension workers were first trained as TOT and cascaded the training to other farmers in their communities. This is a significant change from the baseline where 66% had not received any training on livestock production while those who had been trained reported so by veterinary extension staff (10%). The community-based farmer approach is making animal health interventions more efficient, saving on time and resources and locally relevant. However, the evaluation findings from informants indicate that vaccines are not readily available. FGDs participants recorded a huge mortality in animal deaths.

*Significant reduction in the effects of floods* – Key informants explained that effects of floods to date have been reduced significantly because of the technical knowledge and inputs provided by agricultural innovations that UNDP and INGC were part of. Some respondents indicated that they also received help from families working in South Africa and Swaziland, this is consistent with the findings in the Baseline Study Report, Early Livelihood Recovery Project in Gaza Province.

### *Disaster risk knowledge and attitude*

Almost all respondents could name at least one hazard that could affect their community, indicating a high awareness of their vulnerability to natural disasters. When asked where they could get information about disasters, about a quarter of respondents in the visited communities said that they did not know anywhere to get information about disasters showing that continued effort is needed to educate the target population on key information sources. In the event of a disaster, community leaders were by far the most common point of contact in Guija and Chibuto for information as some identified that they provided information which the members obtained from the radio or through mobile phones.

### *Household Preparedness*

FGDs revealed that a vast majority of respondents believe that being prepared would help in the event of a disaster. Most participants now believe in the importance of preparation as compared to baseline. Older key informants in Chibuto reported that they either were prepared or recently began preparing for disasters as evidenced with simulation during important meetings at their meeting points, storage facilities for food, as shows in figure 3, and production of maps which shows evacuation routes including structures built on tree tops which had supplies. These include CA, promotion of crop varieties and farmer to farmer extension support, greatly supported by DPA and other stakeholders.

### *Replicability*

The project is clearly equipping communities with skills on how to increase food security and diversify livelihood options e.g. the issuance of tools, seeds and goats and engage authorities with regard to flood disaster risk resilience. The project also put local people, who are able to



act within their sphere of influence, in the centre of the process especially through disaster management committees. The deliberate move to involve local community members enables them to come together to achieve a common objective. Building resilience to flood disaster is a process, not just an outcome. The evaluation noted that the project was multi-sectoral, as it has involved multiple actors like INGC, SDAE, INAM, INAHINA, district heads and SDPI among others recognising that single sector planning cannot solve the complexity of problems posed by flood disasters, nor build resilience. Innovations in CA, small livestock and farming tools as well as reissuing of vital registration documents have great likelihood of replicability, based on the following factors, among others:

- The existence of many other sites in the country and beyond, where local people have a real need and desire to emancipate themselves from disaster risk and factors affecting their livelihoods negatively and to access and utilise their human-made resources.
- Development of voluntary disaster risk management committees has the potential to put pressure on project participants to be more accountable not only to governments and donors, but also to themselves.
- Innovations for disaster preparedness and risk reduction to enhance resilience that are low on resource requirements (*see figure 3 and figure 4 below*) are relatively less costly in terms of both financial and material resources and this makes it amenable to operational contexts that are thin on resources.
- Knowledge and skills training that are packaged within the innovations are software aspects of development and disaster risk reduction, and are therefore not easily degraded once they are ingrained within society through training and day-to-day interactions.



**Figure 5:** Raised granary for crops or animal fodder    **Figure 6:** Raised goat shelter

(Source: Consultant's personal photo library, Mozambique) (Source: Consultant's personal photo library, Mozambique)

The same government structures (INGC, SDPI, INAHINA, SDAE, DPA, traditional leaders, councillors) that the Disaster Risk Resilience livelihoods project worked with, are also present elsewhere in the country. If these structures have borne this project, they can also bear similar projects in other parts of the country.

Assuming that the political and policy leadership of Mozambique is earnest on local empowerment plans, the tenets forming the pillars of the UNDP project will go a long way in complementing these efforts by central government. The UNDP project has in its initial stages been implemented with delays in funds disbursement and procurement of implements and inputs but still managed to post some acceptable observable results. The results should be much easier for replication in wider contexts.

***Output 3: Coordination of livelihoods recovery by Early Recovery Cluster strengthened:***

The consultant noted that coordination was well done for UNDP has a comparative advantage in this area as a result of having provided support to INGC and projects on livelihoods recovery processes and frameworks in Mozambique for many years. A key informant in Xai Xai explained that this initiative was intended to ensure Government participation and ownership at the provincial and district levels. Most agreed initiatives were first discussed with representatives of the affected districts. One day workshops to discuss the master for promoting prevention, coordination and mitigation were held on June 2013 in Xai-Xai city with members of the Technical Provincial Council for Disaster Management (CTPGC) and relevant District governmental members from Chibuto, Xai-Xai, Chókwè and Guijá [permanent secretaries' districts accompanied by the head of the District Service for Planning and Infrastructure (SDPI). The UNDP Disaster Resilient Livelihoods project in Gaza district has shown that the most effective and sustainable way of implementing programme is to work closely in support of government driven initiatives, from the conceptualization and planning stage providing high quality and consistent technical support and aligning wherever possible with government systems and structures at community level. Working directly at local levels, with community members, can be challenging due to internal issues among community members. This normally causes delays in the implementation of projects.

***Sustainability***

Project initiatives have strong indications of ensuring continuation in the long run, as evidenced by the following:

- Farmer to farmer extension and Farmer Field School (FFS) concept has facilitated information sharing, skills building and cohesion among participating farmers and other stakeholders
- UNDP and INGC has a well-established local partner base in all the operational areas
- INGC, participating households and responsible partners have acquired soft skills that can be used for life.
- Participatory beneficiaries' selection, formulation of disaster management communities and revitalisation of committees that existed prior implementation of the project enhanced local project ownership and participatory monitoring and evaluation

## Overall project impact

**Table 9: Project impact**

Project document Indicators 2013	Baseline and monitoring and evaluation (M&E) progress reports 2014/2015	Achievement against indicators in the current evaluation report April 2016
<p>Outcome 1: Disaster risk resilient and environmentally sustainable agricultural production system enhanced:</p> <ul style="list-style-type: none"> <li>• <i>More than 70% of farmers' main source of seeds for the next season is from their own stock.</i></li> <li>• <i>The target of 5,000 HH provided with seeds and tools including goats.</i></li> <li>• <i>Target of 4,000 hectares of farmland cultivated.</i></li> <li>• <i>Beneficiary list available for 50 communities;</i></li> </ul>	<p>On implementation of the project, the distribution of agricultural inputs delayed as well as beneficiary identification, procurement processes and the planning of logistics processes.</p> <p>As a result, agricultural inputs were delivered after the harvesting season in most of the communities.</p> <p>This delay in addition to a dry spell that hit region in 2014 had a negative impact for the beneficiaries as the seeds given were lost hence impact was low.</p> <p>The distribution of seeds, goats and tools was conducted during this period.</p>	<p>The land put under agriculture in all the communities did not change from what it had been before the baseline period. Participants explained that the dry spell was not conducive for crop production. The findings from FGDs indicate project impact to be low with regards to seeds. The districts that reported medium impact were Guija and Chibuto this is attributed to irrigation farming. The irrigation system also has long term positive effects and food production potential. The tools and goats distributed had more impact for the tools are still being used in off-farm activities and casual work on private farms to earn income. Goats mortality was high due to weak response from extension workers and lack of medicines including high costs to purchase. Beneficiary list was reduced to 20 communities due to budget cut.</p>
<p>Outcome 2: Capacity of local authorities and communities' livelihoods recovery strengthened:</p> <ul style="list-style-type: none"> <li>• <i>Supporting the restoration and/or development of governance capacity of relevant provincial, district level and also community level local government and institutions.</i></li> <li>• <i>Functional capacity of local governance to ensure provision of basic social and public services restored.</i></li> <li>• <i>Ensure that the livelihood and disaster risk reduction activities are embedded within local systems.</i></li> <li>• <i>The affected populations have access to prioritised basic services like asset registration and IDs targeting 500 people</i></li> </ul>	<p>Coordination meetings held with DPA, SDAE, SDPI, DIC Gaza, &amp; other responsible partners to plan projects implementation activities. Training of extension workers and communities on livelihoods recovery and sanitation schemes. Databases of affected local people updated. Government departments supported to offer vital registration documents for local population to have full access to basic public services (Identification cards, birth certificates, etc.).</p> <p>Local Risk Management Committee (CLGR) revived and</p>	<p>The preparation of district plans involved several field visits, extensive consultations and discussion on feasibility of specific activities. After that, provincial harmonization took place, including harmonization of approaches and a balanced budget distribution. The Team Leader spent 60% of time providing technical support, supervising, coordinating, managing and monitoring the project, the field officer spent 80% of the time providing logistical support and day to day supervision of assistant field officer including meetings with participating partners.</p>

<p><b>Community participation and ownership in the recovery process ensured through strengthening Local Risk Management Committee.</b></p> <ul style="list-style-type: none"> <li>• UNDP seeks strengthen and support community level mechanism to facilitate the recovery process through linking the concrete recovery initiatives on livelihoods and service delivery to the disaster risk reduction activities</li> <li>• Identification of existing mechanism, Local Risk Management Committee established with 60% women in many of the vulnerable communities living along the Limpopo River basin and other vulnerable areas based on the 2000 floods with the government leadership under the UNDP assisted DRR programme target at Kits, 20 maps updated, superimposed and available for 20 communities.</li> </ul>	<p>new ones formed in other communities. CLGR developed community risk map and updated them including action plans that were developed as part of this process through participatory exercises. Emergency kits were issued as well.</p>	<p>Key informants highlighted that INGC worked with responsible partners and trained two clusters in the four districts (Chókwè/Guijá and Chibuto/Xai-Xai). A total of 34 technical officers (28 men and 6 women) had the training. Reports for the trainings were archived with INGC office in Xai Xai including training materials. Those trained cascaded training to communities and supported to ensure that they provided accurate information during training sessions to the CLGR. Upon the completion of the first training at the community level, CTGC members at the district level held feedback sessions to discuss. The trainings conducted on disaster risk management committees on, disaster mitigation, etc, have led to development of local pool of knowledge and expertise in flood disaster.</p> <p>Gaps include lack of youth involvement, nonvisible pamphlets and manuals as suggested in the project document.</p>
<p><b>Outcome 3: Coordination of livelihoods recovery by Early Recovery Cluster strengthened:</b></p> <ul style="list-style-type: none"> <li>• <b>Coordination mechanisms for livelihoods recovery with relevant partners both at National and Provincial level strengthened through Early Recovery Cluster.</b></li> </ul>	<p>The National Livelihoods Advisor, INGC personnel in Maputo and Provincial Advisor based in Gaza supported the government coordination efforts both at the national and provincial level for successful recovery programme. A platform was created for the government and non-government actors to work together for livelihoods recovery programme design, implementation and sharing of knowledge and experiences through the sitting up a programme management team that included Livelihoods Advisor; Provincial Advisor, and field coordinator in Gaza; Map the livelihoods activities and actors responsible for livelihoods and DRR in Gaza; Undertake a</p>	<p>The project was well supported by UNDP and INGC staff at different levels, suggesting efficient utilisation of human resources. For example, as per the project document, a project assistant and a junior accountant personnel based at the INGC office in Xai-Xai were hired to support the implementation of the project on the ground. These two resided in Xai Xai the capital of Gaza province. At the time of implementing the project, a UNV recruited from HQ Bonn Germany joined the country office BCPR/E team and was assigned to support the implementation of the activities. The UNV joined</p>

	continuous update of the emergency framework/strategy and livelihoods assessment	UNDP at the end of June, 2013 and assisted with project coordination and implementation in Maputo with regular field visits, promoting an update of the most in need activities through participatory mechanisms, appropriate district planning, provincial endorsement and budget estimations based on the then current local conditions.
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UNDP in partnership with INGC achieved substantive results, more specifically through the provision of capacity development, normative and technical support at national (within INGC itself), provincial, and district and local levels. The support actually contributed to strengthening disaster risk reduction and to improving further disaster preparedness capacity in Gaza province, thus presenting considerable impact that reduce flood disaster risk in future. A comparison of the current evaluation with other evaluations analysed funded by the Bureau for Crisis Prevention and Recovery (BCPR) in 2009 point out that the impact of UNDP's disaster risk reduction interventions in Mozambique ranked as the most advanced and progressive. The positive impact of the project is also attributed to the presence of a national platform for Disaster Management (CTPGC) which had a positive effect on implementation. This implies that an inter-sectoral forum existed from the outset of the project. This was beneficial for dissemination of information and generating discussion on disaster risk resilient livelihoods and disaster preparedness considerations relevant in the context of the project. The current project impact is also quite considerable due to elements like the existence of government structures (INGC, SDPI, SDAE, DPA) among others working with UNDP and disaster risk management policies showing political will to address disaster risk.

The partnership with INGC was key in ensuring that DRR was a priority on the project agenda, hence other implementation strategies were enabled to exert a considerable impact as shown with the issuance of vital registration documents, goats project and disaster risk management committees. INGC and the other responsible partners involved in the project demonstrated increased capacity and commitment to disaster risk reduction and resilient livelihoods recovery during the evaluation exercise. The integration of the early recovery cluster fully into the government structures is an indication of the strength of emergency preparedness and disaster management coordination capacities (through the INGC). At provincial and district level also, INGC is ensuring 'disaster-proofing' initiatives reach right down to the local level. Local communities through disaster risk management committees have been equipped with the basic knowledge for disaster risk reduction as these developed own local maps, participated in disaster risk assessments and provided with kits.

The consultant observed that the local risk management committees were the main focus of capacity building at community level, and in addition to training completed and kits distributed, improvements were made to the training process itself to ensure high quality instruction and active committees. Committees also participated actively in simulation exercises, whenever they had important community gatherings, and were the first responders

when disasters actually occurred. At community level, income generation through the use of tools distributed and diversification projects (goats, rehabilitation of irrigation schemes) improved livelihood prospects for the 20 communities in the Gaza Province, although the full maturation effects are yet to be seen.

An important observation of an unpredicted project impact was that in the areas targeted by the disaster risk resilient livelihoods project, people who were not part of the initial beneficiary group, had adopted some of the innovations especially conservation agricultural practices including reviving disaster risk management committees in their communities demonstrated by the project. This was a measure of the project impact based on newly introduced initiatives.

The data gathered suggested that UNDP's disaster risk resilient livelihoods project have had a positive impact in the knowledge, organising and connection characteristics of resilience building. The role of UNDP and INGC intervention in the four districts and 20 identified vulnerable communities in Gaza province was more obvious positively influencing community knowledge and awareness of flood, climate change and drought. UNDP and INGC intervention were strengthening the systems for organising the community to better prepare and respond when a disaster occurs. This has been facilitated by the existence of strong national ownership on the part of INGC.

The project also assisted with the formation of effective connections between the community, national institutions and external agencies that can assist the community like UNDP. Furthermore, the support provided through the project to the training and equipping of Local Risk Management Committees in communities residing in risk areas, was instrumental in strengthening community capacity for emergency preparedness and response. The fact that the name of INGC was already well-known at district and community level, due to the very active role of the institution in disaster response has been extremely helpful in establishing relationships with the communities. INGC local staff already had a very good relationship with the local authorities and communities.

Participation of the youth was more indirect than direct. Overall, the evidence from the evaluation suggests that a significant number of communities have changed in their attitudes and behaviours towards flood disaster risk and agricultural practices. Greater awareness and knowledge is witnessed in many instances, resulting in better ability to manage and respond to the impact of shocks and stresses.

## **16. CONCLUSION, RECOMMENDATION AND LESSONS**

### **Conclusions**

The evaluation concludes that UNDP's overall contribution to disaster risk resilient livelihoods results in Mozambique between 2013 and 2015 with an extension period of six months into 2016 is satisfactory. The evaluation found a well-positioned project that has been highly responsive to disaster risk reduction needs and changing priorities, with a strong focus on human-centred and community preparedness towards more resilient communities. Continuing to address disaster risk reduction, equity and resilient livelihoods in a more strategic manner and expanding the use of national systems for implementation is extremely important. The evaluation found that the Disaster Risk Resilient project in Gaza province, Mozambique was highly successful as it strengthened INGC capacity to effectively execute

its mandate disaster preparedness and recovery activities. UNDP has done exemplary work in supporting the strengthening of government institutions in Mozambique communities, empowering women for disaster risk management inclusion, livelihoods and managing disasters.

One of the main merits the evaluation highlights is the participatory, inclusionary and bottom-up design of the project. This unique methodology has made possible the identification of vulnerable communities and beneficiaries especially group of women, existing local coping strategies and context-specific priorities on inputs such as small livestock, seeds, tools and disaster preparedness kits. This kind of decentralised and participatory approaches offers the possibility for the communities selected stakeholders to include women's and men's differential local practices and indigenous knowledge. The enhanced women's presence in goats' project, disaster risk management committees' decision-making and knowledge production would assist people to better cope with the effects of floods in future. For example, given women's socially assigned responsibilities, such as livestock keeping in the Gaza Province, their knowledge on goat's local fodder (Moringa and mulberry) availability could bring added value to resource management equips and design of community-based adaptive/resilient solutions.

The women's roles as risk managers in the communities of the Gaza Province with regards to small livestock keeping is highly commendable. It has shown women's participation in activities in resilience building and roles they can play in disaster risk management committees at local level including post-disaster relief, task allocation along the lines of the gendered division have also been reinforced after floods. Beyond these benefits, the resilience of communities would be improved, and more importantly, the inclusion of gender issues could prevent bad effects of floods and its derived policy responses from reinforcing gender disparities in the long term. In moving forward, UNDP performance would be strengthened by improving coherence among its project, balancing the nature of upstream and downstream work, expanding partnerships and improving the quality of programme design to enhance sustainability.



## Recommendations

- Expansion of irrigation schemes in Guija (Nhatine) and Chokwe (Djodjo) districts, either through scaling up the disaster risk resilient livelihoods project or through engagement of new partners, is needed to increase coverage.
- While the programme has had success in increasing knowledge and improving attitudes in relation to disaster and disaster risk reduction, the overall percentage of respondents with good knowledge remain low indicating that further expansion of the program's awareness raising aspects within the disaster management committees is needed.
- Over-reliance on INGC for disaster risk reduction, preparedness and response activities needs to be limited and community capacity built up to address these issues in the long term.
- Improved tracking and measurement are needed to increase an understanding of the project's impact on community readiness and response to both rapid and slow onset disasters.
- The inclusion of gender issues has been demonstrated in the Disaster Risk Resilient Livelihoods project in Gaza Province as it has enabled people to build up resilience in the sampled communities in the four districts of Gaza province. Hence there is need to mainstream gender in all stages of the monitoring and evaluation stages of projects in order to deal with the challenges of gender policy evaporation.
- The United Nations Development Programme should reinforce the knowledge management aspect of INGC office work and use the outputs in advocacy, information sharing and constant update of the cooperation aspects of existing partners as well as the identification of new partnerships; maintain or strengthen relationships through building coalitions and joint programming exercises.
- Project beneficiaries trained during the project cycle who witnessed the project benefits need more guidance on practical aspects of integration their knowledge in disaster risk preparedness community level plans.
- There is a need to find ways of encouraging the youth (boys and girls) to take part directly in disaster risk resilient livelihoods project in future for sustainability purposes.

## **Key lessons learned**

- *The dynamics of collaboration initiatives:* Disaster Risk Management Committees used in flood disaster management can be a basis for establishing and strengthening relationships as was the case with UNDP and INGC. This collaboration laid a foundation and motivation for future development partnership in Mozambique and can be used in wider contexts.
- *Decentralised capacity:* Decentralising capacity within the disaster risk resilient livelihoods project can help support various training activities in INGC, responsible partners, at community level and district authorities.
- *Simulation exercises:* The simulations carried out at community level assist in improving preparedness and response capabilities and shape standard procedures among disaster risk management committees' members within the community.



- *Need to curb conditions allowing for elite capture of initiatives:* When disaster risk reduction and resilience livelihoods policies are not explicit and where there is no political will for these to be addressed equitably, there is a tendency for elite capture of higher-value resources (small livestock, use of local knowledge, conservation agriculture and disaster risk management committees) to the disadvantage of poor locals.
- *Building community resourcefulness:* A strong lesson emerging from these project initiatives is that it is possible to achieve substantial success in disaster-proof technologies, resilience building and resilient livelihoods initiatives with minimal or no cash injection. Development interventions that facilitate community/household resourcefulness are more beneficial than those focusing on direct provision/donation of cash and other resources. This will be a building block for project replicability, sustainability and resilience building.
- *Local leaders, beneficiaries, sustainability and resilience:* Inclusion of beneficiaries, local leaders and other local partners in key development and disaster risk preparedness decisions is critical in ensuring ownership and sustainability of project initiatives.
- *Strengths of collaboration and pooling of effort:* A closer collaboration between the stakeholders UNDP, Government departments, beneficiaries in promoting agriculture disaster preparedness activities would likely bring forward the benefits and increased the efficiency of project outcomes including technical soundness.
- *Benefits of multiple livelihoods:* Diversity in the interventions enables communities to have more information, capacity and skills for enhanced livelihoods security and well-being.
- *Working with local partnerships:* Increased attention to working with local partners especially the INGC as an implementing partner and other responsible partners like SDPI and SDAE has enhanced capacity to demonstrate results in the four districts. UNDP programming to respond to the government led efforts has helped to decentralise authority to the local levels.
- *Gender equality in disaster risk reduction:* Women participation in disaster risk management is very necessary for safety, increased livelihoods options and wellbeing as they are more concerned about their families and the community at large.
- *Mobilisation of resources through community leadership:* The community leaders are very important stakeholders especially at community level as they represent communities in some of the key decisions that are made with regards to programme implementation. During evaluation exercises it was noted that they acted as the entry point in the community. The mobilization of community and participation during the evaluation exercise was very good.
- *Monitoring and evaluation:* Participatory monitoring and evaluation systems should be promoted, as they are a solid foundation for more effective evaluation of any project being implemented in the community.
- Effective working partnerships are critical when it comes to evaluations, as they reflect on the organisation's capacity and ability to mobilize a critical mass of partners that enable achievement of objectives.
- *Women as community mobilisers:* Women play a critical role in mass community mobilization, and when supported play this important role more effectively.
- *User-friendly warning information and communication:* Improved user-friendliness of, and accessibility to, early warning information to promote timely and informed actions by disaster risk management decision-makers, practitioners and communities at different levels is required.

- *Local knowledge*: Enhanced understanding of locally available resources, including community embedded local knowledge and technologies, and their roles in systematic disaster risk management processes are of great importance.

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## **17. Annexures**

### **4.0 APPENDICES, DOCUMENTS AND MATERIALS CONSULTED**

#### **TOR**

##### **ANNEX 1- TERMS OF REFERENCES (ToR)**

###### **Terms of Reference (ToR) for Final Evaluation of the “Disaster Risk Resilient Livelihoods Recovery in Gaza Province”**

###### **A. Project Title “Disaster Risk Resilient Livelihoods Recovery in Gaza Province”**

###### **B. Project Description**

In response to the devastating floods that hit Mozambique from January to February 2013, UNDP Mozambique launched a two year project in support of disaster risk resilient livelihoods recovery of flood-affected communities in Gaza province. In close partnership with INGC at national, provincial and district levels, local government institutions, affected communities, the project attempted to restore an enabling environment for flood-affected communities in Gaza province to recover from the impact of the floods and “build back better” through three interlinked outputs.

4. Disaster resilient livelihoods and economic opportunities for the flood-affected people in Gaza Province restored and improved:
5. Capacity of local authorities and communities’ livelihoods recovery strengthened:
6. Coordination of livelihoods recovery by Early Recovery Cluster strengthened.

Toward this end, UNDP applied a community-based approach in Gaza province through restoring and developing capacity of local authorities and communities to lead the disaster risk resilient livelihoods recovery process. This project forms a part of the ongoing support that UNDP is providing to the government through INGC for disaster risk reduction and climate change adaptation. The project was implemented in two phases in line with Early Recovery framework: 1) to respond to the urgent needs with the interventions to help stabilize livelihoods and build the foundation for sustainable development pathways; 2) to further enhance and sustain medium-long term local economic recovery and development, building upon the foundation made through the phase I (first year).

The UNDP Evaluation Policy states that: Project evaluations assess the efficiency and effectiveness of a project in achieving its intended results. They also assess the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes. Terminal evaluations (TE) provide a comprehensive and systematic accounting of performance at the end of the project cycle, considering the totality of the effort from project design, through implementation to wrap up, also considering the likelihood of sustainability and possible impacts. The target audience for a terminal evaluation is project partners and beneficiaries, UNDP at country, regional and HQ levels, BCPR, UNDP Evaluation Office. The project in question is funded by BCPR and the project document was signed on June 2013. The duration of the project was meant to be until June 2015 as stipulated in the signed project document. The project requested for a no cost extension until December 2015 due to delays the project experienced with field implementation of certain activities.

###### **C. Scope of Work**

- Provide a comprehensive and systematic accounting of performance;

- Assess project design, implementation, likelihood of sustainability and possible impacts;
- Conduct an assessment/ stock taking of the achievements and impacts of the project with regards to the program objectives;
- Indicate project drivers and constraints to achieve the intended objectives;
- Assess the sustainability of current achievements and identify measures and recommendations to ensure long term sustainability in support of the national development process and poverty reduction priorities;
- Present lessons learned and selected best practices / core strengths. Give recommendations to build on and/or scale up the best practices for future projects to effectively support sustainable development;
- Conduct a needs-assessment with relevant institutions and sectors in order to identify future project possibilities;

Tasks to be conducted by the consultant and/or consultant team:

- Desk review of relevant documents (project reports, sector plans and strategies, Mozambique key DRR documents and policies and other relevant documentation ) – 4 working days;
- Interviews with strategic partners + focus groups + review of documents on site - 3 working days;
- Interviews and field work -7 working days;
- Writing up the reports (draft reports and final report), including incorporating comments from stakeholders – 7 working days (5 days for a draft; 2 working days for final report);

The following questions should be covered by the evaluation within the scope define in the current consultancy work:

***Project formulation:***

- Were the project's objectives and components clear, practicable and feasible within its time frame?
- Were the capacities of the executing institution(s) and its counterparts properly considered when the project was designed?
- Were lessons from other relevant projects properly incorporated in the project design?
- Were the partnership arrangements properly identified and roles and responsibilities

implementation Feedback from M&E activities used for adaptive management.

#### **Finance/co-finance**

- A forensic audit of the project accounts should be undertaken. This should assess the quality of budget management of the project. Budget analysis should be undertaken to assess expenditures against planned budget lines in the Total Budget and Work Plan (TB&WP). Variances between planned and actual expenditures for each project Outcome should be assessed as to whether they are commensurate with project outputs delivered and results, and reasons for any inconsistencies should be identified. Observations from financial audits as available should be considered. The consultant should prepare recommendations for improving control mechanisms if necessary.

#### **D. Expected Outputs**

- 1) **An inception report** should be prepared by the consultant and/or consultant team prior to the main evaluation mission. It should detail the consultants' understanding of the project being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report should annex the signed code of conduct agreement form.
- 2) **A draft evaluation report (see Annex 2 for outline)**, which includes the evaluation scope and method, findings, conclusions and recommendations. The report should cover the following five major criteria: relevance, efficiency, effectiveness, results and sustainability, applied to a) project formulation b) project implementation and c) project results. Draft evaluation report is expected to be submitted after 3 weeks from the start of consultancy work.
- 3) **A final evaluation report**, the draft final report is considered complete, in contractual terms, only when it has achieved acceptable standards. Final evaluation report is expected to be submitted after four weeks of entire period of the consultancy work.

The evaluation will properly examine and assess the perspectives of the various stakeholders. Interviews should include a wide array of interested persons including beneficiaries, local district authorities and technical officers involved, NGOs and INGC at provincial level. Field visits to the project sites in Gaza (Chókwè, Chibuto, Guijá, Xai-Xai) are expected. Decision regarding which sites to visit should be done jointly with the Country Office (CO) and project team. Data analysis should be conducted in a systematic manner to ensure that all the findings, conclusions and recommendations are substantiated by evidence. Appropriate tools should be used to ensure proper analysis (e.g. including a data analysis matrix that records, for each evaluation question/criteria, information and data collected from different sources and with different methodology). By the end of the evaluation mission and prior to submitting a first draft evaluation report, a wrap up discussion should be organized with the CO and project team to present initial findings and request additional information as needed.

#### **E. Institutional Arrangement**

- a) The consultant will be under supervision of the main IP team (INGC) team through project focal point and will also be supervised by UNDP project team and focal points in order to



ensure that expected results are achieved and key project information is provided in a proper format. The consultant will work directly with the project assistant, project focal points and district authorities in Gaza, including local communities where interviews will be conducted.

- b) As described above, the consultant will be requested to submit an inception report, draft of the field finding report and a final report to be approved by UNDP and INGC.
- c) Main partners and institutions to be interviewed by the consultant include: National Institute for Disaster Management (INGC), National Meteorology Institute (INAM), District Economic Activities Office (SDAE), Provincial Department for Agriculture (DPA), District Infrastructures office (SDPI); government authorities within targeted districts.
- d) The IP/ INGC is expected to provide basic facilities for the consultant and/or consultant team, which will include facilitate setting up meetings with stakeholders and partners; provide all necessary documentation of the project and necessary back up on information and guide on project objectives and main findings within the project life time.
- e) Other facilities, such as transport, accommodation, meals and extra trips within the field and in the main city will be covered by consultant fees.

#### F. Duration of the Work

An 'evaluation mission' should be scheduled, providing an intensive 21 days for the evaluation team to hold interviews and visit project sites, field data collection and analysis, and draft final report. The evaluation mission should be planned far enough in advance to enable interviews to be properly set up, especially to request meetings. A detailed plan for the mission should be included in the TE inception report, which should be revised based on CO, project team and IP inputs.

Working days are expected as follow:

- i. Desk review of relevant documents (Coping with Drought project reports, sector plans and strategies, Mozambique key Climate change and environmental documents and policies and other relevant documentation ) – 4 working days;
- ii. Interviews with strategic partners + focus groups + review of documents on site (3 working days);
- iii. Interviews and field work (7 working days);
- iv. Deliverables/ Writing up the reports:
  - **The inception report** is expected 4 days after the formal assignment of the TE.
  - **The draft evaluation report**, (5 days to write the draft) is expected to be submitted after 3 weeks from the start of consultancy work.
  - **Final evaluation report**, (2 working days for final report), is considered complete, in contractual terms, only when it has achieved acceptable standards. Final evaluation report is expected to be submitted after four weeks of entire period of the consultancy work.

Following the review of the draft evaluation report, the evaluation team should indicate how comments have been addressed in the revised evaluation report. The consultancy work is expected to **start in December 1, 2015 and final evaluation report to be submitted by December 21, 2015.**

- a) Estimated lead time for UNDP and project Implementing Partner to review outputs, give comments, approve/accept outputs to the draft TE report is 10 days.
- b) The time frame should be strictly followed as subsequent actions are dependent on this report, and serious consequence/impact of any form of delay in the completion of the work.

The Consultant/team will provide the following final products:

Products	Submission	Review and approvals
<b>Inception Report:</b> work methodology, staffing, list of literature (requested documents), list of institutions / individuals to meet etc. Work plan, indicating the timetable for the tasks to be conducted and by whom.	Within 4 days from the start of the assignment.	1 week from the submission – to be approved by UNDP Mozambique and INGC
<b>Draft report:</b> including the elements stipulated per the ToRs.	Within 3 weeks from the start of the assignment	10 days from the submission of inception workshop – to be approved by INGC and UNDP Mozambique
<b>Full final report,</b> incorporating the inputs provided to the draft report from the main implementing partners.	Within 4 weeks from the start of the assignment	1 week from the submission of the draft report– to be approved by UNDP Mozambique and INGC

#### G. Duty Station

The consultant/team is expected to conduct both desk review and field work in Maputo and Gaza Province, including: Guijá, Chókwè, Chibuto, and Xai-Xai Districts. The consultancy will be held for a period of four weeks (21 working days), including submission of both draft report and final reports to UNDP Mozambique and INGC. Relevant activities will include desk review, field work in the target Districts, and report writing as specified in sections D and F.

#### H. Qualifications of the Successful Contractor

- Minimum seven years of relevant experience with international development
- Work experience in disaster risk reduction and livelihoods is essential;
- Master degree in international development, disaster risk management, climate change or related background
- Good knowledge of main climate change and DRR challenges and gender issues in Mozambique and the interventions at national level to address these challenges;
- Good knowledge of key institutions, national coordination mechanisms and their mandates

## ANNEX 2- FINAL EVALUATION REPORT- SAMPLE OUTLINE REPORT

### Title and opening page

Provide the following information:

- Name of the UNDP project
- UNDP project ID#s.
- Evaluation time frame and date of evaluation report
- Region and countries included in the project
- Executing Agency and project partners
- Evaluation team members
- Acknowledgements

### Executive Summary

1 page that:

- Briefly describe the project evaluated
- Explain the purpose and objectives of the evaluation, including the audience
- Describes key aspects of the evaluation approach and methods
- Summarizes principle conclusions, recommendations and lessons

### Acronyms and Abbreviations

(See: UNDP Editorial Manual<sup>1</sup>)

### Introduction

- Purpose of the evaluation
  - Briefly explain why the terminal evaluation was conducted (the purpose), why the project is being evaluated at this point in time, why the evaluation addressed the questions it did, and the primary intended audience.
- Key issues addressed
  - Providing an overview of the evaluation questions raised .
- Methodology of the evaluation
  - Clear explanation of the evaluation's scope, primary objectives and main questions. The Evaluation ToR may also elaborate additional objectives that are specific to the project focal area and national circumstances, and which may address the project's integration with other UNDP strategic interventions in the project area
  - Stakeholders' engagement in the evaluation, including how the level of stakeholder involvement contributes to the credibility of the evaluation findings, conclusions and recommendations.
- Structure of the evaluation
  - Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users
- Evaluation Team
  - Briefly describing the composition of the evaluation team, background and skills and the appropriateness of the technical skill mix, gender balance and geographical representation.
- Ethics
  - The evaluators should note the steps taken to protect the rights and confidentiality of

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<sup>1</sup> UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

persons interviewed (see UNEG 'Ethical Guidelines for Evaluators' for more information).<sup>2</sup> Attached to this report should be a signed 'Code of Conduct' form from each of the evaluators.

#### **Project Description and development context**

- Project start and duration
- Problems that the project seeks to address
- Immediate and development objectives of the project
- Main stakeholders

#### **Findings**

(In addition to a descriptive assessment, all criteria marked with (\*) should be rated<sup>3</sup>)

#### **Project Formulation**

- Analysis of LFA (Project logic /strategy; Indicators)
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project implementation
- Stakeholder participation (\*)
- Replication approach
- Cost-effectiveness
- UNDP comparative advantage
- Linkages between project and other interventions within the sector, including management arrangements

#### **Project Implementation**

- The logical framework used during implementation as a management and M&E tool
- Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region
- Feedback from M&E activities used for adaptive management
  - Financial Planning
  - Monitoring and evaluation (\*)
  - Execution and implementation modalities
  - Management by the UNDP country office
  - Coordination and operational issues

#### **Project Results**

- Attainment of objectives (\*)
- Country ownership
- Mainstreaming
- Sustainability (\*)
- Catalytic Role
- Impact

#### **Conclusions, recommendations & lessons**

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

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<sup>2</sup> UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at:  
<http://www.uneval.org/search/index.jsp?q=ethical+guidelines>

<sup>3</sup> The ratings are: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory

- Best and worst practices in addressing issues relating to relevance, performance and success

Annexes

- TOR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

## Itinerary

Dia	Local	Instituição / Comunidade	Pessoas a Contactar	Assunto de Fundo
1	Xai-Xai	INGC	Exmo senhor Delegado – 848629200/828629200 – 9.30h	Todo o Projecto
		Hélder Amaral	<i>Concertação da agenda / Todo o projecto – 10.30h</i>	
		SDAE Xai-Xai	Bela Bambo – 824626930 / 845040485 13h	Sementes e caprinos
		SDPI Xai-Xai	Anastácio Johane (director SDPI Xai-Xai) Darcísio Mondlane – 845466160 / 823539960 14h	Kits de prontidão
2	Chókwe	SDAE	Director Mugabe – 823834580 17h Ercília Cau – 823994655 9h / Jaime 9h	Sementes e Caprinos
		SDPI e Regadio de Djodjo	Director Chivambo 16h – 828956430 – Ezequiel SDPI 8h	Regadio e kits de prontidão
		Comunidade de Hlate	Flavia – 827559077 – 11h	Sementes, caprinos e kits
3	Guijá	SDPI	Pascoal Jasse – 847644023 9h	Kits e regadio
		Regadio de Nhatine Beneficiarios Nhatine	Lider Chambal – 824278190 10h Hortencia – 872593841 11h	Regadio
		Serviços de Registos e Notariado	Juvenia – 824388550 14h	Registos de nascimento
4	Chibuto	SDPI	Simão Djedje– 862996260 9h	Sementes e caprinos
		Serviços de Identificação Civil Secretário Permanente do Distrito	Rosa – 824027035 10h Adolfo Macie	Re-emissão de BI's
		Comunidade de Mavonane	Extensionista Maria Ester – 826421552 11h	Sementes, caprinos e kits de prontidão
5	Xai-Xai	Comunidade de Totoe	Lider Totoe Mazuze – 826690713 10h	Sementes, caprinos e kits
		Serviços de Identificação Civil	Victória Tivane – 828802540 8h	Re-Emissão de BI's
		INGC	Hélder Amaral – 828454220 / 849466064 12h (?)	Todo o Projecto

# List of persons interviewed

## 1. Open-ended interviewed persons' lists

NAMES	POSITION/RESPONSIBILITY	PLACE	DATES
Bella Bambo	Director SDAE	INGC Offices in Xai Xai	25.04.2016
Anastacio Johannes	Director SDPI	SDPI offices in Xai Xai	25.04.2016
Darcisio Mondlane	Technician SDPI	SDPI offices in Xai Xai	25.04.2016
Manuel Maxlaicie	Delegate INGC	INGC Offices in Xai Xai	25.04.2016
Jaime Salvador Matavele	Technician SDPI	SDPI offices in Chokwe	26.04.2016
Pascol Jasse	Focal point SDPI	SDPI Offices in Guija	27.04.2016
Antonio Cossa	Elderly Key informant	Chiduachine community	28.04.2016
Adolfo Masiye	Permanent Secretary	Chibuto	28.04.2016
Helder Amaral	UNDP Project assistant	Xai Xai	29.04.2016
Marcela Ricupero	DRR/CCA Programme Specialist	UNDP Maputo	22.04.2016

## 2. Focus group discussions (FGDs) persons' lists

NAMES	RESPONSIBILITY/POSITION	PLACE/LOCATION	DATES
Laura Francisco	Disaster Risk Management Committee (Evacuation)	Hlati assembly in Chokwe community	26.04.2016
Jeremia Ubise	Disaster Risk Management Committee (Vice Coordinator)	Hlati assembly in Chokwe community	26.04.2016
Jose Matusse	Disaster Risk Management Committee (Flood Disaster Kit keeper)	Hlati assembly in Chokwe community	26.04.2016
Paulo Matavele	Disaster Risk Management Committee (Search and Rescue first responder)	Hlati assembly in Chokwe community	26.04.2016
Juana Mabasso	Disaster Risk Management Committee	Hlati assembly in Chokwe community	26.04.2016
Estina Ngonyama	Disaster Risk Management Committee	Lhaate assembly in Chokwe community	26.04.2016
Clementina Mabuta	Beneficiary goats, tools and seeds	Nhantine assembly point in Guija	27.04.2016
Caroline Kumayo	Beneficiary goats, tools and seeds	Nhantine assembly point in Guija	27.04.2016
Joana Mabasso	Beneficiary goats, tools and seeds	Nhantine assembly point in Guija	27.04.2016
Sara Maposa	Beneficiary goats, tools and seeds	Nhantine assembly point in Guija	27.04.2016
Restina Mabundo	Beneficiary goats, tools and seeds	Nhantine assembly point in Guija	27.04.2016
Maria Ngonyama	Beneficiary goats, tools and seeds	NhGuija	27.04.2016
Eriketa Zita	Beneficiary goats, tools and seeds	Nhantine assembly point in Guija	27.04.2016
Argentina	Beneficiary goats, tools and seeds	Nhantine assembly point in Guija	27.04.2016

Salvador Bila	Disaster Management Committee (Coordinator)	Mavonane Assembly point in Chibuto	28.04.2016
Silvestre Bila	Disaster Management Committee (Responsible for Kit)	Mavonane Assembly point in Chibuto	28.04.2016
Eugénio Cossa	Disaster Management Committee (Search and Rescue)	Mavonane Assembly point in Chibuto	28.04.2016
Armando Mucavele	Disaster Management Committee member	Mavonane Assembly point in Chibuto	28.04.2016
Paulo Nelson Cossa	Disaster Management Committee (Damage Assessor)	Mavonane Assembly point in Chibuto	28.04.2016
Palmira Armando Mucavele	Beneficiary goats, tools and seeds	Mavonane Assembly point in Chibuto	29.04.2016
Virgínia Uqueio –	Beneficiary goats, tools and seeds	Mavonane Assembly point in Chibuto	29.04.2016
Delfina Hlaluco –	Beneficiary goats, tools and seeds	Mavonane Assembly point in Chibuto	29.04.2016
Sozita Issai Zimba	Beneficiary goats, tools and seeds	Mavonane Assembly point in Chibuto	29.04.2016
Julieta Manuel Nganhane	Beneficiary goats, tools and seeds	Mavonane Assembly point in Chibuto	29.04.2016
Albertina Duvane –	Beneficiary goats, tools and seeds	Mavonane Assembly point in Chibuto	29.04.2016
Ana Ofisso Bila –	Beneficiary goats, tools and seeds	Mavonane Assembly point in Chibuto	29.04.2016
Palmira Armando Mucavele	Beneficiary goats, tools and seeds	Mavonane Assembly point in Chibuto	29.04.2016



## **Lists of document reviewed**

- 2013 Plan of Action for Disaster Risk Reduction and Management in Agriculture (2014 – 2016)
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- 2013 Resilient livelihoods disaster risk reduction for food and nutrition security
- 2013 Disaster Risk Resilient Livelihoods Milestone/Progress Report
- 2013 Southern Africa Development Community (SADC) Agriculture Regional Policy
- 2014 Disaster Risk Resilient Livelihoods Milestone/Progress Report
- 2014 Report on National Assessment on Mainstreaming Disaster Risk Reduction
- 2014 Baseline Study Report, Early Livelihood Recovery Project in Gaza Province (2013 – 2014).
- 2014 Disaster Risk Resilient Livelihood Recovery in Gaza Province Annual Report
- 2015 Disaster Risk Resilient Livelihood Recovery in Gaza Province Annual Report
- 2015 Baseline Study Report, Early Livelihood Recovery Project in Gaza Province (2013 – 2014).
- (DRR) Measures in Mozambique
- Mozambique Disaster Risk Management Policy
- Community Developed Maps
- UNDP and INGC Planning minutes
- Beneficiary lists
- Financial records

## Data-collection tools

1. Primeira Lista de Perguntas: Entrevista para Informante Chave (para o Projecto do PNUD Moçambique e Pessoal do Parceiro e Informantes Chave – Líderes Tradicionais, Departamentos do Governo, Defensores do Projecto)

Perguntas	Descobertas
<b>2.1 Relevância</b>	
a) Explique por que e como foi/está envolvido neste projecto	
b) Como é que o projecto se relacionou às prioridades locais e nacionais na redução de risco de desastre, resiliência, redução da pobreza, meios de vida, mudanças climáticas e sustentabilidade ambiental?	
c) Quão relevantes foram as intervenções do projecto?	
d) Comente sobre a participação de tipos diferentes de pessoas no projecto (mulheres, velhos, raparigas, rapazes, portadores de deficiência, pessoas vivendo com HIV e SIDA).	
<b>2.2 Impacto e sustentabilidade</b>	
a. Como é que o projecto contribuiu para o aumento de: (i) meios de vida resilientes à redução de risco, (ii) segurança alimentar, (iii) produção agrícola diversificada (iv) protecção florestal? Dê exemplos.	
b. O programa abordou o grupo alvo pretendido e qual foi a cobertura real?	
c. Que diferença o programa trouxe para melhoria da vida da comunidade, das mulheres, dos velhos e dos jovens nele envolvidos.	
d. Qual foi o impacto geral do programa e como é que se compara com o que se esperava?	
e. Quem eram os beneficiários directos e indirectos/mais amplos do programa?	
f. Na sua opinião, a comunidade irá continuar a se organizar de forma como o projecto estabeleceu se o apoio do PNUD Moçambique cessar? Porquê?	
g. Que diferença se fez às vidas daqueles envolvidos no programa?	
h. Qual foi a contribuição do projecto para: (i) Redução de risco do desastre (ii) Segurança alimentar (iii) Redução da pobreza (iv) Produção agrícola diversificada (v) Protecção florestal e fontes diversificadas de energia? (providencie números reais)	
i. Descreva a natureza de treinamento de que beneficiou?	
j. O que é que cada família recebeu em termos de: (i) Treinamento e (ii) Insumos	

<b>2.3 Eficácia</b>	
a) As intervenções alcançaram ou têm probabilidade de alcançar os objectivos?	
b) Até que ponto os objectivos do projecto foram alcançados? Percentagem de alcance: i) Meios de vida resilientes à redução do disastre ii) Produção agrícola diversificada iii) Segurança alimentar iv) Proteção florestal v) Histórias mais significantes sobre estratégias de resiliência.	
c) Quais são as lacunas?	
d) Qual é a sua opinião sobre a forma como o projecto está ser operacionalizado/implementado? Como é que poderia ser melhorado?	
<b>2.4 Eficiência</b>	
a) Quão bom os arranjos de parceria e gestão funcionaram e como desenvolveram com o decorrer do tempo?	
b) Os riscos foram adequadamente identificados e bem geridos?	
c) Que mecanismos de M&A foram estabelecidos para avaliar o resultado e o impacto?	
d) Até que ponto acha que a comunidade e outros parceiros/intervenientes apropriam-se ao projecto?  Justifique a sua resposta	
<b>2.5 Igualdade</b>	
a) Identifique e mostre evidência de até que ponto o programa teve impacto positivo na vida das mulheres, órfãos e grupos socialmente excluídos, incluindo pessoas portadoras de deficiências e pessoas vivendo com HIV e SIDA?	
b) Como é que o programa activamente promove/promoveu igualdade de género entre estes grupos?	
c) Qual é/foi o impacto do programa em outros grupos desfavorecidos ex. crianças, jovens e velhos?	
<b>2.6 Valor pelo dinheiro</b>	
a) De forma geral, o programa representa bom valor pelo dinheiro? Explique.	
a) Que planos há para continuação do impacto alcançado conforme o fim do projecto?	
b) Como irá sustentar os benefícios do programa depois do encerramento do financiamento?	
c) Que estratégias iriam apoiar a sustentabilidade do programa?	
<b>2.7 Replicabilidade</b>	
a) Quão replicável é o processo que introduziu mudanças/impacto? Refira especialmente aos aspectos inovadores replicáveis.	
b) Que aspectos do programa podem se replicar em outros lugares?	
c) Sob que circunstâncias e/ou em que contextos o programa poderia se replicar?	
d) Comente sobre o percurso do projecto desde o início até ao fim. Houve	

grandes mudanças do foco/plano original? O que causou estas mudanças?	
e) Até que ponto envolveu a comunidade na formulação e implementação destas e outras mudanças deste projecto?	
<b>2. 8 Lições aprendidas</b>	
a) Quais foram os sucessos principais deste projecto?	
b) Que lições foram aprendidas da implementação deste programa?	
c) Que lições foram aprendidas no impacto de parceiros beneficiários?	
d) Quais foram os factores que facilitaram?	
e) Quais foram os factores constrangedores?	

1. Question Schedule One: Key Informant Interview (for UNDP Mozambique Project and Partner Staff and Key Informants – traditional leaders, Government Departments, project champions)

Questions	Findings
<b>2.2 Relevance</b>	
e) Explain why and how you were/are involved in this project	
f) How did the project relate to national and local priorities on disaster risk reduction, poverty reduction, resilient livelihoods, climate change and environmental sustainability?	
g) How relevant were the project interventions?	
h) Comment on the participation of different types of people in the project (women, the elderly, girls, boys, the disabled, PLWHA).	
<b>2.3 Impact and sustainability</b>	
k. How did the project contribute to increased (v) Disaster risk resilient livelihoods, (vi) food security, (vii) diversified agricultural production (viii) forest protection? Give examples.	
l. Did the programme address the intended target group and what was the actual coverage?	
m. What difference did the programme make in improving the lives of communities, women, the elderly and youth involved in the programme?	
n. What was the programme's overall impact and how does this compare with what was expected?	
o. Who were the direct and indirect/wider beneficiaries of the programme?	
p. In your opinion, would the community continue organizing themselves in the way the project set the tone if UNDP Mozambique support was withdrawn? Why?	
q. What difference has been made to the lives of those involved in the project/programme?	
r. What was the contribution of the project to (vi) Disaster risk reduction (vii) Food security (viii) Poverty reduction? (ix) Diversified agricultural production? (x) Forest protection and diversified energy sources? (give actual numbers)	
s. Describe the nature of training that you benefited from?	

t. What did each individual household receive in terms of (iii) Training and (iv) Inputs	
<b>2.3 Effectiveness</b>	
d) Have interventions achieved or are likely to achieve objectives	
e) Extent to which project objectives have been achieved? Percentage of achievement: vi) Disaster risk resilient livelihoods vii) Diversified agricultural productions viii) Food security ix) Natural resources/Forest protection x) Most significant stories in resilience strategies.	
f) What were the gaps?	
d) What is your opinion on the way the project was run/implemented? How could it have been improved?	
<b>2.4 Efficiency</b>	
d) How well did the partnership and management arrangements work and how did they develop over time?	
e) Were the risks properly identified and well managed?	
f) What M&E mechanisms to assess outcome and impact are in place?	
d) To what extent do you think the community and other partners/stakeholders own the project?  Justify your answer	
<b>2.5 Equity</b>	
d) Identify and show evidence of the extent to which the programme had a positive impact on the lives of women, orphans socially excluded groups, including people with disabilities and people living with HIV and AIDS?	
e) How does/did the programme actively promote gender equality among these groups?	
f) What is/was the impact of the programme on other disadvantaged groups e. g children, youth and the elderly?	
<b>2.6 Value for money</b>	
b) Overall, did the programme represent good value for money? Explain	
d) What plans are there for the continuation of the impact achieved following the end of the project?	
e) How will you sustain the benefits of the programme after the funding stops?	
f) What strategies would support sustainability of the programme?	
<b>2.7 Replicability</b>	
f) How replicable is the process that introduced the changes/impact? Refer especially to innovative aspects which are replicable.	
g) What aspects of the programme are replicable elsewhere?	
h) Under what circumstances and/or in what contexts would the programme be replicable?	
i) Comment on the direction of the project from the beginning up to the end? Were there any major changes from the original focus/plan? What caused these changes?	
j) To what extent did you involve the community in the formulation and implementation of these and any other project changes?	
<b>2.8 Lessons learnt</b>	
f) What were the major successes of this project?	

g) What lessons have been learnt from implementing the programme?	
h) What lessons have been learnt on the impact of benefiting partners?	
i) What were the facilitating factors?	
j) What were the constraining factors?	

## Evaluation Team

**Table 4:** Tasks for the evaluation

Name	Tasks allocated in Assignment
Dr Wilfred Lunga	Lead Consultant Areas of speciality - (Financial/budget management, Learning and Disaster Risk Reduction component, livelihoods, research methodology, qualitative, grounded theory, quantitative design and data analysis) -Leading fieldwork in the Gaza Province -Production of inception report -Development of data-collection tools -CollatinReduce font sizeg data for drafting evaluation report -Quantitative and qualitative data analysis -Analysis of project financial management -Writing draft and final report
Research Assistant	-Changana language interpretation -Data collection -Data collation and initial data analysis -Initial report writing
UNDP	-Logistics
INGC	-Focal point linking the consultant with government institutions and beneficiaries.