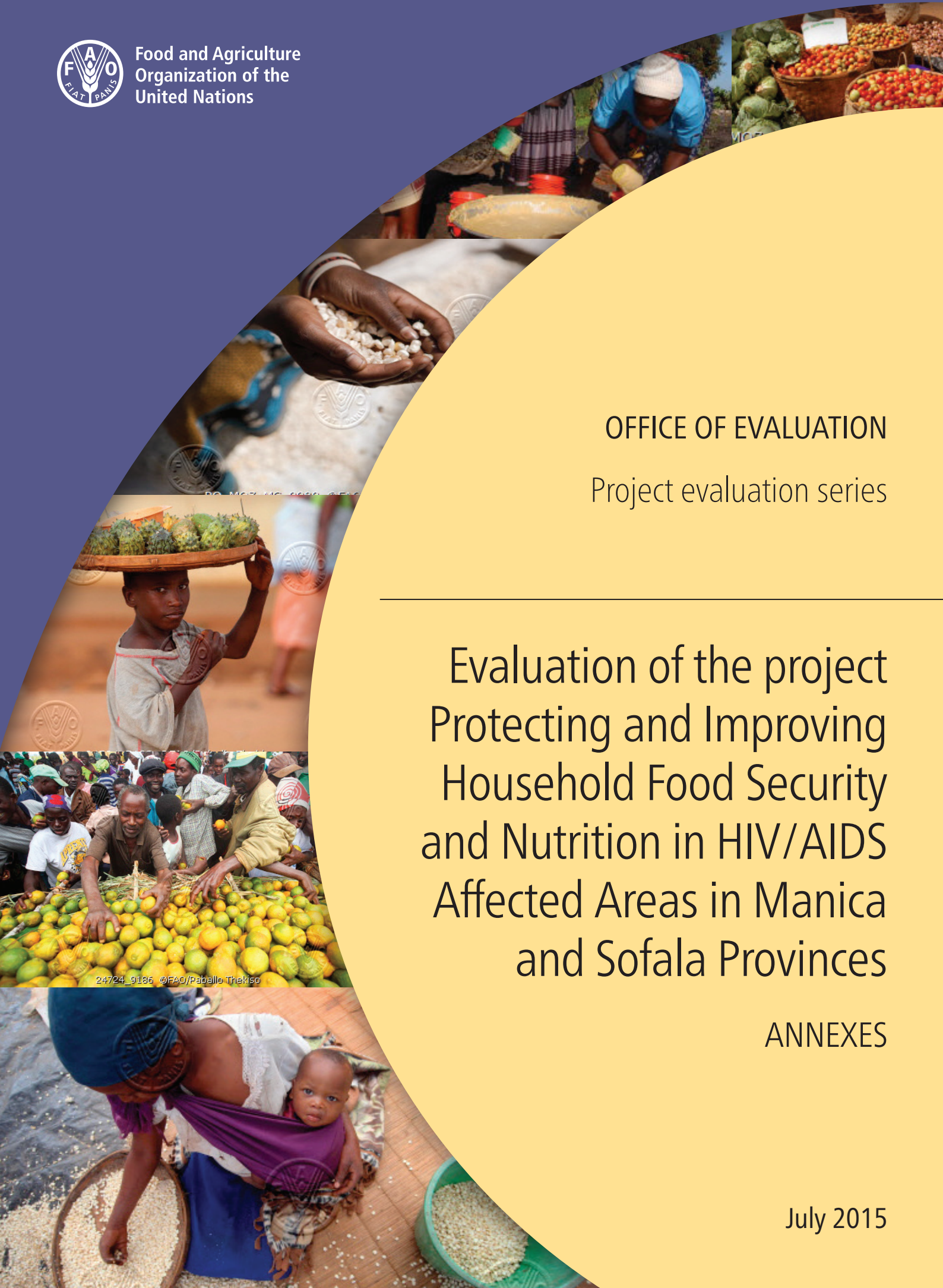




Food and Agriculture
Organization of the
United Nations



OFFICE OF EVALUATION

Project evaluation series

Evaluation of the project Protecting and Improving Household Food Security and Nutrition in HIV/AIDS Affected Areas in Manica and Sofala Provinces

ANNEXES

July 2015

PROJECT EVALUATION SERIES

**Evaluation of the project
Protecting and Improving Household Food
Security and Nutrition in HIV/AIDS Affected
Areas in Manica and Sofala Provinces**

ANNEXES

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION**

July 2015

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

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[GCP/MOZ/079/BEL](#)

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Acronyms and abbreviations

BR	Budget Revision
BSF	Belgium Survival Fund
BTO	Backstopping Technical Officer
CBNRM	Community-Based Natural Resource Management
CBO	Community Based Organisation
CNCS	National AIDS Council
DDS	District Directorate of Health
DPA	Provincial Directorate of Agriculture
DPE	Provincial Directorate of Education
DPS	Provincial Directorate of Health
ESAN II	National Food Security and Nutrition Strategy
ET	Evaluation Team
ETD	District Technical Team
FAO	Food and Agriculture Organization
FBO	Faith Based Organization
FFS	Farmer Field School
FPMIS	Field Programme Management Information System
FSN	Food Security & Nutrition
GDP	Gross Domestic Product
GoM	Government of Mozambique
JFFLS	Junior Farm Field and Life School
LOA	Letter of Agreement
LTO	Lead Technical Officer
M&E	Monitoring & Evaluation
MDG	Millennium Development Goal
MEC	Ministry of Education
MINAG	Ministry of Agriculture
MISAU	Ministry of Health
MMAS	Ministry for Women and Social Affairs
NGO	Non-Governmental Organisation
NRMC	Natural Resources Management Committee
OED	FAO's Office of Evaluation
PARPA II	Second Action Plan for the Reduction of Absolute Poverty
PASAN	Action Plan for Food and Nutritional Security
PCU	Project Coordination Unit
PDH	Provincial Directorate of Health
PLWHA	People living with HIV/AIDS
PME	Planning, Monitoring & Evaluation
ProDoc	Project Document
PROFASA	Programme for Families without Illiteracy
RENAMO	Mozambican National Resistance
SDAE	District Services of Economic Activities
SDEJT	District Education Service
SDSMAS	District Services of Health, Women and Social Action

SETSAN	Technical Secretariat for Food Security and Nutrition
ToT	Training of Trainers
TRM	Tripartite Review Meetings
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEG	United Nations Evaluation Group

Annex 1. Terms of reference

Background of the project

- 1 Mozambique lies along the south-eastern coast of Africa with an area of 801,590 km², where agricultural areas in Mozambique account for approximately 62% of the total area; which are mainly found in the northern and central provinces of the country where the climate is more favorable for agricultural production. Women are the main agricultural labor force. The country is categorized as a low income country and ranked 178 out of 187 countries in UNDP's Human Development Report for 2014. The country has an estimated population of 25.83 million people as of 2013; with 54.7% of the population living below the national poverty line. Over 70% of the population lives in the rural areas, and they predominantly rely on agriculture as their main means of livelihood. UNAIDS in Mozambique estimated the prevalence of HIV/AIDS in 2013 amongst those aged 15-49 years to be 10.8%.
- 2 The overall development objective of the GCP/MOZ/079/BEL project was thus to protect and improve the food and nutrition security of vulnerable households found in areas affected by HIV/AIDS in Manica and Sofala provinces. The immediate objectives to be achieved were:
 - Strengthened local institutional capacity to leverage resources for the design and implementation of more effective nutrition and food security interventions in areas affected by HIV/AIDS and other infectious diseases
 - Improved interventions that safeguard livelihoods and protect and improve nutrition and food security of vulnerable households in areas affected by HIV/AIDS and other infectious diseases, and
 - Improved knowledge, attitudes, practices and behaviors related to nutrition and health, including HIV/AIDS and other infectious diseases, leading to improved nutritional intakes and better dietary utilization.
- 3 Some of the key activities (Annex 1) planned under this project included:
 - a. Establishment of community development funds and respective procedures to fund community micro-projects
 - b. Assist community self-help groups or networks dealing with the effects of HIV/AIDS and other infectious disease identify, plan and implement community micro-projects that have a positive impact on their food security and nutrition situation
 - c. Training on, 1) Planning and managing of improved home gardens, 2) Labour saving agricultural technologies and practices (E.g. conservation agriculture, small-scale irrigation), and 3) Farmer Field School (FFS) and Junior Farmer Field and Life School (JFFLS) approach
 - d. Selection and promotion of less labour intensive; more nutritious crops and varieties
 - e. Training on; identification and management of small business ventures, and development of savings and loan groups and related skills
 - f. Strategy development for the promotion of appropriate food and dietary practices for people living with HIV/AIDS using FAO's and other available nutrition guidelines for care and support for People Living with HIV/AIDS
- 4 The institutional set up of project GCP/MOZ/079/BEL was pinned on national, provincial and district level coordination. Nationally, the National Directorate for Extension Services was designated as the focal point to be part of the coordination team of the project. At provincial level, the head of extension services from Provincial Directorate for Agriculture provided overall oversight on the project implementation. Provincial level Steering Committees were set up to meet periodically to assess implementation progress and approve plan of activities. The project also envisaged maintaining contact with the national and provincial SETSAN (Technical Secretariat on Food Security and Nutrition) to systematically share lessons learned during the life of the project.

- 5 The initial approved budget was US\$6 million, but the final amount became 5.035.008 US\$. The project has had 2 different phases: from March 2005 to February 2009 and the second one, after almost 2 years, from October 2010 to December 2014. The budget approved for the second phase of the project corresponding to the period for this final evaluation was US\$ 2,622,222. However, of the budget value approved, only US\$ 1,659,716 was received. The residual budget as at 26/Feb/2014 in FPMIS (Field Programme Management Information System) was US\$ 86,522.

Key events

- 6 The project started in March 2005 with an initial duration of 4 years. In November 2005 a Tri-Partite review meeting was held in Beira where they selected the project's sites: 8 districts in 2 provinces (Manica and Sofala), 4 in each.
- 7 The first Project Coordinator was appointed in December 2005. Between December 2005 and February 2009. Several coordinators followed each other in a short period of time.
- 8 The final phase of this project initiated in October 2010; more than one year after the conclusion of the main phase in February 2009. It consolidated and scaled-up the initiatives to improve the nutrition and food security situation at household and community level in selected districts of Manica (Gondola and Macossa) and Sofala (Gorongosa and Caia) provinces. These initiatives included, (i) Agricultural extension services through the Farmer Field School (FFS) and Junior Farmer Field and Life School (JFFLS) methodologies, (ii) Natural resources management at community level; and (iii) Nutrition education.
- 9 Due to delays in the approval of the new budget for the final phase, activities started using the limited savings achieved from the previous phase. For this reason, only the agricultural component started; for which part of the technical team (FFS Specialist) and the Administrative Assistant was recruited. The program was also restricted to Gondola district in Manica Province, and Gorongosa and Caia districts in Sofala Province.
- 10 The funding constraints of the project were solved in October 2011; thus allowing for the recruitment of the rest of the project team i.e. Project Coordinator, Monitoring and Evaluation Specialist, and Forestry Expert who initiated the rest of the activities in 2012. However, project activities significantly decreased in the last quarter of 2013 due to the security situation in the region.
- 11 During the Tripartite Review Meeting in July 2014 the possibility of a non-cost extension of the project was discussed. But, in August 2014, FAO received an official notification from the BFFS communicating closure of the project at the end of December 2014; and suspension of further disbursement of the last tranche of project funds.

Main results

- 7 training courses for FFS Facilitators involving 252 farmers and 10 extension officers were conducted
- 262 FFS were established in Caia, Gorongosa and Gondola districts
- 540 FFS were assisted by the project (Inclusive of 278 FFS from the previous phase and from other projects) in Caia, Gorongosa, and Gondola districts
- 10 Letters of Agreements (LoAs) were signed with the Provincial Directorates of Agriculture (DPA) of Manica and Sofala provinces, and with the Economic District Services Department (SDAE) of Caia, Gorongosa, Gondola and Macossa districts for capacity reinforcement to follow the implementation of the FFS activities in the areas covered by the project
- A training course was conducted for a total of 17 artisans from Caia (5), Gorongosa (8) and Gondola (4) districts on the construction of improved family silos "Gorongosa type"; through which a total of 18 silos were constructed amongst the communities
- 12 extension officers and 2 project staffs were trained in post-harvest management

- 2 training courses on sustainable natural resource management were conducted for 80 members of Natural Resource Management Committees from Macossa (50) and Gorongosa (30) districts;
- 37 communities got involved in Natural Resources Committees (NRC); Caia 9, Gorongosa 10, Macossa 6 and Gondola 11
- 2 training courses in beekeeping were held in Macossa and Caia districts involving 30 local bee-keeping association members from each district. Beekeeping equipments (beehives, protective beekeeping clothing, hive tool, bee smoker and bee feeder) were distributed
- 83 model mother and 7 community leaders were trained in practical food preparation using local food/products
- A theatre drama group was reactivated to support bushfire awareness campaigns by 2 natural resources committees of Dunda and Mussanganze (district of Macossa) involving about 400 participants and 2 natural resources committees in Caia district involving about 120 committee members
- Training on small business creation was conducted in Caia district for 30 members of the JFFLS associations
- In Gorongosa district, 172 practical training sessions on nutrition focused on the preparation of meals with local products were conducted by nutritionists from the health sector involving 1,729 breastfeeding mothers, 274 pregnant women and 162 men.
- 8 FFS were graduated and transformed into associations
- Manual for FFS Facilitators on the nutrition component was prepared
- Two Tripartite Review Meetings (TRM) were held in June 2012 in Beira and July 2014 in Chimoio where results from the project were presented, work plan and budget for the following year was approved.

Purpose of the evaluation

- 12 The overall purpose of this evaluation is to provide accountability to the donor and the various stakeholders in terms of providing evidence on value for money in the action(s) undertaken by demonstrating whether project objectives were met and resources were wisely utilized. As lessons learned, the evaluation is expected to highlight how any noted unforeseen negative effects of the project were resolved, identify areas of improvement, clarify problems faced, obtain feedback, appraise the interventions and gain recognition which may influence future resource mobilization efforts for similar actions/interventions. The findings of this evaluation are expected to serve as lessons learned for other projects being implemented through FAO Mozambique; but more specifically, it will guide the continued implementation of the project GCP/MOZ/116/BEL; which is another project funded by the Belgian government through BFFS.

Evaluation framework

Scope

- 13 The need to conduct a final evaluation for GCP/MOZ/079/BEL was factored in during the formulation of this project. As such, this final evaluation will cover the period March 2005 to December 2014. Field activities have already been wrapped up and administrative paperwork and reporting is on-going. The geographical area to be covered by this evaluation is limited to the four districts in each the provinces of Manica and Sofala where the activities were implemented. However, gaining access to engage in depth evaluation of the action in Sofala Province may be dictated by sanctioning of security clearance by the United Nations Department for Safety and Security (UNDSS); owing to the historical security concerns associated with Sofala Province.
- 14 The unit of analysis will be the entire project but focusing on the project outputs and the delivery processes; which are the planned activities to achieve respective outputs. The evaluation is expected to demonstrate contribution of the various outputs to their respective immediate objectives and the development objective.

Evaluation criteria and key evaluation's questions

- 15 The evaluation should answer the following key question:
- a. What have achieved the project as a result of its long live?
 - b. To what extent the GCP/MOZ/079/BEL strategies constitute the most appropriate mechanism in providing development services and developing capacities? Are the tools and strategies implementes by the project the most adequate to fulfill its objectives?¹
- 16 The project will be critically assessed through the internationally accepted evaluation criteria, i.e. relevance, efficiency, effectiveness, impact, and sustainability. In line with the new FAO project cycle, the evaluation will assess compliance with the following UN Common Country Programming Principles: Human Rights Based Approaches (HRBA)/ Right to Food/ Decent Work; Gender equality, Environmental sustainability, Capacity Development and Results Based Management.

Evaluation issues

I. Relevance

- 17 The evaluation will assess the overall relevance of the project, covering, in braod terms, its entire programmatic and geographic scope:
- a. Has the project GCP/MOZ/079/BEL addressed adequately the Mozambique's national development priorities on Mozambique, especially in reference to the needs of the population? To what extend has the project support the UNDAF goals at country level? Did the project respond to the FAO's strategic priorities at country level and a global level?
 - b. Were the objectives and achievements of the project consistent with Belgium development policies?
 - c. Is the theory of change underpinning the project sufficiently realistic and robust to address adequately the problems identified? Is the Logical Framework clear, coherent and realistic? (The causal relationship between inputs, activities, outputs, expected outcomes and impact; Validity of indicators, assumptions and risks; Approach and methodology; Resources (human and financial) and duration; Stakeholder and beneficiary identification and analysis; Institutional set-up and management arrangements)
 - d. Were the different stakeholders and the beneficiaries properly identified and analyzed? Theirs capacities and needs?
 - e. Has the project formulation mainstreamed the gender approach? Were the different needs according to the sex taking into account for the project formulation? To what extent were gender equality considerations reflected in project objectives and design to address the needs, priorities and constraints of both women and men, and in the identification of beneficiaries?
 - f. What was the relevance of and possible synergies between this project and others FAO's project in the area or projects from others institutions?

II. Efficiency

- 18 The efficiency of a program id defined by how well the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness. The evaluation will cover efficiency-related issues, particularly in order to understand management arrangements and the operation realities of the project and its linkages with others FAO projects. Comparison should be made against what was planned.
- g. Hoe well did the activities transform the available resources into the intended outputs/ outcomes, in terms of quality and time?

¹ This is important considering that there is another FAO Project by the same donor implementing a similar structure in the Gaza province in Mozambique

- h. How well has the project perform in terms of elaborating and implementing work plans? How well quality, realistic and focused were the work plans?
- i. Can the cost of the project be justified by the results?
- j. Where the contributions by the partner country and the donor provided as planned?
- k. Was efficient the project management, in terms of technical assistance, staff management and monitoring? Quality of the day-to-day management? Were possible problems in implementation adequately addressed?
- l. To what extent the monitoring and feed-back loop was able to improved management and operations?
- m. How appropriate was the institutional setup of the project to support it administratively and technically at country, regional and global level?
- n. What was the quality of work planning, monitoring and reporting incl. use of indicators, resource and personnel management, financial management, cooperation and communication between stakeholders?

III. Effectiveness

- 19 The effectiveness is a measure of the merit or worth of an activity, e.g., the extent to which a development outcome is achieved through interventions. The extent to which a programme or project achieves its planned results, i.e., goals, purposes and outputs, and contributes to outcomes.
- o. What is the overall effectiveness of the project, actual or potential, in attaining its intermediate/specific objectives? Is the quality and quantity of the produced results and outputs in accordance with the plans?
 - p. How are the results applied by the beneficiaries and other intended stakeholders?
 - q. Has the project increase the capacity of District level staff and other service-providers to design, implement and expand food and nutrition security interventions? And of Community stakeholders and networks to prioritize, design, implement and manage food and nutrition security interventions?
 - r. To what extend has the project contribute to strength the capacity of policymakers and programe planners to apply multi-disciplinary participatory approaches and effectively leverage resources for the design and implementation of nutrition and household food security interventions?
 - s. Is it strengthened the Capacity of extension staff and other community advisers to design and technically support livelihood diversification interventions for vulnerable households, including orphan headed households, using participatory methods?
 - t. What are the opportunities identified for income generating activities? To what extent was effective the technical and financial support provided through CDF grants to start small businesses and savings and loan groups?
 - u. Were adequate and culturally appropriate the education and communication materials and messages related to nutrition and health, including HIV/AIDS and other infectious diseases such as malaria, tuberculosis and diarrhea, developed and disseminated through a variety of communication channels to raise awareness and promote behavioral change?
 - v. In general, have the planned benefits been delivered and received, as perceived by all key stakeholders?
 - w. Were risks appropriately managed, including flexible adaptation to unforeseen situations?
 - x. Did the project use FAO's normative and knowledge products?

IV. Analysis of the application of the UN common country programming principles, cross-cutting themes, and of the humanitarian principles and minimum standards in the case of emergency projects

- 20 Gender aspects should be taken very carefully into account when carrying out an evaluation. The following questions regarding gender should be considered:
- y. Are the beneficiaries clearly identified? Sub-groups, socio-economic status, etc., "poor" and "women" are not homogenous groups, so are more details needed?

- z. Where relevant, how well does the project take account of gender roles in community management?
 - aa. How well does it address gender-related needs that are (i) practical: access to food, water, shelter; social services; paid work (ii) strategic: reducing inequalities in access to certain services; (iii) politics, rights to land and property; credit; education, etc.?
 - bb. Does the programme respond to real needs formulated by the intended beneficiary groups?
 - cc. Have appropriate delivery modes for services to reach all beneficiary subgroups been identified and implemented?
 - dd. Has the traditional division of tasks been taken into consideration?
 - ee. Have changes (by the project) to workload been considered?
 - ff. Who has access/control of project inputs?
 - gg. Is training provided to the right groups, given the project's objectives?
 - hh. Do women/other vulnerable groups participate in the different phases of project implementation?
 - ii. Are monitoring and information-gathering gender differentiated?
 - jj. Are gender aspects in the project mainstreamed or are there specific services for women?
 - kk. To what extent were gender equality considerations taken into account in project implementation and management?
 - ll. How could better results have been achieved? How could beneficiary participation as between women and men have been improved?
 - mm. Has the project foreseen that gender relations and equality would be affected by the project? Did it accomplished?
- 21 Capacity Development refers to the process by which individuals, groups, organizations and countries develop, enhance and organize their systems, resources and knowledge, all reflected in their abilities, individually and collectively, to perform functions, solve problems and set and achieve objectives.
- 22 Analysis of the adoption of the Human-Rights Based Approach, namely:
- nn. Has the project integrated the Right to Food dimension and principles, in its design, implementation and results?
 - oo. Was the integration of decent rural employment concerned in the design, implementation and results of the project?
- 23 Analysis of how environmental impacts were taken into consideration and addressed, following the steps and criteria contained in the FAO Environmental Impact Assessment guidelines.
- pp. Was environmental damage done by or as a result of the project?
 - qq. Did the project respect traditional ways of resource management and production? • Were environmental risks managed during the course of the project? Will these continue to be managed?
 - rr. Overall, will the environmental effects of the project's activities and results jeopardize the sustainability of the project itself or reach unacceptable levels?

V. Sustainability

- 24 Durability of positive programme results after the termination of that programme.
- ss. To what extent were the project strategies led by a concern to ensure sustainability?
 - tt. Have the benefits produced by the programme been maintained?
 - uu. What are the prospects for sustaining and up-scaling the project's results by the beneficiaries and the host institutions after the termination of the project?
 - vv. Institutional, technical, social and economic sustainability of proposed technologies, innovations and/or processes;

- ww. Expectation of institutional uptake and mainstreaming of the newly acquired capacities, or diffusion beyond the beneficiaries or the project;
- xx. What are the possible factors that enhance or inhibit sustainability?

VI. Impact

- 25 Overall impact of the project, actual or potential, positive and negative, produced directly or indirectly, intended or unintended; and overall contribution of the project to FAO Country Programming Frameworks, Organizational Result/s and Strategic Objectives, as well as to the implementation of the corporate Core Functions.
 - yy. Has progress been made towards achieving the overall development objective of the programme?
 - zz. Do the indicators for the overall objective show that the intended changes have started to take place?
- 26 Based on the above analysis, the evaluation will draw specific conclusions and formulate recommendations for any necessary further action by Government, FAO and/or other parties to ensure sustainable development, including any need for follow-up or up-scaling action. The evaluation will draw attention to specific good practices and lessons to be learned as they are of interest to other similar activities. Any proposal for further assistance should include specification of major objectives and outputs and indicative inputs required.

Evaluation methodology

Approach and tools

- 27 The evaluation will adhere to the UNEG Norms & Standards. The evaluation will adopt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered will underpin its validation and analysis and will support conclusions and recommendations.
- 28 The evaluation will make use of the following methods and tools: review of existing reports, semi-structured interviews with key informants, stakeholders and participants, supported by check lists and/or interview protocols; direct observation during field visits; surveys and questionnaires.
- 29 Particular attention will be devoted to ensure that women and other under-privileged groups will be consulted in adequate manner. Insofar as possible and appropriate, interaction will also take place with non-participants to canvass their opinions.

Stakeholders and consultation process

- 30 The evaluation team will discuss in detail with the key stakeholders of the project and will take into account their perspectives and opinions. Key stakeholders will include:
 - The Steering Committee members
 - FAO Representation in Mozambique
 - Government departmental/directorate officials (Agriculture, health, education and SETSAN)
 - Project beneficiaries (Farmer households, JFFLS members, Natural resources management committees members)
 - Service providers (FFS and JFFLS facilitators)
 - Resource partner (The Belgian Technical Cooperation – BTC Mozambique)
 - Project team

- 31 The evaluation team will maintain close liaison with: the FAO Office of Evaluation, the Project Task Force members and Project staff at headquarters, regional, sub-regional or country level. Although the mission is free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitment on behalf of the Government, the donor or FAO.
- 32 The team will present its preliminary findings, conclusions and recommendations to the project stakeholders in Mozambique and insofar as possible, to the FAO Representation in Mozambique and in HQ, to obtain their feedback at the end of the data-gathering phase.
- 33 The draft ToR will be circulated among key stakeholders for comments before finalization; suggestions will be incorporated as deemed appropriate by OED. The draft evaluation report will also be circulated among key stakeholders for comments before finalization; suggestions will be incorporated as deemed appropriate by the evaluation team.

Roles and responsibilities

- 34 FAO Budget Holder (BH), FAO Representative in Mozambique, the Lead Technical Officer (LTO) in the Subregional Office and the Project Task Force (PTF) of the project to be evaluated are responsible for initiating the evaluation process, drafting the first version of the Terms of Reference, and supporting the evaluation team during its work. They are required to participate in meetings with the team, make available information and documentation as necessary, and comment on the draft final terms of reference and report. Involvement of different members of the project Task Force will depend on respective roles and participation in the project.
- 35 The BH is also responsible for leading and coordinating the preparation of the FAO Management Response and the Follow-up Report to the evaluation, fully supported in this task by the LTO and PTF. OED guidelines for the Management Response and the Follow-up Report provide necessary details on this process.
- 36 FAO Office of Evaluation assists the BH and LTO in drafting the ToR, in the identification of the consultants and in the organization of the team's work; it is responsible for the finalization of the ToR and of the team composition; it shall brief the evaluation team on the evaluation methodology and process and will review the final draft report for Quality Assurance purposes in terms of presentation, compliance with the ToR and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations.
- 37 The Office of Evaluation has also a responsibility in following up with the BH for the timely preparation of the Management Response and the Follow-up to the MR.
- 38 The Evaluation Team is responsible for conducting the evaluation, applying the methodology as appropriate and for producing the evaluation report. All team members, including the Team Leader, will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs for the final draft and final report.
- 39 The Team Leader guides and coordinates the team members in their specific work, discusses their findings, conclusions and recommendations and prepares the final draft and the final report, consolidating the inputs from the team members with his/her own.
- 40 The Evaluation team will be free to expand the scope, criteria, questions and issues listed above, as well as develop its own evaluation tools and framework, within time and resources available.
- 41 The team is fully responsible for its report which may not reflect the views of the Government or of FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for Quality Assurance of all evaluation reports.

- 42 As a contribution to the OED knowledge management system:
- the Team Leader will be responsible for completing the OED quantitative project performance questionnaire, to be delivered at the same time with the final evaluation report;
 - OED will ask all team members to complete an anonymous and confidential questionnaire to get their feedback on the evaluation process.

Evaluation team

- 43 Mission members will have had no previous direct involvement in the formulation, implementation or backstopping of the project. All will sign the Declaration of Interest form of the FAO Office of Evaluation.
- 44 The evaluation team will comprise the best available mix of skills that are required to assess the project, and as a whole, will have expertise in all the following subject matters:
- Agriculture and food security
 - Nutrition education and health
 - Food and nutrition policy/strategies
 - Community and rural development
 - Impact evaluation and assessment
 - Gender equality and HRBA
 - Fluency in Portuguese is an indispensable requisite
- 45 Furthermore, to the extent possible, the team will be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives.

Evaluation deliverables

- 46 The evaluation report will illustrate the evidence found that responds to the evaluation issues, questions and criteria listed in the ToR. It will include an executive summary. Supporting data and analysis should be annexed to the report when considered important to complement the main report.
- 47 The recommendations will be addressed to the different stakeholders and prioritized: they will be evidence-based, relevant, focused, clearly formulated and actionable.
- 48 The evaluation team will agree on the outline of the report early in the evaluation process, based on the template provided in Annex I of this ToR. The report will be prepared in English, with numbered paragraphs, following OED template for report writing. Translations in other languages of the Organization, if required, will be FAO's responsibility.
- 49 The team leader bears responsibility for submitting the final draft report to FAO within 2.5 weeks from the conclusion of the mission. Within 2 additional weeks, FAO will submit to the team its comments and suggestions that the team will include as appropriate in the final report within maximum two weeks.
- 50 Annexes to the evaluation report will include, though not limited to, the following as relevant:
- Terms of reference for the evaluation;
 - Profile of team members;
 - List of documents reviewed;
 - List of institutions and stakeholders interviewed by the evaluation team;
 - List of project outputs;
 - Evaluation tools.

Evaluation timetable

51 The evaluation is expected to take place during April 26 to May 13, 2015. The country visit phase is expected to last approximately 17 days. The timetable in the box below shows a tentative programme of travel and work for the evaluation team. It will be finalised upon the recruitment of the evaluation team.

Tentative timetable for the evaluation

Task	Dates	Duration
ToR finalization	March 19	1 day
Team identification and recruitment	March 20-27	1 week
Mission organization	March 30-Apr 03	5 days
Reading background documentation	Apr 06-10	5 days
Team travel to Maputo, Mozambique	Apr 26	1 day
Team briefing (FAO & Government) in Maputo	Apr 27	1 day
Meeting in Maputo	April 27-28	1 day
Mission to Manica Province	April 29- May 5	6 days
Mission to Sofala Province*	May 5-10	5 days
Return to Maputo	May 10	1 day
Debriefing and final mission preparation	May 11-12	2 days
Presentation of preliminary findings and recommendations to select stakeholders	May 12	1 day
Departure of the evaluation team	May 13	1 day
Circulation of final draft report for comments	June 6	
Submission of comments and suggestions regarding draft report	June 20	
Submission of final report	June	

* Subject to security clearance by UNDSS

Annex 2. Documents consulted

Project related documents

- Project Document- GCP/MOZ/079/BEL - Protecting and Improving Households Food Security and Nutrition in HIV/AIDS affected areas in Manica and Sofala provinces- 11 April 2005
- Project Document- GCP/MOZ/079/BEL (Exit Consolidation phase)- 5 November 2011
- Progress Report, November 2005- April 2006
- Progress Report, May-October 2006
- Progress Report, November 2006- May 2007
- Progress Report, November 2007- May 2008
- Progress Report, May-October 2008
- Progress Report, November 2010- May 2011
- Progress Report, May-October 2011
- Progress Report, November 2011- May 2012
- Progress Report, May-October 2012
- Progress Report, 2013
- Progress Report, October 2010- April 2013
- Progress Report, May-October 2013
- Progress Report, November 2013- April 2014
- Progress Report, May 2014-October 2014
- Project final Report, February 2015
- Baseline report- GCP/MOZ/079/BEL- December 2006
- Baseline Study Report, Manica Province, August 2014
- Budget Revision D, November 2011
- Budget Revision E, September 2012
- Work plan 2012
- Workplan 2013
- Tripartite meeting minutes, 20 June 2012

FAO technical support services reports

- Karel Callens, Nutrition Officer, AGNP, January 2006
- Alberta Mascaretti, Food Security Officer, TCOS, October 2007
- Alberta Mascaretti, Food Security Officer, TCOS, February 2008
- Karel Callens, Nutrition Officer, AGNP, April 2010
- Joyce Mulila Mitti, Crops Production and Protection Officer, SFS, June 2011
- Joyce Mulila Mitti, Crops Production and Protection Officer, SFS, November 2012
- Peter Glasauer, Nutrition Officer, AGN, October 2012
- Joyce Mulila Mitti, Crops Production and Protection Officer, SFS, July 2013
- Douglas Magunda, FAO Zimbabwe, July 2013

FAOMZ back to office reports

- Margarida Marques, AFAOR Program FAOMZ, August 2014
- Luisa Patrocínio, Program Officer, & Silvia Cuambe, Operations Officer, FAOMZ, August 2014
- Luisa Patrocínio, Program Officer, FAOMZ, July 2013
- Luisa Patrocínio, Program Officer, & Silvia Cuambe, Operations Officer, FAOMZ, December 2014
- Luisa Patrocínio, Program Officer, & Silvia Cuambe, Operations Officer, FAOMZ, May 2014

National consultants' reports

- Hand over Angela Narandas, September 2014
- Monthly reports:
 - Stelio Assis: August 2012, January 2013,
 - Angela Narandas: January 2013, July & August 2012, May 2012
 - Flavio Zaqueu: May 2012, April 2012, August 2012, January 2013,
 - Virgilio Manjate: April 2012, August 2012, January 2013, May 2012
 - Rene Desjardins: April 2012, August 2012, February 2012, May 2012

International consultants' reports

- Camillo Risoli, *Concept Paper on the exit strategy, Independent consultant*, October 2008
- Carol Browne, *Status of work on Farmer Field School Material Development*, Nutrition Independent Consultant, March 2013

Strategic documents

- Country Programme Framework, 2012-2015
- United Nations Development Assistance Framework (UNDAF) 2007-2009
- UNDAF 2009-2012
- UNDAF 2012-2015

Previous evaluations

- Mid-term Tripartite Evaluation Mission, Improving nutrition and household food security in Manica Province, Mozambique, GCP/MOZ/027/BEL, September 2006
- Evaluation of FAO Cooperation in Mozambique 2001-2005, June 2006
- Tripartite Final Evaluation Mission, SPECIAL PROGRAMME FOR FOOD SECURITY ("PAN"), GCSP/MOZ/062/ITA, November 2002

In addition to the above documents, the ET has revised many other document, including Letter of Agreements signed with SDAE's, SDSMAS's and Provincial Directorates, internal correspondence and correspondence with other stakeholders, databases and tables (FFS, CGRN ...), audits, etc.

Annex 3. Checklist of interviews with various actors

I. For interviews with the Ministry of Agriculture staff

- Incorporation of the FFS methodology on MoA strategies and plans
- Knowledge and opinion about the project (results).
- Future of the FFS

II. For interviews with DPA staff

- Participation in project formulation
- Incorporation of the FFS methodology in provincial strategies and plans
- LoAs: problems
- Follow up of project activities from the provincial level
- Future support to FFS established by the project

III. For interviews with DPS staff

- Participation in project formulation
- Nutrition strategy at the provincial level and coordination with the project
- Implementation of the LoA
- Manual “Vamos comer”
- Nutrition module of FFS manual
- Model mothers methodology and cooking demonstrations: real impact
- Follow up of project activities from the provincial level
- Future support to project nutrition activities

IV. For interviews with SDAE staff

- Participation in project formulation
- District Development Plans and articulation with the project
- District Development Fund: no. Projects, no FNS projects
- No. NGOs and CBOS in the district (and working in FNS)
- M&E and support received from the project
- Staff involved in project activities and training received
- Workload of SDAE staff
- Implementation of the LoA
- Follow up of project activities
- Future support to project activities

V. For interviews with the Belgian Cooperation

- Review of I phase. Reasons to finance the second phase.
- Participation in the formulation.
- TRM and follow-up and field visits
- Reasons for requesting the baseline in 2013
- Reports received: Final Report Phase I?
- Comments about FAO management, project implementation, results, impact.
- Reasons for not making final payment
- Expectations of evaluation
- Gaza Project

VI. For interviews with project staff

- TOR
- start and end date of contract

A. Coordinator

- Working areas. (nutrition?)
- Main achievements
- Main problems
- Reports. TRM. Follow up of recommendations
- Recommendations for future action
- Nutrition: Vamos comer: reason for not implementing it. Nutrition Module of FFS Manual: who produce it, was it tested, any training, has it been used? Cooking demonstrations: who trained the model mothers. Duration of training, support received, monitoring. Future.

B. FFS experts

- Project support to FFS
- Process: creation of FFS, graduation, transformation partnership.
- Training: ToT, refreshment, other formations
- Monitoring and frequency of visits
- Main achievements and main problems
- District FFS network. some information
- Future of the FFS. Support, partnerships ...
- JFFLS: responsible, progress, problems.

C. CRN expert

- Project support to the CRN
- Training.
- Legalization. Transforamción in partnership
- Income-generating activities: who finances (20%, district fund, project)
- Working with NGOs and CBOs. Partnerships with NGOs / private financing
- Main achievements and main problem
- Future of the CNR, support, partnerships.

D. M&E expert

- Work done with the district (SDAE)
- Baseline used (2006 or 2013)
- Indicators, goals ... as defined?
- Technical training to district
- Reports data source. Supervision
- Main achievements and main problems
- Sustainability of System

Annex 4. People interviewed

Name	Post	Institution
Meetings in Manica Province		
Jorge Mulaboa	Tech. Tourism activities sector	Provincial Directorate of Tourism and conservation Manica
Angelo Bando	Director of Conservation sector	Provincial Directorate of Tourism and conservation Manica
Titus Manuel	Tech. Conservation	Provincial Directorate of Tourism and conservation Manica
Jose Mario Almeida	Tech, Forestry	Provincial Directorate of wildlife and forests Manica
Jose Manuel Silvestre	Chief	SPER Manica
João Ferrão	Rector/ Consultant final report	University Chimoio
Nelo Antonio Orlando	Extensionist	SDAE Gondola
Angela M ^a Joao Antonio	Nutricionist	SDSMAS Gondola
Filipe Saize	Ex Focal Point of the project	SDAE Gondola
Almeida Fernandes	Director	Repartição Distrital de Planificação
Maruei Viola Camba	Tech	SDE Gondola
Dercio Mario Paulo	Tech, Economic Activities Sector	SDAE Gondola
Matias Furede Jugo	District Supervisor	SDAE Gondola
João Manuel Araújo	Technician	SDSMAS Gondola
FFS Murombo Ziagano		Pumbuto, Mudima- Gondola
Model Mothers Murombo Ziagano		Pumbuto, Mudima - Gondola
Ricardo Andre Bene	Chief of Theater group	Macossa
Albertina Esaú Cossa	District Director	SDAE Macossa
Dionisio Julio Rapeque	District Focal Point	SDAE Macossa
Diogo Sambo	District Director	SDSMAS Macossa
Daniel Alfandega	Technician	SDE Macossa
Celestino Nhaunga	Traditional Lider Nhaunga, Macossa	Macossa
Natural Resources Committe Nhaunga		
Fernando Jone Bongue	Beekeeper Macossa –Sede	Macossa –Sede
Meetings in Sofala Province		
Inacio Tato Siawadya	District Director	SDAE Gorongosa
Sergio Vejarona	FFS Focal Point	SDAE Gorongosa
Amilcar Nhamageu	Extensionist	SDAE Gorongosa
Liva Costa	Extensionist	SDAE Gorongosa
João Macheca	Extensionist	SDAE Gorongosa
José Marra	Extensionist	SDAE Gorongosa
Milton Cumbe	Extensionist	SDAE Gorongosa
Carlos Muchanga	Extensionist	SDAE Gorongosa
Carlos Alberto	Extensionist	SDAE Gorongosa
Eunice Lucia	Extensionist	SDAE Gorongosa
Jeronimo Tito Langa	District Director	SDSMAS Gorongosa
Dercia Sandique	Nutritionist	SDSMAS Gorongosa
Group of Model Mothers (Mathukunduri		Gorongosa
FFS Mambo Ndi Phaza		Mucoza, Gorongosa
FFS Kubatsirana		Nhantaka, Gorongosa
Pedro Tirano parafino	Network facilitators	FFS Nhantaka , Gorongosa
Lurdes Cardoso	Nutritionist	SDSMAS

Name	Post	Institution
José Paulo Domingos Saguete	District Director	SDAE Caia
Benjamim Guruate	District Supervisor	SDAE Caia
Ananias Zeca Airone	Extensionist	SDAE Caia
Mateus Wadick Cadalamba	Extensionist	SDAE Caia
Geraldina Salomão Duarte	District Director	SDSMAS Caia
Matias Joaquim Culpa	Nutritionist	SDSMAS Caia
Model Mathers Group of Sombreiro		Caia
FFS group Phaza Ndikulo		Caia
FFS group Tchiverano		Caia
Zacarias Antonio Charles	Members of the FFS group	Caia
Vitorino Abel	FFS Network Facilitators	Caia
Manuel Charles Lisboa	Technicians	CEDES, Caia
Joao Chico Filipe		Caia
Filipe Chataica		Caia
José Jaface Filipe		KULIMA Caia
Tomás Pedro	FFS Facilitator	Caia
Samuel Araujo Samo	Facilitators of FFS network	Caia
Tomas Andicene	Farmers Facilitators	Caia
Zacarias Zeca Bugaio	Farmers Facilitators	Caia
Sergio Citura		iDE Caia
Manuel Charles Conde		ADA – PIPE, Caia
Francisco Joaquim Magumisse	Nutritionist	DPS Sofala
Armando Dique Camissa	Chief	SPER Sofala
Pedro Macome Junior	Technician	DPE Sofala
FAO Mozambique		
Luisa Patrocinio	Program Officer FAO Mozambique	FAO Mozambique
Margarida Marques	Assistant FAORep for Programs	FAO Mozambique
Sara Zandamela	Administrative	FAO Mozambique
Jose Tenorio	FFS officer GCP/111	FAO Mozambique
Castro Camarada	Representative	FAO Mozambique
Sandra Gomes	Program Assistant	FAO Mozambique
Silvia Cuambe	Program Assistant	FAO Mozambique
Project staff		
Rene Desjardins	Ex-NPC (2012)/ (Operations manager in a private firm)	
Flavio Zaquee	Ex-FFS officer of the project	
Virgilio Manjate	Ex NR Officer	
Nilza Santos	Administrative Assistant	FAO Mozambique
Angela Narandas	Ex-FFS officer of the project	
Donor		
Claudine Aelvoet	Counsellor development	Belgium Cooperation Office
FAO & Other		
Manuel Anta	Liason Officer	TCSR
Joyce Mulila Mutti	LTO	FAO SFS
Camillo Risoli	Independent Consultant	

Calendar/programme performed by the mission

Date	Executed programme
Monday, 27-April	6:50 am - Arrival Mission in Maputo (Mrs Carmen Lahoz and Mrs Raquel Cabello) 9:00 am - Meeting with Mrs Luisa Patrocinio (Program Assistant) 1:00 pm - Briefing Meeting at FAO Rep. Participants: Mrs Margarida Marques (Representative Assistant), Mrs Luisa Patrocinio (Program Assistant), Mrs Sandra Gomes (Operation Coordinator), Mrs Silvia Cuambe (Operation Officer) 2:00 pm - Meeting with Mr Rene Desjardins (Ex-NPC, year 2012) 4:00 am - Skype meeting with Mr Flavio Zaqueu (Ex- FFS officer)
Tuesday, 28-April	9:00 am - Meeting with Mr Virgilio Manjate (Ex NRM Officer) 10:00 am - Briefing Meeting at FAO Rep. Participants: Mrs Margarida Marques (Representative Assistant), Mrs Luisa Patrocinio (Program Assistant), Mrs Sandra Gomes (Operation Coordinator), Mrs Silvia Cuambe (Operation Officer) 2:00 pm - Meeting with Mr Claudine Aelvoet (Counsellor development - Belgium Cooperation Office) 4:00 pm - Mission team coordination meeting with FAO team
Wednesday, 29-April	8:30 am - Mission Travel to Chimoio 11:00 am - Meeting at Provincial Directorate of Tourism and Conservation. Participants: Mr Angelo Bande (Department of Conservation Sector), Mr Jorge Mulaboua (Tech. Tourism activities Sector), Mr Titos Manuel (Tech. Conservation Sector) 1:00 pm - Meeting with Mr José Mario de Almeida (Tech. Forest – Provincial Directorate of Agriculture) 3:00 pm - Meeting with Mr José Tenorio Mora (FFS officer GCP/111 – HUB Beira) 5:00 pm - Meeting with José Manuel Silvestre (Chief of SPER Manica)
Thursday, 30-April	8:00 am - Meeting in Gondola with FFS Murombo Ziagano and Model Mothers Murombo Ziagano in Pumbuto, Mudima 11:30 am - Meeting in Gondola with Mrs Angela Maria António (Nutritionist and Project Focal Point Gondola), Mr João Manuel Araújo (Technician Gondola SDMAS) 1:30 pm - Meeting in Gondola with Mr Filipe Saize (Ex Focal Point of the project) 2:30 pm - Meeting in Gondola with Mr Almeida Fernandes (Chief of Planning Department) 4:00 pm - Meeting with Mr Maruei Viola Camba (Tech. SDE Project Focal Point Gondola) 5:30 pm - Meeting with Mr Dercio Mario Paulo (Tech, Economic Activities Sector, SDAE Gondola)
Friday, 1-May	Mission team coordination Meeting
Monday, 4-May	7:30 am - Meeting in Chimoio with Mrs Lurdes Cardoso (Nutritionist and Project Focal Point DPS Manica) 8:30 am - Meeting in Chimoio with Mr João Ferrão (Rector/ Consultant final report- Project GCPS/MOZ/079/BEL) 9:00 am - Mission travel from Chimoio to Macossa 2:00 pm - Meeting in Macossa with Mrs Albertina Esaú Cossa (District Director of SDAE) and Mr Dionisio Júlio Rapeque (District Focal Point GCP/ MOZ/079/BEL - SDAE Macossa) 4:00 pm - Meeting in Macossa with Mr Diogo Sambo (District Director of SDMAS Macossa) 5:00 pm - Meeting in Macossa with Mr Daniel Alfandega (Technician SDE Macossa)
Tuesday, 5-May	9:00 am - Meeting in Nhaunga with Mr Celestino Nhaunga (Traditional Lider Nhaunga, Macossa) 10:00 am - Meeting in Nhaunga with members of NRM of Nhaunga, Mussangaze 1:00 pm - Meeting in Macossa with Mr Fernando Jone Bongue (Beekeeper Macossa –Sede) 1:30 pm - Meeting with Mr Ricardo Andre Bene (Chief of Theater group Macossa) 2:00 pm - Mission travel to Chimoio

Wednesday, 6-May	<p>6:30 - Mission Travel to Gorongosa</p> <p>9:30 am - Meeting in Gorongosa with Mr Inacio Tato Siawadya (District Director of SDAE Gorongosa)</p> <p>10:30 am - Meeting in Gorongosa with extensionists team of SDAE Gorongosa. Participants: Mr Sergio Vejarona (FFS Focal Point), Mr Amilcar Nhamageu (Extensionist of Nhabirira), Mr Livra Costa (Extensionist of Muzacunguni), Mr João Macheça (Extensionist of Casa Banana), Mr José Marra (Extensionist of Magoi), Mr Milton Cumbe (Extensionist of Vunduzi), Mr Carlos Muchanga (Extensionist of Kudzu), Mr Carlos Alberto (Extensionist of Canda), Mrs Eunice Lucia (Extensionist of Pungue)</p> <p>12:00 am - Meeting in with SDMAS Gorongosa. Mr Jeronimo Tito Langa (District Director) and Mrs Dercia Sandique (Nutritionist)</p> <p>1:00 am - Meeting with Group of Model Mothers of Mathukunduri, Gorongosa</p> <p>2:30 pm - Meeting in Gorongosa with FFS group (Mambo Ndi Phaza – Mucoza, Gorongosa)</p>
Thursday, 7-May	<p>8:00 am - Meeting with FFS group (Kubatsirana – Nhantaka, Gorongosa)</p> <p>9:00 am - Meeting with Pedro Tirano parafino (Network facilitators - Nhantaka, Gorongosa)</p> <p>11:00 am - Meeting with Mr Armando Dique Camissa (Chief of SPER Sofala)</p> <p>11:30 am - Meeting with Partners, Participants Mr Pedro Estevão Muagura (Director of Communities PNG), Mr Samuel Gelindo Fonseca (Caritas Diocesana – Beira) and Mr Gilda José Caetano (KULIMA – Beira)</p> <p>2:00 pm - Mission travel to Caia</p> <p>5:30 pm - Meeting in Ndoro with members NRM (Mangane in Ndoro)</p>
Friday, 8-May	<p>8:00 am - Meeting with Mr José Paulo Domingos Saguete (District Director of SDAE, Mr Benjamim Guruate (District Supervisor SDAE), Mrs Geraldina Salomão Duarte (District Director of Services of SDMAS) and Mr Matias Joaquim Culpa (Nutritionist SDSMAS)</p> <p>9:00 am - Meeting in Caia with Mr Zacarias Antonio Charles (Members of the FFS group), Mr Vitorino Abel (FFS Network Facilitators), Mr Manuel Charles Lisboa (Technicians, CEDES), Mr Joao Chico Filipe (???), Mr Filipe Chataica (??), Mr José Jaface Filipe (KULIMA Caia), Mr Tomás Pedro (FFS Facilitator), Mr Samuel Araujo Samo (Facilitator of FFS network), Mr Tomas Andicene (Farmers Facilitator), Mr Zacarias Zeca Bugaio (Farmers Facilitator), Mr Sergio Citura (iDE Caia), Mr Manuel Charles Conde (ADA – PIPE, Caia), Mr Dionisio Zeca Igia (Microcredito officer- CAM), Mr Enrico Pietsbani (Coordinator – CAM), Mr Julai Sebastião Jone (Technician CAM), Mr Paulino José Rodrigues (Technician CAM) and Mr João Domingos Morra (Technician CAM)</p> <p>1:00 pm - Meeting in Sombreiro with Model Mathers Group of Sombreiro, members of FFS group Phaza Ndikulo and members of FFS group Tchiverano</p>
Saturday, 9-May	<p>7:00 am - Travel to Beira</p> <p>3:00 pm - Meeting in Beira with Mr Francisco Joaquim Magumisse (Nutritionist DPS Sofala)</p> <p>3:30 pm - Meeting in Beira with Mr Pedro Macome Junior (Technician DPE Sofala)</p> <p>5:00 pm - Meeting with Mrs Nilza Santos (Ex - Project Administrative Assistant)</p> <p>9:00 pm - Departure Mission to Maputo</p>
Sunday, 10-May	Mission team coordination Meeting
Monday, 11-May	<p>10:00 am - Wrap-up Meeting with FAOMOZ Rep. Mr Castro Camarada</p> <p>11:00 am - Meeting with FAO Project team, Participants: Mrs Margarida Marques (Representative Assistant), Mrs Luisa Patrocinio (Program Assistant), Mrs Sandra Gomes (Operation Coordinator), Mrs Silvia Cuambe (Operation Officer)</p> <p>11:30 am - Meeting with Mrs Sara Zandamela (FAO Administrative)</p> <p>Mission team coordination Meeting</p>
Tuesday, 12-May	2:00 pm - De-briefing Meeting with FAO Rep Staff
Wednesday, 13-May	Departure mission

Annex 5. Lessons learnt from previous projects

In the framework of a global FAO/BSF Partnership Programme, the Government of Mozambique signed two Projects Agreements with FAO in the area of Food Security and Nutrition:

- The project GCP/MOZ/027/BEL “Improving nutrition and household food security in Manica province” signed in May 2002 with a budget of approximately USD 4.3 million and an initial time-span of four years, successively extended until July 2008;
- The project GCP/MOZ/079/BEL “Protecting and improving household food security and nutrition in HIV/AIDS affected areas in Manica and Sofala provinces” approved in March 2005 with a budget of approximately USD 3.4 million and an initial time-span of four years. Hence, the project came to end in February 2009. The project was present in two provinces: Manica (districts of Gondola, Guru, Machaze and Moussourize) and Sofala (Nhamatanda, Gorongosa, Caia and Chibabava).

The two projects shared a common conceptual, institutional and (partially) geographical framework, as well as a common strategy for improving food security and nutrition of poor households in the two selected provinces. They shaped a comprehensive BSF/FAO programme, of which the present Project represents the exit/consolidation phase.

Among the main lessons learned from the two projects, project stakeholders agree that there is now an increased understanding of the relevance and complexity of the issues that the projects dealt with, namely:

- Improving food and nutrition security is a complex task, particularly when targeting isolated and dispersed populations with low access to basic services (health, education, infrastructures, etc.) and with lack of a conducive productive environment enabling economic opportunities. There is the need for implementing and consolidating a strategic vision and a comprehensive approach to Food and Nutrition Security, an approach that is strongly challenged by the fragmentation of responsibilities and functions;
- Food security is a multidimensional concept, including food availability, stability of food supply, food access and the way food is used by the families. It is worth noting that in districts with higher agricultural potential, like Gorongosa, malnutrition rates are not necessarily lower. Problems of uneven food access, social exclusion and economic exploitation play off vulnerable groups. Given their limited resources, programs and projects often rely on more dynamic farmers to achieve faster and visible results, this way implicitly discriminating against more vulnerable groups;
- The particular focus on “HIV/AIDS affected areas” is still assumed as a generic enunciation and does not sufficiently reflect in targeting particularly vulnerable people, such as PLWHA and other chronically ill people, women-headed households, orphans and elderly people;
- Gender issues, stigmatisation problems and other cultural aspects related to HIV/AIDS, as well as some particular social phenomena (e.g. high rate of men emigration in some districts) make the project particularly sensitive to the cultural and social background of the communities;
- The important on-going decentralisation process is still recent and local capacities are still inadequate to respond to the challenges of a bottom-up, decentralised approach to planning and development; and
- There is a strong need to implement user-friendly monitoring and evaluation systems at district level, that can foster and include beneficiaries inputs and feedbacks, hence fostering the meaningful participation of the communities in the steering of the Strategic Development District Plans (PEDD).

The government recognizes that at decentralised level local capacities still need to be strengthened in order to better respond to local needs. The proposed exit phase has the objective of consolidating with the Districts capacities at all levels. The external support is mostly required for the methodological follow-up and the technical backstopping of the field activities executed by the local institutions, through a “learning by doing” approach. Considerable resources remain needed for grassroots level capacity building.

The many **lessons learnt** through Projects GCP/MOZ/079/BEL, GCP/MOZ/027/BEL, PANII and other projects include some promising experiences as well as some weak points to be overcome. Limiting the risks so far experienced and consolidating achievements and good practices will ensure more sustainability, namely:

- The geographical extension of the activities of the project combined with the huge dispersion of the communities and families within each single district were extremely challenging elements in the two past projects, with evident repercussions regarding the logistics, the possibility of technical backstopping and monitoring, as well as the operational costs of the project.

Given the limited resources available for the exit phase and the need to keep overhead costs at a reasonable level, the approach of the “exit / consolidation phase” will be to concentrate the activities in four Districts that are not too far apart from one another (instead of eight involved in Project GCP/MOZ/079/BEL), maintaining the presence in both Provinces (two Districts / Province, i.e. Gondola and Macossa in Manica Province, Gorongosa and Caia in Sofala Province).

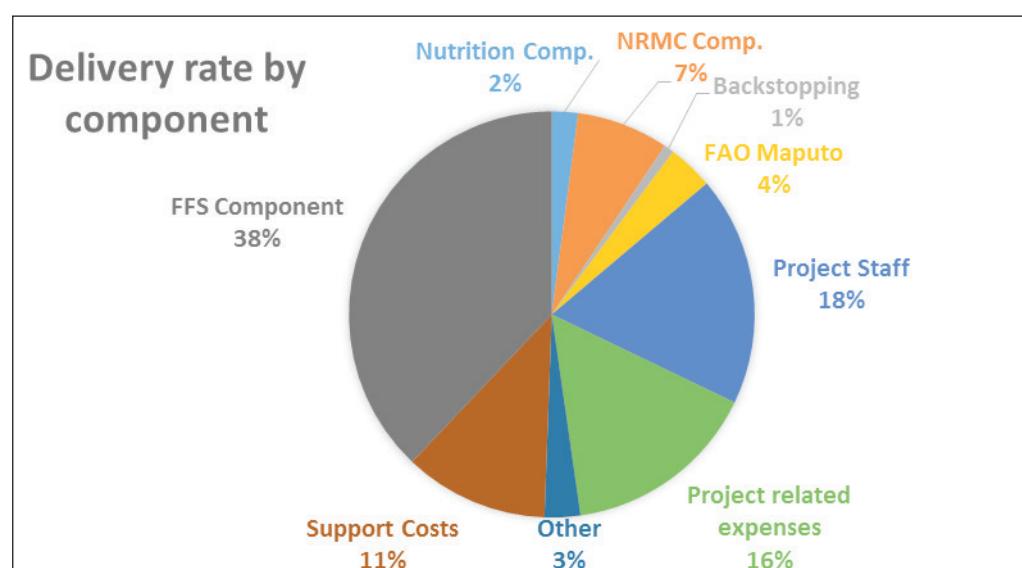
- While all eight districts from the previous phase are affected by food insecurity and malnutrition, the reasons for the selection of the four districts have included in addition to the points mentioned under the section on “Rationale” the need to balance between the provinces (two districts / province) and the inter-district proximity (to avoid dispersion, to favour synergies and to limit operating costs).
- A recent national workshop on Natural Resources Management (June 2008) has highlighted the so-called “Macossa experience” (GCP/MOZ/027/BEL) as perhaps the most successful one in negotiating and establishing positive partnerships between the Communities, Private operators of Protected Areas (“*coutadas*”) and the concessionary Government. All recognise the strategic role played by the Project in that “triangulation”.
- Previous food security projects have aimed at working on all dimensions of food insecurity and malnutrition at the same time. However, given the prevailing limitations in terms of financial and technical capacity in the target areas, a more focused approach is needed in order to avoid spreading scarce resources too thinly. In consultation with the local stakeholders, it has therefore been agreed to focus on a few key areas of action, namely: (i) capacity building among vulnerable smallholders for improving their farming activities and livelihoods through FFS that incorporate not only technical and business skills, but also life skills including aspects of nutrition, gender, HIV/AIDS and the environment among others; (ii) similar capacity building among vulnerable youth through JFFLS recognising the extreme vulnerability that exist among orphans and other vulnerable children and the potential long-term impact on their lives and society at large of improved livelihood opportunities and life skills; (iii) improved and community-based management of the natural resource base which is a key determinant of rural livelihoods in much of the project districts.”

Annex 6. Priority areas of the Country Programming Framework (CPF 2012-2015)

CPF PRIORITY AREA	CPF OUTCOMES	CPF OUTPUTS
1. Governance on food and nutrition security	1.1 Improved governance for food and nutrition security with a right to food approach	1.1.1 Enhanced policy, legal and planning frameworks on food and nutrition security 1.1.2 Enhanced governance of agriculture and livestock services to meet regional and international standards 1.1.3 Improved tenure governance and strengthened capacity of related institutions 1.1.4 Strengthened food and nutrition security related statistics
2. Food availability, access and consumption	2.1 Sustainable increase of crop and animal production and productivity	2.1.1 Small farmers use improved agricultural and animal production techniques in a sustainable way 2.1.2 Small farmers use improved post harvest techniques and add value to production 2.1.3 Individual farmers and farmers organizations with improved access to markets 2.1.4 Animal health and phytosanitary practices improved by small farmers and service providers 2.1.5 Improved capacity for prevention and control of threats from animal and plant pests and diseases
	2.2 Sustainable management and use of fisheries and aquaculture resources	2.2.1 Artisanal fishermen and aquaculture producers use improved techniques in a sustainable way 2.2.2 Fish traders with improved quality products and access to markets
	2.3 Improved nutritional status of vulnerable households	2.3.1 Vulnerable households, primary schools and organizations at community level with improved knowledge and skills on nutrition 2.3.2 Vulnerable households with diversified production and consumption of nutritious food
3. Environment, natural resources, climate change, and disaster risk reduction	3.1 Improved natural resources management, resilience to climate change and capacity to respond to disasters	3.1.1 Local communities with improved knowledge on land, water, forestry and wildlife resources management 3.1.2 Enhanced adaptation and mitigation capacity of vulnerable communities to climate change and emergencies 3.1.3 Improved capacity to prevent and manage environmental threats

Annex 7. Delivery rate by component by year

Etiquetas de fila	2010	2011	2012	2013	2014	Total general
FFS Component	30117,09	125207,4	238518,31	219799,32	98857,84	712499,96
FFS	23492,01	80934,76	126085,66	150673,04	38826,99	420012,46
FFS Expert 1	6625,08	40700,77	105339,13	68165,71	23314,39	244145,08
LoA SDAE/DPA	0	3571,87	7093,52	960,57	36716,46	48342,42
NRC Component	0	291,12	47413,31	45693,65	44170,61	137568,69
CRN/ Beekeeping	0	0	7518,5	5309,13	314,38	13142,01
LoA SDAE			461,33		7590,86	8052,19
NRM Expert	0	291,12	39433,48	40384,52	36265,37	116374,49
Nutrition component	0	0	0	10970,18	28207,56	39177,74
LoA SDSMAS					28207,56	28207,56
Nutrition Manual for FFS facilitators	0	0	0	10970,18	0	10970,18
Backstopping	0	0	8659,76	6396,06		15055,82
FAO Maputo	1659,76	4204,8	26857,78	4773,87	30774,19	68270,4
Project Staff	5859,69	22910,16	175497,61	84419,41	55122,43	343809,3
Drivers	1028,67	6930,9	56085,43	32367,97	17795,14	114208,11
M&E	0	0	37423,26	30101,49	23373,33	90898,08
Project administrative	4655,13	15979,26	22922,12	21938,98	13953,96	79449,45
Project coordinator	175,89	0	59066,8	10,97	0	59253,66
Project related expenses	12709,44	41379,38	118288,19	60945,69	59859,9	293182,6
Other	0	6422,42	33105,41	-20651,71	34657,92	53534,04
Contracts			5463,69	18253,2	19952,87	43669,76
Consultants	0	6422,42	27641,72	-38904,91	14705,05	9864,28
Support Costs	6544,99	26053,98	84284,27	53605,05	45714,56	216202,85
Total general	56890,97	226469,26	732624,64	465951,52	397365,01	1879301,4



Delivery by year by component

Etiquetas de fila	2010	2011	2012	2013	2014	Total general
FFS Component	4%	18%	33%	31%	14%	100%
FFS Activities	78%	65%	53%	69%	39%	59%
FFS Expert 1	22%	33%	44%	31%	24%	34%
LoA SDAE/DPA	0%	3%	3%	0%	37%	7%
NRC Component		0%	34%	33%	32%	100%
CRN/ Beekeeping		0%	16%	12%	1%	10%
LoA SDAE		0%	1%	0%	17%	5%
NRM Expert	0	100%	83%	88%	82%	85%
Nutrition component				28%	72%	100%
LoA SDSMAS					100%	72%
Nutrition Manual for FFS facilitators				100%	0%	28%
Backstopping			58%	42%		100%
FAO Maputo	2%	6%	39%	7%	45%	100%
Project Staff	2%	7%	51%	25%	16%	100%
Drivers	18%	30%	32%	38%	32%	33%
M&E	0%	0%	21%	36%	42%	26%
Project administrative	79%	70%	13%	26%	25%	23%
Project coordinator	3%	0%	34%	0%	0%	17%
Project related expenses	4%	14%	40%	21%	20%	100%
Other	0%	12%	62%	-39%	65%	100%
Contracts		0%	17%	-88%	58%	82%
Consultants		100%	83%	188%	42%	18%
Support Costs	3%	12%	39%	25%	21%	100%

Delivery rate by component by year

Etiquetas de fila	2010	2011	2012	2013	2014	Total	Total general
FFS Component	4%	18%	33%	31%	14%	100%	38%
FFS Activities	78%	65%	53%	69%	39%	59%	22%
FFS Expert 1	22%	33%	44%	31%	24%	34%	13%
LoA SDAE/DPA		3%	3%		37%	7%	3%
NRC Component			34%	33%	32%	100%	7%
CRN/ Beekeeping			16%	12%	1%	10%	1%
LoA SDAE			1%		17%	5%	0%
NRM Expert		100%	83%	88%	82%	85%	6%
Nutrition component				28%	72%	100%	2%
LoA SDSMAS					100%	72%	2%
Nutrition Manual for FFS facilitators				100%		28%	1%
Backstopping			58%	42%		100%	1%
FAO Maputo	2%	6%	39%	7%	45%	100%	4%
Project Staff	2%	7%	51%	25%	16%	100%	18%
Drivers	18%	30%	32%	38%	32%	33%	6%
M&E			21%	36%	42%	26%	5%
Project administrative	79%	70%	13%	26%	25%	23%	4%
Project coordinator	3%		34%			17%	3%
Project related expenses	4%	14%	40%	21%	20%	100%	16%
Other		12%	62%	-39%	65%	100%	3%
Contracts			17%	-88%	58%	82%	2%
Consultants		100%	83%	188%	42%	18%	1%
Support Costs	3%	12%	39%	25%	21%	100%	12%

