



Strengthening Civil Society to Enhance Livelihoods Through Supporting Economic Skills Diversification, Markets and Gender Equity in Zambezia (XCSEL)

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Photo 1 (previous page): Women in a Farmer's Field School, Quelimane District

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List of Acronyms

CG	Care Group
CMDD	Children's Minimum Dietary Diversity Scale
CWW	Concern Worldwide
CSOs	Civil Society Organisations
DAC	Development Assistance Committee
DC	Dialogue Clubs (Clube de Diálogo)
DFID	Department for International Development (UK)
DRR	Disaster Risk Reduction
EM	Engaging Men
EU	European Union
FA	Farmers' Associations
FFS	Farmer Field Schools
FGD	Focus Group Discussion
Frelimo	Frente de Libertação de Moçambique
INGC	Instituto Nacional de Gestão de Calamidades
KII	Key Informant Interview
MAD	Minimum Acceptable Diet
MASA	Ministry of Agriculture and Food Security
MMF	Minimum Meal Frequency
M&E	Monitoring and Evaluation
N.D.	No Date (for references)
NGO	Non-governmental Organisation
OECD	Organisation for Economic Co-ordination and Development
ORAM	Associação Rural de Ajuda Mútua
PUG	Peri-Urban Gardens
Renamo	Resistência Nacional Moçambicana
SDAE	Serviços Distritais de Actividades Económicas
SETSAN	Secretariado Técnico de Segurança Alimentar e Nutricional
UNICEF	United Nations Children's Fund
VET	Vocational and Educational Training
VSLA	Village Saving and Loan Associations
WHH	Welt Hunger Hilfe

Executive Summary

Concern Worldwide (CWW), with Welt Hunger Hilfe (WHH) and the Rural Association of Mutual Support (ORAM), implemented the three year *Strengthening Civil Society to Enhance Livelihoods Through Supporting Economic Skills Diversification, Markets and Gender Equity in Zambezia* (XCSEL, 2015-2018), with support from the European Union and Irish Aid. This project was implemented in Mozambique in the districts of Chinde (including Micaune), Inhassunge, Nicoadala and Quelimane. The overall objective was to provide tangible assistance in the areas of agriculture, nutrition, and gender to strengthen civil society actors to advocate for better livelihood service provision from the public and private sectors. This included a specific objective that beneficiaries would have increased economic welfare, improved nutrition, and have generated evidence of good practice to influence government policies and government staff training. These objectives stem from the recognition that building up civil society organizations is necessary to enable an environment that sustains strategies to eradicate extreme poverty/hunger and enables wider development outcomes that contribute to democracy/equitability for economic growth.

This evaluation assesses the outcomes and impact of the XCSEL project based on its initial objectives, offers conclusions based on the Organisation for Economic Co-ordination and Development/Development Assistance Committee (OECD/DAC) Criteria for evaluating development assistance, recommends 18 improvements for future interventions of this nature, and contributes to learning for appropriate stakeholders. The report triangulates qualitative data (Focus Group Discussions and Key Informant Interviews) gathered in several of the field sites (Inhassunge, Nicoadala, and Quelimane districts, and Quelimane town) with additional quantitative and qualitative information collected by the implementing partners.

Evaluation questions were designed according to the DAC Criteria, and scores and sub-section discussions highlight progress achieved vis-à-vis the initial project logframe targets. The scoring highlights some key differences within some of the overarching criteria questions (e.g. the agriculture, nutrition, and gender components were largely successful, but the business and civil society components proved challenging), and in relevant areas disaggregates these by component.

The data illustrate that the **programming impact was Satisfactory to Highly Satisfactory in many areas**. Both international NGOs exhibited high capacity to implement the project components, which is extremely commendable given the vast number of indicators and activities undertaken. **Only three out of 12 logframe results did not meet the targets (the rest were either met, or were very close)**. **The civil society component, however, was more complicated, and yielded lower scores.**

Conclusions and Recommendations include the following:

Impact and Effectiveness: There were clear increases in a majority of the indicators, including household assets, income, food diversity and frequency of meals, and the nutrition of young children. **Food security has increased, improved agricultural techniques have been adopted, and the gender component has positively transformed relationships within households** (all scoring *Satisfactory/Highly Satisfactory*). **The civil society and business components score lower** at *Satisfactory/Unsatisfactory*. Recommendations include a more systematic way of monitoring the indicators.

Relevance: The project was extremely relevant to the farmers, particularly in regards to increased knowledge of agricultural techniques, nutrition and gender equality in relationships (all leading to scores of *Highly Satisfactory*). Recommendations include a continued use of face-to-face approaches regarding gender programming, and research on the differences between organizational implementation models and levels of knowledge.

Efficiency: The organisations adapted to challenges during programme implementation, and aligned well with government goals and stakeholder needs. The questions indicate a majority of scores as *Satisfactory* or *Highly Satisfactory*, while the business component scored lower at *Satisfactory/Unsatisfactory*, in part depending on what will occur post-programming. Recommendations include hiring a Monitoring and Evaluation Officer and continued oversight of local partners.

Sustainability: The most sustainable parts of the project include the agriculture, nutrition, and gender components, and the least sustainable are the business component (conducted late in the programming) and relationships between government and community associations. Yet beneficiaries understood the importance of formalized associations and were keen to continue within them, although they recognized inherent challenges. The questions indicate mixed scores, with the business component, relationships with government, and ability to influence policy as fluctuating between *Satisfactory/Unsatisfactory* and other components scoring higher at *Satisfactory/Highly Satisfactory*. Recommendations include future linkages between community facilitators, government staff, and ORAM to allow for post-programming follow-ups; specific skills-building activities; and a more rapid initial implementation of the business component.

Civil Society: Overall, associational life has clearly grown via the XCESEL programme. Programme objectives were to strengthen civil society to advocate for better livelihood service provision from the public and private sectors, and for beneficiaries to have increased economic welfare, improved nutrition, and have generated evidence of good practice to influence government policies and government staff training. These goals have only sporadically been met and will be the most challenging to maintain (and it is likely that the full outcome will only be understood after the programme has fully ended and association members decide how to continue with the knowledge and business/civic skills they have only begun to learn). Associations vary in their current capacities, in part due to a series of delays that hindered implementation of the business and civil society components, and a lack of resources exists for government and ORAM to continue promoting linkages within communities. For future projects that aim for an integrated livelihoods, nutrition, and gender approach in order to strengthen civil society to reduce poverty and improve food security, recommendations include:

- Earlier implementation of civil society and business skills development in order to allow communities to fully own this component (Impact and Effectiveness),
- Discussions with community members on how best to scale up their organizational capacity and an overall longer programme timeline to build such capacity (Efficiency),
- More robust indicators on civic engagement and activities to measure civil society construction as stemming from this type of integrated approach (Relevance),
- Discussions with government on best practices to ensure post-programming oversight when resources are scarce, and an embedded follow up component to allow for monitoring in the year after the project has occurred (Sustainability).

The conclusions and recommendations in this evaluation are meant to assist in future integrated programming of this nature, without detracting from the overall point: **while the programming encountered challenges typical of a developing country such as Mozambique, many of the components worked well and positive gains were made all around.**

1. Introduction

Concern Worldwide (CWW), with Welt Hunger Hilfe (WHH) and the Rural Association of Mutual Support (ORAM), implemented the three year *Strengthening Civil Society to Enhance Livelihoods Through Supporting Economic Skills Diversification, Markets and Gender Equity in Zambezia* (XCSEL, 2015-2018), with support from the European Union (EU) and Irish Aid. This project was implemented in Mozambique in the districts of Chinde (including Micaune), Inhassunge, Nicoadala and Quelimane. Over three years, the XCSEL project reached 75,685 people, and directly worked with representatives from 5,623 poor smallholder farmer households (3,467 of which were female). The project aligned with the Mozambique government's policy objectives by increasing civil society's capacity to support the eradication of extreme poverty and hunger, by linking a pro-poor agricultural sector with an important nutrition component (Concern 2014).

Overall, this project aimed to provide tangible assistance in thematic topical areas (e.g. regarding agriculture, nutrition, gender) in order to achieve:

Overall Objective: Civil society actors are strengthened to advocate for better livelihood service provision from the public and private sector.

Specific Objective: Beneficiaries have increased economic welfare, improved nutrition, and have generated evidence of good practice to influence government policies and government staff training.

This programming was implemented by a Consortium led by Concern (with WHH and ORAM) which used slightly different methodologies adapted to targeting the extreme rural poor or peri-urban poor communities (See Annex A for a more extensive overview of roles):¹

- WHH implemented the project in the peri-urban areas of Quelimane and Nicoadala. The Farmer Field Schools (FFS) constituted the primary groups, with the components of nutrition and gender included *within* the groups. (Also, the Parent Groups for Nutrition consisted of one group--approximately 11 individuals selected from the FFS--in each of the 56 FFS groups in the two WHH areas.)
- Concern implemented the project in rural Inhassunge, Chinde, and Micaune, with *separate* but linked types of groups focusing on different sectors under an integrated model.² The FFS focused on agriculture and livelihoods and included basic nutrition training. These were linked to the Dialogue Clubs (DCs, with 10 couples to promote gender equality to both men and women) and Care groups (that were trained intensively on mother-child nutrition with a curriculum of approximately 10 topics).³ The latter groups in turn trained others in the communities with the Care group volunteers training groups of "women neighbours" (*Mulheres Vizinhas*) in groups specifically focussed on mother-child nutrition.
- ORAM's role was to form, organize and train the Farmers' Associations (FAs) for capacity building and business skills development, ensure formal registration, and advocate for farmers' rights.⁴ ORAM had a technician in each area to conduct work.

¹ Concern has been operating in Mozambique since 1987, and WHH has been operating in-country since 1979. Both have extensive experience in agriculture and food security. ORAM is a local CSO established in 1992 (Concern 2014).

² For this project, Concern built on other programming (Linking Agriculture, Nutrition and Gender for Development [LAND]) and thus had already established certain aspects of this type of model.

³ In the Concern areas, there have been approximately 25 Care groups per district, each of which consist of 12 volunteers who in turn train the *Mulheres Vizinhas* groups.

⁴ However, it was determined that the business development skills were weak, so SEPPA—a local firm specializing in agro-business—was engaged to assist with: equipping 30 associations with business plans,

The project has been implemented integrating five areas and associated activities to achieve the objectives (See Annex B for specifics on each of these groups):

- Farmer Field Schools (FFS) (CWW and WHH)
- Care Groups (CG) (CWW) and mother's & father's nutrition groups (WHH)
- Dialogue Clubs (DC) (CWW)⁵
- Farmers' Associations (FA) (ORAM)
- Village Saving and Loan Associations (VSLA) (CWW and WHH)

In both areas, the objective of the FFS has been to improve agricultural productivity and resilience by introducing new farming techniques, increasing crop diversification and the production of nutrient rich foods in gardens, and promoting methods to minimize post-harvest losses. In the XCSEL project, there have been a total of 205 FFS (149 with Concern and 56 with WHH), with an average of 25 members per group. FAs were then formed from graduating FFS groups; these groups consist primarily of men, due to the business aspect of the groups and high rates of illiteracy in the communities. In each of the districts, some capacity building has occurred with these FAs, but as discussed later, this has had various levels of success.

In order to achieve the aforementioned overall objective, the four goals (anticipated results) were:

- (1) Increased income, productivity and resilience through capacity building in the FFS,
- (2) Increased control for women over decision making and resources,
- (3) Improved capacity and organisation of community associations in production, marketing, and advocacy,
- (4) Improvements in diet.

For each of these, a list of indicators was established, which guides the structure of this report (discussed under the *Findings* Section). While some challenges and a few small amendments to these indicators and activities have occurred during the implementation of the programming, for the most part, these remain the same as the original logframe (see Annex C).

2. Country Background and Strategic Context

Throughout Mozambique's history, civil society has been notoriously weak due to the Portuguese repression of outward expression against the state, and tensions between Frelimo and Renamo.⁶ In general, included within the role of civil society is its tendency toward participation and/or contestation, and voluntary associations provide networking capabilities, a channel through which to acquire social connections (important for marginalized groups, e.g. in rural areas), and community-based ties.⁷ Additional challenges from climate change and El Nino have recently threatened residents in Zambezia Province, resulting in continued, heightening challenges for small-scale

helping technicians with manuals to assist associations, coaching the associations, and understanding the differences within associations (SEPPA 2017).

⁵ These were carried out in partnership with Promundo-US and HOPEM (a Mozambican NGO focused on changing traditional ideas of masculinities) to inform the development of strategies and engage men.

⁶ The *Frente de Libertação de Moçambique* (Frelimo) is the ruling political party, and the *Resistência Nacional Moçambicana* (Renamo) is a central opposing party. In recent history, some rural Mozambicans have mobilized on such topics as business, schools, agriculture, savings and the like, but such organisation has generally tended to occur on a very small scale. While CSOs in central cities—particularly in Maputo—have grown much stronger in recent years, most still face severe issues that stem from historical challenges, which render them mostly reliant on external donor funding (Fenio 2009).

⁷ In this sense then, civil society begins with associations being built up, and they may not necessarily “antagonize” or “lobby” the state, as is often seen in the West; they may work with it, engage in activity that is not state-focused, or the associations may have an uneasy, yet still loyal, alliance with state entities. Furthermore, organisation heads may push for democratic/civic activities, but if local members do not buy into these, activities will not be sustainable. This is particularly challenging in rural areas with little access to resources, as organizers may find it challenging to teach members how to ask government for assistance.

farmers.⁸ Zambezia province also experienced low intensity conflict between Frelimo and Renamo forces, leading to escalated tensions within communities in 2016.

The Mozambique government now demonstrates a stronger commitment to improved food security and nutrition as key indicators to poverty reduction, focusing on key agricultural growth regions, including Zambezia, which take advantage of existing key infrastructure and agricultural possibilities. Mozambique's Strategic Plan for the Development of the Agricultural Sector (PEDSA 2013-2020) and National Investment Plan for the Agricultural Sector (PNISA 2012-2017) define a market facing approach with considerable reference to nutrition. At the local level, the local Government and the Technical Secretariat for Food and Nutrition Security (SETSAN) are formulating approaches to deliver the 2011 multisector nutrition strategy (PAMRDC 2011-2017). The EU and the donor community are aligned with the Government of Mozambique to generate greater private investment in agricultural development, scale innovation, achieve sustainability food security outcomes, reduce poverty, and end hunger (Concern 2014).

The EU has recognized that strengthening Civil Society Organisations (CSOs) in Mozambique is necessary to enable an environment that sustains these strategies to eradicate extreme poverty and hunger, as well as wider development outcomes that contribute to democracy and equitability regarding economic growth. However, such organisations have been extremely difficult to build up in Mozambique: CSOs usually lack coordination with state entities or are internally weak with little access to resources. Regarding development, strong international and local NGOs are potentially well placed to strengthen such organisations, build capacity, and work with community stakeholders to advance development strategies. This component is further discussed in subsequent sections of this report.

XCSEL's overall objective has therefore been to capacity build local CSOs (e.g. ORAM and farmers' groups) to advocate for extremely poor farm households and communities, and better/more sustainable livelihood service provision from the public and private sectors. To these ends, the capacity building is founded upon a package of interventions aimed at increasing economic welfare and nutrition, while simultaneously supporting advocacy efforts to influence government policies and staff training.⁹

3. Rationale and Scope

The purpose of this evaluation is to assess the outcomes and impact of the XCSEL project based on those anticipated at the outset of the project. This external evaluation can be seen to accompany the final internal evaluation conducted by Concern and partners. This report aims to:

- a) Assess, in an evidence-based manner, the level of achievement against the project results framework;
- b) Assess the impact of the project based on the Organisation for Economic Co-ordination and Development/Development Assistance Committee (OECD/DAC) criteria including the

⁸ Over 1.4 million people faced food insecurity in 2016 from El Nino, most of whom were concentrated in the central and southern regions, including Zambezia. This has affected Concern programming, including the expected results of agricultural activities and achieved production by the FFS, discussed later in this report. Flooding occurred in 2014-2015, severe drought in 2015-2016 with emergency programmes launched, and in 2016-2017, the planting season began late with too little rain (particularly for rice, a staple food product).

⁹ The EU's Non-State Actors (NSA) Call for Proposals for this project focused on the civil society component and illustrated how the EU conceptualized civil society in order to: "support operations aiming at promoting an inclusive and empowered society in partner countries in order to (i) benefit populations out of reach of mainstream services and resources and excluded from policy making processes; (ii) strengthen the capacity of civil society organisations in partner countries, with a view to facilitating their participation in defining and implementing poverty reduction and sustainable development strategies; and (iii) facilitate interaction between State and NSA in different contexts" (EU 2013).

impact, effectiveness, relevance, efficiency, and sustainability of the project in the local context.

This evaluation provides analysis of the project’s achievements, lessons learned, and recommendations for future programming, with a target audience that includes Concern, WHH, ORAM, the European Union and Irish Aid (funders), other donors, and relevant stakeholders (local authorities, government bodies, and other interested local and international actors). Additionally, organisations that plan to implement similar activities in the future may find this useful. The evaluation aims to assess the extent to which the project met its objectives; measure the extent to which the response has been accountable to the affected population; recommend improvements for future interventions (focusing on programme quality and accountability), and contribute to learning in a wider sense within the partner organisations.

Along with qualitative data gathered for this evaluation, the report incorporates a variety of additional quantitative and qualitative information, including internal baseline/midline/endpoint reports; progress reports; field visit reports; case studies; learning papers; and previous reviews and evaluations. For this report, qualitative data collection occurred in Quelimane, Nicoadala, and Inhassunge districts, and Quelimane town. After discussions with the Concern team, it was decided that data collection would occur in these locations, allowing for the greatest breadth of coverage possible in the short time allocated.

Evaluation questions were designed according to the DAC Criteria for evaluating development assistance (Impact, Effectiveness, Relevance, Efficiency, and Sustainability). These are discussed in turn under the *Findings* Section. The evaluation aims to be both retrospective and forward-looking, including a discussion of past performance, analysis of lessons learned, and conclusions and recommendations for future interventions from partners of a similar nature. There is added importance on the recommendations of this evaluation, given that the two international organisations will be closing their operations in Mozambique.¹⁰

4. Methodology

The fieldwork took place 6-11 November 2017. The desk review of documents was carried out in the week prior to fieldwork to inform the qualitative tools and Inception Report, with a deeper analysis of background documents undertaken post-fieldwork. The fieldwork itself was solely qualitative and included Focus Group Discussions (FGDs) with members of various groups, and Key Informant Interviews (KIIs) with government authorities, community leaders, Concern, WHH, and ORAM points of contact. Further information on the methodology is included in Annex D. The following 10 FGDs and 13 KIIs were conducted (see Annexes E and F for questions asked):

Table 1. Composition of FGDs	
Quelimane	<ul style="list-style-type: none"> • FFS/FA women (Sangariveira) • FFS/FA mixed (Marrabo) • FFS women (Barrone 1) • FFS men (Barrone 2)
Nicoadala	<ul style="list-style-type: none"> • FFS/FA mixed (Licuar/Chiverano)
Inhassunge	<ul style="list-style-type: none"> • Care and Vizinha groups women (Nhapende) • Dialogue Club men (Namilime) • FFS women (Marandanha and Muazambo) • Dialogue Club women (Sapanda and Carungo 2) • FA men (Sapanda and Carungo 2)

¹⁰ Concern announced in 2016 that it would be closing its operations in Mozambique in line with its global strategic refocus towards the most fragile poor-vulnerable contexts.

Table 2. Composition of KIIs

Quelimane	<ul style="list-style-type: none"> • <i>Regulo</i> (community leader)
Nicoadala	<ul style="list-style-type: none"> • WHH staff member • ORAM staff member
Inhassunge	<ul style="list-style-type: none"> • Government nutrition expert • <i>Regulo</i> • ORAM staff member • SDAE staff member
Quelimane (Town)	<ul style="list-style-type: none"> • Concern staff member • ORAM staff member • SDAE staff member • WHH staff member • Two Concern staff members

4.1 Limitations

Two limitations exist with this evaluation and report. First, after an internal evaluation conducted by Concern, staff determined that at least one indicator from the logframe presented challenges in the construction of the index to assess it. The qualitative fieldwork took this into consideration to potentially assist in filling in blind spots to present a triangulated overview and synthesis (via the FGDs and KIIs). While this evidence is anecdotal, it helped explain some of the occurrences. Second, the qualitative fieldwork conducted for this evaluation does not cover all of the geographical areas of the programming, due to time constraints. But because the responses were similar across areas, this likely has not affected the findings. The final two limitations are discussed below.

4.2 Use of the DAC Criteria to Evaluate the Project's Impact

The *Findings* Section measures the impact of the project using the DAC criteria as evidenced by progress against the project logframe targets, and provides answers and scores to questions agreed upon with Concern prior to the fieldwork: Highly Satisfactory (4), Satisfactory (3), Unsatisfactory (2), or Highly Unsatisfactory (1).¹¹ Some questions address different components simultaneously, and therefore generate multiple scores. Due to this, overall (total) numeric scores by each DAC criteria are not recommended.

The scoring for the DAC criteria takes into account that there are differences within some of the overarching criteria questions (e.g. the agriculture, nutrition, and gender component may have been successful, but the business component proved challenging). When this has occurred, two scores are given, which does not allow for an aggregated overarching score for each of the DAC criteria. Additionally, the financial component in the *Efficiency* Section is descriptive, rather than a full assessment, due to the initially agreed upon general questions that were asked.

The following section highlights the findings based on each of the DAC criteria. *5.1 Impact and Effectiveness* presents the key indicators and results from the baseline, midline, and endline conducted internally, with additional data from the externally conducted FGDs and KIIs. Realistically, several of these indicators/results could be placed under other DAC criteria, but to facilitate ease of reading (given the number of indicators and results), they are organized under these two overarching criteria. It is not the goal of this external evaluation to replicate the vast amount of information offered in the internal Concern endline evaluation, but rather to offer a broad overview (for more nuanced information by indicator, see Concern 2017 and 2017b). The subsequent sections discuss the other three key DAC themes: *Relevance* (5.2), *Efficiency* (5.3) and

¹¹ Questions were developed in collaboration with Concern prior to the fieldwork.

Sustainability (5.4). Each section begins with a table that highlights the questions, responses, and scores used for the evaluation as relevant to each of the DAC criteria. The information in these tables is then discussed further in each subsection.

5. Findings

5.1 Impact and Effectiveness¹²

The expected results of the project have largely been achieved, as illustrated from indicators discussed in this section. The beneficiaries placed great weight on the outcomes and knowledge they received and are training others, yet some factors have limited the full extent of effectiveness. Table 3 illustrates the list of initial questions based on the DAC criteria with responses and scoring. It indicates that although the business skills development and civil society components were weaker, most aspects scored *Satisfactory to Highly Satisfactory*.

Table 3. DAC Questions and Scores for Impact and Effectiveness

Question	Response/Notes	Score
Impact		
Have the project objectives been achieved?	They have been partially achieved. Some indicator targets were not reached, but the numbers were greatly improved, as indicated by disaggregated data. The overall objectives concerning civil society have also been partially achieved (see the <i>Efficiency</i> and <i>Sustainability</i> Sections for extensive discussions and summaries on this component).	Satisfactory (3)
Has the project contributed to improved harvests, nutrition and resilience to climatic shocks? If so, how?	Yes. See above for specific examples that include improved agriculture techniques and nutrition that will continue to be used.	Highly Satisfactory (4)
Has the project contributed to increased bargaining power of rural and peri-urban farmers? Of women? How so?	To a certain extent, yes, mainly within the communities themselves. To a lesser extent with government authorities.	Satisfactory (3)
Has the project contributed to strengthening civil society? How?	Yes, but with some caveats. See <i>Efficiency</i> and <i>Sustainability</i> Sections for extensive discussion and summary on this component, questions related to it, and more nuanced scores.	Satisfactory (3), but could slip to Unsatisfactory (2) depending on final months of project and sustainability.
Effectiveness		
To what extent have the expected results of the XCSEL project as identified in the results framework been achieved and what are the main factors that have enabled or impeded this achievement?	The baseline, midline, and endline numbers indicate that to a large extent, the anticipated results have been achieved. Where they have not been achieved, disaggregated data still indicate that substantial improvements have been made. Factors that have enabled achievements are: good oversight of the project components, good communication between partners, and community buy-in of programming. Factors that have impeded achievements are: gaps in measuring the indicators from baseline to endline, challenges with government authorities (in Nicoadala), drought during the project, delayed timing on business development.	Satisfactory (3)

¹² In this section, most percentages have been rounded to the nearest whole number, though some tables taken from Concern 2017b include one decimal point to tease out nuances (e.g. food groups).

Question	Response/Notes	Score
Were any activities not implemented? What were the key challenges?	The business component was delayed due to the need to bring another organisation on to help. This has led to challenges in the ability of associations to lobby government for resources, although it remains to be seen if this will change in the remaining two months of the programming. Associations also seem to exhibit different levels of knowledge/capacity, indicating that this has not been fully mainstreamed. While activities were implemented, this component is weak. See <i>Efficiency</i> and <i>Sustainability</i> Sections for extensive discussion and summary on this component.	Unsatisfactory (2) but could change to Satisfactory (3) in the final two months, depending on implementation of final activities.
What value do beneficiaries, stakeholders and communities attach to the outcomes achieved? What did the project do well?	Beneficiaries place great weight on the outcomes achieved. The agriculture, nutrition, and gender components were implemented very well.	Highly Satisfactory (4)
To what degree was project learning shared within the community and neighbouring communities, local authorities, other community organisations, and NGOs (local and international)?	The project learning continues to be shared within the communities and with the government. The NGOs have ties with other NGOs to impart knowledge.	Highly Satisfactory (4)
How have equality issues between men and women been addressed, and were there perceived benefits/repercussions?	Equality issues have been addressed between men and women via the gender component and DCs. There were no repercussions.	Highly Satisfactory (4)
What risks and vulnerabilities were present at the beginning of the project and how has the broader initiative addressed them? Were there unintended effects? Did these differ between communities?	Vulnerabilities were largely centered on a lack of knowledge on agricultural techniques, good nutrition, and gender issues within the communities before the project began, all of which have been addressed. There were no unintended effects.	Highly Satisfactory (4)

Regarding the overall Objective (below), civil society has indeed been built up via the creation of the formal associations, but potentially in a manner that is not fully embedded in the minds of association members. This is discussed throughout this report, particularly in the *Efficiency* and *Sustainability* Sections, which offer nuances to this overall Objective. Objective 1 has occurred within the communities and stakeholders. Objective 2 is currently occurring (December 2017) via partnerships with agro-dealers now that the business plans are complete.

5.1.1 Objectives

Overall Objective: Civil society actors are strengthened to advocate for better livelihood service provision from the public and private sectors.

- O1: Documented evidence of better service provision, resulting in improved agricultural production, healthier consumption, improved income and improved gender equality shared among policy makers in government, NGOs, private sector, and donor agencies.
- O2: Memorandums of Understanding signed between ORAM, government, and agribusiness counterparts that include a learning outcome from the project.

Overall, the project reached the following numbers of groups and participants:

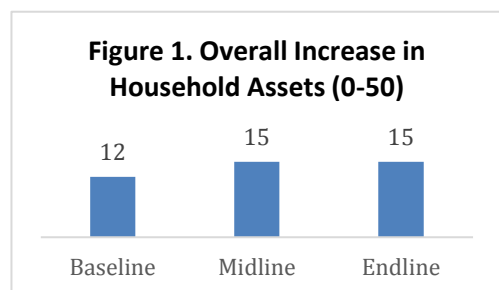
Table 4. Number of Groups and Participants Reached¹³

	FFS / FA		Nutrition		Neighbouring women	Total direct participants
	No. of groups	No. of participants	No. of groups	No. of participants	Neighbouring women	
CWW	149	3571	75	900	9000	13,471
WHH	56	1,042	56	689	--	1,042
Total	205	4,613	131	1589	9000	14,513

The overall objectives are comprised of the following specific objectives measured by objectively verifiable indicators. The results obtained from baseline, midline and endline surveys show an overall positive impact in terms of the specific objectives of the project with the majority of targets achieved, especially in food security, income from increased crop yields, DRR and gender equality, and more mixed results in terms of some nutrition indicators and also with the linking of farmers with markets and government.

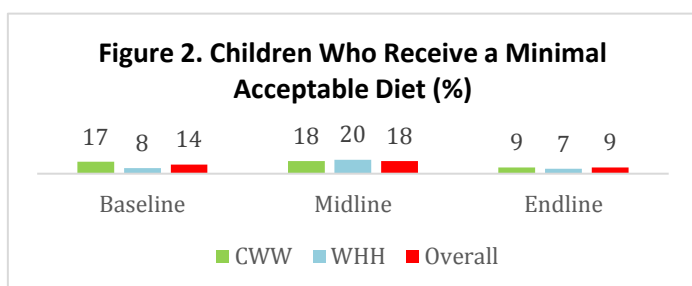
Specific Objective: Beneficiaries in Zambezia have increased economic welfare, improved nutrition, and have generated evidence of good practice to influence government policies and government staff training.

- Indicator 1: Farmers expend a greater amount of money on capital items (tools, roof sheets, bicycles, radio, furniture, etc.) [No target]



This score was compiled by a Household Asset Index (see Concern 2017, 2017b).¹⁴ There was a **clear increase in household assets** from the first to the second year, which remained the same for the third year, likely due to the drought, which may have forced some farmers to sell assets in 2016-2017, then recoup them. See Concern 2017b for disaggregated information on types of assets owned.

- Indicator 2: Increased percentage of infants and young children aged 6-23 months, who receive a minimum acceptable diet (apart from breast milk) [Target: 45%]



This indicator measures the dietary diversity and frequency of breastfeeding (or frequency of milk feedings for non-breast fed children). **This indicator on its own signifies poor results, but these should not be taken at face value.**¹⁵ If food diversity and

¹³ From Concern 2017, 2017b.

¹⁴ This is an indicator which is measured as a proxy for income, with the assumption that as households increase income, they spend it on assets such as livestock, tools, bicycles, and radios. The minimum score is 0 (no assets) and the maximum is 50.

¹⁵ This indicator was complex to calculate, and it is possible that different calculation methods were applied between endline, midline, and baseline surveys (particularly the latter), rendering comparison difficult. The overall indicator may also be low because the minimum acceptable diet usually states that children under two years should eat at least three times per day (when breastfed) or at least four times (when not breastfed). See Concern 2017, 2017b for more on this: one reason for fewer feedings occurs with the workload that women face, rendering it difficult to provide food for children left at home.

food frequency are assessed separately, there is improvement from the baseline to the endline (Concern 2017, 2017b).

Refer to Result 4-4.2 (discussed below) for a more detailed overview of dietary diversity, which indicates that the percentage of children consuming at least four food groups has increased (also see Concern 2017, 2017b). Additionally, frequency had increased to two to three feedings per day at the endline.¹⁶

To try to fill in some of the gaps for this indicator in the fieldwork for this report, FGD members were asked about nutrition activities for young children. Responses indicated that (1) nutrition for children under two years had improved (all stated this), but (2) knowledge on the ideal meal frequency for babies was mixed, and at times depended on the association. For example, in Inhassunge (Mwazamba area) some understood the ideal as only one to two times a day, yet this often stemmed from individual financial struggles to purchase additional food products: *“The children, we feed them whenever there’s money available”* (Female, FFS, Inhassunge). Others (such as women in the Care group and men in an FA group in Inhassunge) indicated that three times a day is preferred. Overall, however, responses largely indicated that **the nutrition of young children has indeed improved** within the communities: *“[Nutrition], it’s better. [Formerly], they were giving porridge with salt, or giving porridge before six months”* (Government nutrition expert, Inhassunge). He also indicated that they previously gave water to babies up to six months old, and now give them porridge and *xima* only after six months.

“The young ones are getting healthier now, because we are mixing food, I know from this project, if my son is getting thin, he needs to eat this type of food.” (Female, Mixed Group, Quelimane)¹⁷

“I give the breast from 0-6 months, and not even water. After six months, I start giving porridge. Before this project, we were just giving porridge with salt. Now we know to put in some egg.” (Female, Care Group, Inhassunge)

“I know what to eat in the morning, during the day, when my child is sick I know what to give him for food.” (Female, Mixed Group, Nicoadala)

- Indicator 3: Key learnings from the programme officially shared with provincial government counterparts and agri-business, and adopted by Ministry of Agriculture and Food Security (MASA) extension workers: target – at least 4 (1 per result) “lessons learned” papers shared with provincial government and agri-business, and practical actions being undertaken by MASA extension workers
- Indicator 4: Programme recommendations, specifically focused on poor farmers and gender dimensions, incorporated in National Multi-Sector Nutrition Working Group and Agricultural Policy Group recommendations to policy makers and practitioners: target – at least 4 evidence based advocacy documents submitted to the Nutritional Working Groups/Agriculture Development/ Social Protection Working Group

These two indicators have occurred, and the NGOs are writing up the learnings to share. A Learning Event was conducted at the end of November in Quelimane to impart information, and four working papers have been drafted (three for Zambezia and one for Irish Aid funding in Manica [Interview,

¹⁶ Additionally, some of those surveyed in the evaluation could not indicate how many times the baby had food, likely because the child had been left away from the mother. This disqualified an important part of the sample for this indicator.

¹⁷ A “Mixed Group” refers to a group that combines FFS, nutrition, gender, agriculture (as opposed to specific groups that are solely Care, Dialogue Club, etc.).

Concern staff)). Articles and pamphlets are currently being printed for distribution to partners prior to the project closure.

5.1.2 Results

Result 1: Increased income, productivity and resilience through technical and management capacity building of the target groups via the FFS and peri-urban gardens (PUG)

- Indicator 1.1: Percent increase of target farmers’ average annual (or monthly) income from crop sales in FFS & PUG [Target: 38% increase]. Data is in currency (Mozambican meticaís).

Table 5. Increase in Average Income

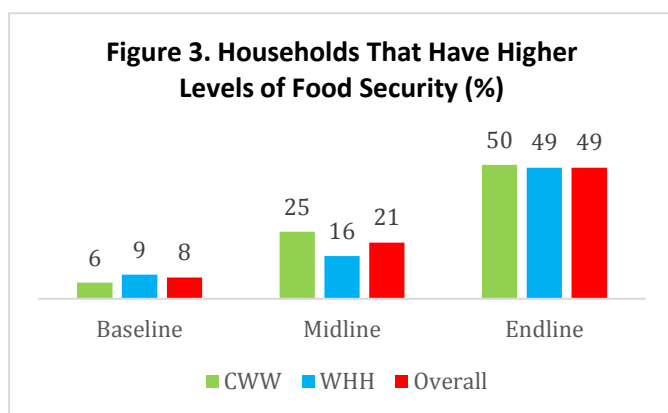
	CWW	WHH	Overall
Baseline	524	1329	887
Midline	308	352	329
Endline	1,796	2,333	2,008 (126% increase)

This indicates a **126% increase in earnings** among those who sold a part of their crops (76% of all sampled participants). The increase was most pronounced in rural areas, likely because at the beginning of the programme, few rural farmers were producing and selling vegetables. There is little difference between peri-urban and rural areas in terms of the types of main crops grown (see Concern 2017, 2017b for more on this).

• Indicator 1.2: Percent increase in farmers’ average annual yield /ha per crop

Regarding the improved techniques (new seeds, sowing density, field locations), there has been improvement up to 159% of the yield for rice, and up to 20% for sesame. Regarding the conservation agriculture technique, the improvement of the yield is up to 100% for maize (49% just using mulching), up to 94% for beans, and 31% for soya (Interview, Concern Staff).¹⁸

- Indicator 1.3: Number of households who have higher levels of food security during the lean season as a result of adopting Disaster Risk Reduction (DDR) measures in agriculture promoted through the project (seed stores, short cycle seed varieties, water storage and use) [This measures those who had tried at least one DDR technique and believed their food security was higher than in the last year, Target: 30%]



This indicator is based on whether the participants applied any of the programme’s DDR methods in agriculture, and if they felt their ability to secure food had improved in the past 12 months. **It is clear that there has been a significant increase in applying the techniques taught by the programme**, despite challenges faced by flooding and drought. Techniques that seem to have been better adopted by farmers pertain to crop diversification including the high value crop, mulching and

crop rotation, the use of drought-resistant and short-cycle crops, and the protection of riverbanks

¹⁸ This was not measured in the baseline survey because there was no agreement (e.g. no standard unit of weight or area) (Concern Baseline Survey 2015).

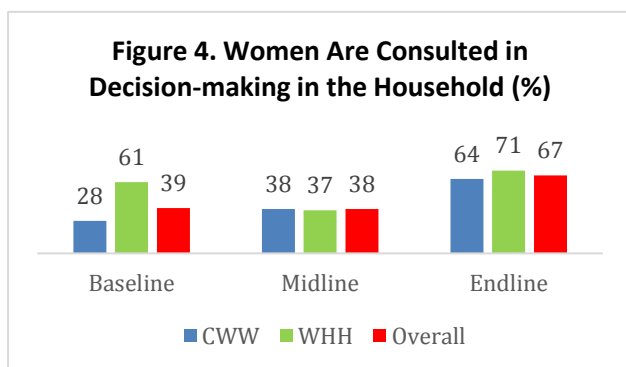
(see Concern 2017b for more information on this, and FGD responses in the *Relevance* Section for additional information about techniques).

Table 6. DDR Techniques (% of household that declares using each)

DRR Techniques	BASELINE ¹⁹			ENDLINE		
	CWW	WHH	Baseline	CWW	WHH	Endline
Crop diversification	37.3	16.3	28.6	76.5	80.4	78.1
Improved seeds from the project	NA	NA	NA	56.1	77.7	65
Cash crops	36.4	6.9	24.2	54.8	57.2	55.8
Mulching	21.8	8.8	16.4	30.7	57.2	41.6
Crop rotation				43.6	56.1	48.7
Minimum soil disruption				9.9	20.5	14.3
Drought resistant crops	35.1	26.3	31.4	38	33.5	36.1
Planting of fruit trees	NA	NA	NA	12.6	14.4	13.3
Improved seed stores	20.9	12.5	17.4	18.6	17.7	18.3
Early warning systems	11.1	15	12.7	6.79	7.4	7
Short-cycle crops	35.1	18.1	28.1	46.2	45.6	46
Natural pesticides	NA	NA	NA	4.6	20.3	11
Protection of mangroves	10.2	6.9	8.8	34	36.5	34.5

Result 2: Women have increased control over decision making and resources at household and community levels

- Indicator 2.1: Percentage of women that are consulted in household decision making on crop sales, food purchase, and key welfare (health, nutrition) related decisions in the household [Target: 70% of women]



This indicator clearly shows that the percent of women who are consulted in household decision-making has significantly increased, thereby almost meeting the target.²⁰ Peri-urban areas showed a slightly higher percentage (71%) than in rural areas (64%), likely due to embedded cultural norms concerning patriarchy (Concern 2017b).

- Indicator 2.2: Percentage change in attitudes to gender equality via a scale (out of 6) [Target: 65% increase]

¹⁹ This table is from Concern 2017.

²⁰ Questions for this indicator included decision-making on food/clothing purchases, large investments such as appliances/equipment, and spending time with family members and relatives (see Concern 2017). A survey conducted for the gender-transformative Engaging Men (EM) initiative (that was piloted in 15 rural communities with participation from an average of 150 couples) indicated an increase from 22% of women being involved in decision-making at the start of the implementation. 86% of the households indicated joint decision making, and remaining participants indicated that men are still the main decision makers, but they at least consult women. EM also saw a significant improvement in women’s participation in financial decision making with a shift from moderate male domination at the baseline, to endline results indicating near complete equality in financial decision-making.

Table 7. Change in Attitudes Toward Gender Equality

	CWW	WHH	Overall
Baseline	2.5	3.1	2.7
Midline	2.5	2.6	2.6
Endline	3.5	3.9	3.6 (increase of 33%)

This indicator was problematic as it was based on only two questions with the potential for ambiguous responses that needed to be interpreted by the interviewer.²¹ A separate gender attitudes survey for the DCs was more extensive and indicated a shift from moderately negative gender attitudes at the baseline, to moderately positive attitudes at the endline.

Concern, Promundo-US, and HOPEM developed the gender-transformative Engaging Men curriculum to promote men's involvement as equitable partners and responsive caregivers through participation in the DCs. The curriculum for these allowed for couples to discuss specific topics each week, overseen by facilitators (Gunnell and Homiak, No Date [N.D.]).²² Some of the goals of the gender component were to increase men's understanding of improved nutritional status of women and children and how gender inequality negatively impacts the rest of the household, promote men's care roles in the home, promote shared decision making and non-violence, and challenge harmful traditional beliefs regarding patriarchy.

To further assess this component of the project, we asked FGD members several questions regarding attitudes toward gender, and **results indicate a clear shift in thinking**. In all areas, respondents indicated that **men have taken on cooking roles, offered assistance in the household, that violence has significantly decreased, and that relationships have greatly improved**. DC members indicated there had been a decrease in polygamy and informal practices:

"My husband, whenever he had money, he was looking for a second wife. Now, he's no longer doing this." (Female, DC, Inhassunge)

"There were also issues where families would try to sell their daughters to those with money. Now that's not happening." (Female, DC, Inhassunge)

"We were considering the wife as an instrument. I was thinking that when I get married to my wife, I have my working instrument. Now I realize she's not a working instrument." (Male, 44, DC, Inhassunge)

Members in both areas often referred to the wives as having been *escravos* (Portuguese) or *mulec* (Chuabo), signifying "slaves" to their husbands, while both men and women in the Concern areas focused on the rhetoric of "leaving the box" (Photo 2, next page).²³ The increase in shared labor occurred in multiple areas of household life, and numerous participants responded they now attend to the *machamba* (small gardens) together. Others highlighted how access to food shifted (*"before this project...the most important part [of a chicken] was only designed for the man of the house, but we learned it's for everybody"*) (Female, 57, Mixed Group, Quelimane). Many also indicated they are making different decisions:

²¹ Questions involved responses to: if there is a limited amount of money, it should be spent on sons first, and it is more important to give attention to a boy than a girl (but the first question was mistranslated in the baseline survey, and the second question changed from the first year when it was asked "is it more important for a woman to give birth to a boy than a girl?"). Additionally, the scale used was open to misinterpretation (see Concern 2017).

²² Each DC has around 20 members (10 couples) that consist of FFS, Care group members, and their spouses. Some members in the DCs were not in the FFS but were influential community members and were brought into the DCs.

²³ From a discussion with NGO staff, this wording seems to have come directly from the group members, rather than the gender trainers (Interview, Concern staff member).

Photo 2: Men in a DC, Inhassunge²⁴



“Before this project, we were having babies without separation in between. My husband now understands that it’s good to go three years before another baby comes.” (Female, Care group, Inhassunge)

“Before, if you had male and female children, only the male would go to school, now everything has changed.” (Female, 55, Nicoadala)

“Since this project came in, there is no difference between men and women. Those who complain when they see the husband helping the wife, they are inside the box, not outside the box. Who is outside the box knows how to help, to share.” (Interview, Regulo, Inhassunge)

“We are following what we learned from the project. Before the project, I was going to the barraca [informal bar] to get alcohol, but now, no. Whenever I go and receive money, I bring the money and say, what do we want to do with this money? We sit down and talk.” (Male, 45, DC, Inhassunge)

In only one group (the FFS in Inhassunge), did respondents say *“the man is the one who is in charge”* and that they had not received gender training (the DCs were not in their particular community). Overall, while members in both the Concern and WHH areas indicated heightened levels of knowledge about gender issues, those involved in the DCs came across in the FGDs as more passionate about the topic than those who had gender mainstreamed into their regular groups, with somewhat more nuanced, lively stories about tangible changes within their households.

In WHH areas, men and women both said women have learned not to be aggressive toward others (whereas in the Concern areas, female aggressiveness did not come up in the FGDs): *“Before I went to this school, I was very aggressive toward my family and my children, now I know not to beat them, we talk.”* (Female, 40, Baronne)

“Since this project came in, the women are civilized, there’s no violence. Now even the husbands say there’s no violence between me and my wife, and everything is changing. There’s no difference between women and men. Before this project there was a lot of violence. Before, this village was very aggressive. Husbands were very aggressive.” (Interview, Regulo, Baronne)

Such a decrease in violence has the potential to not only serve as an end in itself, but also to create a secondary benefit of decreasing polygamous practices:

“We go and find a second wife because of money, because we have power, the other wife comes to ask for something because we have money and we wind up falling in love. Sometimes another marriage is about the first wife’s behavior, sometimes you leave a wife alone to do everything, she yells at you, and so you think you need someone who doesn’t yell.” (Male, 19, DC, Inhassunge)

The findings here on attitudes toward gender (as well as agriculture and nutrition) are relevant for the objective of building up civil society: one goal of building up associational ties can be to establish a civic collective identity that transcends attachments based on primordial ties, so that outsiders are seen as traditional, uninformed, or simply wrong. Through their rhetoric concerning “traditional”

²⁴ The complete phrase is: “I have already” (on the front of the T-shirt) “left the box” (on the back of the T-shirt).

versus “modern” agricultural practices, and that of being “outside of the box” concerning gender attitudes, **respondents clearly highlighted such a shift in identity.**

Finally, given the clear success of the gender component in both areas, FGD respondents were asked why they felt it was so successful. Responses indicated two important aspects regarding the logistics of the programming. First, many felt the timing of the gender component (after the tangible training of agriculture and nutrition were already ongoing) was well-executed because communities trusted the programming as it was already offering life-changing results. Second, respondents indicated that they had heard radio programmes about gender issues but had difficulty relating to them: “*Concern did this physically, you can see who is talking. Who is talking on the radio, we don’t know him.*” (Interview, Regulo, Inhassunge) **Therefore, the logistics of face-to-face information dissemination made a large difference for attitude and behavior change.**

- Indicator 2.3: Number of women in FAs who have improved incomes via membership in savings and loans schemes [Target: at least 15 FAs have functioning revolving loan facilities]

Table 8. Savings Groups

	Number of groups	Female participants	Male participants	Total Participants (% women)
CWW area	18	371	200	571 (65%)
WHH area	8	149	47	196 (76%)

This target has been met, as 26 groups have a savings and loan component.

Result 3: Improved capacity and organisation of community associations in production, marketing and advocacy

- Indicator 3.1: Number of newly formed and operating FAs certified by Local Authority [Target: 75 FAs registered with Local Authorities]

Currently, 73 FAs have been legalized (these are from 128 FFS, so each FA is formed from one to five FFSs) (Interview, Concern staff member). While this is just shy of the target, it is likely that an additional two will be legalized by the end of the project.

- Indicator 3.2: Number of target farmers who report benefiting from changed practices in MASA extension services [This measures the percentage of farmers who were satisfied with a visit from an MASA extension worker, Target: 30% increase]

Table 9. Farmers Reporting Satisfaction from Extension Services

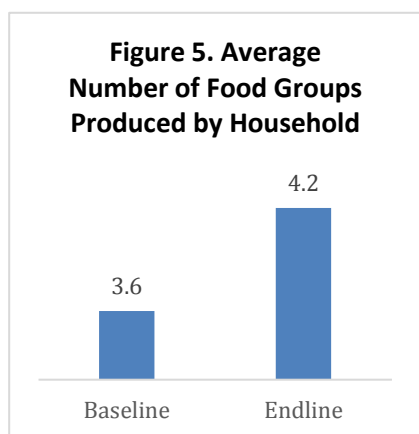
	CWW	WHH	Overall
Baseline	57%	43%	23% received a visit, and 57% were satisfied with the visit
Midline	13% received a visit, of these 49% were satisfied	7% received a visit, of these 21% were satisfied	11% received a visit, of these 39% were satisfied
Endline	23% received a visit, of these 87% were satisfied	30% received a visit, of these 93% were satisfied	26% received a visit, of these 90% were satisfied (this represents an overall increase of 57%)

This indicator did not measure how many members *in each area* received visits from MASA extension workers at the baseline, but it still **indicates improvements in both visits and satisfaction**. Additionally, it is often the case that MASA does not visit if they know the NGO is there, they arrive with the NGO (and thus some community members may believe they are a part of the NGO), or they do not have money for petrol/transportation to enter the communities.²⁵ This is reflected in a disaggregation by type of community: peri-urban areas reported a slightly greater reach from a visiting extensionist (30%) compared to rural (23%, see Concern 2017b).

- Indicator 3.3: Number of FA members receiving vocational and educational training (VET)

Concern involved SEPPA as an additional entity to train ORAM in Quelimane. ORAM replicated the training in the field, reaching 3,224 trainees (848 women and 2,376 men).

- Result 4: Improvement in the quantity and quality of the diet**
- Indicator 4.1: Increase in the average number of food groups (FGs) produced by households (FG according to minimum dietary diversity) [Target: 4 food groups produced]



There was a change in approach to asking about the crops grown, and therefore the result was skewed: in the baseline, individuals were asked about all crops including fruit (which wouldn't otherwise be counted as a "produced crop" as it comes from fruit trees on the land), but this section of the baseline was taken out in the endline so fewer food groups were noted by default.²⁶ Cassava leaves were asked about in the baseline, but the production of cassava in the endline does not automatically factor into the vitamin-A group. The results indicate that 7-in-10 (72%) of participating households can grow a minimum of four food groups at their home (see Concern 2017b for more on this).

- Indicator 4.2a: Proportion of children 6-23 months of age consuming foods from 4 or more food groups within last 24 hours (minimum dietary diversity) [Target: 65% of children]

Table 10. Children Consuming Foods From Different Food Groups

	CWW	WHH	Overall
Baseline	7.7%	27%	16%
Midline	NA	NA	29.4% (2.7 groups)
Endline	42.4%	35.7%	40.9% (average 3.2 food groups)

²⁵ In Mozambique, many areas are extremely difficult to access and require resources (that government does not have) to do so. This project did not have as an objective to directly provide transportation to the government partners, even though they would often travel to the communities together. Interviews with NGO staff indicated that some assets (e.g. motorbikes) used by the teams would remain in the districts to support visits.

²⁶ It was also taken out of the midline. The final, revised numbers by NGO for the baseline and endline (as well as midline) were inaccessible at the time this report was written, but initial numbers indicated that the overall midline was 2.9 (potentially a result of the drought). Food groups included cereals/grains/roots and tubers, vitamin A rich foods, other fruits and vegetables, legumes and nuts, flesh foods from animals, dairy products, and eggs.

Although the results did not meet the target, there have been notable improvements in children’s diets across all areas, which more than doubled the percentage of children targeted.²⁷ The percentage of food groups also rose. The table below indicates **significant improvements in the percentages of children consuming between two and five groups**, while the subsequent table indicates an increase in consumption of cereals and roots, vitamin-A rich foods, vegetables and fruits, and meat and fish.²⁸

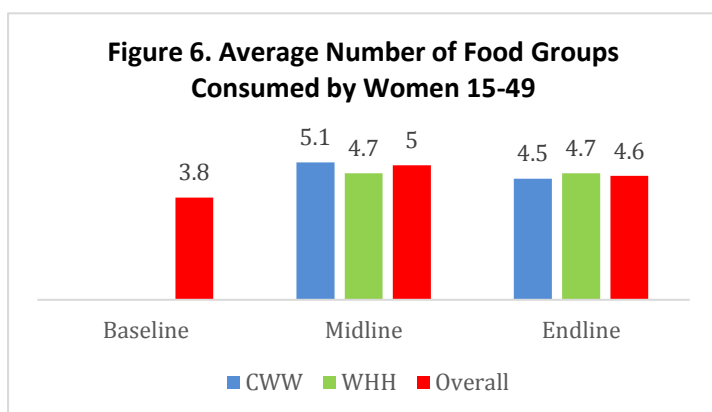
Table 11. Food Groups Consumed (%)

Number of food groups consumed	Baseline	Midline	Endline
0	27.5	10.1	3.5
1	16.7	8.2	9.1
2	14.7	22.8	20.5
3	14.7	20.9	26.4
4	7.8	15.3	16.9
5	5.9	10.1	16.1
6	6.9	9.7	7.5
7	5.9	3	0
Average number of food groups	2.3	3.1	3.2

Table 12. Types of Food Consumed (%)

Food types consumed	Baseline	Midline	Endline
Cereals	62.1	74.3	91.30
Roots/Tubers	39.8	73.9	75.6
Bean	24.3	32.5	29.6
Dairy products	10.7	23.5	10.4
Eggs	22.3	24.6	21.6
Fish	48.5	61.6	70.6
Meat	17.5	16.8	8.4
Vegetables Vitamin A	27.2	47.8	59.7
Vegetables Others	24.3	28	38.5

- Indicator 4.2b: Average number of food groups consumed by women of reproductive age (15-49 years) consuming food from 9 or more food groups over a given reference period (normally past 24 hours) [Target: 7 out of 9 groups]



This was based on the number of food groups consumed.²⁹ The midline is potentially higher because it could be a result of the drought (when they were foraging for roots, nuts, leaves and eating unripened fruit), or due to receiving emergency drought assistance from other NGOs. Although the endline does not meet the target, **78% at the (overall)**

²⁷ The quality of children’s nutrition was assessed by using the Minimum Dietary Diversity for Children indicator, and the seven food groups as noted above.

²⁸ This and the next table are from Concern 2017b.

²⁹ The final, revised numbers by NGO for the baseline were inaccessible at the time this report was written, but initial numbers indicated that the numbers were in the vicinity of 3.8 (Concern) and 4.5 (WHH).

endline achieved minimum dietary diversity, and the project has succeeded in improving dietary diversity among women with a third more women consuming at least four food groups. Additionally, when disaggregated by type of food, the results indicate an improvement in the consumption of vitamin-A rich vegetables and fruits, likely due to the programming's component of vegetable cultivation (see Concern 2017b for the disaggregation of food groups).

This subsection has shown that **the expected results of the project have largely been achieved**, as illustrated from indicators discussed above. The beneficiaries clearly placed great weight on the outcomes and knowledge they received, and are using their knowledge to train their neighbours as further indicated in the *Relevance* Section below. **There were no unintended effects from the project.**

As aforementioned, FGD respondents expressed thanks for how the project has run, as have community leaders: *"We noticed the changes in how we were living before and after the project came in. ...We're learning positive things from this project, things are changing in the community."* (Interview, Regulo, Inhassunge)

But as discussed later in the *Efficiency* and *Sustainability* Sections, **some factors have limited the full extent of Effectiveness** (delays in implementing the FA training of business skills have hampered a sense of ownership amongst some respondents, or the sense that the training has been fully embedded, and associations exhibit differing levels of knowledge). The challenges that occurred, however, were largely beyond the control of Concern/WHH, as they involved climate change (drought), a project duration of three years (short-term), and an initial low capacity of the implementing organisation (ORAM), the latter of which was addressed and scaled up by bringing in an additional organisation to help facilitate (discussed further below).

5.2 Relevance

Community members indicated that the agricultural techniques, nutrition, and gender components were highly relevant to their needs, and the programming also met the intended audience and government goals (thus scoring *Highly Satisfactory*). Table 13 illustrates the list of initial questions based on the DAC criteria (*Relevance*) with responses and scoring.

Table 13. DAC Questions and Scores for Relevance

Question	Response/Notes	Score
	Relevance	
To what extent have objectives and strategies responded to the needs and priorities of the target groups and the various stakeholders at various stages?	The objectives and strategies were highly responsive to the needs and priorities of community members.	Highly Satisfactory (4)
How well did the project align with the government plans?	Despite some challenges with the government in Nicoadala, the project aligned with government plans.	Highly Satisfactory (4)
Did the project reach the intended audience?	Yes.	Highly Satisfactory (4)
How well did the project take into account lessons learned from past experiences/other projects?	The project took into account lessons learned from past projects.	Highly Satisfactory (4)

Across virtually all components of the programming's objectives and strategies, project recipients highlighted that **the project was extremely relevant as it met their needs, particularly in regards to agricultural techniques to assist both in times of drought and non-drought**. FGD members indicated that during the drought, they foraged in the bush for food and roots (known as *talombuana* in Inhassunge and *minyani* in Nicoadala). The project also **successfully reached the**

intended audience of communities experiencing difficulties with poverty, traditional agricultural techniques, poor nutrition, and relationship challenges. However, some respondents indicated the business component was slightly less successful, which is discussed further in the *Sustainability* Section.

Text Box 1. Mainstreaming Disaster Risk Reduction (DRR)

Background documents and FGD members indicated that DRR mainstreaming has occurred within virtually all of the communities. For beneficiaries, traditional farming techniques have given way to the new techniques that allow community members to work together rather than rely on handouts. Members are growing new crops, such as different vegetables and sesame, with some generating greater profits than before due to small-scale irrigation systems and the preparation of bio-pesticides. Overall, access to improved techniques and better performing crops have helped community members become more resilient to shocks, particularly drought (Concern B, N.D.; Concern C, N.D.) FGD participants indicated they are applying what they learned from the FFS group *machambas* in their individual *machambas*, and that all techniques taught were useful. The most important techniques they highlighted were to:

- space planting seeds (20 centimeters from each other, in a row rather than scattering them)
- when planting, place seeds in separate holes (rather than mixing them together)
- pull out weeds (rather than burn the landscape)
- water the crops (if possible twice a day when there is no rain)
- use goat waste or dried vegetation in the *machambas* as fertilizer
- put cassava into the ground at an angle to grow
- use ash to wash hands

Along with other improved techniques (Text Box 1), respondents indicated that they learned to water the plants when there is no rain, as this was a new technique for them, and why weeding is crucial:

“We didn’t have the knowledge, we had the water but we didn’t have the knowledge.” (Male, 46, FA, Inhassunge)

“I’m very happy because of this project. I’ve learned. During the dry season I needed to water to avoid my plants to die, so because of this I’m very happy.” (Male, 47, Mixed Group, Baronne)

“How to remove the things that are not vegetables...so that air can get through” (Female, FFS, Inhassunge)

All members also largely indicated they are conserving seeds (both within the associations and individually) for future use, particularly rice seeds, in case the shops run dry when most needed (because rice is dependent on rain, some indicated that this was a more precious commodity than vegetables). One respondent also indicated an innovative way to avoid a current challenge *“I kept my seeds in a plastic bottle, so that the rats can’t eat them”* (Female, FFS, Inhassunge).

They highlighted important nutrition components such as how to make porridge (and mix it with other products like eggs), and when to give certain foods (e.g. when protein is needed). All said nutrition has improved greatly from the project:

“We didn’t know, before we were in the dark, we were with closed eyes, we didn’t know that vegetables give vitamins.” (Male, 55, FA, Inhassunge)

“Now I know that everyday I need to feed myself four times to be healthy, I learned it from this project.” (Female, 47, Quelimane)

Due to the aforementioned aspects, as well as those discussed under the *Impact/Effectiveness* Section, it is clear that this programming was highly relevant to community needs and government goals, and communities have greatly benefitted from the knowledge and assistance.

5.3 Efficiency

This section indicates that the NGOs conducted regular monitoring and evaluation (M&E), government staff was largely included in conceptualization (albeit with some issues in one area), and issues that arose were generally dealt with. ORAM posed a challenge, but this was handled as best as it could be at the time, and the Consortium stayed within the initial budget. Table 14 illustrates the list of initial questions based on the DAC criteria (*Efficiency*) with responses and scoring. While the business skills component indicates an *Unsatisfactory* score, the aforementioned aspects score as *Satisfactory* or *Highly Satisfactory*.

Table 14. DAC Questions and Scores for Efficiency

Questions	Responses/Notes	Score
Efficiency		
How responsive has been the project's management structure? Have any changes in the programme staff turnover impacted the results?	Management structure was responsive, but there were some challenges with the ORAM structure that impacted the results. These were mitigated as best they could be, given the limitations. There was no specific M&E Officer to oversee this component.	Satisfactory (3)
How did the various components/support mechanisms of the intervention work/ complement each other?	The components worked well together, particularly between Concern and WHH. ORAM was weaker, due to internal capacity.	Satisfactory (3)
Have project interventions been redirected in response to results of on-going consultations as well as routine monitoring and evaluation? How so?	Yes. Concern brought on another organisation to train ORAM. Routine M&E occurred throughout the project, allowing the organisations to understand how the project was progressing. The <i>Impact/Effectiveness</i> Section indicates that some indicators could have been better measured. There was no staff member specifically hired to oversee M&E.	Satisfactory (3)
How were beneficiaries, communities, partner NGOs, government bodies involved in decision-making about project implementation strategies?	Community members were not involved in the initial stage but deemed the project successful. There were few issues regarding the different stakeholders, and the project aligned with government goals (and the government was involved in conceptualization). There were challenges with the government in Nicoadala, but this was not necessarily the fault of the NGOs.	Highly Satisfactory (4)
How well did the project ensure the timely and on-budget delivery of outputs? Were deadlines met?	Deadlines were largely met, but the business component constituted a challenge, with associations faring differently across regions.	All components but business= Highly Satisfactory (4). Business component= Unsatisfactory (2), though this could change to Satisfactory (3) in the remaining months of the project.
How well did the project ensure the contribution of local partner NGOs and government bodies in the delivery of outputs?	Government staff were invited to participate (and did so) in the community sessions.	Highly Satisfactory (4)

Questions	Responses/Notes	Score
(Financial Component) Were payments made in a timely manner? Were activities implemented within the initial budget estimates? What generated the highest costs and why? Can this be minimized in the future?	The project was implemented within the original budget, but delays occurred in ORAM's field activities due to non-availability of funds. Perceptions of payment timeliness differ. Activities were implemented within the initial budget estimates. The seed distribution generated the highest costs, but this is unlikely to be minimized in the future, were a similar situation to occur during the timeline of the project.	Satisfactory (3)

Concern and WHH conducted regular M&E via the baseline, midline, and endline surveys conducted in the communities, as well as FGDs (See Concern 2016, 2017), and the organisations are to be highly commended for these. At the same time, however, there was no specific M&E Officer hired to solely oversee this component for the Consortium. While the *Impact and Effectiveness* Section indicates that not all indicators were measured to their fullest extent, **most issues that arose were dealt with relatively successfully, and analysis included an internal evaluation of lessons learned, as well as a disaggregation of relevant nuances to highlight positive changes.**

Regarding coordination, community members indicated that they were not asked directly what types of programmes they would like to see, yet they still deemed most of the programming extremely beneficial (as discussed in the *Relevance* Section). **Government staff was involved from the beginning in discussions about the programming to ensure it aligned with the Ministry's objectives and goals.** Contacts at the District Services of Economic Activities (SDAE) in Quelimane and Inhassunge said the project coordinated well with government, as the government wanted seeds in the communities, while one ORAM staff member in Nicoadala indicated that his organisation helped conceptualize implementation procedures after members were selected.

"The collaboration was positive with SDAE, when Concern brought this project into this area, government already knew about it, so it wasn't difficult. So it was easy when I submitted the papers, they already knew that it was me." (Interview, Oram staff member, Inhassunge)

"What we did was coordination between WHH and the agriculture programme in SDAE to determine what kind of seeds to use. Before the project, we had to talk with the community about the benefits. We asked them before bringing everything. Also for nutrition, we went to the Ministry to ask them to be part of it, so at least they are aware, even if we leave the country even if we know they won't follow up." (Interview, WHH staff member)

Many community members indicated that the NGOs discussed the project with their *regulo, secretário do bairro, or chefe do quarteirão* (community leaders), then (s)he asked community members if they were willing to work in a group. Not all community members across all areas accepted due to skepticism or a belief that they should receive money, but once the groups began and non-members understood the advantages, they were keen to learn from group members.

Only in Nicoadala was there evidence of tension between government and the NGO (in this case, WHH), and several sources indicated that it occurred because government staff were looking for funding or handouts from the NGOs (that were not allocated in the budget).

"It's really difficult to get the government to go on their own if we weren't inviting them. Because there's always this problem of not having a budget. But this project had...people

supervising in the communities. Government has asked for per diems, which we don't pay." (Interview, WHH staff member)³⁰

The only other slight challenge in coordination occurred in Inhassunge, where NGO staff tried to combine a few of the associations so there were fewer groups with only a small number of members: *"but the associations don't want to be mixed together in part because historically the areas have not gotten along"* (Interview, ORAM staff member, Inhassunge).

One aspect of efficiency that plays into the overall project is the processing of information outside of educational programming. **Across communities, members indicated they largely receive information from the radio and then pass it on to their neighbours**, as not all have functioning radios: *"As a group, we are a family, we share the information"* (Male, 46, FA, Inhassunge). Only one group, in Nicoadala, voluntarily indicated they received mobile phones from WHH to access information, but in reality, Concern/WHH set up a free hotline that community members may call for information on agriculture, nutrition, health, etc.³¹

Overall, the project management structure (with Concern and WHH) was responsive to the needs of ORAM and the communities. There were some issues, however, that affected the achievement of maximum efficiency, but these were managed as well as they could be, given the limitations. The first challenge concerned ORAM's capacity: ORAM's mandate was to form and legalize the associations and help capacity build (but without government lobbying, other than potentially assisting with proposals, which they have not had the capacity to do) (Interview, ORAM staff member).³² This ORAM contact indicated that the aim was to also assist with linking them to other organisations and opening bank accounts, but that the process of opening the accounts is only starting now (at the time of fieldwork), and that he *would "be in the field to monitor this now, talking with government, how to open the accounts...[I will] take one person from each [of three] banks to the areas to explain how to do things."* He further indicated that although this is only occurring now, the contract ends at the end of January, hence there is still time. This timing was affected by the late start of the business development component (see *Sustainability* Section).

Another consideration was the internal ORAM structure. Concern staff members indicated that there was a lack of supervision in the field and one said Concern could have done more monitoring of ORAM activities: ORAM management was weak and *"their capacity to monitor and supervise should be improved...[ORAM didn't have] someone else finding out if [ORAM] training went well or something was missing. Before we plan, we go to the field, we talk with the local communities to hear what they suggest. ORAM was not doing that."* (Interview, Concern staff member)

After the project began, Concern determined that VET (Vocational and Educational Training via an organisation based in Quelimane that was to work with ORAM) did not have the business capacity to fully capacitate newly formed associations, so the organisation brought SEPPA (a business company) on board to mitigate, which caused some delays.³³ ORAM was challenged, in part, by the death of the organisation's head, and the accountant took over the position, creating a situation whereby an

³⁰ One Concern staff member further clarified this by indicating that per diems are paid at times, when relevant and within the budget.

³¹ All FAs (75 in total) received a mobile phone with a Vodacom sim card to access the hotline (Interview, Concern staff). This was in collaboration with the INGC and Vodacom, supported by the Department for International Development (DFID). For more about this, see Concern/WHH Information Sheet, N.D.

³² Another ORAM staff member indicated the training on how to be activists, about gender, and registration of land were key parts of their mandate. The activism component involved discussions on what it meant to be a part of an association and how to pay dues.

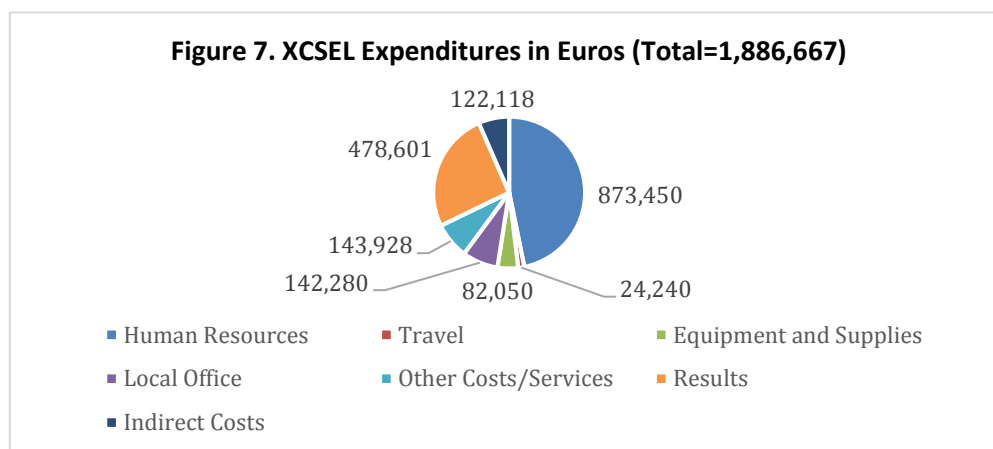
³³ In the beginning, ORAM was to work with VET on the business plans, but then it was determined that VET's capacity was more adequate for small firms rather than farmer associations, so Concern recruited SEPPA, a specialized consultancy firm with experience working with non-business oriented local groups.

administrator then led a substantive portfolio in place of an individual who was eloquent, knew many high level government individuals, and had extensive proposal-writing skills. *“He was well known, all the regulos knew him”* (Interview, ORAM staff member). Several ORAM staff members stated that funding delays presented challenges for them (see below), but that working within the Consortium was still a positive experience.

Regardless of the challenges with ORAM, the XCSEL project seems to have assisted in building up internal capacity of this organization. ORAM staff members indicated they *“learned how to lead other projects and work with different organisations,”* and *“what was positive was working as a Consortium, WHH came to talk about agriculture and I came to set up the associations...SDAE helped the association set up the names and submit it”* (Interviews, ORAM staff members).

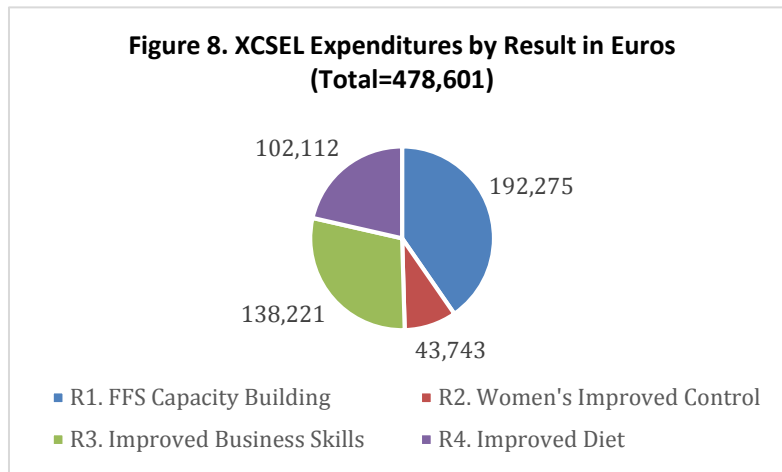
Additional challenges from climate change and El Nino also threatened those in Zambezia, resulting in continued hardships for small-scale farmers. Concern staff members indicated that the drought severely affected project implementation: *“you teach them but at the end they don’t harvest because there’s a national disaster, it decreases the knowledge,”* particularly if they know, for example, how to mix porridge with food but cannot find such food (Interview, Concern staff member) It also affected the start of the agribusiness component (which was scheduled to begin in the middle of the second year, but did not start until well into the third).

Finally, regarding the financial component of the efficiency of the XCSEL project, activities were implemented within the initial budget, although some funds were shifted from one area to another during implementation.³⁴ The overall budget amount remained the same, however. Figures 7 and 8 indicate the breakdown of financial costs.³⁵



³⁴ This occurred because some estimated unit costs differed from prevailing market costs during the project’s timeline, and exchange rates between the Euro (the currency of funding) and the US Dollar (general ledger currency for Concern), and between the US Dollar and the Mozambican Metical also moved significantly since the time of the original budget.

³⁵ Tables 7 and 8 are from the budget spreadsheet (Concern 2017a). *Result 1:* Increased income, productivity and resilience through technical and management capacity building of the target groups via the FFS. *Result 2:* Women have increased control over decision-making and resources at household and community level. *Result 3:* Improved capacity and organisation of community associations in production, marketing and advocacy (from ORAM budget). *Result 4:* Improvement in the quantity and quality of the diet.



ORAM staff indicated that payments were often delayed, while Concern staff stated that this was due to delayed ORAM field reports (Interviews, ORAM and Concern staff).³⁶ This meant that delays in field activities occurred while ORAM waited on the funding. Overall, the highest costs came from the seed distributions, as the drought resulted in additional distributions to try to assist livelihoods recovery. This is

unlikely to be minimized in the future, were another drought to occur during a project like this, as it was necessary for sustainability.

This section has illustrated that regular M&E occurred and issues were generally dealt with successfully. Government staff, community leaders, and ORAM were largely included in conceptualization (albeit with some issues in Nicoadala). ORAM posed a challenge, which is discussed further in the next section in regards to the civil society component. The Consortium stayed within the initial budget, which is highly commendable given the scope of the programming and the need to adapt regarding the challenges that arose.

5.4 Sustainability

While responses were largely mixed regarding the sustainability of all program aspects, it is clear that the agriculture, nutrition and gender components have a strong potential to continue (thus scoring *Highly Satisfactory*), while business development, civil society construction, and linkages at District and National levels will prove to be more challenging (thus fluctuating between *Satisfactory* and *Unsatisfactory*, depending in part on the last two months of the programming, and what transpires post-programme). This is discussed further in the *Conclusions* Section, particularly regarding the construction of civil society. Table 15 illustrates the list of initial questions based on the DAC criteria (Sustainability) with responses and scoring.

Table 15. DAC Questions and Scores for Sustainability

Questions	Responses/Notes	Score
	Sustainability	
What changes in economic and social conditions are likely to be sustained and why?	The learning from the agriculture, nutrition, and gender components have been largely embedded within communities. These are most likely to be sustained post-project. The business component, however, is weak and without oversight/follow up from ORAM or government, may	Agriculture, nutrition, and gender=Highly Satisfactory (4) Business development/civil society=mixed. Hovers between Satisfactory (3) and Unsatisfactory (2), but

³⁶ One Concern staff member indicated there were quarterly timeframes with ORAM: every three months ORAM was expected to report on previous expenses (financial and narrative) and give the plan for the subsequent three months. Yet each quarter, ORAM required at least 10 days to compile the reports, and Concern needed to review it--usually with questions/clarifications--before processing the payment, which caused long delays. ORAM then stopped field activities until the funding was dispersed. One ORAM staff member stated: "Because we were working as a Consortium, we were not independent, we didn't have our own funding. We were writing our own proposals [quarterly reports] and Concern would fund it. So this delayed the process... It would be better if ORAM got straight funding, rather than depending there [sic]."

Questions	Responses/Notes	Score
	<p>prove challenging to sustain in a manner that links the associations with the government. This will then affect the overall objective of constructing civil society.</p>	<p>this could squarely fall under one or the other based on the remaining two months of the project. It will also depend on how the weaker associations fare in the next 6-12 months.</p>
<p>What capacities have been built among various stakeholders at household, community, district and national levels that would promote sustainability?</p>	<p>Relationships have been built amongst community members by formalizing the associations, and relationships between spouses have improved due to the gender component. There is some evidence of enhanced relationships between communities and government, but this is tenuous, and without government resources to follow up within communities, will likely prove challenging to sustain. At the national level, because the two NGOs are leaving Mozambique, unless ORAM continues to be involved, little national involvement is likely to be present.</p>	<p>At the household and community levels=Highly Satisfactory (4)</p> <p>At the district and national levels=hovers between Satisfactory (3) and Unsatisfactory (2), but this could squarely fall under one or the other based on the remaining two months of the project. It will also depend on how the weaker associations fare in the next 6-12 months.</p>
<p>Which outcomes have the likelihood of being sustained by members and what future inputs are required to ensure that sustainability?</p>	<p>The agriculture, nutrition, and gender components are likely to be sustainable. The business component, however, may be challenging, thus affecting the civil society objective. Although it was not a programme goal to continue to finance ORAM post-project to monitor the associations, this is likely what is necessary to ensure sustainability (particularly given the lack of government resources).</p>	<p>Satisfactory (3)</p>
<p>How, if at all, have donor and national policy been influenced by this intervention?</p>	<p>There is little to no evidence that policy has been influenced (by community members) by the intervention. This is due to the fact that the business component started late and the timeframe of three years for the project was short, so this will be challenging to continue (e.g. with communities lobbying government or other donors for resources the government often does not have).</p>	<p>Unsatisfactory (2), but could change to Satisfactory (3) in the remaining two months.</p>
<p>Were there turf issues that may inhibit the sustainability of the programming?</p>	<p>There was a bit evidence of turf issues between certain communities in Inhassunge, whereby they do not want to join FAs that have other community members in them, but this is unlikely to affect the overall sustainability any more than the regular challenges already discussed.</p>	<p>Highly Satisfactory (4)</p>

Regarding the likely continuation of achieved results, responses varied across regions, FGDs, government, and NGO staff contacts. All groups indicated that they have taught their neighbours how to conduct a variety of activities, and will continue to do so, specifically those related to improved agricultural techniques, nutrition, and gender roles. Examples included how to make porridge, juice or milk from soyabeans, and biscuits from potatoes, and many also indicated they know now to feed themselves first before selling the food. Others indicated the agricultural techniques will be most sustainable because they have learned more than what has been handed down by previous generations. One Concern staff member indicated that the community members will have the vision to spend money on seeds in the future, rather than solely on tangible goods such as *capulanas* (material used as women's skirts) and household goods.

"We teach the techniques, how to water the vegetables, how to make the porridge." (Female, FFS, Inhassunge)

"Someone was sick here, and I went to advise them, please he's sick, don't give him tablets before you give him food. I made a list of what types of food, and told them he needs to eat before tablets." (Female, 35, Mixed Group, Baronne)

"The tools are there. So I think they will keep doing it." (Interview, Concern staff member)

FGD members were asked what they believe will occur when the NGOs pull out, and responses were heavily mixed. While several across locations indicated they will feel like *"orphans,"* or *"in need of a group to keep looking after us,"* others indicated *"we won't forget what we learned from this project."* One group went so far as to sing a song *"we will not quit this project until we die"* (FGD, Mixed Group, Quelimane). NGO staff were also mixed, with some responses indicating that the project has been too short (Interviews, WHH and Concern staff members).

Virtually all respondents highlighted tangible goods—such as *capulanas*, exercise books for their children, mobile phones, solar panels, additional types of food—that they have been able to purchase that will surpass the project end date.

Those who deemed the NGO pullout problematic were asked why they felt as such when the knowledge has already been imparted to them; responses generally included a desire to have tangible goods to follow up for additional skills building: sewing machines, carpentry tools, better access to functioning boreholes, goats/ducks and a veterinarian to teach them how to care for them, how to produce pepper and beans, and small business information/how to start their own shop. While they acknowledged that some myths had been dispelled (Text Box 2), a few still defined their fear as a loss of access to knowledge:

"I won't forget what I've learned from this project, even if this is finished...they were helping us with the seeds, and if we wanted to know something we could ask them." (Female, 21, Vizinhas group, Inhassunge)

"We will have goats without someone to guide us, we will be lost. We know how to do things, but we need someone to guide us. We will be cultivating but without anyone to reorientate and guide us, I'm not saying we will turn back now, but we won't be doing as we should." (Male, 46, Inhassunge, FA group)

Along with the aforementioned sustainability components, three additional aspects arose in discussions, which are important to note given the overall objective of building up civil society: perceived benefits of associational life, contact with government staff, and the construction of business skills. Each of these is discussed in turn.

Text Box 2. Overcoming Barriers: A Lack of Food? Or Prevalent Myths?

Many indicated that they did not struggle to find certain goods, but some said their economic situation still prevents them from purchasing such items as *“spaghetti, onions, and rice, because we don’t have money”* (Female, FFS, Inhassunge). Others said they self-regulate food (even if it is available) for reasons such as avoiding eating: eggs while pregnant because the baby will *“have no hair,” “geckos if you’re pregnant, because you’ll have a baby that has the same kind of hands”* (Female, Inhassunge, Care group); girls 14-18 years old avoiding rice because *“if it starts raining, they will start feeling cold”* (Female, Inhassunge, Care group). One respondent said: *“we used to give babies porridge when they were two months old...if we give them fish they will turn into thieves”* (Female, Mixed group, Nicoadala). Finally, one government nutrition expert indicated that breastfeeding is likely to be a sustainable component of the program, as they previously believed *“the first milk from the breast, the local people say it’s dirty...because of the colour, it’s yellow.”*

5.4.1 Benefits of Associational Life

From all discussions with group members and staff, it is clear that associational life has indeed been built up from this project. At least one individual noted that building up associational life was facilitated by the fact that many community members already participated in *shitike* (savings schemes) and groups took it upon themselves to elect both men and women as association leaders (Interview, WHH staff member, Quelimane). Most of the FA groups for this qualitative fieldwork were already formally registered.³⁷ Challenges do exist, however:

“Not every group is on the same level. They produce to eat and sell. Some groups are weaker than others. Some save money from the harvest, but others because they are weak do not.” (Interview, Concern staff member)

“I used to work with associations. With the associations, there is no consistency. It’s not an association of 15-20 people sitting under a tree. You need the president to be able to explain what the plans are for the next few weeks. If Concern leaves, within three months the associations will disappear. The problem is time. It’s difficult to say these are mature associations, that they can do things on their own, there are steps that must occur, it doesn’t take just three months.” (Interview, SDAE staff member, Inhassunge)

Regardless, **members indicated they understood why formal associations are beneficial**, and NGO staff acknowledged prevalent attitudes, albeit with some challenges:

“Individually we think differently, but as a group we are together, we share the idea.” (Male, FA, Inhassunge)

“It’s like if you have a child, if he’s not registered, he’s not your child.” (Female, WHH Quelimane)

“They noticed the difference between working alone and working in a group, and that it’s better to be in a group. For example, they can receive technical support, it’s easy for a technician to come and assist people in a group rather than 20 individual people.” (Interview, ORAM staff member, Inhassunge)

“When this project started in 2015, we started to turn the groups into associations, legalizing them...I had some difficulties, because I had to explain to the groups how to do things, to collect the documents, copy them, submit them to SDAE...it was a new experience, groups with new activities, this was the first time...[they]...were meeting as an association.” (Interview, ORAM staff member, Inhassunge)

³⁷ Even when an FA is created (usually out of several FFS), each FFS still remains its own group within the community.

“The benefit is that you can get funding, you can ask government, because the government will know that this is a group of people, not an individual. The other thing is that what they produce, they sell in a group and share the idea. When they produce together, they can produce more because they produce as a group to sell to a buyer who wants larger quantities. As an association they share the idea of how much to sell, we can charge a buyer what they decide, rather than the buyer saying the price...If there’s a fair the government can invite the association with whatever type of products they want, to bring them to the fair.” (Interview, ORAM staff member, Nicoadala)

Some members recognized that having a registered, formal association (with a president, vice-president, secretary, and treasurer, usually of mixed genders) assists in acquiring land to use for their *machamba* and government recognition (and one group went so far as to cite the potential for government grants).³⁸ Access to land varied between the associations; some had lost land, while others had access to it (either for free or rented, with mixed success) and at times community leaders assisted in acquiring it. Financially, even if the group at hand did not have a regular savings component to it, members of some associations acknowledged pooling money. One example also included pooled work labor, where the money was used to purchase goats and build a *krawl*:

“If someone is a part of the group, I want to hire people to help me in my machamba, but I’m part of the association. The group would say, instead of hiring people, we will go with you to cultivate, and you give us the money and we keep it in the group.” (Male, FA, Inhassunge)

5.4.2 Contact With Government

Member contact with government staff (e.g. SDAE) across all areas was generally weak. One exception was within the FA in Inhassunge, where members stated that if pests are eating the crops, they can inform the government, and a technician will bring them insecticide. They also indicated they speak more with government than before, but that it was contingent on government staff accompanying Concern into the communities. In most cases, however, members stated that government had not visited them, or if they did, it was with the NGO (and the overall government-community-NGO relationship seemed to be stronger in the Concern areas, due to issues between SDAE and WHH in Nicoadala, see above). Some also indicated they had yet to even receive responses from government, much less visits.

“The government never comes on its own, only with WHH. We asked them, as the project is going to close, are you going to be visiting us? We need something to increase because we need to keep going. We got no response. The chefe do posto and an agricultural person had come with WHH, and agriculture promised to keep visiting.” (Male, 36, Mixed group, Baronne)

“We went to government and said we need to make agribusiness, to get a big machamba for our own empowerment. We are still waiting on government for an answer.” (Male, 54, Mixed group, Nicoadala)

Regulos also indicated a poor relationship with the government: *“No one from the government comes to visit us [independently]”* (Interview, Regulo in WHH area), *“there has been no relationship with the Ministry of Agriculture and the community prior to Concern* (Interview, Regulo in Concern

³⁸ “Only one member expressed this type of access: *“I think that it’s easy to get money from the government, they always give loans to people, if they are in a group, it’s easy to go. Now I know that working in a group we share, we need to share.”* (Male, 60, Mixed group, Quelimane) This potentially only goes so far, however, as indicated by a SDAE contact in Quelimane town: *“The government has a problem with resources, so it’s difficult to give them anything. Yes, they are [asking for resources, since before the project]. They were planting vegetables, and they asked government to open wells, but the government said we don’t have money.”*

area).³⁹ One nutrition expert in a Concern area acknowledged that they do not enter the communities alone, but that overall coordination was still positive.⁴⁰ Some government staff tell a different story, however: one SDAE contact in Quelimane indicated he travelled into communities and saw members working well together and that a staff member travels in once a month, but when probed, he clarified *“as far as we can [geographically] to Inhassunge.”*

The lack of visits is generally due to a lack of government resources (e.g. fuel and transportation to the communities) (Interviews, NGO and SDAE staff members). Therefore, without additional resources to access the communities, the chances for government to take the initiative appear low. **ORAM staff members also stated that their ability to continue to monitor the community groups was likely to be low without additional funding** (e.g. for motorbike fuel). One Concern staff member explained that the chain of command is set up so that each zone has a communications facilitator who in turn talks with the Communication Official for the groups, as well as the agro-dealers and other sellers. In this manner, the associations are theoretically linked to each other and can share information (also see Concern A, N.D.):

“The communities know that the project will end, they are told to go to the agriculture department to report if something is wrong, so they know where to go. They know to go to ORAM. I know it won’t be like when we were there, we are preparing the groups to know where to go.” (Interview, Concern staff member)

5.4.3 Construction of Business Skills

Although the programme conceptualization included the goal of working with the FAs from the beginning, the implementation indicated that delays due to the weak partner and inadequate monitoring of their work progress hindered this component, and therefore the business skill component began late in the communities (see *Efficiency* Section above) (Interviews, ORAM and WHH staff members). It has been given to 30 groups (18 with Concern and 12 with WHH) with an aim on how to organize crops, enter the market, and understand pricing and increase productivity: *“We know that this part of the project came in very late, but I’m pretty sure a few groups will keep going”* (Interview, ORAM staff member).

If respondents acknowledged business training at all (and some did not, such as those in Nicoadala), it generally consisted of how to keep track of expenditures versus intake, and that they learned they should be compensated for their labor. The FA in Inhassunge expressed the most knowledge about business, but said that they were only taught very recently (approximately two months prior to this fieldwork) about the issues, and that it occurred hypothetically:

“[We learned] how much is invested in this process. How can we sell when we have 50 kilograms of jirijiri, we need to estimate. If I paid 2,000 mets, I won’t sell for 2,000 mets, I need to make some profit.” (Male, 46, FA, Inhassunge)

“I have learned about] the business plan—an instrument that guides those who want to start their own business. I know how much money I used to buy the seeds, I can now see from the seeding to the harvest, how much money I waste. And I can see how much I have to sell for my harvest in order to make a profit.” (Male, 36, Mixed group, Barrone)

But because **the business skills component began late**, one question arises: what will oversight look like if government does not have resources to travel into the communities, the two NGOs are leaving Mozambique, and ORAM has little capacity to continue to monitor the associations? The

³⁹ Though he then stated that in 2014 the Ministry provided some community members with rice and seeds.

⁴⁰ He indicated they often did a *“troca de experiências”* (trade of experiences) while in the communities and that each month had a theme (nutrition, family planning, HIV, etc.).

answer is difficult, not just for the community members (discussed above) but also for the government and NGO staff members:

“Our aim was to stay to keep them supervised...we don’t have the capacity for this...ORAM will look for funding, and that’s how it would continue. I can’t promise that we would continue to monitor them because we don’t have funding, but when we have money we would continue to do so.” (Interview, ORAM staff member)

“The positive things is that here the certificate was signed very quickly, ORAM helped facilitate that. This project was for three years, and now we’re in the third year. The association is not mature enough, doesn’t have the capacity to sell the way I would like...I’m not sure if the association will be there without our assistance...I was working in [another local community], they set up many stores to store their harvest, even if the association is gone, they will still be able to run. But this hasn’t been set up in this area, they haven’t gotten that far.” (Interview, ORAM staff member)

“There were a few things like business and savings that were introduced a bit late, we haven’t yet seen how they will maintain these things...the communities were taught some techniques, to change their behavior, there should be people to supervise to make sure they are still following things. I’m worried about whether ORAM will have the capacity to continue to monitor them.” (Interview, WHH staff member)

At the same time, however, one SDAE staff member indicated that the associations have learned enough to continue with information they have, specifically concerning agriculture, training and nutrition. Others stakeholders were also positive:

“Associations will continue because there is an assistant from the community that will help keep them going.” (Interview, WHH staff member)

“The change is they brought new seeds into this community that we didn’t even know how to use. We were not able to cultivate onions, vegetables in this community. The changes were positive, they will help our new generation in the future.” (Interview, Regulo, Inhassunge)

“At this time, I just introduced the business class now, we haven’t done anything yet practical with them. January will be the last month. It’s the responsibility of the Agriculture Department to support them. The associations are told that when there are insects killing crops, they need to report it to SDAE [and community members come into town to do so] and they will tell them where to go buy the right product.” (Interview, ORAM staff member)

Overall, while responses were largely mixed regarding the sustainability of all programme components, it is clear that several have a strong potential to continue on, while others will prove to be more challenging. This is discussed further in the *Conclusions* Section. One key aspect pertains to the construction of civil society, with the objectives to strengthen associations to advocate for better livelihood service provision from the public and private sectors, and for beneficiaries to have increased economic welfare, improved nutrition, and have generated evidence of good practice to influence government policies and government staff training. There is little evidence that associations are fully advocating for resources from the public and private sectors, or influencing government policies.

To be clear, the process has certainly begun, and the lines of communication have been opened. The project design targeted the FAs, as they were the most relevant vehicle of civil society in rural areas, with the hope that by strengthening them they would secure land rights, become legalized business entities able to engage in contracts with the local agribusiness market, and be better placed to represent farmer interests with the local government to acquire local services/resources

within communities.⁴¹ While the former two have occurred to some extent, the latter has not been achieved across all associations, as some currently focus more on their relationships within the communities, rather than with local government. Therefore, they are working to change norms within the communities, so this aspect of associational life is occurring, but a more strategic formal lobbying of the state is still weak. A longer timeframe for this project (e.g. more than three years) would likely have been beneficial to more fully embed this component.

This disconnect is particularly relevant given the initial conceptualization of this project for the EU proposal, which focused on the civil society component and indicated that the project was to support operations to (1) benefit marginalized communities, (2) facilitate partnerships of strengthened CSOs in defining and implementing poverty reduction and sustainable development strategies, and (3) develop interaction between the state and the organisations. The first has been achieved, the second has been achieved to a certain extent, and the third remains to be seen.

6. Conclusions and Recommendations

Overall, while some indicators proved somewhat problematic to measure and certain targets were not met, the disaggregation of the data illustrate that the changes and impact were positive. **This project has been Satisfactory to Highly Satisfactory** in many ways, and **both organisations have exhibited high capacity to implement the many moving components** that it has required. This is no small feat, given the number of indicators and activities undertaken. The recommendations in this section are therefore meant to assist in future programming of this nature, without detracting from the overall point: the programming worked well and positive gains were made all around. **Only three out of 12 results did not meet the targets (the rest were either met, or were very close to being met). The civil society component is more complicated**, however, and is therefore discussed at the end of this section.

Impact and Effectiveness

- As discussed in the *Findings* Section, there have been clear increases in a majority of the indicators, including household assets, income, food diversity and frequency of meals, the nutrition of young children, etc. Food security has greatly increased in these communities, and improved agricultural techniques have been adopted. Gender relations have also improved (despite the challenge with measuring this) and women have improved their incomes. While some of the indicators were slightly difficult to measure, continued monitoring with anecdotal evidence as well as disaggregations of data can tease out gaps, as has been illustrated. There were no unintended effects from the project. The questions indicate a majority of scores as *Satisfactory* or *Highly Satisfactory*, while those regarding the civil society and business components are mixed between *Satisfactory* and *Unsatisfactory*.

Recommendations:

- In the future, a more systematic way of monitoring the indicators could be implemented in the beginning to ensure that a relevant number of questions are asked to adequately measure the indicator, and that questions match from baseline through midline and endline. [Note: this is often difficult, as it is normal for questions to adapt while in the field, thus potentially meaning that some data will not be comparable.]
- In future projects, when indicators prove difficult to measure, continued monitoring through qualitative research can assist in filling in gaps and adapting questions to adequately measure outcomes.

Relevance

- This project was extremely relevant to the farmers, particularly in regards to agricultural techniques to assist during drought and non-drought periods. It was also highly relevant

⁴¹ From draft comments from the Concern Desk Officer.

regarding increasing knowledge of nutrition and gender equality in relationships. All questions indicate scores of *Highly Satisfactory*.

- The gender component has worked extremely well because it was face-to-face (rather than via radio) and implemented after the agricultural techniques; women have an increased role in household decision-making; there has been a clear, positive shift in thinking about equality and workload; and men have taken on greater roles in cooking/child-rearing, and working in the *machambas*. Between spouses, productive discussions have increased concerning daily problems, while violence has decreased. As a comparison between regions, anecdotal evidence indicates that members of the DCs (in the Concern areas) may have more embedded gender transformative attitudes, indicated through slightly more nuanced, tangible examples of how the DCs have positively changed their relationships. This merits further exploration.
- There seemed to be few other differences between the regions regarding levels of knowledge of groups (e.g. the FFS that incorporated nutrition and care components in the WHH areas, vs separate groups in the Concern areas). In Inhassunge, one FGD was conducted with women from both the Care and Vizinha groups, and they indicated little difference in knowledge. However, the Care members spoke more than the Vizinha members, and therefore there may be some self-identification that differs here. This may merit further exploration to establish whether levels of knowledge actually differ (though the endline results indicate that scaling up food diversity worked very well in both groups).

Recommendations:

- Include DCs in further programming of this nature, rather than solely mainstreaming gender into the FFS.
- Radio programmes should not be relied upon to inform community members about gender issues (as they find it difficult to relate to them without firsthand knowledge). Continue to use community-based approaches that are face-to-face, and potentially scale these up with the use of theatre performances to engage even more community members.
- For future projects, it may be worthwhile to conduct an endline survey based specifically on levels of knowledge to understand whether the composition of groups (e.g. implementing strategy of the NGO) made a difference in this capacity, in order to more adequately address whether one model is quantifiably more suitable/effective than the other.

Efficiency

- Although there was no specific M&E Officer hired to oversee these components, the NGOs still implemented regular M&E, which is commendable. This allowed them to adapt the project as necessary, and monitor any potential issues that arose. This also allowed them to improvise with better possibilities when they determined that ORAM's ability to capacitate the associations was low. Despite some challenges in Nicoadala, government staff were involved in discussions about the programming to ensure it aligned with government goals. The project management structure was also largely responsive to the needs of ORAM and the communities and activities were implemented within the initial budget. The questions indicate a majority of scores as *Satisfactory* or *Highly Satisfactory*, while the question regarding the business component is mixed between *Satisfactory* and *Unsatisfactory*.

Recommendations:

- For future programming, continued M&E during all stages of a project is imperative to adapt the programming if issues such as those discussed here should arise. In order to accomplish the above—particularly in a programme that implemented many activities with complex indicators—specific M&E Staff within the NGOs could be hired to oversee this.
- When using an implementing organisation such as ORAM, continued oversight will be necessary, and the lines of communication should remain transparent so that any issues are immediately spotted and fixed (as they were in this project).

Sustainability

- The most sustainable parts of the project are likely to be those related to improved agricultural techniques, nutrition, and gender, in part because they involved both men and women. While members expressed the desire for more follow-up training, knowledge about these components has clearly been transferred to the members, and they are actively training others in their communities. The least sustainable are likely to be aspects of the business component, mainly because it was conducted at the end of the programme and many respondents indicated that time has run out for the ideas involved to fully embed themselves within members' minds. They cited challenges in influencing government policy and cultivating stronger linkages with government staff. However, beneficiaries understood why membership in the associations is important for building up the strength and capacity of the groups, acquiring land, and saving money. The questions indicate a mix of scores, with three as *Satisfactory/Unsatisfactory* regarding the business component, relationships at higher government levels, and the ability to influence policy. The remaining questions are scored higher at *Satisfactory* and *Highly Satisfactory*.

Recommendations:

- Men should continue to partake in the nutrition and agricultural components to ensure optimal feeding of young children, and to break down cultural barriers and informal institutions of patriarchal practices.
- While it is difficult to continue to involve government workers with little access to resources, continued communication with the community facilitators is likely the key to ensuring the communication lines remain open, at the very least so that the government is aware of issues within the communities.
- As ORAM also has few resources to continue to monitor community participation, this might be mitigated by regular phone calls by government to the community facilitators to understand how the post-programming situation in each community is evolving. In the current close-out phase of this project, discussions with SDAE about how to effectively monitor the communities could occur to enact a plan to ensure that associations remain engaged.
- Future projects might consider including such activities as borehole rehabilitation throughout all areas and additional skills-building (with sewing machines, veterinarian visits, carpentry, etc.) to improve knowledge even further, thus contributing to greater sustainability.
- Future projects could also scale up the business component started within this project. This should be done immediately with these associations at the beginning of a potential future project so that as much time as possible can be utilized for this type of training.

Civil Society

- Given that the construction of civil society has been the key objective of the programming, this merits its own section here. From all discussions with group members and staff, it is clear that associational life has indeed been built up from this project (and the targeted number of registered FAs has essentially been reached).
- Key objectives were to strengthen civil society to advocate for better livelihood service provision for the public and private sectors, and for beneficiaries to have increased economic welfare, improved nutrition, and have generated evidence of good practice to influence government policies and government staff training. This means that the goals included the three in the initial EU proposal: to empower society to (i) benefit populations out of reach of mainstream services and resources and excluded from policy making processes; (ii) strengthen the capacity of CSOs to participate in defining and implementing poverty reduction/sustainable development strategies; and (iii) facilitate interaction between state and non-state actors. The first has been achieved, the second has been achieved to a certain extent, and the third remains to be seen. Therefore, this overall component is crucial to maintain, yet is likely to be the most challenging. Although the project conceptualization included the goal of working with the FAs from the beginning, the implementation indicates that delays due to a weak partner

and inadequate monitoring of their work progress have hindered this component.

- The following recommendations are therefore important for future projects in order to create programming that achieves its ultimate goals of implementing an integrated livelihoods, nutrition, and gender approach in order to create a stronger civil society to reduce poverty and improve food security. To be clear, the process has certainly begun, which is extremely commendable in a country with Mozambique's history of challenges in constructing associational life (as per the discussion throughout this report). It was not necessarily a sole focus of ORAM's mandate to teach association members how to "lobby government" in the way that more developed communities do, but rather to capacitate them to build up skills, register the associations, and inform other community members, while simultaneously looking for additional resources (and several of these have been achieved, though at different levels between the associations). The fact remains, however, that there is a lack of government resources, and ORAM's capacity to continue to monitor the associations is low without further project funding to support this.

Recommendations:

- To address *impact and effectiveness* for future programming, the civil society component (and business skills development) for this type of project could begin earlier, as was the initial intent that was not fully executed, to allow communities to fully own this component and embed the idea of asking government and/or other donors for resources.
- To address *efficiency*, the overall programming timeframe could be longer to create associations, build capacity, and advise/implement/monitor/assess business plans (three years is not enough when the starting point includes a low organisational capacity of associations).
- Discussions could also occur with the community members/leads on how business skills could best be scaled up in coordination with what they understand to be important for strengthening the civil society component.
- To address *relevance*, a quantitative evaluation with specific indicators concerning this component could be implemented in order to measure the tangible gains achieved regarding business knowledge, level and quality of discussions with local government staff, participation in lobbying or other associational activities, evidence of resources given (which associations seem to be receiving more and why?), etc. These indicators could accompany other indicators from this project (e.g. number of associations registered) to better measure civic engagement and activities. This would then allow for more robust and nuanced measurements of an overall objective of civil society construction as stemming from the integrated approach of livelihoods, nutrition, and gender for this type of project.
- To address sustainability, in the close-out phase of this project, the NGOs (with the community facilitators) could discuss with the government the best ways to ensure that the associations remain engaged once the NGOs leave the communities. Future projects could also consider discussing with government—at the onset of the project—best practices to ensure post-project oversight when resources are scarce. (And this would be especially beneficial in areas like Nicoadala, where government staff lobby for financial gains that are outside the purview of the project itself, in order to manage expectations.)
- Future projects might also consider including a "follow up" financial component to allow for monitoring (even if only by phone) after the project has ended, e.g. for one year in order to ascertain how sustainable the changes have actually been.

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Annex A. Overview of Organisations

Concern implemented the project in rural Inhassunge and Chinde (including Micaune) and began with the FFS members (with a primary agriculture and livelihoods focus which is nutrition sensitive), and then created Care groups (which had intensive monthly trainings on 10 topics), and who in turn trained *Mulheres Vizinhas* groups specifically on infant and young child feeding and mother-child nutrition. DCs (with 10 couples each) stemmed from the FFS and Care groups to focus specifically on gender (therefore the DCs took the initial gender component a step further by becoming specific, different groups). The FAs emerged from the FFS groups, which ORAM then trained. The project in Zambezia was modelled in part under the wider LAND programme (see Concern 2016).⁴² Concern served as the Consortium lead, and provided technical support to ORAM.

WHH implemented the project in peri-urban Nicoadala and Quelimane by incorporating the nutrition and gender components into the overall FFS. Members for the FAs were chosen from the FFS groups, and in some cases one FA was composed of several different FFS members (e.g. up to five) that were working in the same area. WHH provided technical support to ORAM.

ORAM's role was to form, organize and train the FAs for capacity building and business skills development, and ensure that they were formally registered. They were also to advocate for farmers' rights. This organisation was chosen because it already had a presence in Zambezia (and its core competency was seen as capacity building for organisations). However, after an assessment of the association, it was determined that the business development capacity building skills were not strong enough, so SEPPA was engaged to help with the project. ORAM had a technician in each area to conduct work.

⁴² The LAND programme was implemented 2012-2016 in Zambezia and Manica Provinces. This approach to reduce extreme poverty and hunger among rural farmers integrated two delivery platforms for behavior change: FFS and Care groups. It also aimed to increase women's control over decision-making and resources by using DCs as part of a gender-transformative approach.

Annex B: Types of Groups⁴³

Farmer Field Schools constitute a learning platform that builds technical capacity of the target farmers in diverse agricultural techniques, with a particular emphasis on climate resilience, through a seasonal learning of different crops with the aim to increase income, productivity and diet diversity. Extremely poor farmers were brought into the programming, with over half being females.

A **Care Group** is a community-based platform of volunteers in rural (Concern-led) areas that promote behaviour change through neighbour-to-neighbour peer support groups. They are based on interpersonal behaviour change, learning activities related to diet diversity, and using foods grown with support from the nearby FFS. Included are also infant and young child feeding practices, together with learning activities aimed at children's and women's diet, and reduction of chronic malnutrition. The volunteers disseminate the 10 key nutrition messages to poor neighbour women who have children under the age of two. In peri-urban areas (managed by WHH) at least 11 FFS members also participate in nutrition sessions where they receive the key nutrition messages outlined by the project in accordance with guidance from the United Nations Children's Fund (UNICEF) and the Government of Mozambique (mother & father nutrition groups).

To promote gender equality, all participant groups have received equality messaging throughout the programme implementation, particularly as part of the nutrition sessions, but also with regard to collaboration within the FFS where men and women work together and make joint decisions. However, in the midterm of the programme, **Dialogue Clubs** were established in 15 rural communities in the Concern areas as a pilot initiative to explore the potential of transforming the programme approach from a gender sensitive to a truly gender transformative one. The Dialogue Clubs included 10 couples who were already members of either a FFS or a Care group, so as to build on these already established networks for further information dissemination.

Farmers' Associations are the commercial training and delivery platform that follows the completion of the FFS training cycle. From here target farmers learn to promote their rights and interests in the public and private domain. They also learn to manage their incomes and generate added value from the foods/crops grown by simple processing and selling to local markets and agri-buyers. The programme has also been complemented by **Village Savings and Loan Associations (VSLA)** where farmers have learned how to save, do business and organize themselves. Through daily practice in the saving and credit groups, members learn to look beyond their immediate practical needs and start to envision and work for a more sustainable change of their condition, and formulate a long term strategic interest.

⁴³ These summaries are from Concern 2016 and Concern 2017b.

Annex C: Logframe

	Intervention logic	Objectively verifiable indicators of achievement
Overall objective	<p>What are the overall broader objectives to which the action will contribute?</p> <p>O1 – " Civil Society actors are strengthened to advocate for better livelihood service provision from the public and private sector "</p>	<p>Indicate a target value for each indicator whenever possible</p> <p>What are the key indicators related to the overall objectives?</p> <p>O1 – Documented Evidence of better service provision resulting in improved agricultural production , healthier consumption, improved income and improved gender equality shared among policy makers in Government, NGOs, Private Sector and Donor Agencies</p> <p>O1 – MoUs signed between ORAM and Government & agri- business counterparts that include a learning outcome from the project</p>
Specific objective	<p>What specific objective is the action intended to achieve to contribute to the overall objectives?</p> <p>SO – " Beneficiaries in Zambezia have increased economic welfare, improved nutrition, and have generated evidence of good practice to influence government policies and government staff training "</p>	<p>Which indicators clearly show that the objective of the action has been achieved?</p> <p>SO1. "Target farmers expend a greater amount of money on capital items (tools, roof sheets, bicycles, radio, furniture etc),"</p> <p>SO2. "Increased percentage of infants and young children aged 6-23 months, who receive a minimum acceptable diet* (*apart from breast milk)" Target Value: 45% by 2017</p> <p>SO3. "Key learnings from the programme officially shared with Provincial Government counterparts & agribusiness, and adopted by MoA extension workers" : target – at least 4 (one per result) 'lessons learned' papers shared with Provincial government and agribusiness, and practical actions being undertaken by MoA extension workers</p> <p>SO4. "Programme recommendations, specifically focused on poor farmers and gender dimensions, incorporated in National Multi-Sector Nutrition Working Group and Agricultural Policy Group recommendations to policy makers and practitioners : target – at least 4 evidence based advocacy documents submitted to the Nutritional Working Groups /AgDev/Social Protection Working Group</p>
Expected results	<p>Results are the outputs/outcomes helping to achieve the specific objective. What are the expected results?</p> <p>R1 – " Increased income, productivity and resilience through technical and management capacity building of the target groups via the FFS"</p>	<p>What are the indicators to measure and to what extent the action achieves the expected results. All target values to be achieved by 2017.</p> <p>" % increase of target farmers' average annual income from crop sales in FFS & Peri-urban gardens"</p> <p>Target Value: 38% higher</p> <p>"% increase in target farmers' average annual yield /ha per crop"</p> <p>Target value: 70% higher</p>

	<p>R2 – “Women have increased control over decision making and resources at household and community level”</p> <p>R3 – “Improved capacity and organisation of community associations in production, marketing and advocacy”</p> <p>R4 – “Improvement in the quantity and quality of the diet”</p>	<p>“# of households who have higher levels of food security during the lean season as a result of adopting DRR measures in agriculture promoted through the project (seed stores, short cycle seed varieties, water storage and use)” Target Value: 30% of targeted HHs</p> <p>2.1 " % of women that are consulted in HH decision making on crop sales, food purchase, and key welfare (health, nutrition) related decisions in the household " : Target value: 70%</p> <p>2.2. “% change in attitudes to gender equality” : Target value: 65%</p> <p>2.3 # women in FAs who have improved incomes via membership in savings and loans schemes ” : Target value: at least 15 FAs have functioning revolving loan facilities</p> <p>3.1 “# of newly formed and operating Farmers’ Associations certified by Local Authority”: Target value:75 FAs registered with Local Authority</p> <p>3.2 " # of target farmers who report benefiting from changed practices in MoA extension services " : Target value:30% of target group</p> <p>3.3 “# of FA members receiving Vocational Education Training” : Target value:50% of target group</p> <p>4.1 “Increase in the average number of food groups produced by households (FG according to minimum dietary diversity)” : Target value: Average of 4 FG produced</p> <p>4.2 a) “Proportion of children 6-23months of age consuming foods from 4 or more food groups within last 24 hours (minimum dietary diversity)” : Target value: 65%</p> <p>4.2 b) “Average number of food groups consumed by women of reproductive age (15-49 years) consuming food from 9 or more food groups over a given reference period (normally past 24 hours)” (Women’s dietary diversity score): Target value: 7 out of 9 FGs</p>
<p>Activities</p> <ul style="list-style-type: none"> • Activity 1.1 Use Farmer Field Schools (FFS) approach to improve production & crop diversity, improved post-harvest management practices and capacity building activities. • Activity 1.2. Develop innovative practices including Conservation Agriculture (CA), System of Rice Intensification (SRI) • Activity 1.3: Mainstream Disaster Risk Reduction (DRR) in agricultural activities to improve resilience to shocks and natural disasters 		

- Activity 2.1: Behaviour change to improve gender equity for women, women's informal savings and loans groups, build women farmers' skills and confidence
- Activity 3.1: Establish Farmers' Associations for market-oriented activities
- Activity 3.2: Capacity building of FAs via ORAM and 'Escola Industrial & Comercial 1o de Maio' (VET) institution to develop farmers' vocational skills in markets and value added processing, and produce evidence of impact on livelihoods
- Activity 3.3: Associations receiving price and weather information via ICT
- Activity 4.1: Establishment of groups as platforms to deliver behaviour change
- Activity 4.2: Training and actual behaviour change activities

Annex D: Additional Methodology

This evaluation is both qualitative and quantitative and includes a combination of desk research; FGDs in communities; KIIs with government authorities, community leaders, and other stakeholders; and an aggregated analysis of already-conducted baseline, midterm, and endline quantitative analyses.

We conducted KIIs with appropriate stakeholders in the communities (determined in discussions with Concern and WHH), which included Concern, WHH, and ORAM staff; government authorities (at the various levels in the fields of agriculture and health), and local leaders. We conducted FGDs with a variety of group members in each area. We relied on the points of contact in the communities to assist with setting up the FGDs and KIIs, and worked closely with Concern staff throughout the conceptualization of the project, determination of relevant beneficiaries and key stakeholders, and subsequent feedback regarding tools and analysis.

Research Methods

Step 1: Desk Research

A desk review of key documents and relevant project material provided by Concern occurred to establish a framework for analysis and establish potential gaps. Such documents included: baseline/midline/endline reports, progress reports, field visit reports, case studies, and previous assessments/evaluations. These documents greatly assisted in the overall goal of reviewing the XCSEL programme according to DAC criteria to answer the questions discussed above, and informing the subsequent steps.

Step 2: Development of a Robust Evaluation Design and Evaluation Instruments

The evaluation design for the qualitative data collection was based on the background documents, so as to measure the aforementioned aspects of the project's impact. With these criteria in mind, we took into consideration the documents/data that already exist to develop the FGD and KII guides. These were translated into Portuguese and Chuabo.

Step 3: Sample Development

The evaluation included FGDs with members of community groups and KIIs with NGO staff, government authorities, community leaders, and other stakeholders.

- With the exception of a handful of FGDs, all were split by gender. Groups included 4-13 community members, with mixed ages.
- Respondents were selected purposively from lists of members that the NGOs had. All possible respondents of a specific demographic (for example, male) who fit a specific criteria (for example, participated in the Farmer's Association groups) were among possibilities. We relied on the NGOs to contact the selected individuals to participate.

Step 4: Interviewer/Moderator Training

High quality research relies on moderator training that emphasizes good interview techniques and proper data quality controls. For this reason, KGF Pesquisas e Associados prefers to employ researchers for FGDs that Dr. Fenio has already personally trained on proper techniques (prompts, ensuring that all members feel comfortable giving their opinions and ensuring that certain members do not dominate the conversations). The two Mozambican researchers served as (1) the Moderator and (2) a Translator (for Chuabo into English), while Dr. Fenio served as (3) the Observer/Notetaker, and transcribed word-for-word in real time the translation that occurred. Having conducted numerous FGDs throughout Mozambique for many years, Dr. Fenio has found that this system works well to acquire the necessary information and ensure that there is room for additional prompts in the FGDs (e.g. if "nuggets" of interesting information arise that previously have not been heard), and that responses are nuanced enough to produce high quality data for analysis.

The researchers underwent a short training session to understand the FGD and KII tools, and then translated them into Chuabo and Portuguese. This training covered the following topics: project overview, methodology, sampling, a full review of the research instrument, practice interviews, and the specifics of the project (including logistics and goals). Review of the instruments involved a full walk-through of the guides/questionnaires, question by question, exploring the meaning of each question, the best ways in which to approach the topics, and the objectives behind the pattern of questioning. Training staff also involved a refresher briefing on ethical considerations and on gender-sensitivity to ensure that the team knew how to assure respondents of their confidentiality and security, how to use guides to best effect, how to elicit views that were more buried, and additional techniques that to be used to minimize 'group speak' or particular participants dominating the discussion.

Step 5: Fieldwork

All KIIs were carried out face-to-face, with the exception of one which occurred via email. Appointments were made with all respondents prior to the fieldwork. Dr. Fenio oversaw all fieldwork in the areas, and was present for all FGDs and KIIs.

Step 6: Analysis and Reporting

Analysis focused on the DAC criteria questions conceptualized during the initial desk review, triangulated with the background documents provided by Concern. Other themes considered pertained to equality, gender, and a rights-based approach; partnership; accountability and advocacy; and disaster risk reduction.

Annex E: General FGD Questions

This is a general set of questions that was amended while in the field based on the FGD compositions.

DAC Criteria

- Do you feel that this project responded to your needs in this community? How so? (Please give specific examples.)
- What was this community like prior to this project?
- What has changed in your community since before this project began, and now? What was the best part of this project, in your opinion?
- What did the project do well?
- Was there anything negative?
- Do you discuss with others in your community the things that you have learned from this project?
- If so, who do you usually share information with? If not, what are some of the reasons information hasn't been shared?
- What is the most important thing that each of you has learned from this project?
- Does this group have a savings/loan/*poupanca* component?
- When this project started, what was the process of deciding what to do: for example, did the organisation talk to the government, to the *regulo*, to people in this community? Did you have the opportunity to help provide information on what the community needed? Did you have the opportunity to provide information on how to implement the project?
- What changes in economic and social conditions are likely to be sustained and why?
- What capacities have been built among various stakeholders at household, community, district and national levels that would promote sustainability?
- Which outcomes have the likelihood of being sustained by members and what future inputs are required to ensure that sustainability?
- Do you think the children under the age of two years are healthier now than before the project?

Gender

- What is the role of women in this community, and what is the role of men?
- Have you seen changes in the relationships between husbands and wives (or couples living together) because of this project? If yes, what kinds of changes have you seen? If not, how have things remained the same? (Probe: what are the positive things that have occurred in relationships because of this project? And what are the negative things, if any, that have occurred because of the project?)
- How do women and men in this community see their relationships?)
- Are women consulted in household decision making on crop sales, food purchases, and key welfare related discussions in the household (including health, nutrition) Did the drought affect knowledge about gender equality?
- Has your relationship changed in the household? How so?
- Who cares for the children and does the domestic work?
- Has decision making changed in your household? Has it changed regarding the finances (how money is spent)?
- Has the level of violence changed in your household?

Associational Life, Capacity

- In thinking about two years ago versus now, does your community talk more with government or other NGOs about what you need now or is it about the same as before? How do those discussions usually go?
- How, if at all, have donor and national policy been influenced by this intervention?
- How has the project contributed to improved harvests, nutrition and resilience to climatic shocks?
- How has the project contributed to increased bargaining power of farmers? Of women?

- Are you actively engaging in activism? Are the institutions responsive to you? How often do you meet with points of contact in the field? Do you request things from them? Do you receive them? What are the improved agricultural techniques that you have learned?
- How much do you talk with someone from the Ministry of Agriculture?
- Has the frequency of visits by the Ministry of Agriculture changed? How has the relationship changed (if at all)?
- How much do you talk with private donors?
- Are the institutions responsive to you?
- What types of skills have you learned while being a part of the FA?
- If this project occurred again, what do you think it needs to be even more successful?

- *Additional questions for certain groups: Agriculture/improved harvest/DRR/nutrition:*
- What are the techniques you have applied in their home machambas?
- Are there any techniques you did not find useful, why?
- Do you feel the techniques taught by the agricultural technicians helped you cope with the drought? How?
- Have the farmers managed to conserve seeds, which ones? What seeds will you buy? Will you buy individually or as a collective within the FFS?
- Do you have access to information to plan ahead? (on weather, prices, availability of inputs)
- Have you had any issues with ensuring that you consume particular foods?
- How did you secure food during the drought? What did you consume?
- What do you understand as the ideal meal frequency for babies between 6 – 23 months (under 2 years)?
- Do you face any constraints to ensuring optimum feeding of babies – frequency and diversity?

Annex F: General KII Questions

Amended based on type of interviewee (not all questions asked in all interviews).

NGO Staff

Relevance

- To what extent have objectives and strategies responded to the needs and priorities of the target groups and the various stakeholders at various stages?
- How well did the project align with the government plans?
- How well did the project take into account lessons learned from past experiences/other projects?

Effectiveness

- Were any activities not implemented? What were the key challenges?
- To what degree was project learning shared within the community and neighbouring communities, local authorities and other community based organisations/NGOs (local and international)?

Efficiency

- How responsive has been the project's management structure? Have any changes in the programme staff turnover impacted the results?
- How did the various components and support mechanisms of the intervention work and complement each other? (rather than ask this directly, assess information to compile this)
- Were beneficiaries, communities, partner NGOs, Government bodies all involved in decision-making about project implementation strategies?
- How well did the project ensure the timely and on-budget delivery of outputs? Were deadlines met?
- How well did the project ensure the contribution of local partner NGOs and Government bodies in the delivery of outputs?
- Overall, how well do you think [your organization] has done?
- Has ORAM capacity been built up from this project?

Impact

- Have the project objectives been achieved?
- Has the project contributed to strengthening civil society? How?
- How has the project contributed to improved harvests, nutrition and resilience to climatic shocks?
- How has the project contributed to increased bargaining power of rural and peri-urban farmers? Of women?

Sustainability

- What capacities have been built among various stakeholders at household, community, district and national levels that would promote sustainability?
- Which outcomes have the likelihood of being sustained by members and what future inputs are required to ensure that sustainability?
- How, if at all, have donor and national policy been influenced by this intervention? (
- Were there certain problems that may inhibit the sustainability of the programming?
- How effectively were complaints received and dealt with?

Additional questions specific to certain individuals:

- How often does someone from the Ministry of Agriculture visit the communities?
- Were there any negative repercussions in the gender component?
- Were there differences in knowledge/behavior change between sites that had DCs and those that didn't?
- Why are some communities more or less successful than others regarding autonomy?
- Has nutrition for children under 2 gotten better or worse with this project? How so?
- What is the link between the tangible agricultural learning/resources/knowledge and CSO activism? (Is there one or no?) Are the institutions responsive to them? How often do they talk with someone

from the Ministry of Agriculture? Has the frequency changed? How has the relationship changed (if at all)?

- Has nutrition for children under 2 gotten better or worse with this project? How so?

For Government Staff

Relevance

- To what extent have objectives and strategies responded to the needs and priorities of the target groups and the various stakeholders at various stages?
- How well did the project align with the government plans?
- How well did the project take into account lessons learned from past experiences/other projects?

Effectiveness

- What is your opinion of this project? Did you hear any complaints about it?

Efficiency

- How was your relationship with the implementing partners?
- Were beneficiaries, communities, partner NGOs, Government bodies all involved in decision-making about project implementation strategies?
- How well did the project ensure the contribution of local partner NGOs and government bodies in the delivery of outputs? (NGO staff in field)

Impact

- Has the project contributed to strengthening civil society? How?
- How has the project contributed to increased bargaining power of rural and peri-urban farmers? Of women? (NGO staff in field)

Sustainability

- What capacities have been built among various stakeholders at household, community, district and national levels that would promote sustainability?
- Which outcomes have the likelihood of being sustained by members and what future inputs are required to ensure that sustainability?
- How, if at all, have donor and national policy been influenced by this intervention?
- Were there certain problems that may inhibit the sustainability of the programming?

Additional Questions

- Ministry of Agriculture: How often do you correspond with groups?
- What is the link between the tangible agricultural learning/resources/knowledge and CSO activism? (Is there one or no?) Are community members coming to you?
- What is the current situation here regarding resources?

For Regulos:

- What are some of the changes that you've seen in this community that have come from this programme? (Probe: positive and negative changes)
- Do you feel this project met the needs of the community? If yes, how so? If no, what did it miss?
- Were you personally involved in providing input for this project? If yes, what type of input did you provide?
- Were you a member of any of the groups for this project? (If yes, which one? Please tell us about your experience with it?)
- What is the relationship like between this community and the Ministry of Agriculture? (Probe: does the Ministry of Agriculture conduct regular visits to this community? Have these visits increased in the past year or two?)
- Do you feel that the community is better able to ask for resources from government or other groups because of this project? If yes, why is this?
- Has the community asked for things from others? If yes, what types of things? Who have they asked?
- Have you seen any benefits come into the community from this? If so, what types?

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- Have you seen a change within households in this community regarding the roles of women and men? (Probe: For example, are men doing more domestic work? Has decision making changed within the households?)
- Did the members of the groups for this project share their knowledge with other community members who were not involved?
- Were there any complaints about this programme?
- In thinking about the future, what do you think has been most sustainable about this project? (Probe: What effects from this project do you think will last once the NGO is no longer here in this community?)