



CARE Denmark

CARE Mozambique

**Evaluation of Forestry and Agriculture Programme in
Mozambique (FAPIM)**

Final report

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Bente Topsøe-Jensen

Niels Topsøe-Jensen

José Jaime Macuane

Ole Stage

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List of abbreviations

AENA	Associação de Extensionistas de Nampula
AKILIZETO	Nampula-based CSO
CSO	Civil Society Organization
DKK	Danish kroner (currency)
FACILIDADE	Nampula-based CSO
FAPIM	Forestry and Agriculture Program in Mozambique
FFS	Farmers' Field Schools
JÁ	Justiça Ambiental
NRM	Natural Resources Management
ORAM	Organização Rural de Ajuda Mútua
SDAE	Serviço Distrital de Assuntos Económicos
SPER	Serviços Provinciais de Extensão Rural
SPFFB	Serviços Provinciais de Floresta e Fauna Bravia
TOR	Terms of Reference
UCODIN	Unidade de Coordenação de Desenvolvimento de Nampula
UGCAN	União Geral de Cooperativas de Nampula
UNAC	União Nacional de Camponeses

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Executive Summary

Main findings and conclusions from the evaluation are:

Relevance. The objective of the program – *reduction of poverty and vulnerability of the population living in nearby forest by increasing the sustainable benefits by the communities from woodland resources* – is found relevant in relation to the specific geographical area - Meconta District in Nampula Province – where the program operates. Interviewed beneficiaries and local government officials confirm the relevance. However, although perceived as relevant by the direct beneficiaries and local government, it is important to question whether the program as implemented without the initially planned advocacy component is relevant in relation to CARE Denmark's strategic focus on rights, civil society strengthening and advocacy.

Effectiveness. Effectiveness in terms of compliance with program goals is limited, as the advocacy component of the program was never developed, and the program ended as being implemented as a traditional area based rural extension and natural resources management program with limited scope beyond the local context. Specifically in terms of women and gender, the program has not taken up the planned initiatives of preparing a gender analysis and strategy.

Impact. Village Associations and community Management Committees have been established, and training in technical and legal issues, including sustainable agricultural practices and business development has taken place. But when it comes to assessing the impact of the training beyond knowledge acquisition, i.e. to determine whether the knowledge is applied and transformed into skills and whether practice and attitude has changed, the scope of the present evaluation is not sufficient.

Sustainability. The Village Associations and forest Management Committees established by the FAPIM program show limited signs of organizational sustainability and would most probably stop to operate if FAPIM no longer encouraged their existence. The main reason for the groups to gather is receiving the extension workers and as such, the groups are receivers, not independent actors.

Partnership. The FAPIM program has worked with two main partners for implementing the program. Partnerships are, however characterized as sub-contracting, as there is limited mutuality and capacity building beyond the implementation of the program. A continued collaboration would require that the partnerships are re-invented with a focus on organizational capacity building for advocacy and broader civil society strengthening as a goal in itself. Principles of partnership development should also be applied in relation to Village Associations and community Management Committees, including support to internal governance and organizational capacity building.

Program management. Overall program monitoring and management has not followed sufficiently up on program implementation in relation to program objectives and recommendations from Realignment Study. Consequently, the program has drifted away from its initial design, where advocacy played a prominent role. In addition, the program has also been extended three times, adding 20 months to the initial 24 months pilot phase. The budget has been increased from the initial DKK 4,6 mio to approx. DKK 12,1 mio expected expenditure by end of 2012.

Main recommendations. The main recommendations address strengthening of overall program management, including strengthening of the M&E system; the need for integrating gender mainstreaming in program design and as part of the overall implementation approach from day on; capacity building of CARE and partner staff to meet the specific demands of civil society approach; development of partnership approach to focus on organizational sustainability and broadening of partnership basis to include alternative partners; establishment of strong vertical links to contribute to provincial and national level advocacy; and combining governance and rights with economic empowerment. Specific recommendations for FAPIM include the need for focusing on lessons learned and best practices during the Transition Period; re-invention of the partnerships with AENA and ORAM to move beyond sub-contracting; focus on strengthening organizational capacity and internal governance within AENA; tailoring FFS-approach to the scope of a civil society program; and undertaking a careful cost effectiveness assessment of the income generating activities.

1. Introduction

The FAPIM-evaluation was carried out as part of an overall assignment, including also the evaluation of the SCORE-NRM project in Vilankulo, Inhambane Province and identification of initiatives for a new civil society program to be financed through CARE Denmark and implemented by CARE Country Office in Mozambique.

The overall objective¹ was to conduct an evaluation of the first phase of FAPIM (and the SCORE-NRM project) aiming to determine

- i. the *relevance* of program/project objectives in the local and national context
- ii. the *effectiveness* of program/project implementation in achieving set goals and objectives
- iii. the direct and indirect *impact* of the program/project
- iv. the *sustainability* of results
- v. the *lessons learned* from the two initiatives²

Issues related to assessment of overall program management were not included in the TOR, but is briefly discussed below.

1.1 Evaluation methodology

The evaluation of FAPIM has been carried out during a short, intensive period with field work in Nampula Province from 12 to 18 June 2012. It is based mainly on qualitative information and registration of stakeholders' perception. The evaluation is forward looking, i.e. concentrating on lessons learned to provide input for identification of new initiatives, rather than documenting results for accountability purposes. Quantitative information is mainly from internal sources, as time has not allowed for extensive external verification.

The evaluation is based on the evaluation questions outlined in TOR for the assignment and a number of principles outlined in the Inception Note for the overall assignment.³ Based on document screening of

¹Terms of Reference for evaluation of FAPIM and SCORE-NRM and formulation of the follow-on initiative, final draft June 2012. See Annex A

² The consolidated Lesson Learned from the two evaluations are presented in a separate paper.

relevant project documentation⁴, an Evaluation Matrix was elaborated, including the evaluation questions, reference to DAC evaluation criteria⁵, considerations on where and with whom to seek information, as well as considerations on triangulation and validation of information. The evaluation matrix unfolds the evaluation questions in detailed questions, specifically targeted the FAPIM context. Interviews have been individual face-to-face interviews and focus group discussions. Notes from interviews have been registered in pre-prepared *Question&Reporting*-matrices, allowing for easy access cross-reading of findings.

The evaluation has aimed at involving CARE staff from the FAPIM project, as well as from implementing partner organizations (AENA and ORAM) as much as possible through consultations and interviews. Farmers Associations, Forestry Management Committees, local government representatives and civil society stakeholders in Nampula Province have been interviewed and consulted regarding their experience with FAPIM and their perspectives on future initiatives under a new program period.⁶

A final debriefing session presenting preliminary findings and recommendations was held with FAPIM staff and key partners before departing from Nampula on 18th June.⁷ The discussions served to verify findings and provided input for identification of new initiatives to be included in a new program.

The present report is one of several outputs from the assignment and is to be seen as an intermediate output, feeding into identification of new initiatives and formulation of a new program. The report is presented in a form, which allows for stand-alone reading. The report reflects the opinions of the evaluation team and not necessarily those of CARE staff, partners or the donor agency (Danida).

1.2 The evaluation team

The team responsible for the two evaluations and identification of new initiatives consists of five members, of which the FAPIM evaluation field work was carried out by Bente and Niels. There is a division of tasks within the overall team:

Team	Main responsibility	Specific tasks
Bente Topsøe-Jensen	Team leader	<ul style="list-style-type: none"> • Overall coordination and responsibility for the assignment, including methodology design and planning (i.a. output 1). • Evaluation of FAPIM, including drafting report (output 2) • Prepare summary report on lessons learned from SCORE-NRM and FAPIM for program design (output 4) with input from Jose. • Prepare descriptions of new initiatives for new program (output 5) • Prepare consultants suggestions for further design work (output 7) • Finalizing all written outputs within the deadline.
José Jaime Macuane	Governance expert	<ul style="list-style-type: none"> • Evaluation of SCORE-NRM, including draft report (output 3) • Provide input to summary report on lessons learned (output 4) • Prepare selected descriptions of new initiatives for new programme (output 5) • Drafting of sub-program strategy (output 6)
Catherine Hill	Gender expert	<ul style="list-style-type: none"> • Provide gender specific input and comments to design of methodology. • Gender quality assurance of draft and final outputs.

³See Annex B: Methodological approach.

⁴ See Annex D for a comprehensive list of documents consulted.

⁵ DAC Evaluation criteria: relevance, effectiveness, impact and sustainability. Efficiency has not been addressed in the current evaluations. See List of Documents consulted for a description of DAC evaluation criteria.

⁶ See List of Persons met, Annex E.

⁷ See presentation from debriefing, Annex G.

Ole Stage	QA	<ul style="list-style-type: none"> • Provide input and comments to design of methodology. • Ensure “institutional memory” from CS-study 2011. • Quality assurance of draft and final outputs.
Niels Topsøe-Jensen	Intern	<ul style="list-style-type: none"> • Organization of documentation, writing of notes and lists of participants • Assisting interviews during FAPIM evaluation and with key stakeholders in Maputo. • Assisting workshops.

The team will like to thank the FAPIM and CARE Mozambique staff for extensive helpfulness and willingness to provide information and discuss the project, as well as taking care of logistics to ensure that the time spent in Nampula Province was used to the extend possible.

2. The FAPIM program – intentions and de facto

Below is a short presentation of the FAPIM program followed by a discussion of major changes, which have occurred during implementation.

2.1 The FAPIM program – the plans

CARE’s engagement in natural resource management (NRM) in Mozambique dates back to 2005⁸. The FAPIM program is therefore the result of a long consultative process, which has involved several studies, workshops and consultations. The gradual phasing in led to the approval of the FAPIM program in April 2009 with an overall budget of DKK 4,9 million financed through CARE Denmark’s framework agreement with Danida. The program was initially planned for a 2 years pilot period (01.04.2009 – 31.03.2011) but has been extended three times: from April to December 2011 and again from January to May 2012. The current project period from 1 June to 31 December 2012⁹ is considered a transition phase to the new civil society program currently under preparation. The transition period will allow for the evaluation of gained experience, identification and formulation of new initiatives and approval of a new program.

The main objective of FAPIM is the *reduction of poverty and vulnerability of the population living in or nearby forests by increasing the sustainable benefits by communities from woodland resources*.¹⁰ Based on the thorough preparation, the overall program document consists of a main document, four component documents and a budget. The program document contains a context and problem analysis, which focuses on the relation between poverty and natural resources (land and woodland); and the legislative framework related to governance and decentralization, poverty, land, forestry and rights to organization. The problem analysis concludes that the accelerated and unsustainable exploitation of forests and woodlands contributes to increased poverty upon local communities depending on these resources.¹¹ Consequently, FAPIM targets poor natural resource-dependent people living in or nearby forest in Meconta District, Nampula Province.

The FAPIM program document contains elements for a Theory of Change with strong focus on a rights-based approach, civil society strengthening and advocacy as the drivers of change. Activities should focus

⁸ FAPIM Programme Document, April 2009 – March 2011

⁹ The signed IPIA concerning the transition period 1.6.-31.12.12 was received by CARE Mozambique on 15.06.2012.

¹⁰ FAPIM Program Document, p.11

¹¹ FAPIM Program Document, p. 6-11

on awareness rising on land and forestry legislation, organizational capacity building for demanding rights from local government, gender mainstreaming, and last, but not less important on strong advocacy at national and international level. The goal was defined as poverty reduction through sustainable exploitation of natural resources. ¹²The following figure seeks to graphically present the elements of the FAPIM Theory of Change:



The initial project design contemplated four interlinked components, of which three were to be implemented by civil society organizations (CSO) and the fourth by CARE:

Component	Aim	Specific objectives
1. AENA – Associação de Extensionistas de Nampula	To improve livelihoods of communities through introduction of sustainable agricultural and agro-forestry practices	Promote sustainable agricultural and agro-forestry practices Promote economic activities focusing on forest resources (timber and non-timber forest products) Strengthen local communities in local government processes
2. ORAM – Organização Rural de Ajuda Mútua	To secure communities access to the 20% of government taxes on natural resource use	Ensure access to the 20% of income from forest exploitation for communities (women and men) with a view to transform these funds into productive investments in the administrative posts of Nacavala and Corane
3.JA – Justiça Ambiental	To conduct evidence-based advocacy based on solid experience generated from policy studies and involvement in the community-based work in Meconta, linking up to the international level as well	Contribute to strengthen the capacity and improve the quality of timber monitoring at provincial level Analyze contradictions in current regulation and propose changes Propose changes in the mechanisms used to allocated licenses and forest concession with a view to improve their quality and secure community development and sustainable use of forest resources Support and encourage initiatives aimed at halting illegal exploration and export of timber Facilitate access to Mozambique for international organizations that promote sustainable exploration of and fair trade in timber
4. PCDF – Program Development and Coordination Facility (CARE)	To coordinate and support the partners in implementing a coherent program, while securing capacity building in relevant areas and mutual learning from program implementation	To ensure that the individual components of the FAPIM Program contribute to the common program goal of improving the livelihoods of poor natural resource-dependent people

¹²FAPIM Program Document, p.14

2.2 The FAPIM program – as implemented

In spite of being conceived as a pilot program with strong emphasis on civil society strengthening and a rights-based approach, the FAPIM program ended up as being implemented as a traditional, area-based agro-forestry extension program. A number of fundamental changes to the original program design have occurred, of which the following three deserve special mentioning:

The planned **advocacy component** to be implemented by *Justiça Ambiental* (JA) was never initiated due to withdrawal of the JA.¹³ In late 2009, CARE took the initiative to undertake a Realignment Study, which aimed at guiding the project implementation under the changed contextual conditions and focus on a strategic response to problems related to illegal and unsustainable forest resource use in Meconta District.¹⁴ According to the study, the FAPIM project had during the pre-project period and during early implementation moved its scope from forest to farmland, as well as lost the principal advocacy partner. The Realignment Study concludes that

Remaining partners have little or no experience with forest and tree management. AENA is basically repeating what it did under the now extinct VIDA project. ORAM continues what it did previously with regard to the creation of management committees. CARE does not have sufficient knowledge and understanding of forest management issues in house to guide the project partners. It has also not the profile of an environmental organization that can execute the advocacy role vacant due to the exit of JA.¹⁵

Based on this, a long list of recommendations was presented which reflect i.a. the need for paying attention to identification of a new advocacy partner to substitute JA; strengthening the technical capacity of implementing partners; strengthening engagement with provincial extension service and forestry authorities; and regular monitoring of implementation and results in the field.

Although FAPIM did follow-up on recommendations by taking the initiative to strengthen the technical capacity of implementing partner organizations, the recommendations of the Realignment Study have apparently not been *systematically* addressed and followed up. Consequently, and in spite of the initial design with an important advocacy component, FAPIM has, as pointed out in more detail below, ended up being implemented as a traditional area-based development project, which addresses the main problems as identified by the communities in terms of agricultural production and access to revenue from forest licenses (the 20%). The initial intention of bringing evidence and lessons learned from district implementation to national and international advocacy platforms has not been implemented, as FAPIM did not succeed in finding a replacement partner for this component.

Gender mainstreaming does not figure very prominently in the FAPIM program document, where limited reference is made to CARE Denmark's *Guidelines on Gender equality as a cross-cutting issue* and a study on women in CARE's agricultural programs¹⁶ leaving the task of undertaking gender analysis, defining a proper gender strategy and ensure gender mainstreaming in training activities and monitoring to program

¹³ The Evaluation Team tried to meet with JÁ, but it was not possible to set up a meeting due to lack of interest from JÁ to discuss FAPIM.

¹⁴ FAPIM Realignment Study, Roland Brouwer, CARE Mozambique, December 2009

¹⁵ Ibid., p.16

¹⁶ FAPIM Program Document, pp.14-15.

management. A later study carried out for CARE Mozambique in April 2010¹⁷ contains a number of general recommendations for strengthening women through field-based and national level interventions of which several could have been relevant for FAPIM to follow-up on especially at national level: strengthened relationship with government institutions, as well as with strong national women's CSOs.

A cross-reading of the annual progress reports from FAPIM¹⁸ reveal very little attention if any at all on gender issues. Progress on gender as part of the overall cross-cutting issues is mechanically repeated as cut-and-paste from 2010 to 2011. Only the first progress report (April – December 2009) has a short paragraph referring to the efforts made to promote gender equality through capacity building and sensitization meetings. This period also reports on initiatives to identify income-generating activities for women and the formation of two women's associations. However, annual reports from 2010 and 2011 have no reference to any gender or women specific initiatives. Interviews in the field confirmed that women are generally perceived as "complicated" to work with due to the cultural barriers and often extension staff will address them in a brisk, optimistic tone, trying to pull them into the discussions!

Finally, **program management, budgeting and monitoring** seems to have suffered from lack of consistent follow-up from CARE Mozambique Country Office and CARE Denmark. The program period has been extended three times, whereby the initial 24-months pilot program adds up to a 44-months period. The initial budget of DKK 4,6 mio has been increased through eight amendments¹⁹, summing up to a total grand budget of almost DKK 10,4 mio.²⁰ However, information from CARE Denmark²¹ shows a total expected expenditure for 2009-2012 of DKK 12.1 mio. Budget figures have not been adjusted to actual expenditures over the years and it is therefore difficult to use the budgets attached to the subsequent amendments as a reliable source of information. The FAPIM program is implemented as part of the Danida frame allocation, which allows for extensive flexibility, but the evaluation team finds the extraordinary budget increase difficult to justify under a pilot program. When it comes to program management and monitoring, there is little explanation to the repeated extensions of the program, as well as the lack of follow-up on the non-compliance with recommendations to seek new strategic partners for the implementation of the advocacy component.

The eighth amendment signed on June 14, 2012 for the period of June – December 2012 covers the Transition Period, after which a new civil society program is expected to be ready for implementation. Focus during the Transition Period is set on preparing for a new civil society focus through gathering of experience from other projects on support to community exploitation of the 20%, documentation of experience in community guidelines, compilation of lessons learned on land issues with special focus on women, strengthening of the advocacy activities through the contracting of specialized staff, and compilation of lessons learned on introduction of Farmers Field Schools (FFS). The short document describing the Transition Period²² reflects awareness of the need for documentation and consolidation of

¹⁷ Rachel Mason: Female-Headed Households in Rural Mozambique: A Situational Analysis, April 2010

¹⁸ FAPIM Annual Progress reports: April – December 2009; January – December 2010; Janeiro – Dezembro 2011.

¹⁹ See Annex D for an overview of the budget amendments.

²⁰ Of the total allocation, USD 30.000 (approx DKK 175.000) under the 2nd amendment from January 2010 is allocated to the Water and Sanitation Project in Funhalouro, Inhambane Province, which is not part of the FAPIM program.

²¹ Email from Rolf Hernø, 2.7.2012

²² Amendment 8 to IPIA concerning FAPIM, June 2012.

lessons learned in order for the future civil society program to capitalize on the experience from FAPIM. FFS may provide a platform for empowerment and engagement of communities to defend their rights and demand responsiveness and accountability from duty-bearers. There is, however, also an in-built risk that the FFS activities during the Transition Period will make it difficult for the new program to take off as a civil society and advocacy program, leaving the strong livelihood focus behind. Working with FFSs needs a strong vertical linkage to CSOs.



The institutional culture of FAPIM has all the characteristic artifacts of a project implementing organization (CARE) which may down tone the local partners' responsibility for implementation.

3. Evaluation findings

The findings from the FAPIM evaluation are structured according to the evaluation questions as stated in TOR and follow the DAC evaluation criteria. In addition to the DAC evaluation criteria, also findings on partnership and monitoring & evaluation are discussed.

3.1 Relevance

Assess the relevance of FAPIM objectives and activities in relation to the local (district provincial) and national context.

The overall objective for the FAPIM program is the *reduction of poverty and vulnerability of the population living in or nearby forests by increasing the sustainable benefits by communities from woodland resource*. Specific objectives for each of the components are defined to sustain the aims of improved livelihood through sustainable agriculture and agro-forestry practices; secured community access to the 20% of taxes on natural resource use; evidence-based advocacy; and coordinated support to implementing partners, capacity building and mutual learning.

The decision on implementing the FAPIM program in Meconta District, Nampula Province in Northern Mozambique was based on an analysis of the major problems faced by the district in terms of poverty

related to the lack of resources and/or the (in)capacity of people to fully benefit from those resources that in principle are available.²³ Illegal and uncontrolled logging, limited access for the communities to the 20% and livelihood constraints faced by the population based on limited involvement in natural resource management were identified as main problems and justified an intervention under the specific component objectives. Interviews with members of village associations and forestry management committees carried out in Meconta District have confirmed the continued relevance of program activities addressing food security, climate change adaptation through agro-forestry practices, addressing deforestation, and support to communities in getting access to the 20%.

Government officials interviewed²⁴ have stressed the satisfaction with the FAPIM program and underlined its relevance in relation to addressing the livelihood problems through its extension services. However, it raises concern when local government sees the project as gap-filler in areas where the government extension service has no outreach. The support to village committees to get access to the 20% is also appreciated as relevant by local government officials interviewed. The cumbersome and non-transparent process related to disbursement of the 20% is recognized by all government officials interviewed and the FAPIM program's effort to support communities in accessing their share of the forest exploitation tax is welcomed. It is a problem that so many institutions and links are involved that everybody can blame somebody else for lack of transparency and delays. In the bigger picture, it is also important to notice that the amounts disbursed varies a lot and due to the unpredictability of amounts as well as timing, the communities have little influence on what to do with the money. The management committees are seldom aware of the basis on which the 20% are calculated and therefore have no idea of the amounts they are entitled to. Disbursements are irregular and amounts range between MZN 1,000 (Lequeia/2009) to MZN 66,000 (Nacoma/2007).²⁵ Some committees have received their 20% several times since 2007,²⁶ but according to interviews, no disbursements have occurred in 2011-12. There is a scope for a more targeted advocacy related to the 20%. Nampula-based CSOs have raised the issue at the annual provincial Development Observatories²⁷ but with little if any improvements.

It also became clear during the interviews with villagers that there are problems beyond the scope of the present program, which are not addressed. Increasing production through sustainable and improved agro-forestry techniques²⁸ leads to new challenges related to storage and commercialization of the produce. Farmers have difficulties in storing the produce and are forced to sell to the first and best buyer appearing in the village. The bargaining power is thus very limited, reinforced by limited access to information on prices and market opportunities.

²³ Ibid.

²⁴ Interviews with SDAE, Meconta District, 14.06.2012; UCODIN, Nampula Provincial Government, 15.6.2012; Meconta District Administration, 14.06.2012; and Provincial Rural Extension Services, 15.06.2012

²⁵ MZN 1,000 = DKK 210; MZN 66,000 = DKK 14,000 <http://www.oanda.com/currency/converter/>

²⁶ FAPIM Annual Report, 2011, Annex 1. Statistics on committees' reception of 20% dates back to before the FAPIM program.

²⁷ Draft minutes from Development Observatory 2012, 2.5.2012 (in Portuguese).

²⁸ The evaluation team has had no possibility of verifying whether production has actually increased from application of agro-forestry practice.

Albeit perceived as relevant by the direct beneficiaries and local government, it is important to ask at the overall level, whether the program with the current scope is relevant in relation to CARE Denmark's strategic focus on rights, civil society strengthening and advocacy. It seems clear to the evaluation team that the program as initially planned with a strong focus on providing evidence for advocacy has relevance in relation to the current CARE Denmark strategic vision. The way the program has been implemented – without the advocacy component – has, however, decreased its relevance in relation to the CARE Denmark's strategic focus, as it has become a traditional area-based rural extension program with no vertical links to advocacy organizations at national and international level.

3.2 Effectiveness

Assess the effectiveness of the program in achieving its goals and objectives, including the work of partners AENA and ORAM.

As discussed above, the FAPIM program has not been fully implemented, as the advocacy component was never developed. In the overall picture, this influences negatively on the achievements related to overall goals and objectives. However, the remaining components – AENA seeking to improve livelihood through introduction of sustainable agricultural and agro-forestry practices, and ORAM seeking to secure access to the 20% government taxes on natural resource use – have been implemented according to plans. Annual Progress Reports provide information on accomplishment of activities according to annual plans, which seems to be fulfilled satisfactory, albeit with limited focus beyond the accomplishment of outputs. See chapters 3.3. *Impact* and 3.6 *Monitoring and evaluation* for further discussion.

Interviews with village associations confirmed increased ambitions in terms of economic development. “We know how to make a business plan and do not produce without a plan for the commercialization” was stated in several interviews²⁹, albeit additional information on lack of market opportunities revealed that the business planning is not (yet) well rooted. It was, however, evident that most village associations have development ambitions that could be further supported through organizational strengthening and development.

The existing village associations and management committees are very dependent on the extension workers from either AENA or ORAM. The main purpose of the associations and committees is to provide a framework for transmission of extension messages (top-down) and they are not acting on their own, demanding rights, access to information or better prices for their products.³⁰

The FAPIM program document emphasizes the importance of development of a gender analysis and strategy. This has (apparently) not been carried out. There is a specific focus on women, as two of the village associations are women's groups (i.e. most members are women). The evaluation team had the opportunity to visit one of these groups – *Associação 7 de Abril*³¹ – where 14 of 20 members are women. There is no doubt about the strength and empowerment of these women, determined to develop their

²⁹ Interview with villagers, Napita, 12.06.2012

³⁰ The challenge of ensuring wider accountability of the village associations and management committees is discussed in the SCORE-NRM evaluation report (August 2012) and bear resemblance to the situation in Meconta District.

However, findings from the FAPIM evaluation were not as specific as in the case of the SCORE-NRM project.

³¹ Visited 14.06.12.

association through joint efforts in producing beans and peanuts, although they face problems in selling their produce at a competitive price.

FAPIM extension workers support the women's efforts, albeit they stress the challenge of working with women: "There are tremendous problems working with women. Women are hard to keep in the activities as they have a tendency to give up hope and stop farming. Women give up faster than men".³² It is the impression of the evaluation team that FAPIM staff could be better prepared to meet the challenge of supporting women's development and mainstreaming gender. As an example, the drive encountered with the women in *Associação 7 de Abril* could be explored and used for best practice and inspiration for other women's groups through peer learning and exchange visits.

3.3 Impact

Assess direct and indirect impacts of the program, including any unintended or unplanned impacts.

The overall aim (development objective) for FAPIM envisaged *the reduction of poverty and vulnerability of the population living nearby forest by increasing the sustainable benefits by communities from woodland resources*. Furthermore, specific aims and objectives were formulated for each component. When assessing the direct and indirect impacts of the program, findings must be held against these objectives. However, assessing impact within the scope of the present evaluation was not possible, as there was no outcome/impact indicators and/or baseline data against which to measure the present situation. The limited time did not allow for further in-depth analysis and data collection. The following considerations on possible impact of the FAPIM program are therefore qualitative and based on interviews and document review.

The **AENA component** aims at improving livelihoods of communities through the introduction of sustainable agricultural and agro-forestry practices, including promotion of economic activities focusing on forest resources and non-timber products, as well as strengthening local communities in local governance processes.

The evaluation team found that the FAPIM project has succeeded in establishing village associations – or rather farmers' groups – which have received training in different technical and legal issues, including planning of their production. The evaluation team verified with partners and village associations that training and capacity building activities in agricultural practices, conservation techniques, forestry and land legislation, forestry management and awareness on reforestation, control of bush fires, as well as preparation of business plans and agro-processing (groundnut dryer) have been carried out. FAPIM's recent initiative to start working with Farmers' Field Schools (FFS) has so far not settled in the minds of the association members interviewed.

Interviews with the District Administrator³³ indicated that a change is taking place in "people's behavior and mentality". Local government perceives the communities involved by the FAPIM program as more responsive and better organized to collaborate with government, as they are better educated and knowledgeable about agricultural practices. However, it was also clear that the local government sees the

³² Interview with FAPIM extension workers from ORAM and AENA, 13.06.2012.

³³ Interview with Meconta District Administrator, 14.06.2012.

objective of the FAPIM program as purely increasing agricultural production and suggested introduction of big-scale farming and enhanced areas. The sustainability of natural resources and rights-dimension of the program seems unknown to the local government officials.

The **ORAM component**³⁴ aims at securing access to the 20% of government taxes on natural resource use by communities (men and women) through application of funds in productive investments.

The management committees and the forest community inspectors (*fiscals*) have been trained and there is a general awareness about the importance of controlling logging and charcoal burning in order to secure tax / license payment, which will benefit the community (20%), as well as securing a sustainable exploitation of the natural resources. Interviewed committee members and villagers stressed that they are better prepared than before to meet logging companies and potential investors, as they know their rights and have access to legislation, as well as knowledge about relevant structures to contact.

Government sources as well as village representatives have stated that illegal logging has been reduced in Meconta District as a result of the FAPIM project and the efforts to engage communities.³⁵ The forest community inspectors are equipped with bicycles (which are in dire need of maintenance and repair), and have no means of communication. This gives a very imbalanced position in relation with the (illegal) loggers, often with motor transport, mobile phones and in some cases arms.

The FAPIM program has sought to stimulate sustainable income generating timber activities, i.e. the establishment of village carpentries. The evaluation team met with representatives of one such carpentry, which was started with 12 members, but at present only had 6 members. According to their statements, the business was not very successful as marketing of the products was difficult and did not secure a stable income for the members of the group.

In general, there is no doubt that the interviewed villagers have learned the message of sowing in line and controlling bush fires, stressing the importance of getting access to the 20% and having knowledge about relevant legislation to prepare themselves for incoming investors. But when it comes to assessing the impact of the training beyond knowledge acquisition, i.e. to determine whether the knowledge is applied and transformed into skills and whether practice and attitude has changed, the scope of the present evaluation is not sufficient.

The evaluation team has registered no unintended impact of the FAPIM program. This does, however, not mean that there are none, but within the given time frame unintended (and intended) impact is difficult to register.

3.4 Sustainability

Consider the potential for (economic, social and environmental) sustainability of the program results and for partners' continued work with the processes.³⁶

³⁴ Part of the specific objectives initially defined for the omitted advocacy component has been covered by the ORAM-component, e.g. strengthening of capacity and improvement of quality of timer monitoring.

³⁵ It is beyond the scope of the present evaluation to verify this statement.

³⁶ Sustainability in relation to the partners' work is discussed in 3.5 Partnership.

FAPIM was initiated as a pilot project, where a number of activities were tested out: introduction of sustainable agro-forestry practices and mobilization of community forest management committees. Albeit the program period has been extended to almost the double, it is still difficult – and maybe even not appropriate - to measure sustainability within the scope of a pilot project. The planned activities have been implemented but within a limited geographical area and apparently with a high (and expensive) input, which has so far shown little results in terms of replication.

Lack of monitoring and systematic compilation of lessons learned during implementation makes it difficult to assess approaches and models applied in terms of replicability. During the current transition period, FAPIM staff will focus on compilation of lessons learned and elaboration of guidelines, which can facilitate further development and dissemination of the work with community forest management, women's land rights and FFS. This is important for the future program development, as no systematic knowledge management has taken place so far.

The village associations and forest management committees established by the FAPIM program³⁷ show limited signs of organizational sustainability and would most probably stop to operate if FAPIM no longer encouraged their existence. As mentioned above, the main reason for the groups to gather is receiving the extension workers. The groups are receivers, not independent actors. There were indications of initiatives from some of the associations to interlink with neighboring associations; e.g. *Associação 12 de Outubro* which had taken the initiative to invite members from another village association for the meeting with the evaluation team. But most associations and committees operate as isolated groups with no horizontal inter-district network or vertical contact to district, provincial or national level organizations. For future organizational sustainability to be strengthened, it will be necessary to focus on internal governance in the village associations and committees, as well as supporting the establishment of district platforms and links to provincial and national level CSOs. Such vertical links will provide channels for information as well as a basis for advocacy on rights issues (women, land, forest etc).

The environmental sustainability of the FAPIM program and its approach is difficult to measure, as systematic data on e.g. changed land tenure, agricultural practices, bush fire incidents and law enforcement is required.

3.5 Partnership

Comment on the nature and quality of partnerships with AENA and ORAM, particularly with a view to continuing the work in the next phase.

Nampula Province has since many years been subject to intensive support from various development partners, most prominently the Dutch and UNCDF, engaged in local governance, district planning and support to civil society. This has provided a relatively conducive environment for civil society organizations (CSO), of which the FAPIM program has benefited in terms of availability of local partner organizations. Provincial platforms and an active CSO engagement in policy dialogue with provincial government characterize the political landscape of the province, albeit civil society in Meconta District seems relatively weak compared to the overall picture of the province, e.g. with no district platforms or fora. It is evident

³⁷ Some of the community forest management committees were established by ORAM prior to the FAPIM program.

that the FAPIM program has not to the extent possible benefited from liaising with the broader civil society in Nampula Province, which could potentially have catered for the lack of a specific partner for implementing the withered advocacy component.

A key concern of any CARE Denmark program is to provide capacity building to the local partners and the community-level groups and organizations that participate in the program.³⁸

The FAPIM program operates with two main partners AENA and ORAM, responsible for the implementation of the two main components of the program. The partners have been selected based on their previous collaboration with CARE and experience. For AENA, the FAPIM-activities represent a continuation of previous rural extension activities under the VIDA project; for ORAM, the FAPIM activities are a continuation of previous work with organizing community forest management committees around the 20%.

The basis for the collaboration is a so-called Scope of Work (SoW) contract agreed upon³⁹ at the beginning of the program between CARE Mozambique Country Office and the organizations. The SoW-contract outlines the main activities to be implemented, as well as the responsibilities of the implementing organization and CARE respectively. The SoW-contract as well as annual work plans is the basis for the implementation agreement between the two partners. There are no performance indicators or milestones related to partnership or organizational development included in the SoW-contracts and work plans, albeit both organizations expressed interest in getting support from CARE for organizational development.⁴⁰ Technical capacity building of partner organizations in agro-forestry and climate change adaptation has taken place under the 3rd budget amendment in 2010.

Both organizations complain about cumbersome financial procedures with frequent delays in disbursement, which has severe implications for the implementation of activities; e.g. when funds for buying seeds for the agricultural season are received only in December, and not in September, when the sowing season starts! The partner organizations also complain about little or no communication from CARE in cases of delayed transfers. Both organizations stressed that "CARE's intention to work through local CSOs is very good, but that there is a need to define more clearly the concept of partnership to stress the mutuality of such relationship".

CARE is currently entering a major organizational change process, the so-called *P-shift*, where the previous project approach is substituted by a more coherent program approach. Furthermore, the on-going strategy process in Mozambique addresses the partnership approach in order to match the approach of CARE Denmark and CARE International. Although both CARE Denmark and CARE International operate with partnership, the evaluation team found plenty of room for improvement in terms of partnership relations with the FAPIM implementing partners.⁴¹ The relationship with AENA and ORAM can be characterized as sub-contracting rather than a partnership, as neither mutuality nor organizational capacity building is

³⁸ FAPIM Program Document, p.15.

³⁹ The copies of SoWs made available to the evaluation team bear no date or signature.

⁴⁰ Interviews with AENA and ORAM representatives in Nampula, 15.06.2012.

⁴¹ The recent initiative to revised the CARE Mozambique strategy addresses the need for focus on how partnerships are implemented as part of the P-shift. Comments from CARE Assistant Country Director, July 2012.

involved. Both organizations have expressed their concern about the inequality in the relationship with CARE, where they feel that they have little to say.

The evaluation team has not gone into detail assessing the capacity of the two partner organizations, as various other CARE initiatives have assessed the organizations.⁴² Latest is the on-going capacity assessment of current and potential CARE partners in June-July 2012, which goes in-depth with different aspects of organizational capacity.⁴³ There is no doubt that both ORAM and AENA are obvious partners for a continued CARE civil society engagement in Nampula Province.

A continued collaboration should, however, be re-invented as a mutual partnership, in which not only compliance with contractually agreed implementation is the core issue, but organizational capacity building for advocacy and broader civil society strengthening is the goal. Especially ORAM has strong advocacy experience at provincial and national level, which CARE can support and help develop further in future, capitalizing on the evidence and information generated at village level through program activities related to the community management of the 20%. AENA is currently under scrutiny by CARE in relation to financial management procedures, and the organization may not be as strong and consolidated as ORAM. It is, however, important that CARE considers the need for capacity building and strengthening of internal governance mechanisms, rather than giving up on AENA should the financial scrutiny turn up with negative results.

When it comes to partnership at the next level, i.e. between the FAPIM program and village associations and management committees, there are no written agreements. This fact reinforces the evaluation teams observation that the village organizations are perceived by FAPIM program as channels for communication of extension messages, rather than embryonic organizations, which deserve organizational development support .

3.6 Monitoring and evaluation

Assess the quality of monitoring and evaluation information available to the consultants.

Monitoring is the continuous assessment based on systematic collection of data on specified progress and performance indicators for a development intervention. Evaluation is the end or ex-post assessment of an intervention, its impact and lessons learned.⁴⁴ In Portuguese, the word *acompanhamento* is often used interchangeable for monitoring and follow-up, although it has a slightly different meaning, as it does not (necessarily) imply systematic data collection or holding gathered information against pre-defined indicators. In the case of the FAPIM program, *acompanhamento* rather than monitoring has characterized the supervision of the program by CARE.

The *acompanhamento* consists of quarterly (in some cases more frequent) project visits by FAPIM staff, elaboration of visit reports, bi-monthly meetings between FAPIM and project partners AENA and ORAM, annual reports prepared for CARE, and annual meetings with government and other stakeholders. Progress

⁴² Civil Society Study for FAPIM, Dnet Consult ApS, January 2012.

⁴³ Reference is made to comprehensive interview guidelines and preliminary findings presented by Rachael Grenfell-Dexter in June 2012.

⁴⁴ Britha Mikkelsen: Methods for Development Work and Research, SAGE Publications, 2nd edition, 2005, pp. 263-68.

reports are narrative and relate to accomplishment of work plans (outputs) rather than systematically measuring progress against indicators (outcome).

At the beginning of the program, no baseline study has been carried out, and consequently, there are no data against which progress can be measured. This shortcoming has been pointed out by FAPIM staff and partner organizations as a main difficulty in measuring the results of their work. The planned preparation of an overall M&E plan⁴⁵ was not accomplished. According to the FAPIM Program Manager “we only look at the predictions of past documents and look at the present situation to compare the results”.⁴⁶

The FAPIM Program Document envisages the establishment of an Advisory Board which should “support and advise the FAPIM program in general in its implementation and future development”⁴⁷. According to FAPIM management staff this was the responsibility of CARE at national level, but such initiative has never been taken, and consequently the program development has not been sufficiently guided. The evaluation team concludes that this fact in addition to the lack of a proper monitoring system has left the FAPIM program development afloat. An external review could have provided the necessary guidance but the external review planned for the end of year two was not carried out and the program was extended for an additional 20 months, before the present evaluation took place.

4. Lessons learned

Lessons learned from the FAPIM program are expected to feed into the identification of new initiatives for the coming CARE Denmark civil society program in Mozambique.

4.1 Programme implementation and management

- **Program monitoring and supervision based not only on work plans but agreed indicators and milestones are important for successful program implementation and demonstration of results/outcome.** The FAPIM program has not been fully implemented as the advocacy component was never started. In addition, a number of important program elements were never implemented or unfolded: a gender strategy and/or analysis, a proper M&E system and the Advisory Board. If proper monitoring and adherence to agreed milestones had been observed, the program would not have drifted away from initial scope and objective, and demonstration of results would have been possible beyond the narrative.
- **Evaluation of a pilot project / phase should be timely to allow for learning and adjustment.** The FAPIM program has been extended way beyond the reasonable for a pilot program without the planned evaluation or review of gained experience took place. This has allowed the program to drift from the initial outline. Furthermore, it could be questioned whether FAPIM has been managed as a pilot project
- **Projects / programs should have a reasonable time horizon - minimum three years, but preferable five years.** The undetermined time horizon with several ad hoc extensions and budget

⁴⁵ FAPIM Program Document, p.16.

⁴⁶ Interviews with FAPIM Project Manager, 12.06.2012 and with ORAM and AENA in Nampula, 15.06.2012.

⁴⁷ FAPIM Program Document, p.16.

amendments has not created a conducive environment for program implementation and caused insecurity and loss of momentum in implementation, including insecurity among staff in terms of employment security.

- **Program staff must have the right skills to implement a civil society and advocacy program.** In spite of the original intentions laid out in the program document, the FAPIM program has not been able to realign its focus, which is partly due to lack of overall orientation from CARE Mozambique Country Office and CARE Denmark, but also due to the fact that the project has been managed by staff with a different professional background and experience (agricultural and agro-forestry extension).

4.2 Partnerships

- **Partnerships should be more than sub-contracting organizations for implementation.** The relationships with the implementing partners ORAM and AENA could have been developed more in terms of mutuality, capacity building and strengthening of internal governance. Partnership agreements based on organizational performance indicators and milestones are important. It is also important to distinguish between different kinds of partnerships: implementing partners, strategic partners and partnerships under development.
- **Capacity building is an on-going concern in partnerships.** The training of partner staff, not only in technical issues, but also in organizational development, participatory methodology and reflective pedagogic, gender mainstreaming and advocacy skills is important element of partnership development.
- **Liaison with other stakeholders is important.** CARE and the FAPIM program have operated too much in isolation to allow for capitalizing on others' experience and to share important lessons learned. Sharing and exchange on a systematic basis with other INGOs, CSOs, donor agencies and government institutions is important. At village level, strategic work with influential people (leaders) in the community increases the acceptance and impact.
- **Government institutions are important stakeholders.** Interaction with government should be systematic and strategic in order to secure a platform for influence and demand for accountability and/or replication of best practices. FAPIM contact and interaction with government has been individualized and therefore with no formal commitments to make use of experience and consequently limited added value.

4.3 Community level activities

- **Broader visions are necessary when dealing with sustainable development.** Village consultations for problem identification are important, but cannot alone guide the decisions on strategic interventions, as overview, scientific knowledge and knowledge about national plans and investors' initiatives are necessary to take the right decisions and measures when it comes to natural resource management.

- **Access to information is a pre-requisite for enhanced community engagement.** Dissemination of information on e.g. legislation and rights should be in local language to secure outreach (breaking myth of illiteracy).
- **Addressing farmers' production should be based on a holistic approach.** Increasing and improving production through (improved) conservation agriculture techniques is not sufficient to secure a better livelihood, as storage facilities, marketing opportunities, knowledge of prices and opportunities must be secured as well (value chain approach).
- **Viability of income generating activities should be critically assessed.** Communities have invested their 20 % in income generating activities where economic viability seems to be a problem. It is necessary to avoid this risk by assessing how far activities established with assistance from the program are viable, sustainable and how far they can be replicated by other communities without outside support.

4.4 Gender

- **Mainstreaming from the very beginning is important.** In order to secure gender mainstreaming and awareness of women's specific problems, attention from day one is indispensable. Partner organizations' extension staff has limited knowledge, skills and appropriate attitude related to gender mainstreaming and working with women and therefore need to be trained from the beginning.

4.5 Lessons learned from other civil society programs

The present chapter contains a compilation of lessons learned from FAPIM program implementation. The evaluation team has also had the opportunity to draw upon lessons learned from other civil society initiatives⁴⁸. These reinforce the lessons learned from FAPIM and are relevant to take into consideration when looking at the future CARE Denmark financed civil society program in Mozambique. The most important are:

- Multiple partnerships involving civil society actors, private sector, government institutions and international partners are important to create allies and protection when dealing with "hot issues".
- Support to existing research institutions is important to ensure qualified evidence as input for advocacy work.
- Working with existing platforms and fora is important to reinforce the vertical links important for advocacy – linking local, national, regional and international levels.
- Advocacy work has to be open towards new technologies, which can secure broader outreach and direct citizens' engagement; e.g. mobile phones, interactive radio programs, blogs etc.
- Working with small CSOs require hand-holding and careful training, monitoring, *acompanhamento* and control! Important also to recognize that the demand for transparency goes both ways.

⁴⁸ Interview with MASC, 21.06.2012; Programa de Apoio à Sociedade Civil Niassa, Relatório Final da segunda fase, Centro Cooperativo Sueco, Março 2012, pp.91-92.

- Capacity building of partners and project staff is a sine qua non – strong systems alone will not make it, if the persons operating the system have not sufficient capacity and internalized the understanding of the objectives and approach.⁴⁹
- Organizational development support to small CSOs requires in-depth understanding of the local context and the approach should be tailor made to ensure lasting impact.
- A flexible approach which allows for adjustments based on lessons learned and revised context analysis is important, but should be based on systematic monitoring and an impartial continuous risk assessment.

5. Recommendations

The following recommendations are based on the analysis of findings and lessons learned. The evaluation team recognizes that CARE Denmark, CARE Mozambique Country Office and FAPIM have already taken steps towards improving the program implementation with the aim of a strategic change from service delivery to civil society strengthening and advocacy in a future civil society program. As many change processes are ongoing at present, some of the recommendations may therefore already be obsolete when the final report is printed!

5.1 General recommendations

The evaluation team recommends that:

1. Overall program management is strengthened in terms of establishing and using program management tools in a consistent and systematic way. This includes the use of LogFrames with clear SMART⁵⁰ and gender-focussed indicators for outcome and impact, performance indicators and milestones defined; budget monitoring and adjustments; reporting and follow-up, as well as timely review of program implementation. There needs to be a conscious effort to design/review the logframe/indicators with a “gender lens”.
2. A proper M&E system is developed from the start, established on basis of a base line study, which considers civil society indicators, governance and rights, and socioeconomic parameters. The M&E system should allow for the collection and use of data that is disaggregated by sex and possibly other variables (age, socioeconomic class, etc.)
3. Gender mainstreaming is integrated in program design and is part of the overall implementation approach from the first day. If CARE intends on empowering women and girls as their key impact groups, it MUST take on the responsibility of strengthening its staff capacities at all levels, and in different ways depending on the roles and responsibilities. This includes facilitation on the ground for engaging men, working with women and girls, designing data collection processes, instruments that reflect the different people in households, etc. This should feed into and be used planning, implementation and M&E.

⁴⁹ This is specifically relevant for the introduction of FFS – if the extension workers have not internalized the approach and attitude, it is difficult for the farmers to see the difference from a traditional demonstration plot!

⁵⁰ SMART – Specific, Measurable, Achievable, Relevant and Time-bound.

4. Capacity building of CARE and partners' staff is a continuous and on-going process, which aims beyond acquisition of knowledge, securing development of skills and change of attitudes and practice.
5. Partnerships be established with a broad range of non-state actors, including the private sector, media and research and advocacy organizations/institutions. At local level, efforts to establish partnerships between communities and private sector should be considered as an important part of the new program, as well.
6. The partnership concept is developed and includes written agreements based on mutuality and organizational performance and development; furthermore, partnerships with untraditional partners (private sector, media, academia and alternative government sectors) should be explored further to ensure broader outreach and seek impact.
7. Organizational sustainability should be a target on its own when working with village associations and implementing partner organizations.
8. CARE makes use of the strong civil society environment in Nampula and establishes strategic partnerships to ensure vertical linkages and a strong basis for contributing to advocacy.
9. Governance and rights activities should be combined with livelihood activities (agriculture, fishery, forestry) to attract poor women and men at village level.

5.2 Specific recommendations

The evaluation team recommends that:

10. The FAPIM program during the Transition Period focuses on lessons learned and best practices in relation to engagement of women in village associations and management committee with the aim of improving practice in future.
11. The partnerships with ORAM and AENA are re-invented for the new civil society program, both in terms of comprehensive partnership agreements and in terms of expectations beyond implementation of agreed activities.
12. That possible follow-up of the on-going scrutiny of AENA is considered carefully with the aim of strengthening capacity and internal governance structures.
13. The FFS experience is carefully analyzed with the aim of assessing a broader scope which responds to the needs of a broader civil society program and not only a rural extension program aiming at increasing production.
14. The income generating activities (carpentries) are carefully assessed in terms of viability and sustainability and in order to safe guard that the investments of the 20% tax are cost effective.

Annexes

A. TOR



CARE Mozambique

CARE Denmark

Forestry and Agriculture Programme in Mozambique

(FAPIM)

**Strengthening Community Organizations for Rural
Empowerment and Natural Resources Management**

(SCORE-NRM)

Terms of Reference

**for evaluation of FAPIM and SCORE-NRM
and formulation of the follow-on initiative**

May 2012

Background

CARE International is a leading humanitarian organization dedicated to fighting poverty and social injustice. We place special emphasis on investing in women and girls because our six decades of experience show that their empowerment benefits whole communities.

CARE International in Mozambique (CARE Mozambique) has been working in communities since the 80s in the areas of emergency, agriculture, health, water and sanitation, in Northern Mozambique (Cabo Delgado and Nampula provinces), and in the South of the country (Inhambane Province and Maputo City).

CARE Mozambique is currently going through a more general process of setting a programmatic framework for its future portfolio. CARE internationally is shifting projects into coherent programs. CARE Mozambique has made a long-term commitment to rural vulnerable women, adolescent girls and children under the age of five. CARE identified these groups as the most chronically deprived and vulnerable as well as the most at risk of being impacted by disasters and the effects of climate change. Many vulnerable women, particularly those heading households, are chronically food-insecure and depend on increasingly fragile natural resources for their survival. Malnutrition rates among children in all of Mozambique are extraordinarily high for a country with such agricultural potential.

CARE Denmark is a key partner of CARE in Mozambique and supports both the FAPIM and SCORE initiatives. CARE Denmark focuses on partnering with civil society organizations (CSOs) of and for poor and marginalized natural resources-dependent groups with a view to building their capacities for representing the voice of their constituencies and securing better services for them. CARE Denmark and CARE Mozambique are seeking to further re-focus their joint programming on capacity building for advocacy and policy engagement for CSOs that legitimately represent poor and marginalized rural groups. Service delivery for target groups – such as agricultural inputs, training services, etc. – will continue to play a role in the programs, but must be strategically linked to piloting and demonstration of models with potential for scaling up and generation of evidence for advocacy purposes. Gender equality and women's empowerment are strong cross-cutting themes in all CARE Denmark and CARE Mozambique activities. CARE Denmark implements all activities in Mozambique through and with CARE International in Mozambique.

The FAPIM program

With financial support from Danida through CARE Denmark, CARE Mozambique is implementing a pilot phase program (April 2009 – May 2012) in Meconta District under the heading of the *Forestry and Agriculture Programme in Mozambique (FAPIM)*. The primary objective of the program is '*reduction of poverty and vulnerability of the population living in or nearby forests by increasing the sustainable benefits by communities from woodland resources.*'

This objective was to be achieved through four components:

1. The 'AENA component' implemented by the *Associação Nacional de Extensão Rural* focuses on improving livelihoods of communities through introduction of sustainable agricultural and agro-forestry practices.
2. The 'ORAM component' implemented by *Associação Rural de Ajuda Mútua* looks specifically at securing access to 20 per cent of government tax revenue from forest exploitation for communities

with a view to transform these funds into productive investments in the administrative posts of Nacavala and Corrane.

3. Evidence-based advocacy based on solid experience generated from policy studies and involvement in the community-based work in Meconta, linking up to the international level as well.
4. The Program Development and Coordination Facility (PDCF) component facilitates CARE's coordination and support to partners in implementing a coherent program, while securing capacity building in relevant areas and mutual learning from program implementation.

The third component was not initiated as the environmental advocacy movement *Justiça Ambiental (JÁ)*, based in Maputo, selected as a project partner, pulled out, citing reluctance to open up a representation in Nampula.

The SCORE-NRM project

The *Strengthening Community Organizations for Rural Empowerment and Natural Resources Management* (SCORE-NRM) project has been implemented in Govuro, Inhassoro and Vilankulo districts of Inhambane province since July 2008 and will end in June 2012. The main objective of the project is that *'the livelihood for the poor and marginalized has improved through effective participation of communities in local governance, promoting proper management of natural resources and improved access to basic services.'* Specific objectives include establishing participatory and pro-poor local planning processes, sustainable management of natural resources at district level, and capacity building of local partner NGOs

Next steps for FAPIM and SCORE-NRM

The current phase of FAPIM ends in May 2012. CARE intends to build on the lessons and experience from the first three years of the program to transit to a five to six year second phase. SCORE-NRM will not be continued as such, but it is expected that select follow-up activities to SCORE-NRM will be included in the next phase of the FAPIM program as part of a broadening of the experience base of the program from Nampula to other provinces, including Inhambane.

CARE Mozambique will further seek to align the future program more closely with the civil society strengthening objectives of CARE Denmark and Danida, in alignment with its own commitment to play a more substantial role to support the emergence of a legitimate, autonomous and vibrant Mozambican civil society. As CARE Mozambique moves towards a programmatic approach, the future of FAPIM is seen as a sub-program within CARE Mozambique's emerging program focusing on the impact group of *'socially, economically and politically excluded women experiencing food and nutritional insecurity, who are highly dependent on natural resources.'* Follow-on activities to FAPIM will constitute a critical part of the impact group-based program but is also expected to build linkages to other CARE Mozambique initiatives, particularly for advocacy purposes.

A mapping study of civil society organizations working with advocacy in the agriculture, natural resources and environment sectors was carried out by a consultant in November-December 2011, as part of FAPIM. The study was focused on the provincial level in Nampula and the national level based on our ambition to include a strong CSO engagement and policy advocacy component in the next phase of the program. The report describes a range of organizations that carry out relevant work in areas of natural resources including extractive industry, rural poverty and women's empowerment at national and provincial level. It

points in particular to ORAM, our existing partner, as one which is building up advocacy experience and with which we could expand our work more both at the provincial and national levels. Another potentially very interesting partner opportunity is UNAC, the national peasants' organization, which already works with policy and advocacy in areas related to CARE's interests.

Based on consultations between CARE Mozambique, CARE Denmark, existing partner organizations as well as a number of potential partners, an outline of potential activities and focus areas for the next program phase has been prepared (see Annex 2).

Objectives of the consultancy

The consultancy requested by CARE has two main objectives:

1. **Conduct an evaluation of the first phase of FAPIM** and the SCORE-NRM project aiming to determine (i) the *relevance* of program/project objectives in the local and national context (ii) the *effectiveness* of program/project implementation in achieving set goals and objectives (iii) the direct and indirect *impact* of the program/project (iv) the *sustainability* of results, and (v) finally the lessons learned from the two initiatives (that also need to be documented to inform the design of the next phase of FAPIM)

For this objective DAC evaluation criteria will need to be followed with the exception of the question of efficiency in using resources.⁵¹ The first phase of FAPIM was deliberately designed as a relatively small pilot program in which cost-efficiency was not a key design criterion. Efficiency gains are expected as the program moves into its next phase, particularly through scaling up and dissemination through advocacy and policy channels.

2. **Facilitate the design and drafting of documentation of a new phase of the program** building on the lessons learned from SCORE and FAPIM and on CARE Mozambique and CARE Denmark's new strategies that consist of actively engaging with CSOs at all levels and at developing evidence based advocacy as a key component of the new program.

Both the evaluation and program design will need to be carried out in a participatory manner and will actively engage existing partners, AENA and ORAM, and CARE staff. For the program design objective of this consultancy, it will also be critical to engage potential new partners in the process, building on the recommendations of the civil society study carried out in November / December 2011 (increased partnership with ORAM at national level, potential partnership with UNAC and certain networks, etc). New initiatives must reflect both CARE's general preferences for the new program as well as be rooted in partners' strategic plans and strategic directions. This interaction will need the active involvement of CARE staff together with the consultants to ensure the foundation of a partnership relation.

CARE seeks to recruit a team of consultants to carry out both above mentioned tasks for greater continuity in the process and to ensure that lessons learned in the first phase are informing the next one. Although there are separate tasks and outputs, the work must be carried out in an integrated way.

⁵¹ DAC evaluation criteria must be considered in Danida-funded external evaluations.

Detailed tasks / Scope of work

Preparation

The consultants will:

- Review relevant program documentation (proposals, , progress and annual reports, M&E documentation, etc.);
- Familiarize themselves with relevant background documentation, including, but not limited to the civil society mapping study, CARE Mozambique's situational analysis for rural vulnerable women, documentation of CARE Mozambique's program approach, CARE Denmark's Think Piece on Civil Society Strengthening, CARE Denmark guideline documents on various issues, Danida's Strategy for Danish Support to Civil Society, and other relevant policy and strategy documents of the Mozambican government and potential CSO partners (see list of documentation in Annex 1);
- Engage in briefings with CARE Mozambique and CARE Denmark contact persons before the beginning of the field work and at designated times throughout the process;
- Present a work plan and methodological approach for how to carry out the consultancy.

Evaluation of FAPIM

For the evaluation of FAPIM, the consultants will:

- Assess the relevance of FAPIM objectives and activities in relation to the local (district, provincial) and national context;
- Assess the effectiveness of the program in achieving its goals and objectives, including the work of partners AENA and ORAM;
- Assess direct and indirect impacts of the program, including any unintended or unplanned impacts;
- Consider the potential for (economic, social and environmental) sustainability of program results and for partners' continued work with the processes;
- Comment on the nature and quality of partnerships with AENA and ORAM, particularly with a view to continuing the work in the next phase;
- Assess the quality of monitoring and evaluation information available to the consultants;
- Conduct debriefing session with CARE project and management and partners staff in Nampula;
- Present findings and assessments on the first phase of FAPIM in an evaluation report;
- Present lessons learned and recommendations in a separate lessons learned document (jointly with SCORE-NRM but with a separate section for FAPIM specific lessons learnt);
- Finalize the evaluation and lessons learned reports taking into account comments received from CARE & partners.

Evaluation of SCORE-NRM

For the evaluation of SCORE-NRM, the consultants will:

- Assess the relevance of SCORE-NRM objectives and activities in relation to the local (district, provincial) and national context;
- Assess the effectiveness of the project in achieving its goals and objectives, considering the constraints met and overcome for working with local governance;
- Assess direct and indirect impacts of the project, including any unintended or unplanned impacts;
- Consider the potential for (economic, social and environmental) sustainability of project results and for partners' continued work with the processes;
- Assess the quality of monitoring and evaluation information available to the consultants;
- Conduct debriefing session with staff from CARE staff and relevant partners in Vilankulo;
- Present findings and assessments of the project in a report;
- Present lessons learned and recommendations in a separate lessons learned document (jointly with FAPIM but with a separate section for lessons unique to SCORE);
- Finalize the evaluation and lessons learned reports taking into account comments received from CARE and partners.

Design of new program phase

For the formulation of a new phase to follow FAPIM, the consultants will:

- Base their work on the outline of new program activities in Annex 2, discussions with CARE Mozambique and CARE Denmark, including grounding the design in CARE Denmark and Danida civil society strategy and in CARE Mozambique poor rural women theory of change, and the lessons learned they have pulled from the evaluation of FAPIM and SCORE-NRM;
- Meet with and engage in discussions with existing and potential partner organizations to identify areas of common interest and strategic plan elements of partners that may be supported by the program;
- As part of the recommendations, give suggestions to CARE for activities that may be carried out during the transition period from June to December 2012 in preparation of the work in the next phase;
- Develop an outline of new program initiatives for the five to six years new program, starting from January 2013 for a first round of discussion with CARE Mozambique, CARE Denmark and existing and potential partner organizations in a design and validation workshop in Nampula;⁵²
- Draft a coherent sub-program strategy document for the five to six years new program that (i) describes the different elements or initiatives of the sub program in a coherent manner (ii) articulates the linkages and relations between and across the initiatives (iii) the overall rationale and justification for the selected initiatives (iv) the initiatives' contributions to CARE Mozambique's women impact group theory of change and CARE Denmark's CSO strategy (v) describes the context for the overall program, including the civil society and governance in relation to natural resource management and poor rural women context, Facilitate a final debriefing workshop in Maputo with

⁵² CARE Denmark potentially via Skype.

participation from CARE Mozambique to discuss the suggested sub program strategy and initiatives and seek inputs and feedback from CARE Mozambique staff. ;

- Finalize the sub-program strategy and initiative descriptions based on comments and suggestions received, both written and verbal.

Methodology

The consultants should apply participative and empowering methods that engage partners, staff and community representatives to the extent possible. Direct CARE participation in discussions with potential partner organizations is important for building good partnership relations from the outset.

Specific methods will be suggested by the consultants. For the evaluation exercise, CARE recommends considering conducting key informants interviews and reflection sessions. The drafting of new initiative descriptions and sub-program strategy must be done in close dialogue with CARE in informal and ongoing discussions to ensure that the consultants are on the right track.

Profile

CARE is seeking two to three consultants (depending on ability to cover topics) for a team consisting of one internationally recruited team leader and one or two national consultants. As a team, they should ideally cover the following competency areas:

- Thorough understanding of and experience from working with civil society, including organizational assessments and strengthening, civil society networking, legitimacy and constituency of organizations, creation of linkages between CBOs and actors at national level; evidence-based advocacy and policy engagement, watchdog functions and other participation in governance;
- Good understanding of the poverty and agriculture, natural resources and environment sectors (including Farmer Field Schools methods, Conservation Agriculture replication and scaling-up of small-scale natural resources-based livelihood models);
- Good understanding of gender equality and women's empowerment issues in civil society work in the agriculture, natural resources and environment sectors (such as gender and land access and tenure);
- Language proficiency in Portuguese and excellent written English.

Key deliverables

The consultants will be responsible for delivering the following outputs:

1. A detailed itinerary, work plan with time line and budget and methodological approach (articulating clearly the roles and responsibilities of each of the consultant) to be presented to CARE Mozambique and CARE Denmark. The approach will describe tools and methods that will be used in the evaluation and design processes.
2. Evaluation report for phase 1 of FAPIM. The report should reflect the detailed evaluation tasks described above and should not exceed a maximum of 15 pages with annexes. There is no prescribed format for the report.
3. Evaluation report for SCORE-NRM. Same format requirements as for item 2 above.

4. Separate report on lessons learned from SCORE-NRM and FAPIM for use in design of new program activities.
5. Descriptions of new initiatives for the five to six years sub program starting from January 2013 based on ideas in Annex 2 and according to an outline format provided by CARE. Each initiative description should not exceed 10 pages. Each initiative description must include a check lists for cost items that need to be included in the budget (i.e., not a detailed budget).
6. A sub-program strategy document or proposal in line with an outline provided by CARE. The program strategy document is expected to not exceed 25 pages.
7. Consultants' suggestions for further required design work for consideration by CARE.

Inputs from CARE

CARE Denmark will sign individual contracts with the consultants. Terms and conditions will be specified in the individual contracts based on negotiation.

CARE Mozambique will provide the following services:

- Office supplies;
- Provision of relevant information;
- Transportation to different program sites places within Nampula and Vilankulo.

CARE Mozambique's Assistant Country Director for Program Quality and CARE Denmark's Program Coordinator for Mozambique will be jointly responsible for this consultancy and supervise the consultants. CARE Mozambique's Northern Region Coordinator will supervise and coordinate the work of the consultants in Nampula province (FAPIM). The Southern Region Coordinator will have the same functions for work in Inhambane province (SCORE-NRM).

- Delphine Pinault, Assistant Country Director for Program Quality, CARE Mozambique Country Office, Maputo, email dpinault@care.org.mz, mobile +258-82 318 8970
- Rolf Herno, Program Coordinator for Mozambique, CARE Denmark, Copenhagen, email rherno@care.dk, mobile +45-27 53 83 01 Nicholas Dexter, Northern Region Coordinator, CARE Mozambique Nampula Sub-Office, email nicholas@care.org.mz, cell ph. +258-829 422 139
- Monica Tucker, Southern Region Coordinator, CARE Mozambique Vilanculos Sub-Office, email monica@care.org.mz

Timeframe

A plan for the evaluation and design work will be finalized with the consultants.

Annex 1 – List of documentation

The documentation that the consultants should familiarize them with includes, but is not limited to, the following materials.

FAPIM documentation

Forestry and Agriculture Program in Mozambique (FAPIM) Program Document. April 2009

Associação Nacional de Extensão Rural (AENA) Component Document. April 2009

Associação Rural de Ajuda Mútua (ORAM) Component Document. April 2009

Program Development and Coordination Facility (PDCF) Component Document. April 2009

FAPIM annual program progress reports 2009-2011

SCORE-NRM documentation

Strengthening Community Organisations for Rural Empowerment and Natural Resources Management (SCORE-NRM) Project Proposal. December 2007

SCORE-NRM annual project status reports 2008-2011

SCORE-NRM revised logical framework. July 2010

Baseline Design and Monitoring and Evaluation Tool for Score Project. May 2011

Programmatic documentation

CARE Denmark; Guidelines for:

- HIV/AIDS (March 2007)
- Gender Equality (June 2007)
- Microfinance (March 2011)
- Rights-Based Approach (April 2009)

CARE Denmark; *Think piece on civil society strengthening and its role in programs funded by CARE Denmark.* December 2011

CARE International; *CARE 2020 (Version 2).* June 2011

CARE Mozambique; *Women Impact Group – notes from flipcharts, cards, etc.* February 2012

Dnet Consult ApS for CARE Danmark and CARE International in Mozambique; *Civil Society Study for Forestry and Agriculture Programme in Mozambique (FAPIM).* January 2012

Ministry of Foreign Affairs / Danida; *Strategy for Danish Support to Civil Society in Developing Countries.* December 2008

Rachel Mason for CARE Mozambique; *Female-Headed Households in Rural Mozambique: A Situational Analysis.* April 2010

Annex 2 – Outline of new program

Background and context

CARE International is currently developing its joint 'Vision 2020' which positions CARE as a supporter of social movements, civil society and other change agents, with a particular focus on empowering poor women and girls as a means to overcome poverty.

CARE Mozambique is in the process of shifting from a projects to a program approach for deeper and more lasting impact on poverty and gender equality in Mozambique. CARE Mozambique's analysis points at the strong linkages between poverty, poor governance and lack of participation of rural poor women, leading to an increasingly fragile natural resource base (including access and use of land) due to the magnitude of non-transparent foreign investments in Mozambique in the extractive and agro-industry sectors (e.g. for charcoal mining, sand mining, biofuels and agriculture for foreign markets, etc). These factors are further exacerbated by years of under investment in domestic agriculture and the impacts of climate change. CARE considers these factors key underlying drivers of poverty and vulnerability for ultra poor rural women who depend on natural resources for their survival and wishes to systematically address these issues in its future programming, in partnership and coalition with local CSOs. These elements should form the foundation for the design of the next phase of FAPIM.

CARE Denmark is sharpening its focus on civil society strengthening in the field of poverty and natural resources in line with a new program strategy under formulation and to be fully compliant with main donor Danida's expectations.

Strategic focus and priorities

The new CARE Denmark-funded program is expected to fit in as a 'sub-program' in one of CARE Mozambique's new programs, specifically the program that has *socially, economically and politically excluded women experiencing food and nutritional insecurity, who are highly dependent on natural resources* as its primary impact group. This program is planned to work in four domains of change:

1. Positive, enabling, gender-equitable socio-cultural norms, behaviors, attitudes and perceptions;
2. Inclusive institutional and policy environment with gender-equitable rights, policy and laws;
3. Sustainable, equitable, efficient use and management of natural resources and diversified livelihood options (improved resilience, reduced dependency on natural resources);
4. Equitable access to basic social services (e.g. education, social protection, health services, etc.), maximizing potential 'mega-project' benefits.⁵³

The new (sub-)program is expected to contribute in particular to domains of change 2 and 3, but to some extent also 1 and 4.

A key focus area and pathway of change for the new program will be civil society strengthening. It is important for CARE to step up the work with strategic partners among civil society organizations (CSOs) at national and provincial level, while retaining the strong linkages CARE maintains with CBOs and local NGOs in order to inform policy advocacy with experience on the ground.

⁵³ Formulations are draft text from a program workshop in Maputo in February 2012 and subject to change.

Naturally, new program activities must be based on experiences and lessons learned of FAPIM and SCORE-NRM. Certain, but not all, FAPIM and SCORE-NRM activities may be carried over into the new program. The key criterion is whether services provided by CARE or partners are ‘strategic’, i.e., whether they have perspectives that reach beyond the immediate project area in terms of linkages to learning, up-scaling and advocacy.

Learning and advocacy issue areas

Workshops for CARE and partners in Maputo and Nampula in February 2012 identified a long range of issues that could be looked at in a new phase of the program. Not all issues can be covered equally well, and other issues may be added in the design or later, but the list can serve as a catalogue for inspiration. The issues are grouped under the two general headings of ‘land’ and ‘livelihood diversification’:

LAND	LIVELIHOOD DIVERSIFICATION
<ul style="list-style-type: none"> • Facilitate a process of delimitation of land for relevant communities • Support the development of land use plans • Facilitate voices of the poor to feed into District Development Plans • Participatory planning • Protection of high value community resources from land grabbing and loss of land • Addressing specific cases of land grabbing (paralegal support and keeping a list of cases for advocacy purposes) and land grabbing in general • Impact of extractive industry, agricultural projects, ‘mega projects’ 	<ul style="list-style-type: none"> • Access to and use of 20% tax • License fees need to increase • Advocate for proper use of 7 million funds • Link to 15% from district for reforestation for sustainability • Promoting FFS as alternative to the PITTA government model of extension • Document and address impact of climate change on livelihoods and natural resources use • Agricultural policy dialogue • Advocate for targeted agricultural subsidies for access to inputs • Advocate for government investments in agriculture, promoting women’s role • Promoting access to credit (VSLA and other) • UNAC issue

These are all areas of strong CARE interest and either represent areas where CARE has previous experience to build on or represent development challenges that CARE believes are important to address. However, it is important that the design of new initiatives takes its starting point also in potential partners’ strategic interests. It is where partners’ and CARE’s interests coincide that there is potential for fruitful collaboration and a program with strong ownership by participating national organizations.

Potential initiatives

CARE at this stage envisages a number of potential initiatives that can make up the new program. There is flexibility in terms of how initiatives may be combined or split, as long as they are interconnected and contribute to overall program goals in a coherent way.

1. **Strategic support to UNAC at the national level.** As recommended by the civil society mapping study, CARE wishes to engage in further dialogue with UNAC about support to relevant parts of its strategic plan. CARE’s starting point are the priority issues mentioned above. Support may include funding and technical assistance to UNAC in carrying out priority activities, but may also include organizational capacity building, constituency building, strengthening poor women farmers’

participation in UNAC's program and UNAC's gender strategy, and core funding, if justified. It is hoped that UNAC may become a 'strategic partner' for CARE.

2. **Establishment of UNAC presence in Nampula.** UNAC is currently represented by one of the member organizations and does not have a provincial entity in one of the most important agricultural zones of the country. CARE and UNAC could collaborate on setting up a proper provincial representation and support its engagement with relevant civil society networks and provincial government departments.
3. **ORAM** is already an important partner at the provincial level. CARE could engage with ORAM at both national and provincial levels for joint documentation and advocacy work, e.g., based on the important work that ORAM does in delimitation of community land. ORAM is also a likely 'strategic partner' for CARE in the future.
4. Potentially **similar types of collaboration with other civil society organizations** that display a good 'fit' with CARE priorities and have at least potential for advocacy in the areas we work in. Candidates for partnerships identified in the civil society mapping study include AENA and Facilidade, but others could be relevant as well.
5. **Collaboration with one or more important national institutions or civil society organizations in climate change.** The aim is to link the work on natural resources and livelihoods issues to what is going on the somewhat parallel sphere of climate change. At the same time, there are opportunities for international linkages through the Poverty, Environment and Climate Change Network (PECCN) of CARE International, which is hosted by CARE Denmark. The work could look at climate change impacts on livelihoods where CARE and partners work, communicating climate change predictions and seasonal forecasts, integrating concerns for climate change adaptation into advocacy in other policy areas, etc.
6. Support to joint advocacy activities of members of the **NGO platform for natural resources and extractive industries.** This could be in the form of support to specific campaigns and activities. If needed, CARE could also support the organization and coordination of the network. A particular interest of CARE is to link the platform more effectively to provincial, district and community-level voices, e.g., CBOs.
7. Support to **thematic NGO networks for governance and natural resources in Nampula** under the provincial civil society platform. The networks are already active in advocacy activities, but have requested support for increased effectiveness and coordination, as well as increased funding for specific activities. Similar to work with the national platform, CARE's support could be issue-specific or organizational – or both at the same time.
8. One or more initiatives that **test, pilot and model livelihoods diversification and local mobilization** activities at the community level. As a rule, activities should be led and implemented by local civil society partners (NGOs or CBOs). In exceptional cases, CARE may implement activities itself particularly when it involves testing new models and approaches with a strong learning agenda. The aim is to implement 'strategic services' that have clear linkages to learning, up-scaling and advocacy. Key issues include Farmer Field Schools, linking FFS to farmers associations and promoting women leadership roles in farmer associations, supporting access to subsidized inputs for poor farmers, community management committees, promoting participatory local governance processes with participation of the poorest groups of society, access to and use of 20% land delimitation, securing women's rights, participation and leadership in local processes, etc.

9. **'Add-on advocacy' to non-CARE Denmark-funded interventions.** Several CARE Mozambique projects and programs are active in natural resources management and livelihood support that fall under the thematic interest areas, but do not have sufficient resources to use their work in provincial or national advocacy. The CARE Denmark-funded program can include flexible resources for reaching out to such projects and programs for inclusion in dialogues, production of evidence, and application in advocacy work.

B. Methodological approach

A number of principles will guide the evaluations and the formulation of a new programme:⁵⁴

- **Participatory approach.** The evaluations of the two programmes will be based on extensive a participatory approach and make use of appreciative inquiry to ensure that key stakeholders among partners and beneficiaries, as well as other informants are heard.
- **Learning approach.** Lessons learned will be captured, analyzed and fed into formulation of the new programme. It is important that the reflection on lessons learned takes place at different levels in the organization and involves both partners and staff.
- **Qualitative focus.** The evaluations are rapid evaluations and will be based mainly on qualitative information and registration of stakeholders' perception. Quantitative information will be mainly from internal sources, as time will not allow for extensive external verification.
- **Keep it simple.** Evaluation exercises do easily get lost in comprehensive data collection and evaluators often get into detailed reconstruction of project history. The evaluations will be *forward-looking* and will aim at feeding important lessons learned into the formulation process.
- **Building on existing experience and knowledge.** The team will draw upon knowledge and experience within the existing CARE programs, their staff and partner organizations. Programme documents, progress reports and additional reports will provide basic information and will be carefully analyzed.
- **Working within the strategic frame of CARE.** The formulation of the new civil society programme will consider the framework established by CARE International, CARE Denmark and CARE Mozambique in terms of scope and focus. Key documents are the CARE 2020 Vision; CARE Denmark Programme Strategy (draft April 2012) and the CARE Mozambique: Program Design Elements (February 2012).
- **Good donor/partnership.** Adherence principles of harmonization and alignment will be a fundamental principle for the formulation of a new programme, recognizing the importance of local organizations' ownership to development and policy processes. The revised Danish Strategy for Civil Society is a key document in this context.
- **Thinking out of the box.** We will deliberately seek to explore new partners and innovative initiatives. Some new partners have been identified during the CS-study which took place by the end of 2011. We will explore these and seek validation and inspiration from key informants.

⁵⁴ Inception Note, 08.06.2012

C. Evaluation matrix

Question and reporting matrix FAPIM / 120612

Interview with: _____

Date: _____

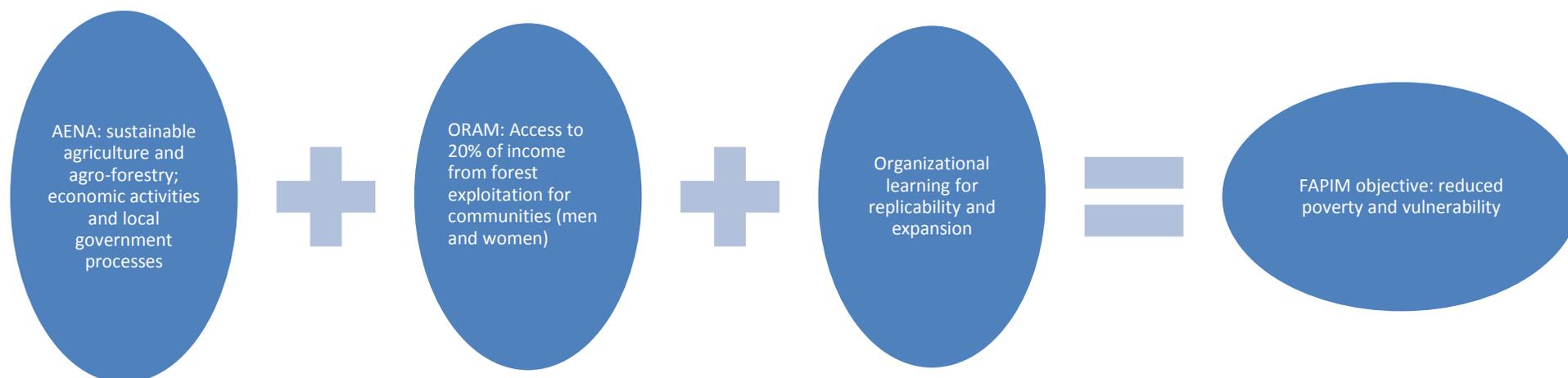
No	Evaluation questions	What to ask?	Notes
1	<p>Assess the relevance of FAPIM objectives and activities in relation to the local (district, provincial) and national context;</p> <p><u>DAC definition of relevance:</u> The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.</p>	<p>a) What has been the Most Significant Change you have noted since FAPIM started?</p> <p>b) What are the main challenges in the area (land issue, forest exploitation, logging, access to social services, access to information on legislation...)?</p> <p>c) How does the FAPIM programme activities respond to the needs of its target group and of the district / province?</p> <p>d) Does FAPIM support the District Development Plans?</p>	
2	<p>Assess the effectiveness of the program in achieving its goals and objectives, including the work of partners AENA and ORAM;</p> <p><u>DAC definition of effectiveness:</u> A measure of the extent to which an aid activity attains its objectives.</p>	<p>a) What are the results achieved through the support received from FAPIM? (capacity building of CBOs?)</p> <p>b) Does the support from FAPIM correspond to the priorities and needs of the organization? Of the farmers? Of the female farmers?</p> <p>c) How do the Management Committees work? And what have been their main results?</p> <p>d) Why do you think FAPIM has</p>	<ul style="list-style-type: none"> •

		succeeded (or not) in achieving its objectives?	
3	<p>Assess direct and indirect impacts of the program, including any unintended or unplanned impacts;</p> <p><u>DAC definition of impact:</u> The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.</p>	<p>a) Has any results of FAPIM support been registered?</p> <p>b) Agro-forestry practices? (soil conservation, crop selection, IPM, IGA and forestry resources)</p> <p>c) Knowledge about forestry legislation and community rights to 20% income from forest exploitation? (logging control)</p> <p>d) Were they expected or unplanned?</p> <p>e) Have women and children benefitted from specific programme activities?</p> <p>f) What is the Most Significant Change since you started working with FAPIM?</p>	•
4	<p>Consider the potential for (economic, social and environmental) sustainability of program results and for partners' continued work with the processes;</p> <p><u>DAC definition of sustainability:</u> Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.</p>	<p>a) Discuss definitions of sustainability</p> <p>b) What are the lessons learned from the FAPIM implementation?</p> <p>c) Has any of the good practices been replicated in other areas?</p> <p>d) How dependent are AENA and ORAM of the support from FAPIM? Any other funding?</p> <p>e) Will the Management Committees continue after FAPIM support has ended?</p>	•
5	<p>Comment on the nature and quality of partnerships with AENA and ORAM, particularly with a view to continuing the work in the next phase;</p>	<p>a) What are the key strengths and weaknesses of partnership?</p> <p>b) Does the partnership with CARE bring any added value to your organization?</p> <p>c) Capacity building activities?</p> <p>d) How is advocacy undertaken in relation to provincial (forum for NR?) and national level?</p> <p>e) Describe the partnership in 5 words?</p>	•

6	Assess the quality of monitoring and evaluation information available to the consultants;	a) What are the main monitoring tools applied? b) Does the information provide the required information? Consider consistency, reliability, comparison over time, and accessibility. c) What are the 5 most important “learnings” from FAPIM?	•
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FAPIM – Forestry and Agriculture Programme in Mozambique

- April 2009 –April 2012
- Budget?
- Based on experience from VIDA project (2000 - ?)
- Operates in Meconta District, Nampula Province
- Implemented through two partner organizations: AENA and ORAM.
- Stresses lessons learned and replicability for future programme interventions
- FAPIM has focus on sustainable agriculture and agro-forestry; economic development and awareness of rights
- Key challenge: extracting lessons learned relevant for a civil society programme, where advocacy and rights, not livelihood is in focus!



D. Overview of budget amendments

FAPIM budget overview (DKK)				
	Signed on	Purpose	Acc total	Observations
Initial IPIA budget		Implementation 1.4.2009 - 31.3.2011	4.629.882	
Amendment 1	1.10.2009	Cancellation of JA component; amendment of additional activities under PDCF component	4.559.429	Actually a reduction of the overall budget by DKK 70.453.
Amendment 2	1.11.2009	Updating PCDF budget; new budgetline for motorbike to project supervisor; completion of water project in Funhalouro water and sanitation project, Inhambane Province	4.684.953	Why are costs (USD 30.000 / ~DKK 175.000) related to the Water and Sanitation Project in Funhalouro, Inhambane Province covered by the FAPIM budget?
Amendment 3	July 2010	Capacity building of partners; Climate change activities	5.391.123	
Amendment 4	6.5.2011	Extension to 31.12.2011; all component budgets adjusted accordingly	6.000.319	
Amendment 5	27.5.2011	Correction of previous errors	6.717.284	The budget for 2011 was apparently not correctly calculated in Amendment 4, thus a difference DKK 716.962 (approx).
Amendment 6	8.6.2011	Revision to reflect actual expenditures; new budgetline in PDCF for Moz participation in annual coordinator's workshop	7.043.875	
Amendment 7	12.12.2011	Extension of project period by five months untill 31.5.2012	8.793.988	
Amendment 8	14.6.2012	Transition period / extension of project by seven months untill 31.12.2012; 3 positions advocacy and FFS coordinators; new activity lines on FFS, training on M&E, documentation of processes and development of guidance	10.398.455	The new grand total is DKK 10.398.455; but the total stated on the signed summary is the previous grand total from Amendment 7 (DKK 8.793.988).

E. List of persons met

The list includes all people met for the evaluation of SCORE-NRM and FAPIM projects and for program design.

	Name	Position	Organization / institution
CARE Denmark			
	Rolf Hernø	Program Coordinator	CARE Denmark
CARE Mozambique			
	Delphine Pinault	Assistant Country Director	CARE Mozambique
	Nicholas Dexter	Regional Coordinator	CARE Mozambique
	Gancelei Soca	FAPIM Project Manager	CARE Mozambique
	Fatima Bernardo Jaime	FAPIM Supervisor	CARE Mozambique
	Steve Perry	Consultant	CARE Mozambique
	Rachael Greenfell-Dexter	Intern	CARE Mozambique
Partner Organizations FAPIM			
	António Mutoua	Executive Director	AENA
	Abdul Jahapa	Extension worker	AENA
	Aurélio da Costa Julio	Extension worker	AENA
	Esmeralda António	Extension worker	AENA
	Jordão Matimula Junior	Extension worker	AENA
	Fátima Algy Sousa	Extension worker	ORAM Nampula
	Samora Mulessiua	Extension worker	ORAM Nampula
	Cantiflas Jeronimo	Program officer	
Key informants – Stakeholders Nampula			
	Aníbal de Oliveira	Director operativo	OPHAVELA
	Momade Bin	Program officer	Facilidade – ICDS
	Alcídio Faria	Program officer	OPHAVELA
	Daniel Abeco Main	Director	UGCAN
	Rosa Vianeque	District administrator	Meconta District
	Celestino Marcelo	Head of Posto Administrativo 7 de Abril	Meconta District
	Nunes Omar	Planning technician, SDAE	Meconta District
	Felicidade A. Muniocha	Head of technical secretariat	Governo da província do Nampula / UCODIN
	Ernesto Joel Pacule	Head of Provincial Extension Services	SPER Nampula
Village Associations and Management Committees, Meconta District			
	Associação 12 de Outubro de Napita	18 participants (12 men; 6 women)	
	Comité de Gestão de Japir	n.a.	
	Comité de Gestão de Nicarro	n.a.	
	Associação 7 de Abril NONEQUETHO de Mele	17 participants: 5 men; 12 women)	
	Associação de Tucaneque OPHAVELA	7participants (4 men; 3 women)	

Name	Position	Organization / institution
Comité de Gestão de Nacoma	21 participants (14 men; 7 women)	
Key Informants Stakeholders Inhambane		
Monica Musu	Regional Coordinator, CARE	CARE Vilankulo
Hélder Paulo	SCORE- NRM project Manager	CARE Vilankulo
António Mandlate	Administrador Distrital	Vilankulo
Gilda Susana	SCORE-NRM Project Officer	CARE Vilanculo
Amina Ussumane	District Permanent Secretary	Govuro
José Mucote	Director	AJOAGO, Govuro
Gilberto Jossai	SCORE Project Officer – Govuro	CARE Vilankulo
Neves Mahumana	SCORE Project Officer, Inhassoro	CARE Vilankulo
Joaquim Macamo	Staff Member – Agriculture	SDAE, Inhassoro
Meetings with Communities (Inhambane – Vilankulo, Inhassoro and Govuro)		
LDC of Mangalisse (Vilankulo)	13 participants (8 women, 5 men)	
LDC of Madongane (vilankulo)	9 participants (3 women, 6 men)	
LDC of Singue (Govuro)	19 participants (11 women 8 men)	
LDC of Matique (Govuro)	3 participants (1 men, 1 woman)	
LDC of Vuca	11 participants (10 men, 1 woman)	
LDC of Rumbatsatsa	10 participants (7 men, 3 women)	
Key informants / Stakeholders Maputo		
Carla Chebeia	Administration and Finance Officer	ORAM Maputo
Dan Mullins	Africa Manager	WWF-Mozambique
Rito Mabunda	Forest Program Coordinator	WWF-Mozambique
Inacio Manuel	Responsible for Training	UNAC
Bartolomeu António Armando	Responsible for Rural Development	UNAC
Regina Dos Santos	Program officer	CTV (Centro Terra Viva)
Claudia Manjate	Program officer	Plataforma para recursos naturais e indústria extractiva
Diamantino Nhampossa	Representative	CCS (Centro Cooperativo Sueca)
João Pereira	Director	MASC
Julio Albino Langa	National Coordinator	HOPEM
Saquina Mucavele	Coordinator	MUGEDE
Stélio Bila	Interim Diretor	CIP
Edson Cortez	Co-funder and collaborator	CIP
João Mosca	University Professor ISPU	OMR

F. Documents consulted

Care Denmark Guidelines:

- Programme Approach, Care Denmark, February 2009
- Guidelines for HIV/AIDS as a crosscutting issue Care Denmark, March 2009
- Guidelines for gender equality as a crosscutting issue, Care Denmark, June 2007
- Rights Based Approach Guidelines, Care Denmark, April 2009
- Concept Note on NGO platform on the NRE sector in Ghana
- Microfinance in CARE Denmark programmes, March 2011
- Think piece on civil society focus for CARE Denmark programs, December 2011
- CARE Denmark Programme Strategy - draft for workshop

CARE International documents:

- Care 2020 version 2
- Care World 2010, World Map

CARE Mozambique documents:

- Adaption Learning Programme for Africa, Care Denmark
- CARE INTERNATIONAL IN MOZAMBIQUE CURRENT PORTFOLIO, May 2012
- Care Mozambique: Financial update
- CARE Moçambique: Program Design Elements SUMMARY, April 2012
- CARE Moçambique: Program Design Elements
- Repositioning CARE Moçambique
- Understanding the Program Approach and its potential for CARE Mozambique, October 2011
- Terminology for results levels in CARE programmes & projects, ENGLISH January 2010
- Session on Reporting, May 2012
- Civil Society Study for FAPIM - CARE official edition, January 2011

CARE Programme approach:

- Brief#1 - What is a program approach, May 2008
- Brief#2 - Learning and Knowledge Sharing , May 2008
- Brief#3 - Org Performance Mgt, May 2008
- Brief#4 -Impact Measurement, May 2008
- Program Approach Theories of change, Allison Burden, January 2010

CARE-WWF:

- WWF – CARE Alliance: Thinking on Good Governance, September 2010
- Coastal Portfolio, September 2010
- CA in Nampula and Cabo Delgado - Trip report - Phil Grabowski, August 2011

CDK VSLA project in Nampula:

- VSLA Nampula - Ophavela proposal - Annex 2 to IPIA, January 2011 – December 2013
- VSLA Nampula - project description - Annex 1 to IPIA, August 2010

FAPIM programme documents:

- Forest for Development Programme - draft - Roland Brouwer, September 2007
- Summary - Forest for Development Programme - Roland Brouwer
- FAPIM IPIA Annex 1 - program document, April 2008- March 2011
- FAPIM IPIA Annex 3 - AENA component document, April 2008- March 2011
- FAPIM IPIA Annex 4 - ORAM component document, April 2008- March 2011
- FAPIM IPIA Annex 5 - JA component document, April 2008- March 2011
- FAPIM IPIA Annex 6 - PDCF component document, April 2008- March 2011
- FAPIM realignment study - Roland Brouwer, Pilot phase 2009-2011
- FAPIM amendment 5 budget, April 2009 – December 2011
- FAPIM amendment 6 budget, April 2009 – December 2011
- FAPIM activity plan, January - May 2012
- Activity Information FAPIM, CY 2011, with edits Delphine.
- FAPIM IPIA addendum 3 - Annex 1 - Description of capacity building
- FAPIM IPIA addendum 3 - Annex 2 - Description of climate change activities
- FAPIM IPIA addendum 3 - Annex 3 – Budget
- FAPIM IPIA addendum 3 - Narrative text
- AENA: SoW Contracto CARE AENA June
- ORAM: SCOPE OF WORK ORAM.

FAPIM Progress reports:

- Annual Program Report 3 7May12 with edits & comments DP
- FAPIM Annual Report (Meconta-Nampula), January-December 2011
- FAPIM Annual Report (Meconta-Nampula), January-December 2010
- FAPIM Annual Report (Meconta-Nampula), January-December 2009

Transition 2012

- FAPIM amendment 8 - signed by CDK
- Activity Plan, June 1st 2012
- Fapim June to December budget, 31 May 2012
- Proposed outline for FAPIM Transition Phase 31 May 2012

Gender Documents

- Female-Headed Household in Rural Mozambique - Situational Analysis - Rachel Mason, April 2010
- From Under their Feet, Action Aid, April 2012
- Women IG workshop notes (UF and TOC), February 2012
- Julio-Langa-Mozambique-Youth-Leadership-Summit-2012
- Drivers for rural poverty May 2012 CARE
- Meeting Catherine May2012
- Stakeholders analysis on women, girls, children's rights revised 20 June 2012
- WLEP EN final WEB

Nampula 2020

- Nampula PEP final
- Matriz das ONG's Final
- Síntese do Observatório - 2012

Other documents

- Pode dizer-me que caminho devo tomar? Relatório final da segunda fase. Programa de Apoio à Sociedade Civil Niassa, 2007-2011, Março 2012 + anexos
- ASSOCIAÇÃO RURAL DE AJUDA MÚTUA, Plano estratégico 2012-2017
- ORAM Plano Estratégico 2012- 2017.
- Justiça ambiental fevereiro-2012

Websites

- Centro Terra Viva <http://www.ctv.org.mz/>
- UNAC <http://www.unac.org.mz/>
- ORAM <http://www.hivos.nl/dut/community/partner/10002688>
- Women & land rights <http://www.landcoalition.org/global-initiatives/womens-land-rights/women%E2%80%99s-legal-empowerment>

G. Debriefing presentation

CARE Moçambique Avaliação do FAPIM



Debriefing & verificação
18 de Junho 2012
Nampula

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Agenda

1. Objectivo
2. O que foi feito e como?
3. FAPIM
4. Constatações preliminares
 - a. Relevância
 - b. Efectividade
 - c. Impacto
 - d. Sustentabilidade
 - e. Parceria
 - f. Monitoria e avaliação
5. Perspectivas para o novo programa



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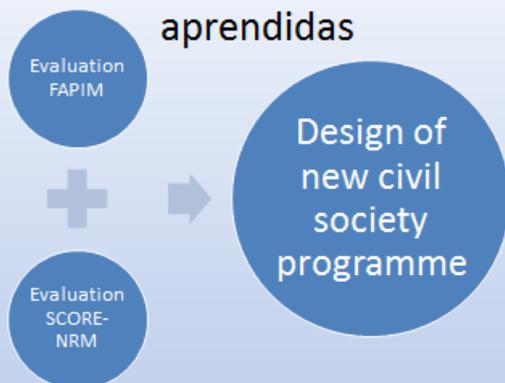
1. Objectivo

Realizar uma avaliação da primeira fase do FAPIM e do SCORE-NRM para determinar

- i. A *relevância* dos objectivos de programa/projecto no contexto local e nacional
 - ii. A *efectividade* da implementação do programa/projecto em atingir as suas metas e objectivos
 - iii. O *impacto directo e indirecto* do programa/projecto
 - iv. A *sustentabilidade* de resultados
 - v. As lições aprendidas que possam alimentar a formulação do novo programa
- Com base de critérios de avaliação de DAC (salvo *eficiência* por ser um projecto piloto)

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Identificação de iniciativas para o novo programa com base de lições aprendidas



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2. O que foi feito?

1. Revisão de documentos
2. Entrevistas com
 - ✓ Pessoal de FAPIM
 - ✓ Parceiros (AENA, ORAM)
 - ✓ Comitês de Gestão e Associações de Produtores (Napita, Japir, Nacaro, Mele, Tucaneque, Nacoma)
 - ✓ Régulos (Nicarro e Nicoma)
 - ✓ Informantes chaves de outras OSC (Facilidade, UGC, OPHAVELA)
 - ✓ Instituições de governo (Administradora do Distrito, Chefes de PAs, UCODIN, SPER, SDAE)
3. Análise preliminar de informação recolhida



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2. E como?

- Guião de entrevistas elaborado com base de Termos de Referência e estudo de documentação relevante
- Entrevistas semi-estruturadas
 - ✓ Mudanças Mais Significativas (Most Significant Changes / MSC)
 - ✓ FOFA (SWOT)
- Matrizes de apontamentos
 - ✓ Leitura transversal
- Triangulação de informação:
 - ✓ documentação e entrevistas com pessoal do projecto
 - ✓ entrevistas com parceiros e grupo alvo
 - ✓ entrevistas com instituições do governo

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3. FAPIM

- Concebido como projecto piloto de 2 anos com um orçamento global de DKK 4.6 Milhões (*Orçamento global?*)
- Abril 2009 – Março 2011
- Objectivos:
 - reduction of poverty and vulnerability of the population living in or nearby forests by increasing the sustainable benefits by communities from woodland resources.
 - the replicability of the strategic actions and the possibility to expand or upscale them are assessed and fed into design of the second phase of the program.
- 4 componentes com objectivos específicos:
 - AENA: agricultura sustentável e práticas agro-florestais
 - ORAM: Assegurar o acesso aos 20% pelas comunidades
 - *Justiça Ambiental: advocacia baseada nas evidências*
 - PCDF: coordenação e capacitação dos parceiros
- Estudo de Realinhamento, Setembro 2009 (*Qual o seguimento?*)
- Extensões: Abril-Dec 2011; Jan-Maio 2012; Junho-Dec 2012

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3. FAPIM: elementos para a teoria de mudança

- Abordagem baseado nos direitos (RBA)
- Reforço da sociedade civil
- Advocacia
- Disseminação de conhecimento da legislação
- Criação de mecanismos que permitem exigir os direitos
- Capacitação de grupos existentes e criação de Comités de Gestão (20%)
- Advocacia ao nível nacional e internacional
- Análise de género e *main-streaming*
- Redução da pobreza e vulnerabilidade

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3. Estudo de realinhamento (Set.2009)

- *O projecto perdeu entre 2008 e 2009 o enfoque no gestão florestal Os parceiros actuais tem pouca ou nenhuma experiência com gestão florestal*
 - *AENA está basicamente a repetir as actividades do antigo Projecto VIDA*
 - *ORAM continua o seu trabalho de formação de Comités de Gestão*
 - *CARE não tem conhecimento ou entendimento suficiente internamente dos assuntos relacionados à gestão florestal para orientar os parceiros do projecto*
 - *CARE também não tem o perfil de uma organização ambiental que permita a execução da advocacia no lugar da Justiça Ambiental*
- Umas críticas duras!
➤ Qual o seguimento destas constatações?

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3. Fase transitória

20%

- Preparação das comunidades para receber os investidores
- Recolha de informação dos outros projectos (MAE/FAO programa piloto em 12 distritos, dos quais 6 de Nampula)
- Preparação de um guião de "como fazer" para preparar as comunidades para os investidores, com base de experiência da ORAM e outros parceiros

15%

- Como fazer a advocacia acerca do funcionamento de 15%?

Delimitação de terras comunitárias com enfoque de mulheres

- Documentação do processo e lições aprendidas com enfoque nos direitos das mulheres

Recrutamento de Oficial de Advocacia

- Reforçar a advocacia

Reforçar a qualidade de Escolas de Machamba

- Recolha de lições aprendidas
- Reciclagem de técnicos
- Proposta: recrutar um especialista de FFS (para os 3 projectos)

➤ Qual o ponto de situação?

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4. Constatações preliminares

A avaliação aborda os seguintes aspectos principais:

1. **Relevância** de objectivos e actividades em relação ao contexto
2. **Efectividade** em atingir as metas e objectivos
3. **Impacto** – esperado e não-esperado
4. **Sustentabilidade** dos resultados e dos parceiros
5. **Parceria** com AENA e ORAM
6. **Monitoria e avaliação** – qualidade de informação

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a. Relevância

- **Principais problemas:** segurança alimentar, mudanças climáticas, desflorestamento, falta de controle comunitária da exploração florestal; falta de acesso aos 20%; Escola de Machamba (?!)
- **Em relação aos Planos do Governo:** resposta positiva; cobre áreas onde governo não consegue trabalhar
- **Associativismo:** satisfeitos com o projecto; necessidade de reforçar o poder de negociação dos produtores
- **Direitos:** Controle de exploração florestal (20% e 15%) – ainda problemas enormes de transparência → necessidade de advocacia!
- **Mulheres:** muito restritas nas suas possibilidades de actuar

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b. Efectividade

- Formação realizada: técnicas agrícolas de conservação; conservação de produtos; legislação florestal; manejo florestal e consciência; secador de amendoim; plano de negócio etc etc
- Conscencialização: Queimadas descontroladas; legislação e direitos; oportunidades de comercialização; ambições de desenvolvimento
- Comitês e Associações formadas, mas (ainda) muito dependente dos extensionistas
- Fiscalização de madeireiros
- Carpinteiros – mas com dificuldades de gerar lucro
- Dificuldades de trabalhar com as mulheres; necessitam de abordagem específico; barreiras culturais

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c. Impacto



- Comitês e Associações formadas e capacitadas em negócios e planeamento da produção
- Conhecimento técnico de agricultura de conservação e manejo florestal (*nutrição / HIV-SIDA?*)
- Conhecimento sobre legislação florestal, fiscalização, corte de madeira ilegal e queimadas descontroladas
- Mudança de comportamento e consciência da população (Adm. Distrital)

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d. Sustentabilidade

- Sustentabilidade dos parceiros – capacidade de advocacia; dependência de financiamento para o projecto
- Sustentabilidade ainda muito frágil (fase piloto)
- Verifica-se troca de experiência entre Associações em alguns casos (ex. 12 de Out) – indicadores de replicabilidade
- Ligações verticais muito fracas (nenhum contacto com p.e. UNAC) e nenhum fórum de OCBs a nível do distrito
- Dependência de projecto pelas associações e comités – necessidade de desenvolver e capacitar as organizações

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e. Parceria

- P-shift (projecto → programa) deve incluir o P de Parceria (parceria # agente de implementação)
- FAPIM (CARE) precisa desenvolver o conceito de parceria
- AENA e ORAM – parceiros com abordagem, experiência e competências relevantes para FAPIM (potencial de advocacia para explorar?!)
- Acordos (SoW) com AENA e ORAM – mas sem indicadores de desempenho
- Potencial para desenvolver a parceria ao nível das associações (capacitação organizacional, gestão, planos de actividades, acordos de prestação etc)

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f. Monitoria & Avaliação

- Monitoria # acompanhamento
- FAPIM faz *acompanhamento* (visitas, relatórios, reuniões bi-mensais e anuais)
- Relatórios narrativos com balanço de planos de actividades
- Falta de estudo de base (ou documentação de base inicial), indicadores de resultados/impactos e análise qualitativa
- *Advisory Board??*

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Em poucas palavras

- FAPIM foi implementado como um projecto tradicional de desenvolvimento rural com bons resultados dentro dos planos de actividade
- Acompanhamento deficiente por parte da CARE (extensão do período piloto; falta de componente de advocacia)
- Documento de programa revela fraquezas em termos de indicadores e a falta de um sistema de Monitoria & Avaliação

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5. Perspectivas para o novo programa

- Mínimo 3, mas de preferência 5 anos
- **Cadeia de valor:** produção melhorada; organização de escoamento (transporte); melhorar o poder de negociação; armazenagem comum; processamento (moageira); comercialização, acesso à informação sobre preços e mercados (rádios?)
- **Advocacia:** aproveitamento de experiência ganho através das actividades; utilização de contactos existentes pela AENA e ORAM respectivamente; estabelecimento de contactos com organizações a nível nacional
- **Parceria:** conceptualização; desenvolvimento de parceria (#acordos de implementação) com AENA e ORAM; capacidade técnica e advocacia; formação de formadores
- **Complementaridade:** FAPIM (CARE) deve começar a abrir-se e aproveitar as experiências de outras OSCs; explorar e sistematizar sinergias (Projecto VSL / OPHAVELA)
- **Mulheres:** aproveitamento dos instrumentos existentes (relatórios e estudos); sistematização de *mainstreaming*; explorar medidas específicas para a mobilização das mulheres
- **Associativismo:** desenvolvimento de comités e associações; estabelecimento de fórum distrital; conceito de cidadania; capacitação para poder ter acesso aos 7 milhões
- **Colaboração com o governo:** formalização de colaboração com as instituições governamentais (SDAE, SPER, SPFFB etc) para assegurar a replicabilidade de boas práticas; explorar no longo prazo a possibilidade de integração de pessoal no quadro pessoal do governo distrital
- **Sector privado:** possibilidades de colaboração na área da Responsabilidade Social?

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Associação 7 de Abril



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