

EVALUATION DEPARTMENT

REPORT 8/2016 COUNTRY EVALUATION BRIEF



Norad

Mozambique

Evaluation Portrait



Evaluation Portrait: Mozambique

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2016

Title	<i>IMF country report no. 16/9</i>
Published	01/01/2016
Author/agency	IMF staff
Commissioned by	IMF
Type of evaluation	Process evaluation / country evaluation
Project period	Until 2016
Keywords	Public finances sector / Multilateral channel / Fiscal transparency
Abstract	<p>Safeguard Mozambique's macro-economic stability. Debt sustainability analysis, staff assessment of Mozambique PFM. IMF is relatively happy, and Board approves a standby credit facility of USD 285 million: "Despite challenges, Mozambique's economic growth continues to be robust and inflation remains low. However, lower commodity prices and a decline in foreign exchange inflows have generated a temporary balance of payments gap. The authorities have taken strong policy measures to preserve macroeconomic stability."</p> <p>Significant progress has been made on structural reforms. To make Mozambique's strong growth performance more inclusive and broad based, the reform agenda needs to focus on enhancing public financial management, including budget controls and fiscal transparency, and developing the institutional framework and building capacity to prepare for the management of natural resource wealth.</p>
Cross-cutting issues	Poverty (some), gender (no), environment (no), corruption (some)
Link to evaluation	www.imf.org/external/pubs/ft/scr/2016/cr1609.pdf

Title	<i>The Mozambique Development Programme 2012-2015, of Norwegian People's Aid</i>
Published	02/01/2016
Author/agency	Braathen, Einar. Norwegian Institute for Urban and Regional Research (NIBR)
Commissioned by	NORAD
Type of evaluation	Process evaluation / Programme evaluation
Project period	2012-2015

Keywords	Civil society/ Bilateral/NGO/Civil society empowerment
Abstract	<p>Parts of the programme will be extended to at least 2017. It has spent above NOK 80 million (NOK 21m per year, split between NORAD/NPA and the Norwegian Embassy in Maputo). The programme aimed to create citizenship awareness & organisational capacity: Men and women in rural/peasant based unions and their composite associations were to be supported in claiming their rights when threatened by investors or other people who exploit their land and natural resources planned. All NPA partners were to improve their organisational capacity to do advocacy at local, provincial and national levels.</p> <p>Findings: The Mozambique Development Programme of NPA is of high relevance to the current context, in order to force a shift in the GoM's priorities. Low quality of baseline – mixed results with respect to planned outcomes: UNAC's and ORAM's organisational capacities have increased, but there is little evidence of improved 'lobbying strategies'. There is evidence of gender awareness, but still little improvement of female representation. Impressive improvement of advocacy outcomes at national and transnational levels has taken place. High donor dependency among UNAC and ORAM. New strategy for women and youth needed, as there are few results with regard to "lobbying strategies" among women and young members.</p>
Cross-cutting issues	Poverty (strong), gender (strong), environment (some), corruption (some)
Link to evaluation	https://www.norad.no/globalassets/publikasjoner-2016/ngo-gjennomganger/the-mozambique-development-programme-2012-2015-of-norwegian-peoples-aid.pdf

Title	<i>Market-led smallholder development in the Zambezi valley project</i>
Published	15/03/2016
Author/agency	IEG – Independent Evaluation Group
Commissioned by	The World Bank
Type of evaluation	Impact evaluation / Project evaluation
Project period	2006-2013 (programme closed)
Keywords	Agricultural development / multilateral / Entrepreneurism
Abstract	<p>Total cost of project was USD 28 million, including a loan taken up by Mozambique of USD 20 million. The objective of the Market-led Smallholder Development Project is to increase the incomes of smallholder farmers in selected districts of the Zambezi Valley region of central Mozambique.</p> <p>Increase the incomes of poor, small-scale farmers in five districts in three provinces in the Zambezi Valley through improved agricultural support</p>

	<p>services (agricultural inputs), public and on-farm investments, and sustainable land management.</p> <p>The findings indicated no evidence of sustained increase in marketing opportunities for target groups. The IEG finds the programme outcome to have been ‘moderately unsatisfactory’, with a ‘significant risk’ to development outcome, ‘moderately satisfactory’ both bank performance and borrower performance. IEG identifies a lack of Theory of Change – or a ‘causal chain from project activities to intermediate outcomes and the development objective’. Lacking clear participation criteria, the project ended in ‘elite capture’ of project assets (p. xi). Low gender awareness profile in project. The Bank performance suffered at the outset from ‘inadequate attention to the lessons of previous community-driven development approaches.’ (p. xiii). Simple technologies work best in rural communities.</p>
Cross-cutting issues	Poverty (strong), gender (some), environment (no), corruption (no)
Link to evaluation	https://ieg.worldbankgroup.org/Data/reports/ppar_mozambique2016.pdf

2015

Title	<i>Evaluation of Norway's Support to Women's Rights and Gender Equality in Development Cooperation – Mozambique Case Study</i>
Author/Agency	SIPU with ODI and CMI
Published	2015
Commissioned by	Norad, Evaluation Department
Type of Evaluation	Process evaluation; country evaluation
Keywords	All sectors; bilateral and multilateral channels; gender equality
Abstract	<p>The starting point for the evaluation is that gender equality is critical both from a rights perspective and with regards to contributing to Norwegian aid's ultimate goal of poverty reduction. The evaluation focuses on projects in energy/rural electrification and agriculture, and support through the Women and Gender Equality Grant (Kvinnebevilgningen) to international and national NGOs (Forum Mulher, Pathfinder, Hopem). At an overall level, and as indicated by the limited proportion of projects with Gender Marks between 2010 and 2013, gender mainstreaming in the Norwegian project portfolio in Mozambique is not particularly strong.</p> <p>Through the women grant and targeted interventions, Norway has contributed positively to systemic, organisational as well as field-level results in a way that has proven difficult with a mainstreaming approach. In agriculture, a soy-bean project has included near 50 percent women after mid-term adjustments to make it easier for women to combine commercial production with domestic responsibilities and with nutritional training and a literacy programme added. In rural electrification, the outcome/impact for</p>

	women has been limited due to inadequate attention to women empowerment/gender equality during project planning and initiation. And in gender mainstreaming in the Ministry of Energy, results have been limited due to de facto continued low priority of gender issues, limited impact of gender focal points and inadequate decentralisation of the programme.
Cross-cutting issues	Strong emphasis on gender equality, limited emphasis on poverty reduction, no emphasis on environment and corruption.
Link to evaluation	Not available

Title	<i>Reality Checks Mozambique. Final Report 2011-2015</i>
Author/Agency	Orgut
Published	2011 to 2015
Commissioned by	Sida
Type of Evaluation	Process evaluation; multi-sector evaluation
Keywords	All sectors; bilateral channel; poverty dynamics
Abstract	<p>In a series of Reality Checks Mozambique (2011-2015), Sweden has monitored the dynamics of poverty and well-being and government/donor interventions with particular attention to governance, agriculture/rural employment and private sector/ entrepreneurship. The studies have been carried out by using a combination of qualitative and quantitative methods and data in two rural and one urban district in the province of Niassa, which is a focus area for Swedish aid.</p> <p>The studies show how local knowledge enhances the options for making the right development policies/interventions, for example with the catalytic implications of a 6 km dirt road for the development of the fishery sector and ensuing poverty reduction in the Lago District and the implications of credit from a District Development Fund for women. Two of the three areas of focus have seen improvements in the local economy during the five-year period. At the same time, the studies show how poverty and well-being primarily are a question of social relationships and how the poorest are systematically excluded from social relations with the state and state services – pointing to the importance of targeted interventions to reach the poor.</p>
Cross-cutting issues	Strong emphasis on poverty and gender equality, some attention to the environment and corruption
Link to evaluation	Not available

Title	<i>Strategi för Sveriges utvecklingssamarbete med Moçambique 2015-2020</i>
Author/Agency	Sweden: MFA/Sida
Published	2015
Commissioned by	Sweden: MFA/Sida
Type of Evaluation	Strategy/process evaluation; country evaluation
Keywords	All sectors; Bilateral channel; aid strategy
Abstract	The Strategy is based on an analysis of the political, economic and environmental context and Sweden's experiences during the previous strategy period. Emphasis is given to recent economic growth, advances in education, health and infrastructure and the potentials in private

	<p>sector/trade. Main remaining challenges are continued poverty and inequality; limited rights of women to decide over their own lives; a political system characterised by limited accountability; and corruption. The point of departure for the strategy is that Mozambique is moving towards an economy based on natural resources with considerable economic, social and environmental challenges.</p> <p>The strategy emphasises the need to work with both the state and civil society/actors of change, and to focus on areas/sectors that are particularly important for development and poverty reduction. It also emphasises long-term engagement through budget support – while underlining that there is a high degree of risk involved and that sustainable impact will depend on openness to political reform. More specifically, the areas of concentration for the period 2015-2020 are: i) the environment; ii) democracy, equality and respect for human rights; and iii) improved options for poor people to improve their living conditions – with four-five specific areas of concentration listed under each point. The total ODA allocation from Sweden to Mozambique for the period in question is set at SEK 4.1 billion.</p>
Cross-cutting issues	Poverty reduction, gender equality/women empowerment, the environment and corruption are emphasised in the strategy.
Link to evaluation	http://www.regeringen.se/contentassets/f98b5b05affe4322b10f99327820cb96/resultatstrategi-mocambique-engelska.pdf

Title	<i>Fiscal transparency evaluation of the Republic of Mozambique</i>
Published	01/12/2015
Author/agency	IMF staff (Fiscal Affairs Department)
Commissioned by	GoM (IMF)
Type of evaluation	Process evaluation/country evaluation
Project period	Until 2014
Keywords	Public finances sector/Multilateral channel/Fiscal transparency
Abstract	<p>Aims to assess Mozambique's fiscal reporting, forecasting and budgeting, and fiscal risks analysis and management practices against the standards set by the IMF's draft Fiscal Transparency Code (FTC). Report is based on the information available at the time it was completed in November 2013.</p> <p>Findings: Mozambique's programme of budget reforms has brought most aspects of its fiscal reporting and budgeting practices into line with basic and good practices, as defined under the IMF's Fiscal Transparency Code. Yet Mozambique needs improvement in inventory of public sector entities (such as EMATUM). There is a lack of transparency around the INSS. There is doubt about the current values of arrears and liabilities with regard to shares in corporations owned by the state. Poor long-term risk analysis. Risks abound mainly from reliance on donor support for external financing, susceptibility to exogenous shocks from natural disasters, activities of public</p>

	enterprises, large and multi-annual contracts for infrastructure, as well as contingent liabilities and quasi-fiscal activities.
Cross-cutting issues	Poverty (some), gender (no), environment (no), corruption (some)
Link to evaluation	https://www.imf.org/external/pubs/ft/scr/2015/cr1532.pdf

Title	<i>External Review on the Common Fund (CF) for the Implementation of the Revenue Authority (AT) Reform in Mozambique</i>
Published	21/12/2015
Author/agency	Richard Gerster & Damiano Stella
Commissioned by	Partnership Committee of the Common Fund on behalf of the Revenue Authority of Mozambique and the contributing Development Partners (United Kingdom, Denmark, Norway, Sweden and Switzerland)
Type of evaluation	Process evaluation/Project evaluation
Project period	2011-14
Keywords	Public financial system/Multi-donor/Tax authority reform
Abstract	<p>To strengthen tax administration in Mozambique by providing support to Mozambique's Revenue Authority. A more effective, efficient and fair tax system will contribute to enhancing Mozambique's domestic revenue mobilisation and gradually reduce aid dependency over the duration of the programme (2013-2019). This will indirectly benefit the wider population of Mozambique. The Government of Mozambique created in 2006 the Mozambique Revenue Authority as a semi-autonomous entity with the integration of the Customs and Internal Taxes Directorates. A group of Development Partners has been supporting the process of institutional reform and the continuing modernisation of the tax administration in Mozambique through a Common Fund in support of revenue reforms, managed by the AT and regulated by a Memorandum of Understanding (MoU), signed first for the period 2007-2010, followed by a one-year extension, and another version signed for the period 2012-2014.</p> <p>The evaluation provides no executive summary or overview of main findings, but offers instead a multitude of detailed (technical findings). Selected highlights are: The M&E system is one of AT's weaknesses, making it difficult to draw conclusions in terms of simplification, sustainability, efficiency, effectiveness. It also recommends a more strategic approach. The safeguarding of the Revenue Authority's legitimacy is essential, thus "the importance of combating mismanagement and corruption cannot be overestimated". The evaluators are sceptical about the current spending (wasteful) levels by the Revenue Authority (on training and study missions, per diems, etc) and recommends some austerity, especially to prepare for a</p>

	day without the current levels of donor support. Nevertheless, the evaluators strongly recommend the CF as an aid modality.
Cross-cutting issues	Poverty (no), gender (no), environment (no), corruption (some)
Link to evaluation	Not available

2014

Title	<i>Riksrevisjonens undersøkelse av bistand til ren energi (sections on Mozambique)</i>
Published	2014
Author/Agency	Riksrevisjonen
Commissioned by	Utenriksdepartementet
Type of Evaluation	Impact evaluation; sector evaluation
Keywords	Economic infrastructure and services; bilateral; rural electrification
Abstract	<p>Support to renewable energy through i) institutional capacity building, ii) power-production and grids/solar energy, and iii) interventions to reduce poverty in the form of rural electrification is a priority sector in Norwegian aid. The objective of the evaluation is to assess the extent to which projects in the sector are in line with Parliament's objectives of contributing to economic growth and poverty reduction. Mozambique is one of several case-studies.</p> <p>For Mozambique in particular, the evaluation acknowledges that a number of district capitals and large rural areas have been electrified (160.000 new customers in 2011). However, there are continued problems with competence and capacity of the relevant public institutions and the costs for the national electricity company are high and unsustainable. At the community level, improved access to electricity has primarily benefitted already existing enterprises with few new establishments and poor households cannot afford electricity despite subsidised prices for installation and consumption.</p>
Cross-cutting issues	Some emphasis on poverty reduction and environment; little or no emphasis on gender and corruption.
Link to evaluation	https://www.riksrevisjonen.no/rapporter/Documents/2013-2014/BistandTilRenEnergi.pdf

Title	Evaluation of the Mozambique Community Land Use Fund. Final Report June 2014
Published	2014
Author/Agency	Effective Development Group/GRM/The QED Group
Commissioned by	DfID (with Netherlands, Denmark, Ireland, Sweden and Switzerland)
Type of Evaluation	Impact evaluation; sector evaluation

Keywords	Production sector; multi-bi channel; community development
Abstract	<p>The project is funded by seven donors, managed by KPMG/National Research Institute (NRI) and with activities in eight out of Mozambique's 12 provinces and 28 of its 128 districts. The main objectives are: To assist communities in identifying and protecting their land rights and ensuring their access to natural resources; to target priority geographical areas with significant economic potential; to combine land rights delimitation and land use planning to identify potential sites for investment; to link communities with investors and development institutions; and to align iTC interventions with district plans and financing opportunities.</p> <p>Through an 'Outcome Harvesting Approach', the evaluation team identified programme objectives and then sought to uncover or 'harvest' outcomes corresponding to specific, measurable changes in the behaviour and relations of communities and their organisations which the project contributed to. Nearly 40 percent attested to changes in the behaviour and/or relationships of key actors contributing to the preparation of communities for investments; 27 percent provided evidence of progress towards the preparation of associations for investments; and 16 percent were evidence linkages to programme influence in empowerment of men and women in the management of Community Natural Resource A main challenge of the programme has been the low capacity/competence of provincial and district land administration offices to manage land and assist investors, and community, government and NGO participation mechanisms are not well established.</p>
Cross-cutting issues	Indirect emphasis on poverty reduction, some emphasis on gender, little or no emphasis on environment and corruption.
Link to evaluation	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/327645/Mozambique-Community-Land-Use-Fund.pdf

Title	<i>Mid-term Performance Evaluation of the USAID-funded Loan Portfolio Guarantees through the Development Credit Authority Activity</i>
Published	2014
Author/Agency	ELIM Services Lda.
Commissioned by	USAID
Type of Evaluation	Process evaluation; sector evaluation
Keywords	Production sector; bilateral; commercial agriculture
Abstract	<p>The project involves a Loan Performance Guarantee (LPG) through the Development Credit Authority (DCA) to commercial Mozambican banks, in order to increase access to finance for small- and medium agribusiness enterprises. The evaluation seeks to i) determine if the DCA has resulted in an increased amount of finance mobilised by small- and medium-size agribusinesses; ii) assess the effectiveness of having access to the DCA facility on food security, nutrition and incomes of targeted beneficiaries; and iii) assess the extent to which the DCA activity is contributing to build the credit worthiness of the beneficiaries as well as fostering self-sustainability financing with lenders.</p>

	Loans based on the LPG have been limited, partly due to poor capacity/ misunderstanding from the part of the banks and partly due to reluctance of many businesses/entrepreneurs to take up loans. Repayment rates among those who do are very low (in one case 93 out of 95 borrowers defaulted). The evaluation recorded an increase in the hiring of agricultural labour among borrowers, but was not able to record wider impact on income and food security. The project/LPG had opened up for clients that would not have been given loans due to collateral requirements and high interest rates. Women were rarely recorded as formal borrowers for “cultural reasons”, but the evaluation argues that they were <i>de facto</i> involved due to their central role in agriculture.
Cross-cutting issues	Indirect emphasis on poverty reduction (through improved access to loans among small- and micro enterprises); some emphasis on gender; no emphasis on the environment and corruption.
Link to evaluation	https://www.usaid.gov/sites/default/files/documents/1865/USAID%20Mozambique%20DCA_Mid-term%20evaluation_FINAL%20Report%20(1).pdf

Title	USAID/Mozambique: Strengthening Communities Through Integrated Programming Performance (SCIP) Evaluation.
Published	2014
Author/Agency	Independent Consultants
Commissioned by	USAID
Type of Evaluation	Process evaluation; programme evaluation
Keywords	Multi-sector; NGOs; rural development
Abstract	<p>The overall objective of the project is to “integrate health, HIV/AIDS, water/sanitation and rural enterprise components with nutrition and agriculture” in order to strengthen communities in the northern Mozambican provinces of Zambézia and Nampula. The project is implemented through a consortium of international NGOs/church organisations – either centralised with one lead agency (Nampula) or decentralised with each consortium member focussing on its areas of work and expertise.</p> <p>While services provided by SCIP partners have become increasingly integrated through enhanced cooperation at the level of communities (through various community-based organisations), integration has been slower to appear with government institutions at District and Administrative Post level – which is crucial for alignment and sustainability. The evaluation recommends two main strategies for the final phase of the programme: Work to attain deeper commitment and support for integrated activities and cross-sectorial planning at provincial and district Government levels, and devolve more decision-making to the community level coupled with strengthening the capacity for financial management among CBOs.</p>
Cross-cutting issues	Indirect emphasis on poverty reduction (through improved social services); little or no emphasis on gender, the environment and corruption.
Link to evaluation	http://pdf.usaid.gov/pdf_docs/PA00JNNZ.pdf

Title	<i>Evaluation of Sida financed interventions for increased access to electricity for the poor. Drawing on international experience and case studies from Tanzania and Mozambique</i>
Published	2014
Author/Agency	Nordic Consulting Group/Dolf Noppen
Commissioned by	Sida
Type of Evaluation	Impact evaluation; sector evaluation
Keywords	Economic infrastructure and services; bilateral; rural electrification
Abstract	<p>Swedish rural electrification projects are, according to the ToR for the evaluation, expected to “contribute to economic and social development, including improved delivery of public goods such as health services, education, water supply, information, business development and increased productivity”. Moreover, it is also expected to benefit the environment through a shift from polluting forms of energy (diesel, kerosene, petrol) to more environmentally friendly forms of energy.</p> <p>The evaluation states that rural electrification needs to be seen as an integral element in an area’s (e.g. province or district) economic and social development strategy rather than an isolated “electricity” intervention for its own sake. Despite the fact that development partners’ initiatives in rural electrification achieve their expected output (in the form of institutional development and/or electricity grids), they rarely meet their higher-level outcomes as those listed above – making many electricity supply interventions projects of “missed opportunities” as the development context is not taken sufficiently into consideration. There are usually also serious sustainability challenges – both in relation to the capacity to produce and distribute sufficient good quality power and the financial sustainability of utilities constrained by politically motivated tariffs often set below cost-recovery levels and with very high non-technical losses primarily in the form of unpaid bills.</p>
Cross-cutting issues	Strong emphasis on poverty; some emphasis on gender and environment; limited emphasis on corruption.
Link to evaluation	http://www.sida.se/contentassets/90b0e31b97c74e16818b122a306a3fa2/evaluation-of-sida-financed-interventions-for-increased-access-to-electricity-for-poor-people---drawing-on-international-experi_3759.pdf

Title	<i>Decentralized Planning and Finance Project, World Bank support</i>
Published	18/02/2014
Author/agency	Clay Wescott, Independent Evaluation Group (IEG)
Commissioned by	The World Bank
Type of evaluation	Impact evaluation / programme evaluation
Project period	2003-2009
Keywords	Governance / Multilateral / Decentralisation

Abstract	<p>The programme aimed to improve the institutional performance of District Administrations to plan and manage small infrastructure investments in response to community demands - and doing so in a participatory and transparent manner. Also to improve local public financial management.</p> <p>The achievement of objective was substantial.</p> <p>Evaluators emphasise the GoM's significant buy-in, by generalising the methodology developed by the programme (and its siblings in other provinces). The evaluators confirmed the substantial increase in the technical-administrative capacities at the local/district levels. The World Bank evaluators thus gives the WB grade as "highly satisfactory" while the GoM's performance was "moderately satisfactory". The evaluators hint, as a tentative lesson, that the entanglement of the programme in the "7 million meticaïs" credit-facility was negative. The evaluators also point out the problem with the government's lack of a comprehensive decentralisation strategy for more than a decade.</p>
Cross-cutting issues	Poverty (strong), gender (some), environment (no), corruption (some)
Link to evaluation	http://ieg.worldbank.org/Data/reports/Mozambique_84667_DecentralizedPlanningFinance_PPAR_0.pdf

Title	<i>Independent Evaluation of Budget Support in Mozambique</i>
Published	15/05/2014
Author/agency	ITAD
Commissioned by	European Commission
Type of evaluation	Impact evaluation / country evaluation
Project period	2005-2012
Keywords	All sectors / Multilateral, multi-donor / Budget support
Abstract	<p>The 19 donors that have provided General Budget Support (GBS) to Mozambique aimed to assist GoM in implementing its national and sectoral strategies, and facilitating their efficiency and effectiveness – and in the end, to attain growth and poverty reduction. More than USD 3,4 billion – or USD 400 million annually was disbursed in GBS to the GoM in the period. Disbursements during the 8-year evaluation period were substantial both in fiscal terms – where they represented on average 15 percent of public spending, and as a proportion of total ODA (average of 30 percent).</p> <p>The evaluation finds that the GBS helped GoM to maintain growth 'avoiding recourse to borrowing' while at the same time spending on agreed poverty reduction priorities has quadrupled.</p>

	There has been a continued 'progress made in PFM reform', and to a lesser extent in governance. 'Strong evidence' that GBS and others have created 'more transparency'. Overall conclusion: Budget support has been 'fundamentally successful' (p.xiv).
Cross-cutting issues	Poverty (strong), gender (some), environment (no), corruption (some)
Link to evaluation	https://www.oecd.org/derec/ec/Mz-BS-Eval-Final-Report-Vol-1.pdf

2013

Title	<i>AGIR Programme Final Report</i>
Published	2013
Author/agency	Kelpin K., V Johnsen, J.J. Macuane, I. Christoplos & J. Rothman
Commissioned by	The Embassy of Sweden in Mozambique
Type of evaluation	Process evaluation / Programme evaluation
Project period	2010-2014
Keywords	Civil society / Multi-donor / civil society empowerment
Abstract	<p>AGIR (Action Programme for Inclusive and Responsible Governance) supported 43 Mozambican civil society organisations (CSOs), strengthening their capacity for and impact on improving transparency, accountability, citizen's participation, access to information, respect for human rights, and gender equality. It did so by supporting CSOs with core funding and training.</p> <p>In this mid-term review AGIR is praised by its component CSOs. The programme has become country-wide, working through international intermediary NGOs (Diakonia, Oxfam, IBIS, SCC). Evaluators find that "capacity strengthening" has low level of satisfaction, and training is centralised with little training done in provinces. The <i>intermediary organisations</i> understand their role in running a programme, but there is less consciousness about this among partner CSOs – hence considerable M&E challenges. Evaluators had difficulties in identifying clear impacts of the programme. The evaluators raise a point about a Theory of Change that expects some good CSOs to "graduate" and thus no longer be eligible for funding and support since they can "stand on their own". The evaluators warn about the risk of creating an unhealthy/unsustainable clientelistic relationship between the <i>intermediaries</i> and the receiving CSOs.</p>
Cross-cutting issues	Poverty (strong), gender (strong), environment (no), corruption (some)

Link to evaluation	http://www.sida.se/contentassets/4293e91f7c6c466083dccc5769d4798c/mid-term-review-of-the-agir-programme_3433.pdf
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2012

Title	<i>The Beginning of an Agricultural transformation. Final Evaluation of the ProSOJA project: Expanding Soy Bean Production and Marketing in Northern Mozambique</i>
Published	2012
Author/Agency	Nadeau, E.G. /Cooperative Development Consultant
Commissioned by	The Norwegian Ministry of Foreign Affairs/NCBA-CLUSA International
Type of Evaluation	Impact evaluation; project evaluation
Keywords	Productive sector; bilateral channel; commercial agriculture
Abstract	<p>The primary objective of the project was to bring about more than a ten-fold increase in the production and marketing of soy-beans through farmer organisations and secure land-tenure by small farmers in the Gurue district in the province of Nampula in northern Mozambique. The project was coordinated by international NGO CLUSA, having its Mozambique headquarter in Nampula.</p> <p>The project was very successful in reaching the goal of soy production by farmers in the region; successful in assisting farmers in obtaining clear legal ownership of their land; somewhat successful in introducing tractors as a means to cultivate land; and marginally successful in introducing animal traction. Two components being added mid-term with the particular objective of reaching women were i) literacy courses reaching almost 3.500 people of which $\frac{3}{4}$ were women assessed to be an “undisputable major success” and ii) nutrition training in which 6000 people and mostly women participated, but where the evaluation acknowledges that “changing dietary practises to include soy-beans is not an easily measurable outcome”.</p>
Cross-cutting issues	Strong emphasis poverty reduction, some emphasis gender, limited emphasis the environment, no emphasis corruption.
Link to evaluation	Not available

Title	<i>Facing the Resource Curse: Norway's Oil for Development Programme</i>
Published	2012
Author/Agency	Scanteam
Commissioned by	Norad
Type of Evaluation	Impact evaluation; sector evaluation
Keywords	Economic infrastructure and services; bilateral; gas and oil
Abstract	Norway has assisted the petroleum sector in several countries since the early 1980s. In 2005 the government decided to reorganise the aid into an Oil for Development (OfD) programme in order to broaden the support from petroleum management to also include revenue and environmental issues, inclusion of civil society and strengthening anti-corruption efforts and subsequently also gender. OfD's overall objective is poverty reduction

	<p>through “economically, environmentally and socially responsible management of petroleum resources which safeguards the needs of future generations”. OfD was active in 19 countries, including Mozambique, at the time of the evaluation.</p> <p>The most consistent achievement of OfD has been helping countries like Mozambique put in place appropriate frameworks for sector development (institutions, legislation etc.). At the same time, OfD has not given governance issues sufficient attention. Also, while the organisation of OfD is focused around revenue and environment aspects (largely reflecting the structure of the Norwegian oil sector), less attention has been given to dimensions such as safety and risk management, the business points in the value chain and the overarching issues of governance, gender and anti-corruption. OfD support is largely built around ‘twinning’ public/oil-related institutions in Norway and countries like Mozambique. While this has worked well in that formal agreements and core tasks have been easily agreed upon and trust developed between partners, the range of skills in Norwegian public institutions does not cover the needs of local partners (basic training and mentoring, local language and cultural context sensitive analysis etc.). In Mozambique, the increasing attention given to cross-cutting issues such as gender and the environment has given mixed/limited results partly for this reason.</p>
Cross-cutting issues	Some emphasis on poverty, gender, the environment and anti-corruption
Link to evaluation	https://www.norad.no/om-bistand/publikasjon/2013/facing-the-resource-curse-norways-oil-for-development-program/

Title	<i>UNDP’s decentralization and local development programme in Mozambique, evaluation report</i>
Published	15/01/2012
Author/agency	John Mugabe
Commissioned by	UNDP
Type of evaluation	Impact evaluation / Programme evaluation
Project period	1999-2011
Keywords	Local government Sector / Multilateral / Decentralisation
Abstract	<p>Programme aimed at strengthening government capacity at all levels for local participatory planning, monitoring and evaluation, rule of law, HR awareness, strengthening local civil society and gender responsive budgeting.</p> <p>The evaluator finds that the UNDP has given a large contribution to decentralisation, local development and institution building in Mozambique. The evaluator holds out the Consultative Councils as an instance of</p>

	institutional innovation. The main recommendations are for the UNDP to 'develop a clear conceptual framework' (a rather unintelligible recommendation), and for more 'upstream policy advice and advocacy'. UNDP should invest more in studies about LED and decentralisation. Also to strengthen M&E generally. Finally, UNDP operates disconnected from other UN organisations in its design and implementation of decentralisation and LED. He praises UNDP for taking a long-term approach to supporting decentralisation, and using a pilot (Nampula) as a way to generate lessons to be incorporated in a nation-wide programme (p28).
Cross-cutting issues	Poverty (strong), gender (some), environment (some), corruption (some)
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/4508

Title	<i>World Bank country partnership strategy (CPS) 2012-15</i>
Published	08/02/2012
Author/agency	The World Bank
Commissioned by	The World Bank
Type of evaluation	Country strategy document summing up past lessons
Project period	2012-2015
Keywords	All sector / Multilateral / Country evaluations
Abstract	<p>In this Country Programme Strategy (CPS), the Bank recognises a less optimistic environment than the preceding CPS (F08-11). The three main pillars of outcomes are: 1) Competitiveness and employment, 2) Vulnerability and resilience and 3) Governance and public sector capacity.</p> <p>CPS aims to mainstream gender, social accountability and nutrition in the portfolio. The Bank will:</p> <ul style="list-style-type: none"> - maintain a high capacity Maputo office. - attempt to limit the fragmentation (19 projects at average of USD 46 million, well below African average). Total IDA at USD 1,016 million. <p>WB has set its objectives in the field of governance as (p. 43)</p> <ul style="list-style-type: none"> - Improved economic governance and policy making - Enhanced social accountability mechanisms - Strengthened non-renewable, renewable natural resources and environmental management <p>Forecast: Medium-term outlook for Mozambique remains positive, boosted by coal and gas. Yet WB recognises substantial downside risks.</p> <p>Bank will continue to leverage IDA resources to mobilise external financing and to ensure a greater concentration of resources to address key</p>

	challenges. The Mozambique programme has already demonstrated a good track record of leveraging external financing in the form of donor trust funds, with US\$149 million in trust fund resources activated during the previous CPS period (Financial Year 08-11). Total active trust fund resources as of end-FY11 stood at US\$216 million in the form of co-financing or as stand-alone arrangements. In addition, two active projects, the National Decentralization Planning and Finance SIL (FY10) and the Education Sector Support Project (FY11) with a combined commitment of US\$100 million are part of a basket funding arrangement with non-Bank donor resources estimated at about US\$360 million. The Bank is also one of 19 budget support donors that provided US\$471 million in 2011 (the Bank's contribution was US\$85 million). Many other active projects are part of broader programs of coordinated support where other donors and the Government alike fund related activities. (p.45)
Cross-cutting issues	Poverty (some), gender (some), environment (no), corruption (some)
Link to evaluation	http://www-wds.worldbank.org/external/default/WDSCContentServer/WDSP/IB/2012/03/14/000386194_20120314004707/Rendered/PDF/668130CAS0P1240Official0Use0Only090.pdf

Title	<i>The energy reform and access project (EDM & Min. of Energy)</i>
Published	27/09/2012
Author/agency	World Bank staff
Commissioned by	World Bank
Type of evaluation	Impact evaluation/programme, sector evaluation
Project period	2004-2012
Keywords	Energy sector/Multi-donor fund/Rural electrification
Abstract	The programme had a budget of US\$40,26 million, co-financed by Nordic Development Fund and African Dev. Fund. It aimed to accelerate, in a commercially viable manner, the use of electricity for economic growth and social services and thus improve the quality of life in un-served and under-served areas (periurban and rural); and (b) strengthen Mozambican capacity to increase access to modern energy. Hence, the programme also had sector development aims. Solar power development was also added to the project after several restructurings of the project – due to an overall unclear M&E framework and goals hierarchy. Finally, there was an aim to mitigate climate change through the displacement of about 440,000 tons of carbon dioxide over the 8-year programme period.

	<p>Outcomes were satisfactory, risk to development outcomes were moderate, and WB and borrower performance were ‘moderately satisfactory’.</p> <p>At the end of 2011, grid electrification in Mozambique stood around 18 percent, compared to approximately 6 percent when the ERAP project was started. EdM’s grid access expansion programme is well established, currently connecting more than 100,000 consumers each year. ‘More could have been done in the area of gender sensitiveness and assessment of private sector interest.’ (p.25)</p>
Cross-cutting issues	Poverty (some), gender (no), environment (some), corruption (no)
Link to evaluation	www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2014/03/28/000333037_20140328102622/Rendered/PDF/ICR23820P069180C0disclosed030260140.pdf

Title	<i>Evaluation of UNDAF 2012-2016 (UN Development Assistance Framework)</i>
Published	15/11/2015
Author/agency	KPMG
Commissioned by	UN
Type of evaluation	Impact and process evaluation / Country evaluation
Project period	2012-2016
Keywords	All sectors / Multilateral / Aid coordination
Abstract	<p>The UN Development Assistance Framework (UNDAF) 2012-2016 aimed to contribute to national development in Mozambique. This evaluation report presents the degree to which results have been or not achieved (outcome level). Outcome assessment: equity (gender, vulnerable groups), relevance, effectiveness, efficiency and sustainability. It also aims to identify the factors that have affected positively and negatively the UN's contribution, analysing the enabling factors as well as bottlenecks to the achievement of results. The report also presents recommendations for improving the UN's contribution to national development, especially for incorporating into the new UNDAF 2017 – 2020.</p> <p>The evaluators find there is a huge problem of attribution (linking UN organisations to specific development outcomes). Thus findings are by ‘plausible association’. Mozambique stakeholders do not understand the UN system as “Delivering as One” (DaO). Large M&E difficulties (‘Units of analysis such as the outcomes must be at the same level and the logical connection between units, outcomes, outputs, and indicators). However, the DaO approach has mitigated the difficulties, although many UN</p>

	<p>stakeholders claim the DaO is ‘no longer being considered’. Overall, ‘irrefutable’, but non-quantifiable contribution to development outcomes.</p> <p>UN agencies have managed to coordinate efforts so as to aid the most vulnerable provinces (Tete, Zambezia). Positive review of UN contribution to economic and social pillars, whereas contribution to the governance pillar is not assessable. The evaluation says that UN needs a guiding Theory of Change (p12), and better prioritisation of its resources according to its comparative advantages.</p>
Cross-cutting issues	Poverty (strong), gender (some), environment (some), corruption (some)
Link to evaluation	https://erc.undp.org/evaluation/documents/download/9264

2011

Title	<i>Operational Plan 2011-2016, Mozambique (updated December 2014)</i>
Author/Agency	Great Britain: DfID
Published	2011 (2014)
Commissioned by	Great Britain: DfID
Type of Evaluation	Strategy/process evaluation; country evaluation
Keywords	All sectors; bilateral channel; aid strategy
Abstract	<p>DFID’s Operational Plan 2011-2016 is based on a thorough analysis of the political and economic context of Mozambique (updated in 2014) and sets out how to deliver results across policy areas – explaining why and how DFID is targeting its resources and what they expect to achieve. The overall project portfolio is shifting to deliver a more coherent, focused and ambitious approach to economic development – mainly by helping to build strong and investable business environments and by improving access to finance for entrepreneurs. Improving prospects for girls and women is also a priority, on the ground that “no country can successfully develop if it leaves half its population behind”.</p> <p>More explicitly, DFID will focus on i) governance and state capability (incl. financial management, procurement, tax and the business environment and support to civil society to strengthen transparency and accountability); ii) economic development and growth transmission (mainly by supporting diversity through micro-, small- and medium enterprises in labour intensive sectors such as rural development, agriculture, services and informal enterprises – all with a strong gender focus and a social protection agenda); and iii) human development through improvements in basic services including health, family planning, education and water and sanitation. Projects are specified with indicators (incl. number of beneficiaries) for goal fulfilment, and can be followed through explicit and publically accessible monitoring and evaluation systems (www.devtracker.dfid.gov.uk).</p>

Cross-cutting issues	Particular emphasis on poverty reduction and gender equality, with less explicit attention to climate/environment and corruption.
Link to evaluation	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/389295/Mozambique.pdf

Title	<i>Evaluation of Child and Youth Participation (CYP) Initiatives in UNICEF Mozambique</i>
Published	2011
Author/agency	Adorna H, C Ruiz et. al
Commissioned by	UNICEF
Type of evaluation	Impact evaluation / Programme evaluation
Project period	2007-2011
Keywords	Education sector / Multilateral / Participation
Abstract	<p>UNICEF provides support for Child and Youth Participation through initiatives/projects in the fields of: Child-To-Child Media Programme in Radio and Television (C2C Radio and TV); Participatory Child Rights Clubs in Schools (School Clubs); School-Based Communication (School Theatre); Youth participation initiatives in the Conselho Nacional de Juventude (CNJ) and Conselho Provincial de Juventude (CPJ); and Community-Based Communication (Mobile Units – MU, and Grupo de Teatro do Oprimido – GTO).</p> <p>This evaluation reviewed specific interventions in the area of CYP. The most important lesson from the evaluation is that genuine and meaningful participation in initiatives and projects requires: a project design that consciously and deliberately opens up spaces for child and youth participation; participation spaces that are appropriate to the age and/or evolving capacities of participants; and buy-in by implementers of CYP concepts, principles and practice, including attention to equity and protection risks for children. There is little conceptual discussion about “child and youth participation”.</p>
Cross-cutting issues	Poverty (strong), gender (strong), environment (no), corruption (no)
Link to evaluation	http://www.unicef.org/evaldatabase/files/Evaluation_of_CYP_Initiatives_(Mozambique_2011).pdf

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