

# UNITED NATIONS DEVELOPMENT PROGRAMME

Mozambique Recovery Facility, Mozambique

ATLAS ID 00121665

Mid Term Review

Evaluation of the MRF programme

Final report

MTR time frame: 15<sup>th</sup> August – 31 October 2022

Date of MTR report: 24th January 2023

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<b>Project / outcome information</b>		
<b>Project/outcome title</b>	Mozambique Recovery Facility Programme	
<b>Atlas ID</b>	00121665	
<b>Corporate outcome and output</b>	CPD outcome: By 2024, Supporting resilient and inclusive economic recovery and diversification, and sustainable livelihoods Output 2.1.1. Resilient and inclusive economic recovery of communities vulnerable to disasters strengthened. Output 2.1.2. Livelihoods of the most vulnerable communities, including IDPs, in areas affected by violent extremism, especially in the informal economy, diversified and strengthened. CPD Output 3.5: Improved capacities of communities and government for resilient recovery and reconstruction	
<b>Country</b>	Mozambique	
<b>Region</b>	Southern Africa	
<b>Date project document signed</b>	14 August 2019	
<b>Project dates</b>	<b>Start</b>	<b>Planned end</b>
	August 2019	August 2024
<b>Project budget</b>	USD 72.28 million	
<b>Project expenditure at the time of evaluation</b>	USD 34 million	
<b>Funding source</b>	EU, Canada, China, Finland, India, the Netherlands and Norway and UNDP with its own resources	
<b>Implementing party</b>	UNDP Mozambique Country Office	

<b>Evaluation information</b>		
<b>Evaluation type (project/ outcome/thematic/country programme, etc.)</b>	Project	
<b>Final/midterm review/ other</b>	Mid Term Review	
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## List of acronyms and abbreviation

BBB	Building Back Better
CBO	Community Based Organisation
CPD	Country Programme Document
DRF	Disaster Recovery Framework
EQ	Evaluation Question
EU	European Union
FGD	Focus Group Discussion
Fruitcad	Association of fruit and vegetables producers of Cabo Delgado
GBV	Gender Based Violence
GoM	Government of Mozambique
GREPOC	Cabinet of Reconstruction Post-Cyclone
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MRF	Mozambique Recovery Facility
MSMEs	Micro, Small and Medium Enterprises
MTR	Mid Term Review
NGO	Non-Governmental Organisation
OECD / DAC	Organisation for Economic Co-operation and Development / Development Assistance Committee
PALPOC	Programa de Alojamento Pós Ciclones
PDNA	Post-Disaster Need Assessment
PSC	Project Steering Committee
PSEA	Protection from Sexual Exploitation and Abuse
PT	Project Team
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNCT	United Nations country team
UNDP	United Nations Development Programme
USD	United States Dollars
VLSA	Village Loans and Savings Associations
WFP	World Food Programme

## Executive summary

The *Mozambique Recovery Facility (MRF) programme* provides an integrated response to the devastation of April 2019 brought by Cyclones Idai and Kenneth to the Central and Northern provinces of Mozambique. The natural disaster caused US\$ 3.2 billion losses and accrued the underlying vulnerability of the region to absorb economic shocks. The programme budget is USD 72.2 million originating from the pledges of the European Union, Canada, China, Finland, India, the Netherlands, Norway and United Nations Development Programme (UNDP). Its duration is five years, from August 2019 to August 2024.

This action balances early recovery and resilience building by assisting individuals and communities of affected districts of provinces in central and northern region of Mozambique in recovering and developing capacities to face future disasters while fostering gender equality and women's empowerment. The MRF components are:

- Livelihoods and Women Economic Empowerment.
- Resilient Housing and Community Infrastructure.
- Institutional Strengthening of Reconstruction Cabinet Post Cyclone (GREPOC).

UNDP Country Office executes this action through a direct implementation modality in close collaboration with the GREPOC, government institutions, UN agencies, NGOs, CBOs, academia and the private sector.

### *Mid-term review scope*

This Mid Term Review (MTR) assesses the implementation approaches, progress made, and challenges encountered; it identifies and document the lessons learnt and good practices and makes specific recommendations for future course of actions.

### *Methodology*

The evaluation assesses the relevance, effectiveness, efficiency and impact of the programme. To ensure accuracy of the information, the assessment of the programme crosschecks official documents, analysis and reviews available on the programme with the feedback of the interviews of stakeholders and the visit to project sites. Field visits in Cabo Delgado province were conducted but limited to a few areas due to growing security concerns. The audience of the evaluation encompasses the UNDP Country office, development partners, GREPOC, project team, implementing partners, Mozambican institutions and local authorities involved in the programme activities. This report presents its results and provides inputs for steering the last phase of implementation and phasing out of activities by linking them to local development processes.

### *Conclusions*

In *Relevance*<sup>1</sup>, it was noted that the MRF programme was designed as a single Post-disaster Reconstruction intervention merging of donors' contribution to fund a multi-sector recovery action along the UNDP direct

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<sup>1</sup> The *relevance* concerns the appropriateness of programme objectives to the real problems, needs and priorities of the intended target groups and beneficiaries addressed by the project and to the physical and policy environment within which it operates. The *efficiency*

implementation modality under the coordination of GREPOC, ensuring the comprehensiveness and local ownership of the recovery efforts by the Mozambican institutions and disaster-affected people. The programme demonstrated its relevance by meeting the evolving needs of the vulnerable people affected by the cyclones by assisting them in the early recovery of sources of income along a locally driven approach led by GREPOC and progressing to their consolidation through targeted assistance to livelihoods and to the reestablishment of the basic housing conditions, community and public services.

In relation to *Efficiency*, the pooling of the donors' financial contribution in a joint basket fund simplified the partnership with the Government of Mozambique (GoM) through the implementing partners' compliance of UNDP administrative and financial requirements. The multi-level coordination of the intervention has made possible to ensure the integration of the programme strategy and planning in national and local administration planning processes, and to adapt its planning to the changes of context and evolution of the beneficiaries' needs. In terms of *Effectiveness*, this action has rehabilitated the basic living conditions, livelihoods and basic services of the vulnerable people affected by the cyclones. In the realm of livelihood and women economic empowerment component (Pillar I), vulnerable people have been provided with temporary jobs in the rehabilitation of basic community infrastructure followed by skill trainings, provision of inputs (start-up kits) received; establishment and support to farmer's, business and saving and loan association; reactivation and creation of micro and small businesses with focus on women and vulnerable people, and this was done in collaboration with the local authorities in the aftermath of the cyclones when economic activities had been disarticulated. The assistance of livelihood rehabilitation component though still incipient but effectively addresses the needs, capacity and desire of the target people and communities. In the frame of Resilient Housing and Community Infrastructure Rehabilitation (Pillar II), the development and dissemination of resilient construction standards has been effective as the rehabilitated and new buildings have not sustained any damaging impact of new cyclones. Under Capacity Strengthening of GREPOC (Pillar III), the project has strengthened the action of the GREPOC in the planning, coordination, and monitoring of the recovery post-cyclone.

For *Sustainability*, as an early recovery project the interventions are evaluated sustainable. Several beneficiaries continue with the income generation activities supported by MRF interventions two years ago. Additionally, the establishment of association and saving and loans groups provide a further layer of sustainability of livelihood and income generation. It was also noted that some of the beneficiaries still lean to external assistance after their new livelihood practices. This paradox is strictly linked to the wide range of external factors and extreme vulnerability of the target beneficiaries: their environmental and socio-economic development context requires a longer timeframe development focused programme to move from resilience to sustainability.

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refers on how well the activities transform the available resources into the intended results, in terms of quantity, quality and timeliness. The *effectiveness* measures the achievement of the expected results, linking the selected activities with the desired outputs. The *sustainability* relates to whether the outcomes of the projects and the benefits produced are likely to continue after the end of the action. The *impact* examines the effects (positive or negative, intended or not) on individual households and institutions and the environment created. The *cross-cutting* include the aspects of the interventions that ensure the pro-active participation of marginal groups of people to the project and make possible their access to its benefits, thus enhancing its social sustainability.

Regarding *Impact*, the project effects are outstanding in the resilience of the rehabilitated and reconstructed public buildings (offices, schools, hospitals, etc.) and resumption of public services. The adoption of some livelihoods resilient practices is adequately applied. The project has visible impact on the diversification of livelihood, enhancing capacities of vulnerable people against environmental shocks, micro and small businesses reactivation, establishment and strengthening of community-based association including farmer associations for an early recovery and recovery projects that requires rapid interventions for livelihood restoration. However, to further consolidate these gains, during the remaining years the project should focus the environmental and socio-economic constraints faced by vulnerable people in enhancing their production practices. These solutions may include additional specific expertise, collaboration with extension services and producers' associations to tackle the structural barriers to enhance specialistic capacities, access to inputs and market.

In *Human rights, inclusion and gender equality and economic empowerment*, the programme pro-actively leverage the engagement of women, youth, people with disabilities and needing human rights protection in building resilient livelihoods, with the essential contribution of community leaders and community-based organisations. Thus, female-headed families account for 51% of the 187,732 beneficiaries of the livelihood support, elderly people 10% and people with disabilities 14%. Human rights protection practices have been introduced in the assisted communities through economic empowerment, resilient infrastructures and the capacitating of Gender based violence (GBV) agents that liaise the women and girls at risk to the relevant public services.

#### *As Recommendations:*

*Exchange of experiences.* intensify exchanges of experience with relevant stakeholders – such as organising the visits of local administration and community leaders to other communities and participation to partners' workshops to spread the learning from empowered beneficiaries' success stories -, especially in Pillar I to spread the best practices. The dialogue with stakeholders will facilitate the finetuning and spread of solution critical for the sustainability of the rehabilitated livelihoods. Such exercise will also contribute to the strengthening of the action of the beneficiary groups and associations that play a central role in the transition from rehabilitation to development.

*Advocacy.* UNDP should elaborate advocacy actions that raise the engagement of the donors on supporting the progress from the rehabilitation to the sustainability of the rehabilitated livelihoods. Advocacy actions include the elaboration of briefings on the success stories and challenges faced by the beneficiaries in consolidating their livelihoods, welfare, the opportunities of collaboration with technical assistance services to ensure the sustainability of the project results, and the options for the dissemination and institutionalisation of the GREPOC experience Among Mozambican institutions.

*Strengthening the assisted community-based organisations* by (a) evidence based capacity buildings to the association, business groups, the trainings may include; management, finance, resilient, inclusive and sustainable community development, (b) assisting them in legalising these organisations, where needed, (c) identifying the constraints hampering the upgrade and further enhancement of the livelihoods and welfare of their members

and elaborating targeted assistance packages and action plans that tackle them. The common features of these action plans will make possible to elaborate assistance packages may include the mobilisation of specialist expertise, technology and inputs to consolidate and upgrade the achieved results. They may include the following ones, but of course, the feedback of the beneficiaries may result in priorities such as:

*# Improvement of the rehabilitated livelihoods access to market.*

*# Community resilience planning.*

*# Intensification of agroforestry practices to livelihoods rehabilitation to the conservation of the environment.*

*# Improvement of water management notably in the assisted farming communities.*

The latter two actions aim at improving the access by the vulnerable people in the rural areas, and especially resettlement dwellers, to basic production inputs and to provide an alternative to the exploitation of the natural wood stock as a cheap source of energy.

*Knowledge management: GREPOC.* It is recommended to continue pursuing the national dialogue on resilience initiated in 2022 to include Resilience Building in National Policy and Framework as an integral element of development plan and finance.

*Integration of field actions. UNDP, implementing partners* should concentrate their actions on the execution of coordinated actions in the priority areas to ensure the achievement of the sustainability of the rehabilitated livelihoods.

*Specific recommendations* for the actions visited are listed in Annex 11. The specific recommendation highlights the successes achieved so far. It is worth mentioning that the main external constraints for sustainable livelihood are the\_ access to production inputs, adaptation of innovation to the local context, capacities and development of the market. They are listed in Annex 11.

*As lessons learned:*

*Management of the resources of the territory.* There are strong evidence that environmental and socio-economic vulnerabilities are strongly interlinked in the assisted provinces where droughts and floods are enhanced by and contributes to the unsustainable use of natural resources. The project has produced positive results in this field through the establishment of nurseries / plantation of trees, promotion of the use of energy efficient stoves, improvement of agricultural land and water management, waste collection, treatment and recycling to produce composts, fire briquettes and other handicrafts Where possible, the rehabilitation of individual livelihoods should be linked to actions that involve the beneficiaries in the conservation and sustainable use of the natural resources of the territory.

*Integrated approaches.* The integration of livelihood, income generation, capacity building including the human right and women's economic empowerment, community infrastructures and services delivery are considered as a good practice. This approach contributes to the sustainability of livelihood and infrastructure as well as to addressing the causes of the vulnerabilities and socio-economic disparities.

*Building joint approach to recovery.* The performance of exchange of experiences contributes to build the shared understanding of the structural causes of socio-economic vulnerability.



*Knowledge management.* The project established and proceeded systematic actions to document knowledge and learnings from the proposed interventions. The comprehensive database (Activity Info) and assessments of the MSMEs, Market analysis and the regular independent monitoring of the progress as well as the result based independent evaluation by the EU are good examples of Knowledge management. The performance of planning, monitoring, communication / advocacy tasks should be integrated to maximise the usefulness of the information generated by the monitoring of the results in the elaboration of the content – success stories, problematic situations – of communication and advocacy campaign that support decision making and to ensure upstream and downstream accountability.

## 1. Introduction

The purpose of this Mid Term Review (MTR) was to assess the results of the objectives and outcomes of the *Mozambique Recovery Facility (MRF) programme* as specified in the Project Document. The MTR focuses on the implementation approaches, progress made, and challenges encountered, identify, and document the lessons learnt and good practices, and make specific recommendations for future course of actions. The MTR is performed at Mid-term of the programme execution to provide evidence for the completion of activities and consolidation of achievements.

The MTR supports decision making on the planning of the last phase of the programme and feeds its accountability towards stakeholders and elaboration of the exit strategy. The primary audience of the evaluation includes the UNDP Country office, GREPOC, project team, implementing partners and Mozambican institutions and local authorities involved in the programme activities.

## 2. Description of the intervention

The MRF programme was designed to provide an integrated early recovery and recovery response to the devastations caused by Cyclones Idai and Kenneth that hit Mozambique Central and Northern regions in 2019. These natural disasters caused USD 3.2 billion losses that whose socio-economic effects were especially harsh for vulnerable people that suffered in terms of destruction of houses, community infrastructure and sources of jobs, and reduced public services.

The disruption of economic relations has deprived many vulnerable people of their production inputs and access to market along with that to the essential public services as schooling and health. Coping strategies have prompted the adoption of short-term sources of income – exploiting the already shrinking natural resources of the territory. that degrade the environment and in the long term the sustainability of the local economy.

The programme assists the people affected by the cyclones in rehabilitating their housing, livelihood and access to primary public services along a comprehensive approach enshrined in the GREPOC coordination. The programme strategy mainstreams resilience in the rehabilitation activities to reduce the vulnerability of the assisted people, communities. This intervention is in line with the UNSDCF Mozambique assumption that resilience to natural disaster also reduces socio-economic vulnerability and is an essential element of sustainable development.

UNDP has designed and manages the programme through a multi-partner basket fund financed by the European Union (EU), Canada, China, Finland, India, the Netherlands, Norway and UNDP itself.

The MRF programme provides a comprehensive response to the needs of the vulnerable population of the Sofala and Cabo Delgado provinces affected by the cyclones by balancing early recovery and resilience building. It rehabilitates livelihoods, community and public infrastructure and houses, builds community resilience and economically empowers women, through the three complementary Pillars or components:

- *Livelihoods and Women Economic Empowerment*: aimed at helping the affected community's resilient recovery from the impact of cyclones and floods and rebuild their assets and livelihoods with a focus on women and people with disabilities.
- *Resilient Housing and Community Infrastructure*: focusing on rebuilding resilient housing and community infrastructure for build back better according to the *Programa de Alojamento Pós Ciclones (PALPOC)* to bounce back from the impact of disasters.
- *Institutional Strengthening of GREPOC*: developing national capacities and systems to plan and implement recovery and resilience building actions

UNDP executes these actions in close collaboration with:

- *Government institutions*, such as Cabinet of Reconstruction Post-Cyclone (GREPOC), Ministries of: Education, Housing, Public Works and water resources, Health, Gender, Children and Social Action, Agriculture and Fisheries, Commerce and Industry and Economic Affairs.
- *UN agencies*, such as World Food Program (WFP), International Labour Organisation (ILO), UN-Habitat and UN Women.
- *Non Governmental Organisations (NGO and Community Based Organisations (CBO))*, including Associação Comercial da Beira (ACB), Plan International, Consorzio Association CAM, ADEL Sofala, Associação Mbativerane, ADEL Cabo Delgado, FRUTICAD, WW-GVC, Associação Amor Reciclagem (AMOR), Humanity & Inclusion (H&I), FAMOD Sofala, Help Age Mozambique, CEFA, ESMABAMA, Young Africa, Associação ADCS, MAHLAHLE, ADPP Mozambique, Fundação Ibo, Associação de Fomento para o Desenvolvimento Comunitário (ADC), Associação Kulima, Associação Beira Lions Clube, Associação Sacatucua, Associação Contra Sida e Droga (Ajulsid), Associação Miracles, Associação de Ajuda Crista (AAC), Associação de Desenvolvimento Social (ADS), Concelho Cristão de Moçambique (CCM), Muleide.
- *Academia*, namely UniPiaget.
- The *private sector* such as construction companies, engineering firms, construction material suppliers.
- *Medium, small and micro-enterprises (MSME)* of Sofala and Cabo Delgado provinces.
- The *local authorities* of Sofala and Cabo Delgado provinces.
- The *assisted communities with emphasis on women, youth and other vulnerable groups*.

Until this report, the implementation of the programme balances early recovery and resilience building by assisting individuals and communities in twelve Districts of Sofala and Cabo Delgado Provinces. UNDP collaboration with GREPOC / GoM and local authorities in planning, coordinating and monitoring field actions. Construction of public buildings is performed along the Build Back Better (BBB) principles to ensure resilience<sup>2</sup>. Highly qualified engineering companies have been contracted to supervise construction works while programme staff regularly monitors the progress made by the beneficiaries of construction works and livelihood rehabilitation in the target communities.

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<sup>2</sup> The programme developed and validated the DRF and PALPOC approaches to resilient recovery to guide the resilient rehabilitation and reconstruction along BBB principles.

### 3. Evaluation scope and objectives

This MTR assesses the implementation approaches, progress made, challenges encountered. It identifies and documents the lessons learned and good practices. It makes specific recommendations for the future course of action by providing the evidence needed to steer and strengthen the execution of the programme. Its specific objectives are to:

- Assess early signs of project success or failure with the goal of identifying the necessary changes to set the project on-track to achieve its intended results.
- Review the project's strategy and its risks to sustainability.
- Assess the effectiveness of the livelihood enhancement support provided to beneficiaries' households affected by the cyclone in the areas of the project (immediate employment and other income generation activities; rehabilitation of productive models and working groups; provision of temporary employment; financial inclusion through the creation of savings and loan groups and assistance to micro, small and medium enterprises).
- Assess the effectiveness, sustainability, and viability as well as the selection of the sectors support. It is also important to assess the approach adopted for the reactivation and recovery of the MSMEs.
- Assess the effectiveness and sustainability of employment creation and new rural markets constructed.
- Assess the ongoing measures for more resilient and risk-informed constructions and disaster risk mitigation measures in rehabilitation and construction of houses, markets, clinics, government offices, schools, etc.
- Assess the safety measures adopted in the projects.
- Assess the enhancement of the skills and knowledge of the trained artisans (masons/carpenters) in housing technologies (hazard resistance, cost effectiveness, replicability, use of local materials, and participation of the house owners), ensure that the trained artisans are supporting reconstruction in the districts and assess that the beneficiaries in project areas have better understanding and awareness of how to construct safer houses.
- Assess the targeted communities' capacity to respond immediately to emergency after the occurrence of future disasters.
- Assess engagement of the government, municipalities and stakeholders in the project, and their understanding, including financial and other commitment for sustainability of activities.
- Assess the most appropriate way for the sustainability of completed projects (maintenance).
- Propose solutions to any project deficiencies.

The MTR applies the OECD/DAC criteria of relevance, coherence, efficiency, effectiveness, sustainability impact, plus the UNDP criteria of human rights, gender equality and inclusion. Annex 4 lists the Evaluation questions.

## 4. Evaluation approach and methodology

The MTR articulates the analysis of the evidence collected through the analysis of documents, field visits and interviews of informants to answer to the Evaluation questions. The available documents cover the main elements of the project identification and execution. Travel within Cabo Delgado province in some areas was limited due to security restrictions. The field mission lasted a couple of weeks, a time sufficient to review the main kinds of actions although not always systematically. As a result, the analysis of the programme achievements covers all the aspects and themes of the intervention although not always quantitative data are available.

The evaluation is made of the following phases.

1. *Inception (15/8-2/9/2022)*. This phase focused on the preliminary analysis of project documents and elaboration of the survey tools and Inception report. Based on the study of the project documents, a stakeholders' analysis and a reconstructed Theory of change<sup>3</sup> was produced. These are presented in Annexes 2 and 3. Then, the evaluation questions that define the conceptual framework of the analysis were finalised (see the Evaluation Matrix in Annex 4). The Project team assisted the expert in planning the interviews and field survey.

2. *Field survey (12-24/9/2022)*. The field survey started with the arrival of the expert in Beira on the 13/9/2022. The arrangements for the field visits were completed during the kick-off meeting. Interviews and visits in Sofala province were conducted from 13/9/2022 to 19/9/2022, those in Cabo Delgado province from 20/9/2022 to 22/9/2022 and in Maputo on 23/9/2022. The preliminary findings were presented remotely on 22/9/2022 to the Project team and the Draft report also remotely to UNDP Country Office and programme team on 26/10/2022. Table 1 presents the categories of actions surveyed. The information collected during the field visits and interviews were adequate to establish the information basis for the answer to the evaluation questions, as they cover all the main kinds of interventions and beneficiaries.

Table 1. Actions visited

<i>Pillar I. Livelihoods and women empowerment</i>		<i>Pillar II. Housing and infrastructure</i>		<i>Pillar III. Institutional strengthening</i>	
<i>Production</i>		<i>Others</i>			
Fishing / aquaculture	4	Trade	5	Schools rehabilitated	5
Farming	2	Services	11	Markets constructed	2
Poultry	7	VLSAs	4	Houses rehabilitated	1
Forestry / seed nursery	3			Houses constructed	6
Other	1				
Subtotal	17	Subtotal	20	Subtotal	14
<b>Total</b>					<b>53</b>

N.B. Actions often concern several categories

<sup>3</sup> The Theory of change, elaborated on the basis of the project document identifies the sequence of conditions and factors deemed necessary for projected outcomes to yield impact (including context conditioning and actor capacities) and assesses the current status of and future prospects for achievements.

The informants included the representatives of Mozambican authorities, responsible parties (NGOs in Sofala and Cabo Delgado provinces), WFP, UN Women, project team, community leaders, beneficiaries. Table 2 presents the interviewees by kind of organisation and province. Annex 5 list of the informants interviewed.

*Table 2. Interviewees by organisation and province*

<i>Kind of organisations</i>		<i>Province</i>	
Institutions	2	Sofala	11
LGA	6	Cabo Delgado	5
NGO	2	Maputo	1
International Organisations	3		
Private	4		
Total	17	Total	17

3. *Synthesis (29/9-2/10/2022)*. The expert analysed the data collected and formulated a draft report, submitted on 15/10/2022. Upon reception of comments, he incorporated them in the text and submitted the MTR report and Audit trail for further revision and validation.

Annex 6 presents the detailed chronogramme of the MTR.

## 5. Data analysis

The field visits on project activities cover the full spectrum of project intervention and provided evidence of both strong and weak points of the project strategy and execution. An analysis of key aspects of project design and implementation was articulated along the Evaluation questions. This exercise included cross-checking of data collected during the survey and interviews to cross-check the evidence of the Result framework indicators (see Annex 7) and programme documents (see Annex 8. Bibliography).

The evaluation report includes the following sections:

Executive summary

1. Introduction
2. Description of the intervention
3. Evaluation scope and objectives
4. Evaluation approach and methodology
5. Data analysis, explaining the elaboration of the information
6. Findings, articulating the analysis of the evidence and answering to the evaluation questions
7. Conclusions
8. Recommendations
9. Lessons learned

## 6. Findings

### 6.1 Relevance

*EQ1. How relevant were the overall design and approaches of the project?*

The programme is highly relevant to the needs of Mozambican population affected by the cyclones as the rehabilitation of their housing and livelihoods<sup>4</sup> is guided by resilience criteria that reduce their vulnerability to future natural disasters<sup>5</sup>. In this respect the project properly strengthens the capacity of national institutions and of communities to respond to disasters, because the demographic socio-economic development of the intervention areas is based on the exploitation of the already scarce natural resources of the semi-arid environment. Economic losses due to the degradation of the landscapes are substantial and increases the vulnerability of poor people that are excluded from the benefits of development.

Climate change and natural hazards challenge sustainable and inclusive economic growth, excluding the poor people from the benefits generated by the formal sector development. The third pillar of the programme, moreover, strengthens the capacities of the GoM to respond to cyclones and other natural disasters. The Mozambican institutions, local authorities and communities play a key role in the identification of the beneficiaries and their needs, thus linking recovery to the priorities of development policies.

The proposed resilient solutions<sup>6</sup> are expected to reduce vulnerability to disasters by providing strategies for sustainable resource management thus reducing their erosion that is a major cause of the exclusion of poor people from the benefits of the economic growth that has experienced Mozambique in the last decades<sup>7</sup>.

*EQ2. To what extent the project was able to address the needs of the target groups in the changed context?*

Although the PDNA was the basis for the identification of the beneficiaries needs, the programme finetuned the needs analysis through the dialogue with local authorities, communities, and community-based organisations. The programme assistance to the GREPOC under Pillar III, ensured the establishment of a shared vision in steering the recovery effort along a unified, locally driven design involving local authorities, community-based organisations and beneficiaries in the identification and customisation of solutions to their needs through a broad set of actions encompassing temporary employment, housing and public infrastructure reconstruction, livelihoods rehabilitation, capacity building and women's economic empowerment.

The programme implementation modality was to work through implementing partners rooted in the intervention areas, something that made room for flexibility and customisation of the assistance to the context and

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<sup>4</sup> The cumulative effects the damages assessed in residential and non-residential buildings, infrastructure (including roads, bridges, railways, water and sanitation, and energy) and agricultural crops were especially felt by the vulnerable people that rely on natural resources and public services for their sources of livelihoods and social welfare.

<sup>5</sup> The vulnerability to cyclone of the destroyed houses was a direct consequence of their precarious construction and poor building materials.

<sup>6</sup> Resilience is the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through preservation and restoration of its essential basic structures and functions through risk management (UNDRR).

<sup>7</sup> See Section I. Programme rationale of the UNDP Country programme document for Mozambique (2017-2020)

circumstances of the beneficiaries. The organicity of such an approach is consistent with the evolution of the exigencies of the people affected by the cyclones and the diversified livelihoods of people living in urban and rural areas. For instance, temporary work interventions addressed the immediate needs of people who had lost their sources of income and made possible the rehabilitation of the infrastructure essential for the resumption of the community socio-economic functions.

The targeted assistance to the rehabilitation of livelihoods included a diversified set of actions ranging from capacity building to distribution of production kits and technical assistance matching the needs of farmers, fishers, artisans, traders, small entrepreneurs, etc. People whose houses had been damaged or lost were assisted in their rehabilitation or reconstruction. Public buildings were also rehabilitated or reconstructed to resume school teaching, health assistance and administration services.

Overall, the participation of the beneficiaries in the identification of the programme priorities<sup>8</sup> has reinforced the alignment with the needs of the more vulnerable people affected by the cyclone. Although not always effective (not all beneficiaries met during the survey can be considered the most vulnerable members of their communities), these actions prompted the participation of the vulnerable people in the recovery of the local economy thus reducing their dependence on external assistance.

*EQ3. To what extent are the objectives of the project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent? Does the project contribute to the outcome and output of the CPD?*

The programme articulates the recovery efforts in three pillars that tackle complementary aspects of the recovery from the 2019 cyclones: Pillar III ensure the local ownership of the recovery, Pillar II rebuilds critical community, public and private infrastructure and Pillar I supports the rehabilitation of the livelihoods of the affected vulnerable people. By linking the delivery of assistance to the creation of the capacities of the beneficiaries along resilient criteria, the programme links short term recovery to the creation of the reduction of the vulnerability to natural disasters.

Some actions were conceived to produce multiple impacts, as in the case of the building of the managerial capacities of the VSLA that actively promote women's economic empowerment, build social capital – solidarity among their members – and fund the recovery of livelihoods. Or also in the case of the funding of temporary work for the rehabilitation of community socio-economic infrastructure.

The programme strategy is consistent with the priorities of the UNDP Country programme document (CPD 2017-2020) commitment to assist Mozambique in reducing economic insecurity and vulnerability to climatic shocks. The elaboration of the MRF programme strategy scaled-up the CPD conceptual framework – where resilience plays a central role in overcoming the underdevelopment trap<sup>9</sup> – that had already been agreed with the GoM. In fact, the MRF programme focuses on building the capacities of recovery of the GREPOC, the post cyclones

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<sup>8</sup> The PDNA was conducted jointly by the GoM (more than one hundred government staff members from all affected regions were trained on the damage assessment at provincial, district and municipal level), the United Nations, World Bank and the European Union.

<sup>9</sup> Vulnerable people deplete the natural resources their livelihoods depend on, to cope immediate subsistence needs, at the same time reducing their sustainable livelihood chances and increasing their dependence on external assistance.



recovery agency of the GoM, and mainstreaming resilience, gender and human rights protection is fully embedded in the priorities of the CPD.

Specifically, the MRF contributed to the achievement in CPD of Outputs 2.1(Resilient and inclusive economic recovery of communities vulnerable to disasters strengthened) and 2.1.2 (Livelihood of most vulnerable communities including Internally displaced people in areas affected by violent extremism, especially in the informal economic diversified and strengthened). The programme effectively tested the adequacy of the CPD planning process to the Mozambican context and contributed to its evolution by providing concrete examples on how resilience solves immediate problems in a way conducive to achieve long-term impacts.

The programme demonstrated the benefits of the Direct implementation modality and coordination of an extensive set of partnerships with the local institutions. As a result, the newly elaborated CPD 2022-2026 recognises the importance of oversight and quality assurance, digital literacy and monitoring and evaluation capacity of implementing partners and the GoM, the topics that are at the core of the efficiency of the MRF programme implementation<sup>10</sup>.

*EQ4. Did the results contribute to facilitating the reconstruction efforts in the project areas?*

The programme has addressed the needs of the vulnerable people in collaboration with the community and local authorities. In this way the physical reconstruction has been anchored to the locally driven development priorities and produced numerical results that are equal or superior to the initial targets. Several activities have already reached or surpassed their targets (see Table 3). The achievement of some outputs under Pillar I and II – the rehabilitation of livelihoods, the creation of resilience capacities of the public administration and communities - and the reconstruction of some public buildings and houses in the resettlement villages (Pillar II) is ongoing. Activity 5 of Pillar II was not initiated due to the COVID-19 restriction, which requires extensive meetings, conferences, trainings and workshop. The activity is planned for implementation in the remaining period of the project.

The program indicators show that the people trained in income generation moving from temporary to long-term employment and the MSMEs and entrepreneurs assisted in developing their businesses are slowly growing (Pillar I); that the users of the rehabilitated and reconstructed infrastructure are well over the initial target (Pillar II) and that GREPOC has ensured the adoption of resilient standards by the recovery partners (Pillar III). Table 3 presents the value of the key indicators of the Results framework.

*Table 3. Value of key indicators*

Output	Indicator	Target	Achievement 31/12/2021	%
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<sup>10</sup> See CPD 2022-2026, III. Programme and risk management: following recent cyclones and during the COVID-19 pandemic, UNDP successfully adopted an agile approach, leveraged digital solutions, mobilized additional funds and developed new ways of working to deliver results.

1.1 Livelihoods, early economic recovery and income generation needs identified	1.1.2 Identified number of community priorities schemes for rehabilitation.	10,000	18,730	187
	1.1.3 Identified number of viable micro and small enterprises.	1,200	1350	113
1.2. Disaster- affected people benefiting from community-driven and gender-focused emergency employment interventions and skills trainings	1.2.1 Number of highly vulnerable people provided with temporary employment	200,000	187,732	94
	1.2.2 Number of people provided with skills training and start up kits to support self-employment and income generation	5,000	31,787	636
	1.2.3 Number of affected women and men with access to rehabilitated community socioeconomic infrastructure) important for livelihoods recovery	1,075,000	938,660	87
	1.2.5 Number of beneficiaries) that moved from cash for work/emergency employment to long- term employment	20,500	8817	43
1.3. Micro, small and medium enterprises and other income generation initiatives reactivated and/or strengthened	1.3.2 Number of farmers cooperatives/associations having received inputs for planting	400	307	77
	1.3.3 Number of men and women engaged in the VSLA that become self- employed /wage employed	7,300	15,709	215
2.1. Functionality of government entities at local level is restored in a risk-informed fashion to ensure public service provision	2.1.1. Number of government buildings restored to an internationally accepted standard -BBB	14	12	86
	2.1.3. Number of people with access to restored services on a yearly basis	8,400	22,000	262
2.2. The most affected and vulnerable people located in rural and peri-urban areas have their houses rehabilitated to BBB standards	2.2.1. Number of families with houses repaired to BBB standards	1,750	211	12
	2.2.3. Number of vulnerable individuals who have obtained temporary livelihoods and training through a labour- intensive program for the rehabilitation of affected houses	3,500	1,600	46
Output 2.3. The most affected and vulnerable people located in rural areas and resettlement neighbourhoods have new houses constructed to BBB standards through the active involvement of affected population and local contractors	2.3.1 number of vulnerable families rendered homeless by the disaster that are provided with a new and resilient house disaggregated by sex of head of household	1,000	760	76
2.4. Key community infrastructure in affected areas rehabilitated to BBB standards to restore the provision of education, health and socio-economic services	2.4.1. number of community facilities rehabilitated to internationally accepted standards	27	24	89
Output 3.1. Technical and operational capacities of the Reconstruction Cabinet of Government enhanced to coordinate, facilitate, implement, monitor and evaluate the reconstruction and recovery phase	3.1.2 Standards and guidelines for resilient recovery in place	3	1	33
	3.1.3. Sectoral coordination platform established and functional	1	1	100

Source: Annex 7. Result framework

Several factors explain the uneven achievement of the outputs across components and these includes; The funding gap and changing priorities of the most vulnerable affected communities obliges the programme to revise its priorities; The process of elaborating the resilient construction techniques, training of partners and supervisors proved lengthier than planned, causing delays; The COVID-19 pandemic and its impact on the local market prices, vulnerabilities and access to basic communities (food); and the resurgent conflicts in central and northern region; disrupted the performance or forced to revisit the priorities for activities and targets and indicators. For example, during the hight of COVID 19 pandemic in 2020 the project priorities Pillar I “Livelihood” mainly in the area of increase production of agriculture inputs so that in addition to support the most vulnerable communities also contribute to ensuring the availability of food and vegetables in the market. The support to the people that have moved to the resettlement villages has expanded the scope of the housing interventions by linking it to the community infrastructure construction there and completing it with livelihood-related assistance to the host communities. The project interventions directly reduced the vulnerability of these resettled households. Their current status is incomparable with their post and immediately after the cyclone status. Relocation is always a complex and requires long time for the resettled households to establish normal livelihood and income generation. The MRF integrated assistance of livelihood and infrastructure for basic service delivery and housing is a good example of contribution for a sustainable community. However, there is a need for continuation of integrated approach with innovation to sustain and get the community on the development pathways.

Overall, the findings of the field survey confirm the values of the indicators. The programme assisted socio-economically marginalised, remote beneficiaries such as women, youth, old and people with disabilities (PWD), notwithstanding some exceptions. The programme has assisted in Pillar I and II a total of 222,267 vulnerable households summing the interventions in Pillar I (187,732) and Pillar II (34,535). The households and groups are still actively engaged in the income generation practices created by the project since 2019. Their livelihoods and income are slowly growing. Slow growth of livelihood is largely due to environmental constraints, such as scarcity of water in agriculture; the production inputs are often comparatively expensive that reduces the output benefits of the beneficiaries – thus reducing opportunities of expansion of their occupations. The assistance to resettled families includes actions that support the host communities important for social cohesion, co-existence and integration.

*EQ5. To what extent has the project been able to adapt to the needs of the different target groups (including tackling the gender equality and social inclusion aspects) in terms of creating enable environment for inclusive, affordable and people-centred reconstruction policies and actions?*

The project direct management approach facilitates the adjustment of its actions and fixing of its targets on the outputs of the evolving beneficiaries’ needs that were scarcely predictable at the time of the PDNA. The support to the organisation of the beneficiaries plays an important role in setting the stage for the implementation of the inclusive and sustainable development policies that should follow the reconstruction.

The collaboration with the local authorities and community-based organisations, such as women-led VSLA, small business groups (tailors, traders, fishers, farmers, etc.) ensures representation of beneficiaries who otherwise would be at risk of having been left behind in the recovery effort. Positive achievements in this field include the establishment of women-led community-based organisations that promote the adoption of resilient livelihoods in petty trade, fruit and horticulture production and small livestock rearing (e.g., ducks and poultry), plantation, production fruit trees nurseries, tailoring and cottage industries.

The mobilisation of implementing parties acquainted with the target communities' socio-economic context and endowed with complementary expertise (NGOs skilled in community development, community-based organisations mobilising the vulnerable people, producers' associations endowed with technical skills, local authorities aware of the local population dynamics, institutions in charge of public services, etc.) also facilitated the finetuning of the planned activities. Some gaps in the technical expertise external to the project were, however, recorded. For instance, UN Women funded a gender expert to provide technical assistance to GREPOC, but this support of UN Women ceased after two years. The evaluator also notes an insufficient mobilisation of specialist expertise in agriculture, fishery, etc. to design and supervise the execution of more complex technical solutions promoted by the implementing partners.

The execution of capacity building and assistance to farmers, fishers and small businesses faced some challenges. In some cases, the resilient production practices adopted partly address the climatic (as in the case of the water economy solution implemented in Lamego village) and market (as in the case of the procurement of aquaculture production inputs in the Halumua village) constraints. Their elaboration would have required a more in-depth assessment of the factors that stop the access to innovation by the rural poor and, of course, their behavioural change requires strong producers' organisations to finetune external assistance. Several beneficiaries met during the visits in the assisted villages noted that socio-economic constraints limit the adoption of the resilient production practices.

The project has considerable impact on improvement in increasing and diversification of income generations, which is an important element on reducing the risk of climatic disasters and environment protection. The underlying vulnerability and risks are considerably high that requires continued longer time development-oriented interventions, beyond the scope of this project, to help reduce the recurrent impact of floods, soil degradations and seasonal drought. The existence of these risks prevents the beneficiaries to expand and diversify their livelihoods. Interviewees have repeatedly mentioned that their knowledge and skills are just adequate to preserve their current sources of income. For example, the women engaged in poultry rearing and tailoring look for external assistance to increase or complete their production assets, as they do not produce enough or lost revenues from farming due to recurrent floods to reinvest and expand these businesses.

## 6.2 Effectiveness

*EQ6. To what extent the project activities were delivered effectively in terms of quality, quantity and timing?*

The delivery of the activities is satisfactory notwithstanding the adjustments to the evolving context (notably, recurring cyclones and the COVID-19 pandemic) and partial mobilisation of the funds pledged by the donors that have delayed the performance of some activities (see the previous section). The targets of the interventions have been regularly adjusted along the findings of assessments, causing some divergences between the present targets and those fixed in the project documents.

Under Pillar I, the programme has carried out studies that have orientated the implementation of livelihoods activities, including the 2020 progress of beneficiary survey, the Activity Info standard registration system to monitor beneficiaries, household assessments, meetings and consultations with stakeholders, a market study in sectors predominantly led by the most vulnerable people and a study of the performance of enterprises and income generating activities supported in collaboration with the UNDP Accelerator Lab and Data Hub. These studies have produced information used to finetune the targeting of the planned activities but that is not fully integrated in the longitudinal monitoring system, i.e. to calculate the value of the programme indicators. Thus, the records of the activities performed still play the central in the calculation of key indicators such as the number of the beneficiaries.

In terms of temporary work, the beneficiaries of this action have been employed within the rehabilitation of community productive infrastructure/assets and waste/debris management, including 1,432 community infrastructure (market stalls, schools, football field, homes for elderly, facilities for expecting women in health posts, community centres using local material), water points and latrines, roads, poultry and goat handling facilities and fishpond construction, digging drainage ditches, opening access roads, clearing agricultural fields, establishment of trees nurseries, reforestation, etc.

The project assisted small businesses with kits, equipment, tools and materials, as well as training on management in agriculture and animal husbandry, fishing, beekeeping, tailoring, irrigation systems, small businesses, solar charging systems and other domains. A substantial part of this effort was directed to capacitate the beneficiaries on resilient technologies and businesses practices.

As a result, by the end of 2021, temporary employment and livelihood and income generation activities have benefitted 187,732 of which 51% are made of female headed households, in twelve districts of Sofala and Cabo Delgado Provinces out of 200,000 vulnerable households planned over the project 5-year. The direct fallout of the rehabilitated socio-economic infrastructure has been the livelihoods recovery of 938,660 people who belong to households where at least one member participated in temporary work in the initial years of the programme. The assessment on the recovery needs had identified farmers, small businesses and other income generating activities in which 1,032 beneficiaries were assisted to develop microenterprises and self-employment income generation. Such activities were especially complex as they involved the organisation of the beneficiaries (e.g., through Village Savings and Loans Associations (VSLAs) and traders or producers' groups), the performance of training in collaboration with strengthened vocational training centres associated to the delivery of in kind and / or cash assistance.

Under Pillar II, the rehabilitation and reconstruction of houses, public administration buildings, schools and health facilities, a library, rural markets and water supply systems, was performed in line with the Building Back

Better (BBB) approach and resilient construction techniques. The project built the capacities of contractors and their supervisors to ensure the adoption of resilient technologies and use of locally available materials to reduce vulnerability against future disasters. Highly vulnerable families who had lost their houses and belongings (and were temporarily living in tarpaulin shelters) were assisted in moving from the most vulnerable areas of Beira and neighbouring localities to the resettlement neighbourhoods of Mandruzi, Mutua and Savane villages of Dondo District in Sofala province where their new houses were built and endowed with water points, community infrastructure and land for vegetables and fruit crops gardening.

The project rehabilitated 12 out of 14 planned public administrative buildings that serve 22,000 people, including the Dondo public library, and assisted 311 families in self-rehabilitating and reconstructing their houses. It trained 73 engineers on resilient construction practices, with the assistance of the University Piaget of Beira and provided on-the-job-training and orientation to the communities on safe and resilient rehabilitation and reconstruction. A total of 760 houses were built for families rendered homeless by the cyclone in the resettlement villages established by the GoM. Seven market pavilions were also constructed in such villages and provided with renewable energy solutions, water, sanitation and access ramp for people with disabilities<sup>11</sup>.

Eight primary schools were constructed in Chibabava and Dondo and equipped with furniture while five other school buildings in Beira<sup>12</sup> and three health centres (plus one under way)<sup>13</sup> have been rehabilitated in other localities and endowed with solar electricity system, water facilities. In total, this intervention encompassed 24 major buildings out of 27 planned. The evidence collected during the field survey indicates that the buildings reconstructed have proved resilient to new cyclones - although those the rains and winds of the Eloise and Gombe cyclones that occurred in recent years do not match the intensity of those in 2019 and thus cannot be considered the ultimate test to the resilience of these buildings. The fact that there were no visible signs of degradation on these buildings is a positive sign of the wholeness of the resilience construction techniques adopted.

Under Pillar III, the project provided GREPOC with key experts and the hiring of 14 long-term staff, as well as equipment and tools, and supported the establishment of three GREPOC regional offices (Beira, Pemba, Chimioio). It mobilised expertise to perform the mid-term evaluation of the Post Cyclone Recovery and Reconstruction Programme (PREPOC) and organise the inter-institutional forum of stakeholders and implementing entities, assisted GREPOC in field monitoring the activities of the MRF and other fourteen reconstruction projects. As a result, GREPOC was able to elaborate the *Disaster Recovery Framework* (DRF) and *Programa Alojamento Pos Ciclones* (PALPOC), as well as to set up and divulgate the standards and guidelines for resilient recovery and coordinated the recovery interventions in six provinces.

*EQ7. What factors have contributed to achieving or not achieving the intended outputs?*

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11 Communities of Savane, Mutabira, Buzi, Mutua and Tica.

12 Secondary School Samora Machel, Secondary School Estoril, primary schools of Palmeiras, Matacuane and Agostinho Neto.

13 Chinamacondo, Sengo, Maga Loforte and Macomia (under way) District health centers

The greatest asset of the MRF programme effectiveness was the elaboration of an organic strategy to coordinate the action of the partners under the aegis of the GREPOC. In this way, a coherent set of activities is being executed that cover the short-, medium- and long-term needs of the vulnerable people affected by the 2019 cyclones along resilience criteria.

The diversity of the sectors of the intervention requires the mobilisation of a broad set of expertise for the supervision of the action of the project partners. The project contracted technical expertise to develop standards and guidelines on the resilience of construction works and built the capacities of the partners to ensure their adherence to the BBB standards. This was a time-consuming exercise that was rewarded by the good performance of the buildings during the more recent cyclones.

The provision of temporary employment to the vulnerable people was linked to the rehabilitation of community infrastructure producing multiplicatory effects on the local economy rehabilitation for all the village dwellers. The project effectively achieve it's intended outputs including the rehabilitation of livelihoods. The provision of resilient solutions requires addressing a broader set of enabling environmental and socio-economic factors. The integration of conservation of the natural resources of the territory and improvement of market mechanisms in the project is more important and requires further expansion including strengthening capacities of the partners. Building the capacities of the beneficiaries in their respective professional fields are a positive step towards addressing the structural underlying constraints to their resilience and sustainability – e.g., access to production inputs (as the traded fish, sewing textiles, chicks, fingerlings, poultry and aquaculture feed) and to customers among farmers, small entrepreneurs and traders. Water availability is critical to the agricultural activities, the main livelihood means of majority of the most vulnerable people.

Market bottlenecks such as shortage and low-quality production inputs and swift price changes are among the major external factor that jeopardise the regularity and effectiveness of their businesses.

The main challenges to the effectiveness of most rehabilitated livelihoods are:

- the environmental and market constraints that raise the cost of inputs and reduce the share of the final price for the producers, and

In fact, the formulation of resilient solutions goes through a progressive adaptation (trial-and-error) process. that requires dedicated technical expertise. In addition to advising and recommending immediate solutions and assistance to the farmers, it is required to strengthen the solution mechanisms of the underlying causes of the fragility (access to water, inputs, pests and diseases (crops and animals) of the production.

The project is strongly committed to supporting community-based organisations that represent the needs of the vulnerable people, as well as the collaboration between these organisations and NGOs and project partners. However, most of the community-based organisations – including the VSLAs - are still in their initial stages of development and are progressing towards sustainability a strong point to reduce the dependency of these vulnerable people on handouts. The women led VLSAs are very effective in reinforcing the cohesion and unity of intents of their members that make possible the start of new livelihoods. Most visited VLSA promote investments on petty trade, an activity that presents a rate of return higher than farming or artisanal work.

Concrete needs and pride prompt the commitment of these women to participate to the life of the VSLA making them an active engine of the community socio-economic dynamics. Most of the other forms of producers' associations are comparatively less effective as they lack cohesion<sup>14</sup>. Interviewed members have expressed their satisfactions and hope for accessing to external credits. In fact, they are still new to be able effectively canalise the contribution of their members to solve common problems, such as insufficient access to markets or insufficient acquisition of capacities and external services.

The supply of production inputs and training of the beneficiaries made possible the restart of their livelihoods while proved insufficient to integrate the innovative solutions within a development context that still penalises vulnerable people that can't spare resources to cope with the environmental and economic challenges mentioned above. This situation points to the fact that the conditions that hamper the functioning of the market are structural and that their solution require long term strategies aligned to sustainable development priorities. Resilience building integrated recovery is a first step in such direction, but, alone, it is not enough.

The vulnerable people, also when they are members of producers' associations, have little managerial capacities to adapt new technology to their exigencies and conditions. Such a process goes through a trial-and-error approach. This usually is starts from the better endowed members of the community that filter innovation that is later adopted by the more vulnerable members of the community.

*EQ8. What were the lessons and how were feedback/learning incorporated in the subsequent process of planning and implementation?*

The project has extensively invested in monitoring the outputs of its activities to incorporate feedback and learning in its decision making, planning and implementation. Field visits have documented the progress and achievements of the partners' interventions. The lessons learned and recommendations of the annual progress reports have been considered in the annual work planning exercise.

The reflection on the constraints to the achievement of the rehabilitated livelihood has been insufficient because the factors impacting on their effectiveness and sustainability would have required a more complex interpretation framework. For example, where water scarcity affects the diversification of crops, the solution is not only to improve water wells or other water collection infrastructure, but also to improve the water economy and introduce criteria for the selection, association and succession of crops. Of course, this requires expertise and the collaboration of the assisted communities with the extension services.

The more sustainable results have been produced in the case of the infrastructure works, VLSA, and of some urban entrepreneurs, the environmental factors and access to production inputs and the market do not constitute a structural challenge to the options faced by the beneficiaries. The delivery of the programme assistance was enough to complete the construction works or the organisations are strongly motivated and/or

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<sup>14</sup> Men often miss the links between the generation and destination of income to solve subsistence problems and are often satisfied with their prominent role in the community governance. In practice, they are individually but not collectively committed to economic empowerment.



well established to properly assist their members (this is the case of the VLSA, and some producers' associations - notably, that of the fruit and vegetable producers in Cabo Delgado).

*EQ9. How effective has the project been in enhancing the capacity of the communities and local governments to create enabling environment for inclusive disaster risk management?*

The project has actively sought the collaboration with communities and local authorities in the identification of the needs of the beneficiaries, their organisation and assistance. A three-party collaboration has been established between the assisted communities, the local authorities and the programme in raising awareness on preparedness and resilience to natural disasters.

Many beneficiaries and community leaders met during the survey have stated that they still depend on external aid to cope with the risk of natural disasters. Among the local authorities met during the survey, Beira municipality stands out in its commitment to mainstreaming resilience in its development plans. Other municipal and provincial authorities are well intentioned, but still lack the conceptual tools to systematically engage in the framing of a resilience development model. Overall, the GoM commitment to resilience is needed to support most local authorities' transition from the design of specific resilience actions to its strategizing in their development plans. The UNDP and GoM are discussing the spread of GREPOC experience, capacities and tools among institutions involved in development, planning and resilience promotion to build the national preparedness, response and recovery system and reduce the dependence on external aid in the response to future natural disasters.

*EQ10. How COVID-19 affected immediate support into livelihood and reconstructions activities?*

The COVID-19 pandemic has impacted the performance of the programme activities as well as the vulnerability of the assisted population, as the causes of vulnerability to natural disaster and to COVID-19 overlap. The restrictions to movements and meeting originating from the pandemic have limited the access of the project team and partners (some of them reduced their deployed staff) to the intervention sites. Construction works and training activities have been postponed and the cost of materials and transportation has grown<sup>15</sup>. The *review of the Building code and construction standard* and the training of inspectors and operators on its use has been reprogrammed as they required the organisation of presential workshops.

Delays also affected the training of community leaders and vulnerable people on disaster risk and recovery. On the other hand, the training of engineers and civil works technicians on resilient construction techniques was carried out as planned while complying with the COVID-19 norms of the GoM. In practice, skills-training took longer than anticipated and the number of members in each group engaged in the trainings was reduced, postponing the completion of housing self-construction and rehabilitation works to 2021-2022.

The project complied with the recommendations from the Ministry of Health and WHO regarding the prevention and safeguarding against the pandemic. The assisted communities received training and awareness raising

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<sup>15</sup> The impact of the COVID-19 pandemic led to a real decline in Mozambique gross domestic product by 1.2 per cent in 2020

sessions on COVID-19 prevention and were provided with protective equipment, handwashing facilities and water supply where needed. At the same time, the project scope included the assistance to the people affected by the COVID-19 through the expansion of the temporary works actions.

### 6.3 Efficiency

*EQ.11 How efficiently were the resources including human, material, and financial resources used to achieve the above results in a timely manner?*

The merging of the financial resources in a basket fund has simplified the planning, coordination and reporting to the recovery actions. However, at the time of the evaluation, the MRF programme has received only USD 51,719,510 or 71.6% of the initial USD 72.2 million pledge and spent about USD 34 million. The activities that were deemed not essential have been postponed or replanned in response to ground realities. The shortage of financial resources has negatively affected the collaboration with the implementing partners, as in the case of UN WOMEN whose assistance to GREPOC stopped at the end of 2021. Budget constraints are shrinking the number of temporary works beneficiaries assisted under the WFP Cash for work scheme. The allocations to Pillar III have been reduced by 50% in 2021, downscaling trainings and large coordination meetings, to prioritize the activities of Pillar I and II in response to the COVID-19 pandemic.

Regarding management and human resources, the Deputy Resident Representative and the Head of Environment unit supervise the project execution. The human and material resources of UNDP Mozambique Country Office Crisis Response Team support the project management unit that is hosted in the UNDP Project Offices in Beira, Pemba and Maputo.

In Pillar I, the execution of activities was assigned to responsible partners that included UN agencies, NGOs, public and private service providers. In Pillar II, the complexity of the intervention required the collaboration of contractors (construction companies) with implementing partners (training centres, NGOs building capacities and assisting the beneficiaries). Notwithstanding such laborious process and implicit delays, the project delivered its planned activities often overcoming the stated targets.

*EQ12. To what extent was the existing project management structure appropriate and efficient in generating the expected results?*

The project management structure is articulated in a strategic / supervisory role of the Project steering committee (PSC) and the technical / operational performance of activities by the Project management unit (PMU). Their fluid interaction has produced a flexible implementation modality. The PSC supervises the execution of the MRF programme by focusing on the strategic challenges faced by the project, its funding, strategic challenges and approval of the annual work plans and reports. Its meetings have kept a high-level stand in the project management letting the task of elaborating the concrete activities to the GREPOC assisted by the project team.

The GREPOC constitutes the interface with the GoM thus ensuring the alignment of the project actions to the latter's recovery priorities and the engagement of institutions and local authorities in their design and implementation. This process is time-consuming, as it requires the establishment of the consensus of several public bodies but ensures the local ownership of the project results. This process is important because it is conducive to the engagement and leadership of the rehabilitation process by Mozambican institutions. In practice, the project strategy properly balances the short- and long-term pros and cons of the integration of the GoM institution contribution in the design and implementation of its activities to produce concrete results and create the conditions for mainstreaming their results in the national development policies.

*EQ13. To what extent has the project implementation strategy and its execution been efficient and cost-effective?*

The flexibility in addressing the needs of vulnerable people, reallocating financial resources, and mobilising the expertise of the implementing partners are the main drivers of the project efficiency. Its activities, targets and collaborations are revised and finetuned annually along the feedback of monitoring trips, studies and analysis of the results achieved. This approach has made it possible to adapt the project strategy and reallocate resources to tackle the emerging needs of the vulnerable people. As a result, the project has been able, with some delays, to make progress towards achieving the quantitative result targets.

The expenditures are under the 50% of the original budget due to the insufficient allocation of funds by donors. The houses and community infrastructure component of Pillar II represented 64% of the whole project expenditures at the end of 2021, followed by Livelihoods and women empowerment (26%) and institutional strengthening of the GREPOC (5%) and energy facility (5%)<sup>16</sup>. Difficulties in procuring materials and services have raised the cost of construction works. The efficiency of the use of the project funds resides in the fact that the 38 implementing partners have mobilised their knowledge, skills and field facilities in the performance of the field activities that otherwise should have required the direct contracting of technical expertise. Their operational flexibility has made possible to increase and reduce their staff and field presence along the project needs and constraints thus avoiding the idle commitment of project resources.

The main factors that negatively affect the cost-effectiveness of the execution of the planned activities are the insufficient expertise to elaborate appropriate technical solutions by implementing partners, difficulty to procure equipment and materials, COVID 19, increased cost of material, recurrent natural disasters and security constraints. Their combined effect has been the delay in the execution of activities and growing costs of procurement. The flexibility in the targeting of the beneficiaries' exigencies has made possible to achieve most numerical targets.

The temporary work and rehabilitation of community infrastructure has scored highest in cost-effectiveness by providing income to 187,732 vulnerable people and the access to socio-economic infrastructure to 938,660 people. The rehabilitated public buildings have provided services to about 22,000 users (students, patients, etc.), while the assistance to the recovery of livelihoods and reconstruction of houses have scored only a few thousand

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<sup>16</sup> See Annex 9. Project expenditures.

beneficiaries (see Table 3). Training has been extensively conducted through activities of variable resources intensity contributing to the effectiveness of the other actions.

The cost-effectiveness of the institutional strengthening is positive in terms of the timely and efficient delivery of the other project activities in the aftermath of the cyclones and is substantiated by the extra resources mobilised. The GREPOC has harvested positive results in this field by contributing to the effective implementation of 14 reconstruction projects a part the MRF programme. On the other side, the gap in funding of the reconstruction<sup>17</sup> points to the insufficient build-up of the advocacy capacities of this entity.

The cost-effectiveness of the MRF recovery strategy is positive in relation to the fact that socio-economic rehabilitation of livelihoods is the sum of the concurring effects of its components. According to the observations and different witnesses, the reactivation of livelihoods and public services has substantially decreased but not stopped the dependence of vulnerable people on relief assistance.

## 6.4 Sustainability

*EQ14. To what extent did the project interventions contribute towards sustaining the results achieved by the project?*

The project is designed to provide an immediate response to the early recovery and recovery needs of the affected vulnerable people. The expectation of sustainability as a development project is outside of the project design and scope and is analysed in relation to the potential long-term impact of this action.

Within its scope and mandate the sustainability is at the satisfactory level and fulfilled the recovery needs of the vulnerable people through the performance of temporary work and distribution of equipment's and start up kits (seed, packages for business restart, work tools and equipment for house or livelihood rehabilitation). In according to its objective, the project successfully paved the way to the long-term sustainability of the vulnerable people. Evidently, some of these most vulnerable beneficiaries are already in transition from short- to long-term employment. These include the capacities built in technical and managerial fields, as training on resilient construction, farming practices, businesses and in the organisation of VSLAs, have made possible the recovery of public services and private economic activities. However, these capacities may be compromised by critical external factors that should be tackled to make further progress in this direction. These factors include: improved planning and management of the resources of the territory, strengthening the management capacities of the community-based organisation, improving access to inputs and markets, and enhancement of collaboration with extension and other development assistance technical services.

The institutions in charge of the public building rehabilitation or rebuilt provide the financial and human resources needed for their operations and maintenance. These schools, health centres, administrative buildings are fully operational and in good physical conditions. Local authorities and institutions oversee their operation and

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<sup>17</sup> See page 27 of the MRF Progress report 2021.

maintenance. The backstopping of public policies provides the human and material resources that make possible their full utilisation and continuation of their activities.

The rehabilitation of community infrastructures - access to roads, rehabilitation of markets, clearing of canals and agricultural fields, etc, has had a positive impact on the recovery of the local economy.

The rehabilitation of the livelihoods of vulnerable people living in urban and rural areas have started or improved their businesses but some are not always properly using the new knowledge and skills, materials, tools and equipment to make them sustainable. Their returns are lower than expected and do not allow the beneficiaries to reinvest in these activities. The more successful interventions consist in the VLSA led by women that have made possible to canalise the assistance needed to diversify the income of their members.

The beneficiaries of assistance in (re)establishing petty trade in the public markets and ambulant in urban communities generate income sufficient for their subsistence and expect to expand their businesses. As already noted, these are the livelihoods less dependent on the environmental factors and better positioned in dealing with their providers and customers. Less successful are the petty traders active in the resettlement communities. They face high costs in producing the traded goods in the towns and struggle to develop their market as the income of the resettled people is still low.

This is the case of fish sellers in the Savane and Nhamatanda markets that purchase their stuff from middlemen because they cannot pay for the transport of these products to and from the fishing zones. The Aqua culturalists in Nhamatanda and Halumua and fishers in Savane also face high cost of inputs and transport that challenges the sustainability of their businesses. The aquaculturists face their major challenge in the procurement of the feed for the fish, as this activity is not integrated in their farming systems.

The cost and availability of chicken feed is found one of the major constraints for poultry producers affecting the sustainability. These producers need to be supported with the production of cereals that makes the bulk of the chicken feed to help promote sustainability of the business. continuation. The more successful chicken producer visited is a trader member of Mafarinha poultry group that owns the capital needed to pay for workers and purchase chickens, drugs, feed, electricity and spare parts. His capacities and ownership of running capital qualifies him to take risk in purchasing inputs and supply the urban market. This could be a case of suboptimal beneficiary selection.

Duck production, in Mutua and Mandruzi is slowly but steadily growing in serving their neighbours because the small-scale business involved cannot compete with the commercial producers as poultry growers. The compost production in Mahate bairro (Pemba urban area) also faces market development problems. It has insufficient logistic capacities to gather waste at a scale adequate to expand production. During the dry season, it has to purchase the water for the fermentation of the compost.

Artisans – such as carpenters and iron welders – have benefitted from the training of their young employees and are thriving as they serve urban market. Tailors and bakers pay a high price for their inputs (textiles, spare parts, flour, yeasts) and face the competition of cheap dresses and food produced in urban areas. Most of these businesses, lack the resources and are not eager to invest in the development of their markets.

The rehabilitation of agricultural land and supply of seed, tools and equipment to farmers has allowed the swift recovery of crops production. The design of the drip irrigation system in Lamego has underestimated the challenges of technology transfer. Its design presents some weaknesses (the pvc material of which are made its water-pipes polymerises when exposed to solar radiation and easily breaks) and miscalculates the environmental risks (the distribution pipes were destroyed by Eloise cyclone in 2021). In general, this technology requires operation and maintenance capacities that overcome those of farmers accustomed to hand-sap their fields.

The horticultural gardens established in the resettlement villages continue to expand. The major constraint is access to irrigation water during the dry season. The community irrigate the field by hand from shallow wells. It is also beyond the scope of the project. It is important to link the beneficiaries with the government development planning to address the water challenge. The VSLA whose leaders are properly trained and able to negotiate with NGOs and other agencies that have provided the capital to finance micro-finance (with a prevalence of petty trade businesses) and the *Association of fruit and vegetables producers of Cabo Delgado* (Fruitcad) that has managerial and technical capacities that have been profitably employed in assisting its members in establishing seed nurseries and in starting bee keeping production along profitability criteria. The latter has strong technical and managerial skills to assist the member farmers in developing high return productions. The distribution of fruit trees to the resettlement dwellers has a high potential for sustainability and is produced multiplicatory effects through the expansion of the production. However, all beneficiaries are not farmers and lack the knowledge to properly perform pruning, phytosanitary control, two essential elements for the profitability of fruit crops. This is a situation that overcomes the programme scope and should be addressed by organising and linking the beneficiaries to GoM extension services to properly assist them.

The GREPOC is a small work unit, properly connected with national and local partners. It is effectively coordinating the recovery effort, especially in the construction field (Pillar II). With the GoM decision to transform the GREPOC into Project implementation units of World Bank and African Development Bank interventions in 2021, this entity can further expand its action in the reconstruction sector. Discussions are ongoing to exploit its expertise, work tools and knowledge to strengthen the Mozambican institutional preparedness and response to natural disasters.

*EQ15. What are the plans or approaches of the local authorities/government to ensure that the initiatives will be continued after the project ends?*

To ensure sustainability of the project supported livelihoods, the vulnerable farmers need the access to extension services and the other businesses need the support of solid professional associations that facilitate the access to suppliers and customers. The discussions held with the beneficiaries during the survey have shown some excellent examples of commitment of the local authorities, notably the municipal ones, to the transition from vulnerability to resilience. Their understanding of resilience is relatively good, thanks to the project for making the resources available to use these knowledge and skills built in this field.

The maintenance of the public buildings rehabilitated or reconstructed by the project is ensured by their operation and maintenance by public institutions. The capacities of the communities are often insufficient to support the continuation of the community infrastructure and individual livelihoods. The establishment of the

management and maintenance committee from the beneficiary community for the local market is a good counter approach to ensure maintenance. Since the municipality and the local government maintenance is also not effective. These committees regularly collect fix amount from the businesses in the market for the maintenance of the markets.

Technical capacity in certain cases can be another negative factor, for example, users met in Savane community were waiting for the solar panels supplier's coming to assess and repair of the short-cut of the power supply to the covered market at they lack the electric expertise in the village to take care of these occurrences. Of course, the viability of this solar-energy supply is strictly linked to the margin of profit of retailers' business that is very tiny. In the less endowed communities, public subsidies may be needed to fill in this economic gap. In absence of an efficient value chain providing spare parts and assistance services (and recycling batteries) their substitution is unlikely. Users expect that the project assists them in solving the problem, as the market fee is too low to pay for extra expenses.

*EQ16. What could be potential new areas of work and innovative measures for sustaining the results?*

To sustain its results, the MRF programme should tackle the causes of the vulnerability by concentrating its resources on the resolution of the problems that limit the efficiency of the rehabilitated livelihoods and mainstreaming of the GREPOC expertise in the GoM institutions in charge of preparedness and response to natural disasters. Priority areas for raising the sustainability of the result of recovery actions – that should be considered in relation to their contribution to link the final phase of the programme to follow up development actions - may include:

*# Strengthening the assisted community-based organisations* by: (a) training their leaders in management, finance, resilient, inclusive and sustainable community development, (b) assisting them in legalising these organisations, where needed, (c) identifying the constraints to the sustainability of the livelihoods and welfare of their members and elaborating targeted learning and action plans that tackle them. The common features of these action plans will make possible to elaborate assistance packages that require the mobilisation of specialist expertise by the local partners and, if needed, by the programme itself. As a result, sectors of interest for the transition from rehabilitation of livelihoods and welfare to their sustainability may be defined for the planning of the later stage of the programme. They may include the following ones, but of course, the feedback of the beneficiaries may result in different priorities:

*# Improving the market access* of livelihoods by vulnerable people. Assist farmers, fishers, MSMEs, petty traders, artisans and service providers to develop business plans, communicate and access to services improving their access to market. Consider funding measures that enable the access of artisans and petty traders to interactive information platforms. This action includes the strengthening of the capacities of the producers' groups to assist and represent the interests of their members in a value chains perspective. In practice, a market development component has to be introduced to the beneficiaries interested in expanding their market by utilising social media and other similar platform.

*# Intensification of agroforestry practices* to livelihoods rehabilitation to the conservation of the environment in collaboration with Government bodies as the MoA, Instituto de Recursos Florestais, producers' association in promoting the establishment of seed nurseries. These should support wood-trees reforestation and planting of garden and commercial fruit trees. Seed nurseries (public, community, commercial, individual) should be networked to adapt their offer of trees to the needs and capacities of the vulnerable people and communities. Government bodies can assist project partners through technical services in the field of healthy trees multiplication, capacity building, demonstrations. This action should be linked to local development planning to avoid competition in the access to water and introduce a 4-5 year follow-up initiative.

These two interventions are intended to improve the access of the vulnerable people, and especially resettlement dwellers, to production inputs and to provide an alternative to the exploitation of the natural wood stock as a cheap source of energy.

*# Improvement of water management* especially in the resettlement communities to improve the access to, management and distribution of water to agricultural and aquaculture producers, notably in the resettlement communities. The more water-vulnerable beneficiaries are the dwellers of the resettlement communities: farmers and garden horticulturalists, aquaculturalists, etc. They should collaborate with NGOs, MoA extension services, community-based organisations and other partners to develop water-economy practices that improve the water efficiency.

*# Knowledge management:* the GREPOC should replicate the inter-institutional coordination forums that were held once in Sofala, Cabo Delgado and Manica, at national, provincial and district level to strengthen the implementation of the Disaster Recovery Framework and management of information.

*# Integration of field actions.* UNDP, implementing partners should concentrate their actions on the execution of coordinated actions in the priority areas to ensure the achievement of the sustainability of the rehabilitated livelihoods.

*EQ17. To what extent have lessons learned been documented by the project on a continual basis to inform the project for needful change?*

The project staff and experts have performed periodic monitoring trips to the project sites documenting the progress and challenges faced in the execution of field activities. The Annual progress reports present a complete picture of the performance of activities and their constraints but propose short-term solutions that do not address the root of the structural problems faced in the livelihood sector. The assessment of the sustainability of resilient solutions is often incomplete. The organisation of the inter-institutional forum with local stakeholders and implementing entities has been an initial step in this direction but has not been repeated<sup>18</sup>.

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<sup>18</sup> The MRF progress report 2021 (page 26) specifically recommends to establish and operationalize the inter-institutional coordination fora. at Central, Provincial and District levels with the objective to ensure better coordination and effective implementation of the DRF.



A weak point of project approach to knowledge management concerns the use of the feed-back collected through the monitoring trips and presented in the Annual progress reports and written communication materials and documented in the GREPOC information management system. Their technical content is useful to inform upstream stakeholders, aware of the project activities, about their performance. It is questionable what value it holds for downstream stakeholders, the beneficiaries, whose information needs could be better served through simple concepts and evidence of achievements that can be broadcasted, for example, through radial programmes.

The focus of reporting on the performance of activities serves to solve the problems encountered in the implementation of the livelihood actions but is ineffective with regards to tackling at the root the shared problems that jeopardise their sustainability. A greater integration of the planning, monitoring and communication tasks is needed to establish the knowledge basis for steering the project strategy. This approach should capitalise on the systematisation of results, success stories to ensure upstream and downstream accountability and hence to strengthen the local ownership of the programme activities.

## 6.5 Impact

*EQ18. To what extent the project initiatives indicate that intended impact will be achieved in the future?*

Most vulnerable people assisted in Sofala and Cabo Delgado provinces are overcoming the economic shortages of the aftermath of the 2019 cyclones thanks in part, to the assistance provided by the MRF programme. The temporary work and housing actions have restored community infrastructure and enabled the resettlement of the most affected people. People that had lost the means of livelihoods have restarted producing. The rehabilitation of administrative and public services buildings has made possible the resumption of civic and social services.

The *Livelihoods and Women Economic Empowerment* component (Pillar I) has effectively assisted the economic reintegration of vulnerable people, with emphasis on women, elderly and persons with disabilities and the rehabilitation of community infrastructure essential for their livelihoods and welfare. The beneficiaries have developed skills that ensure revenues adequate to fulfil their subsistence needs in the short term.

The *Resilient Housing and Community Infrastructure* component (Pillar II) has rehabilitated and reconstructed building along resilience criteria enabling the resumption of the activities of the local authorities. The most vulnerable people that had lost their houses have been assisted to resettle in new communities where they have been assigned houses and access to community services. The restored and new buildings have proven resilient to the new cyclones.

The *Institutional Strengthening of GREPOC* component (Pillar III) has enabled the coherent management of the recovery and of the mainstreaming of resilience and inclusion in the performance of rehabilitation activities. The Mozambican capacities to plan and implement recovery along resilient criteria have been harnessed and guides the action of the project partners and other initiatives. The collaboration of institutions, local authorities, NGOs,

vocational training centres, development agencies and private sector has been acquired as a strategic element of the prevention and response to natural disaster in Mozambique.

The performance of actions that link resilience to sustainability is essential to produce a lasting impact of the programme on the livelihoods of the vulnerable people affected by the cyclones. The management of the environmental factors should be fully integrated in the support to the vulnerable people. The removal of the hurdles to the access to production inputs and to the market is essential for the viability of the rehabilitated livelihoods and will facilitate their replication among a larger number of beneficiaries. The development policies of the GoM ensure the maintenance and operation of the rehabilitated and constructing resilient buildings.

Progress in this field should require the sharing of the project experience on construction resilience across the country to make it more systematic. This endeavour requires the collaboration of the GREPOC with the ministries in charge of infrastructure and construction, the associations of building companies and financial institutions. As such it may overcome the programme mandate but it has to be at least be the object of an advocacy campaign that could include: (a) organisation of events (including field visits to project sites) presenting the challenges faced and benefits obtained by introducing resilience in construction, (b) a brief with the options for mainstreaming resilience in the legal system, construction vocational / higher education curricula, (c) the systematic dissemination of the resilience guidelines and other technical documents produced by GREPOC along a structured communication campaign.

The MRF participatory approach to natural disaster recovery should be promoted among GoM institutions to establish national preparedness and response mechanisms that facilitate and guide the collaboration with donors and international partners in the response to future crises.

*EQ19. What could be done to strengthen exit strategies and sustainability of the project?*

UNDP has initiated a study for the performance review of enterprises and income generating activities supported in 2019 and 2020. This study is intended to identify best practices and scalable innovations and support the design of new response methodologies. In the aftermath of such study, the programme should organise workshops where the partners and beneficiaries discuss their experience and elaborate the best practices developed by the project.

This exercise - that can be organised at different geographical levels to incorporate the contribution of the beneficiaries, partners and supervisors of the recovery post-cyclone - should identify the fields where collaboration is feasible or necessary to link recovery to sustainability. Its outputs should be used to elaborate the content of an upstream advocacy campaign for sensitising the donors on the opportunities and challenges of the last phase / exit strategy of the MRF programme. Its results should also be summarised in dissemination materials, focusing on the project achievements and challenges. These dissemination materials should be shared with the beneficiaries, their communities and local authorities to raise their understanding of the meaning, potentials and reach of resilience, and to increase the project downstream accountability.

The GoM extension, technical agencies should contribute to identifying cross-cutting actions that support livelihoods and create the conditions for their evolution after the project end. The information gathered by the

GREPOC on actors, resources, technologies for recovery can be expanded and institutionalised to become a central element of the national information management approach to natural disaster preparedness and response.

## 6.6 Human rights, gender and social inclusion

*EQ20. To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the area of interventions?*

The programme provided assistance to vulnerable people along inclusion and protection criteria mainstreamed in the design, planning and execution of actions that tackle their specific exigencies. To achieve this result, it has assisted in the establishment of community-based organisations and promoted the participation of women, youth, elderly and persons with disabilities in the selection of its activities.

Priority criteria concern vulnerable women such as widows, unemployed and low-skilled women with little social support, survivors of gender-based violence which includes expropriation of assets by spouses, women internally displaced due to the armed conflict in Cabo Delgado who have been resettled in the communities assisted by the MRF programme. Minority groups were not specifically addressed. In fact, neither the PDNA nor the assessments performed during the project identified them as an explicit target. The villagers and local authorities met during the field survey did not raise ethnicity or indigenous background as a matter of concern for the inclusion of vulnerable people.

The vulnerabilities of women were identified through the PDNA and baseline studies in collaboration with communities and local authorities. The deployment of a UN Women expert in the GREPOC during the first two years of the MRF programme made possible to mainstream gender in the Disaster Recovery Framework. The gender inclusion and women empowerment actions are complemented with the interventions directed to the protection of women and girls from exploitation and abuse during recovery. UN Women organised meetings with all stakeholders and communication campaigns, which involved community leaders and influencers to promote these values.

The programme also implemented specific activities aimed directly at protecting human rights. The programme trained Protection from Sexual Exploitation and Abuse (PSEA) agents on how to identify, make aware and refer women and girls at risk of or affected by GBV to local authorities. They interacted with 1,500 influencers, news people, authorities, NGOs, CSOs – women accounting for two thirds of them - to talk of the prevention and response to violence against women and girls. A Solidarity Campaign was organized in Nhangau including communication actions and training of participants on GBV, gender mainstreaming, PSEA issues. In the campaign, a Solidarity document was issued, expressing the key messages and position of women's movement in the province of Sofala. The PSEA agents act as referrals report cases and facilitate women in contacting police, health centres when exposed to or affected by GBV. The introduction of the human right approach has not yet been consolidated but is enhancing the representation of the exigencies of these vulnerable groups in their community recovery processes.

*EQ21. To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on the marginalized and the poor through technology transfer, reconstruction action, planning and training? What proportion of the beneficiaries of a programme were persons with disabilities?*

The project approach and especially its livelihood component have been effective in promoting gender equality and social inclusion: 80% of homeowners with a repaired dwelling that are women, youth, elders or persons with disabilities 51% are female-headed households; 9% are headed by elderly people and 14% by people with disabilities and remaining are the most affected and destitute families.

The focus on the marginalized and poor people has been mainstreamed first through their organisation and participation to the identification of the activities. In this way, they have been able to directly represent their needs. Project partners have been trained to assist them in this field. Indeed, most of them were already acquainted with the socio-economic conditions of the vulnerable people affected by the cyclones and well positioned to reach them through their previous collaboration with community leaders and community-based organisations.

Notwithstanding such commitment to gender equality and social inclusion, the proposed technologies have often overestimated the propensity to change of the marginalised people. Their social roles assumed by the members of a community are an outcome of their life experience, family and community relations. The change of social habits cannot be expected in the short term as the mentioned factors still influence them. The conditions that have created their vulnerability are still impacting on their livelihoods and prompt them to seek short term solutions to their immediate subsistence problems, often exploiting the resources of the territory and endangering the long-term sustainability of the recovery.

The collaboration of UN WOMEN mainstreamed gender analysis into the design of the Disaster Recovery Framework planning tool. Gender is effectively integrating and mainstreamed in every activity of the MRF programme transitioning it from Gender Marker 1 to Gender Marker 2. The performance of the MRF activities was led by and overwhelmingly benefits the vulnerable women and girls affected by the cyclones, as already mentioned. They were provided with equal economic opportunities including the access to assets, such as house, land and loans. The project promoted social protection and sustainable livelihoods that improve the participation of girls and women to income generation, their access to education and health care services. Direct assistance was provided to entrepreneur women in registering and formalizing their business, providing them with start-up kits and developing their technical and managerial capacities.

*EQ22. To what extent has the project promoted positive changes of women and marginalised group? Were there any unintended effects?*

The project partners assisted women and marginalised people in organising their business groups to strengthen the representation of their interests vis-à-vis their communities, business partners and local authorities. The most successful experience consists in the establishment of the VSLA that canalise the funding of women led businesses. These groups meet regularly and promote the commitment and role of women in the socio-economic

development of their communities. Due to their short time of establishment, these actions have not yet impacted on their community governance.

## 7. Conclusions

*Relevance.* The Mozambique Recovery Facility (MRF) was designed as a single Post-disaster Reconstruction intervention merging of donors' contribution to fund a multi-sector recovery action along the UNDP direct implementation modality under the coordination of GREPOC, ensuring the comprehensiveness and local ownership of the recovery efforts by the Mozambican institutions and disaster-affected people. The programme demonstrated its relevance by meeting the evolving needs of the vulnerable people affected by the cyclones by assisting them in the early recovery of sources of income along a locally driven approach led by GREPOC and progressing to their consolidation through targeted assistance to livelihoods and to the reestablishment of the basic housing conditions, community and public services.

The inclusive and resilience building approach of the programme is strongly relevant to reduce the vulnerability of the beneficiaries, communities to natural disaster and create the conditions for sustainable development. The programme demonstrated its relevance by meeting the evolving needs of the vulnerable people affected by the cyclones. It assisted them in the early recovery of sources of income along with a locally driven approach led by GREPOC and progressing to the assistance to livelihoods and to the reestablishment of access to basic services and dignified housing conditions.

*Efficiency.* The pooling of the donors' financial contribution in a joint basket fund simplified the partnership with the Government of Mozambique (GoM) through the implementing partners' compliance of UNDP administrative and financial requirements. The multi-level coordination of the intervention has made possible to ensure the integration of the programme strategy and planning in national and local administration planning processes, and to adapt its planning to the changes of context and evolution of the beneficiaries' needs. The programme has expanded its scope, notwithstanding the considerable funding gap, to tackle the recent cyclones and displacements of people affected by conflict in the North. Despite of several constraints including but not limited to; the time-consuming procedures that require multiple consultation with the GoM institutions; limitation of availability of local inputs and expertise; insecurity in some districts; the recurrence of natural disasters; the COVID-19 pandemics; the currency evaluation that increased the cost of the implementation efficiency is evident across the outputs. Most of the targets are effectively achieved in some cases overachieved.

*Monitoring.* The UNDP and GREPOC collaborate in monitoring the delivery and outputs of the programme activities. The monitoring was found to be adequate. Improvement is advised with focus on the output level as well as attention to the regular update of assumptions and risk analysis.

*Effectiveness.* The project has rehabilitated the basic living conditions, livelihoods and basic services of the vulnerable people affected by the cyclones. In the realm of livelihood and women economic empowerment component (Pillar I), vulnerable people have been provided with temporary jobs in the rehabilitation of basic community infrastructure followed by skill trainings, provision of inputs (start-up kits) received; establishment and support to farmer's, business and saving and loan association; reactivation and creation of micro and small businesses with focus on women and vulnerable people, and this was done in collaboration with the local authorities in the aftermath of the cyclones when economic activities had been disarticulated. The assistance of livelihood rehabilitation component though still incipient but effectively addresses the needs, capacity and desire of the target people and communities. In the frame of Resilient Housing and Community Infrastructure rehabilitation (Pillar II), the development and dissemination of resilient construction standards has been effective as the rehabilitated and new buildings have not sustained any damaging impact of new cyclones. Under Capacity Strengthening of GREPOC (Pillar III), the project has strengthened the action of the GREPOC in the planning, coordination, and monitoring of the recovery post-cyclone.

*Sustainability.* Generally, the project interventions are sustainable. Several beneficiaries continue with the income generation activities supported by MRF interventions two years ago. Additionally, the establishment of association and saving and loans groups provide a further layer of sustainability of livelihood and income generation. It was also noted that some of the beneficiaries still lean to external assistance after their new livelihood practices. This paradox is strictly linked to the wide range of external factors and extreme vulnerability of the target beneficiaries, the environmental and socio-economic development context requires a longer timeframe development focused programme to move from resilience to sustainability. The risks they face in expanding their businesses discourage the expansion of their businesses. This is true for farmers but also for small businesses that are not part of organic, well-established value chains. The livelihood solutions that exploit the water and land resources – fundamental inputs of farming, fishing / aquaculture, artisans' work – requires appropriate management of environmental and economic factors.

The building of the production skills of the beneficiaries for technical and managerial capacities to use the materials, tools and equipment supplied by the project are sustainable. The understanding of the environmental factors and processes needs improvement such as market linkages and value chain strengthen the sustainability of many businesses supported by the project. The action concerning the establishment of VLSA, petty trade and proximity services are the more sustainable ones due to their limited dependence on environmental inputs.

The integrated assistance to the vulnerable households in the resettlement sites is a good example of sustainable solution in crisis context. The project interventions directly reduced the vulnerability of these resettled households. The MRF integrated assistance of livelihood and infrastructure for basic service delivery and housing

as well as legalization of land ownership is a good example of sustainable community, durable solution and humanitarian-development-peace collaboration in context of crisis.

*Impact.* The project effects are outstanding in the resilience of the rehabilitated and reconstructed public buildings (offices, schools, hospitals, etc.) and resumption of public services. The adoption of some livelihoods resilient practices is adequately applied. The project has visible impact on the diversification of livelihood, enhancing capacities of vulnerable people against environmental shocks, micro and small businesses reactivation, establishment and strengthening of community-based association including farmer associations. For an early recovery and recovery projects that requires rapid interventions for livelihood restoration. However, to further consolidate these gains, during the remaining years the project should focus the environmental and socio-economic constraints faced by vulnerable people in enhancing their production practices. These solutions may include additional specific expertise, collaboration with extension services and producers' associations to tackle the structural barriers to enhance specialistic capacities, access to inputs and market.

Most vulnerable people assisted in the Sofala and Cabo Delgado provinces are overcoming the economic shortages of the aftermath of the 2019 cyclones. People that had lost the means of livelihoods have restarted producing. The rehabilitation of administrative and public services buildings has made possible the resumption of civic and social services.

The *Livelihoods and Women Economic Empowerment* component (Pillar I) has effectively assisted the economic reintegration of vulnerable people, with emphasis on women, elderly and persons with disabilities and the rehabilitation of community infrastructure essential for their livelihoods and welfare. The beneficiaries have developed skills that ensure revenues adequate to fulfil their subsistence needs in the short term while ensuring future expansion.

The *Resilient Housing and Community Infrastructure* component (Pillar II) has rehabilitated and reconstructed building along resilience criteria enabling the resumption of the activities of the local authorities. The most vulnerable people that had lost their houses have been assisted to resettle in new communities where they have been assigned houses and access to community services. The restored and new buildings have proven resilient to the new cyclones.

*Human rights, inclusion and gender.* The programme pro-actively leverage the engagement of women, youth, people with disabilities and needing human rights protection in building resilient livelihoods, with the essential contribution of community leaders and community-based organisations. Thus, female-headed families account for 51% of the 187,732 beneficiaries of the livelihood support, elderly people 10% and people with disabilities 14%. Human rights protection practices have been introduced in the assisted communities through economic empowerment, resilient infrastructures and the capacitating of Gender based violence (GBV) agents that liaise the women and girls at risk to the relevant public services.

The GREPOC, with the assistance of UN WOMEN, has mainstream gender in the rehabilitation planning. Women and marginalised people have been systematically prioritised as beneficiaries with the collaboration of

community leaders and through community-based organisations that represent their needs and participate to the implementation of the planned activities.

## 8. Recommendations

*Exchange of experiences.* intensify exchanges of experience with relevant stakeholders – such as organising the visits of local administration and community leaders to other communities and their participation to partners’ workshops to spread the learning from empowered beneficiaries’ success stories -, especially in Pillar I to spread the best practices. The dialogue with stakeholders will facilitate the finetuning and spread of solution critical for the sustainability of the rehabilitated livelihoods. Such exercise also contributes to the strengthening of the action of the beneficiary groups and associations that play a central role in the transition from rehabilitation to development.

*Advocacy.* UNDP should elaborate advocacy actions that raise the engagement of the donors on supporting the progress from the rehabilitation to the sustainability of the rehabilitated livelihoods. Advocacy actions include the elaboration of briefings on the success stories and challenges faced by the beneficiaries in consolidating their livelihoods, welfare, the opportunities of collaboration with technical assistance services to ensure the sustainability of the project results, and the options for the dissemination and institutionalisation of the GREPOC experience Among Mozambican institutions.

*Strengthening the assisted community-based organisations* by (a) evidence based capacity buildings to the association, business groups, the trainings may include; management, finance, resilient, inclusive and sustainable community development, (b) assisting them in legalising these organisations, where needed, (c) identifying the constraints hampering the upgrade and further enhancement of the livelihoods and welfare of their members and elaborating targeted assistance packages and action plans that tackle them. The common features of these action plans will make possible to elaborate assistance packages may include the mobilisation of specialist expertise, technology and inputs to consolidate and upgrade the achieved results. They may include the following ones, but of course, the feedback of the beneficiaries may result in priorities such as:

*# Improvement of the rehabilitated livelihoods access to market.* Farmers, fishers, MSMEs, petty traders, artisans and service providers have to elaborate market priorities and, improve their interface with the customers and, if relevant, be assisted in accessing to external services that support to their access to market (technical advice, microfinance, information services, etc.). Consider funding measures that enable the access of artisans and petty traders to a larger number of customers. This action includes the strengthening of the capacities of the producers’ groups to assist and represent the interests of their members in a value chains perspective.

In practice, a market development component has to be introduced to the beneficiaries interested in expanding their market. Activities under this action – to be designed on the basis of the assessed needs – should include



assistance in (a) organisation of groups with similar exigencies, (a) development of market development objectives and work tools, (c) capacity building, (d) targeted advice in communicating with customers (also via social media and other remote technologies in the urban areas)- As the expertise to perform these activities is not easily accessible in the assisted provinces, the programme may hire a dedicated expertise to design this action.

*# Community resilience planning.* Assistance to the communities, Village Loans and Savings Associations (VLSA), producers' associations, cooperatives, elaborating community (or individual) resilience plans based on the conservation and sustainable use of the land, water and other resources of their territory.

*# Intensification of agroforestry practices* to livelihoods rehabilitation to the conservation of the environment in collaboration with Government bodies as the MoA, Instituto de Recursos Florestais, producers' association in promoting the establishment of seed nurseries. These should support wood-trees reforestation and planting of garden and commercial fruit trees. Seed nurseries (public, community, commercial, individual) should be networked to adapt their offer of trees to the needs and capacities of the vulnerable people and communities. Government bodies can assist project partners through technical services in the field of healthy trees multiplication, capacity building, demonstrations. This action should be linked to local development planning to avoid competition in the access to water and introduce a 4-5 years long follow-up initiative. Building on the previous experience of the programme partners this action should prompt a multi-step production mechanism that progressively expand the community-based seed nurseries starting from those already run by producers' associations to community and individual ones. The assistance of the MoA technical services is central in ensuring the fitness and health status of the reproduced materials along with the collaboration of community-based organisations in mobilising the beneficiary farmers.

*# Improvement of water management* especially in the assisted farmers' communities to improve the access to, management and distribution of water to agricultural and aquaculture producers, notably in the resettlement communities. The more water-vulnerable beneficiaries are the dwellers of the resettlement communities: farmers and garden horticulturalists, aquaculturalists, etc. They should collaborate with NGOs, MoA extension services, community-based organisations and other partners to develop water-economy practices that improve the water efficiency. The mobilisation of the technical expertise and resources to perform this action overcomes the programme resources. Thus, it should seek partnerships with already or upcoming intervention in the water sector and collaborate with them in strengthening the capacities of the community-based organisations and in facilitating the technical assistance provided to its former beneficiaries that face challenges in the management of the water resource for horticulture, aquaculture, etc.

The latter two actions aim at improving the access of the vulnerable people in the rural areas, and especially resettlement dwellers, to basic production inputs and to provide an alternative to the exploitation of the natural wood stock as a cheap source of energy.

*Knowledge management: GREPOC.* It is recommended to continue pursuing the national dialogue on resilience initiated in 2022 to include Resilience Building in National Policy and Framework as an integral element of development plan and finance.

*Integration of field actions.* UNDP, implementing partners should concentrate their actions on the execution of coordinated actions in the priority areas to ensure the achievement of the sustainability of the rehabilitated livelihoods.

*Specific recommendations* for the actions visited are listed in Annex 11. The specific recommendation highlights the successes achieved so far. It is worth mentioning that the main external constraints for sustainable livelihood are; access to production inputs, adaptation of innovation and development of the market. They are listed in Annex 11.

## 9. Lessons learnt

*Management of the resources of the territory.* There are strong evidence that environmental and socio-economic vulnerabilities are strongly interlinked in the assisted provinces where droughts and floods frequency is enhanced by and contributes to the unsustainable use of natural resources. The project has produced positive results in this field through the establishment of nurseries / plantation of trees, promotion of the use of energy efficient stoves, improvement of agricultural land and water management, waste collection, treatment and recycling to produce composts, fire briquettes and other handicrafts Where possible, the rehabilitation of individual livelihoods should be linked to actions that involve the beneficiaries in the conservation and sustainable use of the natural resources of the territory.

*Integrated approaches.* The integration of livelihood, income generation, capacity building including the human right and women's economic empowerment, community infrastructures and services delivery are considered as a good practice. This approach contributes to the sustainability of livelihood and infrastructure as well as to addressing the causes of the vulnerabilities and socio-economic disparities.

*Building joint approach to recovery.* The performance of exchange of experiences contributes to build the shared understanding of the structural causes of socio-economic vulnerability.

*Knowledge management.* The project established and proceeded systematic actions to document knowledge and learnings from the proposed interventions. The comprehensive database (Activity Info) and assessments of the MSMEs, Market analysis and the regular independent monitoring of the progress as well as the result based independent evaluation by the EU are good examples of Knowledge management. The performance of planning, monitoring, communication / advocacy tasks should be integrated to maximise the usefulness of the information

generated by the monitoring of the results in the elaboration of the content – success stories, problematic situations – of communication and advocacy campaign that support decision making and to ensure upstream and downstream accountability.

# Annexes

## 1. Terms of reference

### Introduction

#### **Background and context**

Following the widespread devastations caused by Cyclones Idai and Kenneth that hit Mozambique back-to-back in 2019, the Government and its international partners began the long and challenging resilient recovery efforts. The severity of the damages and losses, estimated by the Post-Disaster Needs Assessments (PDNA) at US\$3.2 billion, plus the underlying vulnerability and limited capacity in the affected areas, have made the recovery efforts much more difficult. The United Nations Development Programme (UNDP)'s vision of the cyclone recovery programme in Mozambique arises from key considerations related to development, governance and resilience. To realize this vision, in August 2019, UNDP established the Mozambique Recovery Facility (MRF) financed through a multi-partner basket fund.

The MRF is a five-year programme designed as an agile tool to implement short-to-long term recovery activities that will contribute to build resilience to future disasters and address the root causes of vulnerability.

In line with the Post-Disaster Needs Assessments (PDNA) and Disaster Response Framework, the Recovery Facility adopted a comprehensive approach to effectively meet the needs of the disaster affected populations in Sofala, Cabo Delgado and other provinces affected by the two cyclones, in coordination with key development actors, to ensure Mozambique's rapid restoration of development pathways in a manner that builds resilience.

With financial support from the European Union (EU), Canada, China, Finland, India, the Netherlands and Norway and UNDP with its own resources, UNDP is implementing the MRF programme through an integrated approach, balancing early recovery and resilience building. This means that UNDP is attempting to enable the restoration of livelihoods, community infrastructure and houses while at the same time building community resilience against future disasters and ensuring that gender equality and women's empowerment are adequately addressed. The MRF programme includes the rehabilitation of crop and livestock production; water sources to improve water availability for people and livestock; construction of schools, public buildings, and housing; and introduction of innovative approaches to support people's self-recovery and self-reconstruction.

UNDP is working in close collaboration with several stakeholders as summarised below.

**Government institutions** such as GREPOC, Departments of: Education, Housing, Public Works and water resources, Health, Gender, Children and Social Action, Agriculture and Fisheries, Commerce and Industry and Economic Affairs.

**UN agencies** such as World Food Program (WFP), International Labour Organisation (ILO), UN-Habitat and UN Women.

**NGOs and CBOs** including Associação Comercial da Beira (ACB), Plan International, Consorzio Association CAM, ADEL Sofala, Associação Mbativerane, ADEL Cabo Delgado, FRUTICAD, WW-GVC, Associação Amor Reciclagem (AMOR), Humanity Inclusion (H&I), FAMOD Sofala, Help Age Mozambique, CEFA, ESMABAMA, Young Africa, Associação ADCS, MAHLAHLA, ADPP Mozambique, Fundação Ibo, Associação de Fomento para o Desenvolvimento Comunitário (ADC), Associação Kulima, Associação Beira Lions Clube, Associação Sacatucua, Associação Contra Sida e Droga (Ajulsid), Associação Miracles, Associação de Ajuda Cristã (AAC), Associação de Desenvolvimento Social (ADS), Concelho Cristão de Moçambique (CCM) and Muleide; and

**Academia** namely UniPiaget,

**Private sector** such as construction companies, engineering firms and construction material suppliers.

The partners were involved to help optimize alignment, coherence and complementarity of efforts. In addition, UNDP is cooperating with the local communities, using capacity development to achieve local solutions for local, national and global development challenges.

The Programme has three main pillars:

**Livelihoods and Women Economic Empowerment:** Aimed at helping the affected community's resilient recovery from the impact of cyclones and floods and rebuild their assets and livelihoods with a focus on women and persons with disabilities.

**Resilient Housing and Community Infrastructure:** Focusing on rebuilding resilient housing and community infrastructure to bounce back from the impact of disasters; and

**Institutional Strengthening of GREPOC:** with the main objective of developing national capacities and systems to plan and implement the recovery and resilience programme.

Output and indicators per each Pillar:

The sub-outputs contribute to the main outputs "Pillar" are also indicated as outputs of each pillar:

#### **Outputs: Pillar I – Livelihood and Women Economic Empowerment Indicators (with targets)**

<b>01</b>	1.1. Livelihoods, early economic recovery and income generation needs identified	Indicators 1: Number of livelihood and economic recovery needs identifications completed. Baseline: 3 Target: 5 Indicator 2: Number of community prioritised schemes for rehabilitation identified Baseline; 7200 Target: 10,000 Indicator 3; Number of viable micro and small enterprises identified Baseline; 628 Target: 1200 Indicator 4; Number of market demand and supply assessment completed Baseline: 0 Target: 5
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	Indicator1; Number of highly vulnerable people provided with temporary employments, disaggregated by sex. Baseline; 170,000 Target: 200,000). Indicator 2: Number of people provided with skills trainings and start up for self-employment income generation schemes	
	1.2. Disaster-affected people benefiting from community-driven and gender-focused emergency employment interventions	Baseline: 6500 Target; 5,000). Indicator 3; Number of children, women and men access to rehabilitated community socioeconomic infrastructure. Baseline: 867,500 Target; 1, 075,000). Indicator4; Number of Saving Groups with at least 50% women established or re-activated Baseline= 362 Target; 7,300). Indicator5: number of women and men that moved from temporary employment to longer term sustainable employment; Baseline: 527 Target; 20,500).
	1.3 Micro, Small and Medium Enterprises (MSMEs) and other income generation initiatives reactivated and/or strengthened	Indicator1: Number of affected male and female entrepreneurs received assistance (% restarted businesses; % continue their business) Baseline; 328 Target: 1,200). Indicator5: Number of women and men that become self-employed or wage employed. Baseline: 3500 Target: 3000
	1.4 Institutional capacities for livelihoods/employment and enterprise recovery/development enhanced	Indicator1. Number of vocational training centres capacity enhances to provide demand driven vocational skills trainings and % of those that adapt the approach. Baseline:1 Target: 9).
<b>Outputs: Pillar 2 – Housing and community infrastructure</b>		<b>Indicators (with targets)</b>
<b>01</b>	2.1 Functionality of government entities at the local level is restored in a risk-informed fashion to ensure public service provision	Indicator 2: Number of government entities public building rehabilitated and functional
<b>02</b>	2.2 The most affected and vulnerable people located in rural and peri-urban areas have their houses rehabilitated to BBB standards	Indicator 2: Number of families with houses repaired to BBB standards, disaggregated by sex of head of household. Baseline: 240,000 houses affected. 300 completed and 300 ongoing Target: 1,750); Indicator 2: % of homeowners with a repaired dwelling that are women, youth, elderly or persons with disabilities. Baseline: 0% Target: 60%. Indicator 3: Number of vulnerable individuals who have obtained temporary livelihoods and training through a labour-intensive program for the rehabilitation of affected houses, disaggregated by sex and with new skills. Baseline: 0 Target:3,500).
<b>03</b>	2.3 The most affected and vulnerable people located in rural areas and resettlement neighbourhoods have new houses constructed to BBB standards	Indicator 1: # of vulnerable families rendered homeless by the disaster that are provided with a new and resilient house disaggregated by sex of head of household (in line with GoM resettlement strategy). Baseline: 850 Target: 1,000). Indicator 3: # vulnerable individuals (F/M) who have obtained temporary livelihoods and training through a labour-intensive program for the construction of houses;
<b>04</b>	2.4 Key community infrastructure in affected areas rehabilitated to BBB standards to restore the provision of education, health and socio-economic services.	Indicator1: # community facilities (school/health facilities) rehabilitated to internationally accepted standards. Baseline: 25 (10 completed, 7 Ongoing + 8new) (Target: 40). Indicator2: % targeted vulnerable individuals (women, youngsters, elderly, persons with disabilities, children) who have access to restored services B: 0. target: 50%). Indicator3: construction/rehabilitation of community productive Infrastructure; Baseline 11 (7 completed and 4 new) Target 28)
<b>Outputs: Pillar III – Institutional strengthening of the Cabinet for Reconstruction Post Cyclones</b>		<b>Indicators (with targets)</b>
<b>01</b>	3.1 Technical and operational capacities of the Government enhanced to coordinate, facilitate, implement, monitor and evaluate the reconstruction and recovery phase	Indicator 1: DRF coordination Strategy Developed and implemented. Baseline;0 Target; 1.

3.2 Measures in place and implemented across sectors to improve policy coherence and a sustainable, equitable and gender-responsive business environment	Indicator 2: DRF Information Management System established and operational. Baseline;1 Target; 1
3.3 National capacity at all levels enhanced to manage housing, reconstruction and rehabilitation of critical community and government infrastructure with BBB Principles	Indicator 4: Reconstruction Cabinet able to coordinate the implementation of DRF. Baseline; 0 Target; 1
3.4 An integrated monitoring and evaluation (M&E) strategy developed/ a Recovery Fund is operational and managed effectively with high accountability and transparency standards.	Indicator 4: integrated monitoring and evaluation (M&E) strategy developed

Project Location, Beneficiaries, Duration and Budget:

MRF Programme support cyclone affected households in two Provinces of Mozambique, in Cabo Delgado and Sofala in 8 districts (Beira, Dondo, Nhamatanda, Buzi and Chibabava in Sofala; Pemba, Metuge and Ibo in Cabo Delgado). The project commenced in August 2019 and will end in August 2024. A total of 284,757 Households (2019; 102,790; 2020; 156,143 and 2021; 28,975) affected by Cyclone Idai and Kenneth has been supported.

Total budget planned for 5 years is US\$72.28M where is a total of US\$ 53.7 contribution received so from Canada, China, EU, Finland, India, Netherlands, Norway and UNDP. By end of 2021 a total of US\$ 30 million (2019 \$ 2; 2020 \$14 million; and 2021 \$ 14 million has been spent.

The project information is summarized in the below table:

PROJECT INFORMATION		
<b>Project/outcome title</b>	Mozambique Recovery Facility Programme	
<b>Atlas ID</b>	00121665	
<b>Corporate outcome and output</b>	CPD outcome: By 2024, Supporting resilient and inclusive economic recovery and diversification, and sustainable livelihoods Output 2.1.1. Resilient and inclusive economic recovery of communities vulnerable to disasters strengthened. Output 2.1.2. Livelihoods of the most vulnerable communities, including IDPs, in areas affected by violent extremism, especially in the informal economy, diversified and strengthened. CPD Output 3.5: Improved capacities of communities and government for resilient recovery and reconstruction	
<b>Country</b>	Mozambique	
<b>Region</b>	Southern Africa	
<b>Date project document signed</b>	14 August 2019	
<b>Project dates</b>	<b>Start</b>	<b>Planned end</b>
	August 2019	August 2024
<b>Project budget</b>	US\$72.28M	
<b>Project expenditure at the time of evaluation</b>	\$ 34 million	
<b>Funding source</b>	EU, Canada, China, Finland, India, the Netherlands and Norway and UNDP with its own resources	
<b>Implementing party</b>	UNDP Mozambique	

**Project implementation approach**Implementation Approach:

UNDP Mozambique is based in Maputo, for MRF the sub office is based in Beira city (Sofala Province). The project is being implemented in Sofala and Cabo Delgado.

**For pillar 1 Livelihood and women economic empowerment**, UNDP has been implementing activities in partnership with various local and international Non-Governmental Organizations, that act as implementing partners. Among them, most vulnerable groups and eligible low-income beneficiaries were provided with emergency employment to support and stabilize their livelihoods. The target groups were voluntarily engaged in labour intensive rehabilitation of basic social and economically productive projects (i.e., community plantation, rehabilitation of irrigation channels, local roads, marketplace, community centre, schools, water points, etc.) as prioritized by the local communities. Furthermore, in various cases the participants arranged themselves in groups and formed joint ventures for sustainable incomes after the emergency employment. Some beneficiaries, especially women, were trained and supported to form and strengthen saving groups and establish credit access with microfinance institutions. As means to create sustainable livelihoods, the MRF programme supported beneficiaries to work towards entrepreneurial goals and make long-term investments for their households or enterprises such as education and micro trading. Institutional capacity development was a key part of this initiative.

In particular, the Facility has been supporting the reactivation and strengthening of Micro, Small and Medium Enterprises (MSMEs) and other income generation initiatives, following UNDP's global Toolkit 3\*6 approach. This approach was developed to help build resilience of affected communities in crisis situations and facilitate a rapid return to sustainable development pathways. This includes the implementation of development-oriented activities that are implemented as early as possible in a crisis context. As part of this, beneficiaries received training and start-up grant capital to initiate economic activities.

**For Pillar II, Housing and community construction, Mozambique Recovery Facility (MRF)** in close coordination with government of Mozambique, adopted self-construction approach of houses in new resettlement sites and self-repair in the main urban communities. This approach ensures that ownership and contribution of the construction and rehabilitation of houses facilitates the economic recovery of the target communities through employment of locally skilled workers and provide them with skills on how to build disaster resilient housing structures.

The project fully follows the instructions, guidance and standards of safe and resilient construction proposed by the Post Cyclone Safe Housing Reconstruction Document the "PALPOC".

To ensure the resilience and compliance to standards proposed by the PALPOC and the UNDP MRF designed self-construction and self-rehabilitation strategy, the MRF devised a multiple layered of supervision and quality assurance by training the artisans on resilient construction techniques, engagement of University Graduates, contracting senior supervising engineers as well as regular monitoring by the Engineers of UNDP and GREPOC. Where the bottom up and top-down measures merge very well to enhance on one hand the community; engagement, leadership, ownership and empowerment. On the other hand, qualified engineers follow the standards and technical recommendations in PALPOC that are critical in ensuring the resilience and Build Back Better (BBB) principles.

**For Pillar III the main objective of this pillar is** strengthening the capacity of the *Gabinete's* to develop policies and systems for leading and coordinating the post-cyclone recovery implementation. The approach includes support for the establishment of functioning office such as provision of office equipment, provision of required expert and operational staff. Additionally, provision of technical assistance to enhance the coordination, information management, supervisor and quality assurance of the recovery interventions and reporting capacity of the GREPOC.

Partnerships	Value addition
National Level	UNDP Mozambique implement the project in coordination with the Ministry of Public Works, Housing and Water Resources (MOPHRH), Ministry of Education, the Gabinete de Reconstrução Pos-Cyclone, the National Disaster Management Institute (INGC) which operates under the Ministry of State Administration (MAE) and the Ministry of Land, Environment and Rural Development (MITADER).
Provincial level	<i>Provincial Government</i> <i>State Secretary</i> <i>Municipalities</i> <i>Instituto de Desenvolvimento de Pescas e Aquacultura</i> : involved in planning, implementation, monitoring and technical assistance <i>Provincial Directorate of Education</i> <i>Provincial Direction of Industry and Commerce</i> : Involved in supporting market developments of the livelihood's recovery efforts, for example, for the ducks, goats, agricultural production, etc
District level	The organization worked in partnership with SDPI in opening and cleaning drainage ditches, construction of small bridge, natural roads, community places for their meetings, this district services department provided their technician to assist our Project team in the field on implementation of these activities. The district department assisted our team in supervising the houses and rehabilitation activities including in the distribution of agriculture inputs and others economic kits. The varieties of seeds distributed, and the crops were selected together with this department as priority of the district according with SDAE's advising District Administrators involved in the delivery of start-up kits to beneficiaries and monitoring activities.

Post administrative level	Chief of post involved in planning, implementation and monitoring of activities
Community level	Chief locality involved in planning, implementation and monitoring of activities. Village leaders involved in identification and selection of beneficiaries, planning, implementation and monitoring of activities. Promoters are involved in planning, implementation and monitoring of activities in general and in the training of saving and credit groups.

Evaluation purpose, scope and objectives

The purpose of this midterm evaluation is to assess the results of the project objectives and outcomes as specified in the Project Document. The midterm evaluation should assess the implementation approaches, progress made, and challenges encountered, identify, and document the lessons learnt and good practices, and make specific recommendations for future course of actions.

The specific objectives are:

Assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results

Review the project’s strategy and its risks to sustainability.

To assess the effectiveness of the livelihood enhancement support provided to beneficiaries’ households affected by the cyclone in the area of the Project (Immediate employment and other income generation activities; Rehabilitation of productive models and working groups; Provision of temporary employment; Financial inclusion through the creation of savings and loan groups and Assistance to micro, small and medium enterprises).

To assess the effectiveness, sustainability, and viability as well as the selection of the sectors support. It is also important to assess the approach adopted for the reactivation and recovery of the MSMEs.

To assess the effectiveness and sustainability of employment creation as well as the new rural markets constructed.

To assess the ongoing measures for more resilient and risk-informed constructions and disaster risk mitigation measures in rehabilitation and construction of houses, markets, clinics, government offices and schools etc.

To assess the capacity of the trained artisans (masons/carpenters) and Engineers on enhancement of their skills and knowledge on housing technologies (hazard resistance, cost effectiveness, replicability, use of local materials, and participation of the house owners) ensure they are supporting reconstruction in the districts and to assess that beneficiary in project areas have better understanding and awareness to construct safer houses.

To assess community’s capacity to respond immediately after occurrence of future disasters.

To assess engagement of the government, Municipalities and stakeholders in the project, and their understanding, including financial and other commitment for sustainability of activities.

Scope of Work:

The midterm evaluation should look into the relevance, effectiveness, efficiency and sustainability of the support provided by the project. In addition, the evaluation should indicate if the produced results are in the right direction towards facilitating the reconstruction effort of the Government of Mozambique in the project areas. Particularly, the evaluation should cover at least the following areas:

**Relevance of the project:** review the progress against its purpose, objectives, outputs, and indicators, as per the project documents and its components, such as the Theory of Change, Results and Resources Framework, M&E framework, and ascertain whether assumptions and risks remain valid.

**Effectiveness and efficiency of implementation approaches:** review project’s technical as well as operational approaches and deliverables, quality of results and their impact, alignment with national priorities and responding to the needs of the stakeholders.

**Review the project’s approaches,** in general and with regards to mainstreaming of gender equality and social inclusion, with particular focus on women and marginalised groups.

**Review and assess the risks and opportunities** (in terms of resource mobilization, synergy and areas of interventions) related to future interventions.

**Review external factors** beyond the control of the project that have affected it negatively or positively.

**Review planning, management, and quality assurance** mechanisms for the delivery of the project interventions.

**Review coordination and communication** processes and mechanisms with the stakeholders.

Evaluation criteria and key guiding questions

The evaluation will follow the four OECD-DAC evaluation criteria - Relevance, Effectiveness, Efficiency, and Sustainability. Human Rights and Gender Equality will be added as cross-cutting criteria. The guiding questions outlined below should be further refined by the consultant and agreed with UNDP.

Criteria	Evaluation Questions
Relevance	How relevant were the overall design and approaches of the project? To what extent the project was able to address the needs of the target groups in the changed context? To what extent are the objectives of the project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent? Does the project contribute to the outcome and output of the CPD? Did the results contribute to facilitating the reconstruction efforts in the project areas? To what extent has the project been able to adapt to the needs of the different target groups (including tackling the gender equality and social inclusion aspects) in terms of creating an enable environment for inclusive, affordable and people-centred reconstruction policies and actions?



Effectiveness	To what extent the project activities were delivered effectively in terms of quality, quantity and timing? What factors have contributed to achieving or not achieving the intended outputs? What were the lessons and how were feedback/learning incorporated in the subsequent process of planning and implementation? How effective has the project been in enhancing the capacity of the communities and local governments to create enabling environment for inclusive disaster risk management? How COVID-19 affected immediate support into livelihood and reconstructions activities?
Efficiency	How efficiently were the resources including human, material, and financial resources used to achieve the above results in a timely manner? To what extent was the existing project management structure appropriate and efficient in generating the expected results? To what extent has the project implementation strategy and its execution been efficient and cost-effective?
Sustainability	To what extent did the project interventions contribute towards sustaining the results achieved by the project? What are the plans or approaches of the local authorities/government to ensure that the initiatives will be continued after the project ends? What could be potential new areas of work and innovative measures for sustaining the results? To what extent have lessons learned been documented by the project on a continual basis to inform the project for needful change? What could be done to strengthen exit strategies and sustainability of the project?
Impact	To what extent the project initiatives indicate that intended impact will be achieved in the future?
Human rights	To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the area of interventions?
Gender equality and social inclusion	To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on the marginalized and the poor through technology transfer, reconstruction action, planning and training? What proportion of the beneficiaries of a programme were persons with disabilities? To what extent has the project promoted positive changes of women and marginalised group? Were there any unintended effects?

#### Methodology

The evaluation methodology and methods to be used in this evaluation are indicative only. The consultant should review the methodology and propose the final methods and data collection tools as part of the inception report. The methods and tools should adequately address the issues of gender equality and social inclusion about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, given limitations of budget, time and data.

Evaluation should employ a combination of qualitative and quantitative evaluation methods and instruments. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and male and female direct beneficiaries. Suggested methodological tools and approaches will include:

**Document review.** This would include a review of all relevant documentation, Project document (contribution agreement); progress reports, annual work plan; monitoring reports; communications and visibility's reports, project board meetings and Technical/financial monitoring reports.

**Interviews and meetings** with key stakeholders (men and women) such as key government counterparts, donor community members, representatives of key civil society organizations, United Nations country team (UNCT) members and implementing partners

**Field observations, interactions** (structured, semi-structured, Key informant and focus group discussions with men and women, beneficiaries, and stakeholders) and consultations with the beneficiaries' households of Houses and livelihood activities.

Briefing and debriefing sessions with UNDP and Project team as well as with other partners will be organised. The evaluator should ensure triangulation of the various data sources to maximize the validity and reliability of data.

All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

**Gender and human rights lens.** All evaluation products need to address gender, disability, and human right issues.

The final methodological approach including interview schedule, field visits, evaluation matrix and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed with UNDP.

#### Evaluation products (deliverables)

The Consultant should clearly outline the outputs UNDP expects, with a detailed timeline and schedule for completion of the evaluation products. The consultant should also detail the length of specific products (number of pages). These products could include:

**Evaluation inception report (10-15 pages).** detailing the reviewer's understanding of what is being evaluated, why it is being evaluated, and how (methodology) it will be evaluated. The inception report should also include a proposed schedule of tasks, evaluation tools, activities, and deliverables.

**Evaluation matrix** that includes key criteria, indicators, and questions to capture and assess them.

**Evaluation debriefings**- immediately after completion of data collection, the evaluator should provide preliminary debriefing and findings to the UNDP/Project team.

**Draft evaluation report (within an agreed length)**. A length of 40 to 60 pages including executive summary is suggested for review and comments.

**Evaluation report audit trail**. The comments on the draft report and changes by the evaluator in response to them should be retained by the consultant team to show how they have addressed comments.

**Final evaluation report**. within stipulated timeline with sufficient detail and quality by incorporating feedback from the concerned parties.

Presentations to stakeholders and/ or evaluation reference group (if required).

**Evaluation brief and other knowledge products** or participation in knowledge-sharing events, if relevant to maximise use. An exit presentation on findings and recommendations.

## 2. Stakeholders' mapping

This *Stakeholders' analysis* consists in the characterization of the key actors of the programme with the purpose of identifying their relations with the drivers of the project strategy and to reconstruct its Theory of change.

The project links the interest of public and private actors in recovery from the hurricane destructions to their engagement to sustainable development, resilience and inclusion. The Pillar III strengthens the Cabinet of Reconstruction Post-Cyclone (GREPOC) and its coordination of the sectoral Department, that participate to the reconstruction of the affected provinces. The GREPOC is the agency in charge of the post-cyclone recovery and acts as coordinator of the intervention of institutions, local authorities and private organisations. Its planning, coordination and monitoring of the interventions makes possible the integration of the support of the donors and international agencies with the action of the Mozambican actors. It also links the response to the crisis to the build-up of resilience and response capacities. These Mozambican institutions coordinate the assistance to the affected population ensure its coherence with the long-term development policies and plans. Their commitment has to be enhanced by building their capacities to gather, analyse and use the feed-back of the reconstruction actions. In such way, they can play an active role in the establishment of early warning and response mechanisms to natural disasters in the future and not only to deliver the external assistance pipelined through the MRF. State and non-state actors, including MSMEs, communities, CBOs and vulnerable people are the final beneficiaries of the programme. As they are mainly concerned with their livelihoods and wellbeing, their conflicting interests require the guidance of institutional actors.

The UNDP and partner *UN agencies*, such as WFP, ILO, UN-Habitat and UN Women are actively involved in the pipelining of the MRF. They are active in mainstreaming sustainability, resilience and inclusion in the plans and actions of the Mozambican actors that is fundamental for shaping their long term approach to the management of natural disasters emergencies. Thus, they act as catalysers of change, by transferring knowledge and skills developed in other situations that are central to the strengthening of the action of the GRPOC, sectoral Departments and the private sector.

*The NGOs and CBOs* include a broad set of local actors that represent producers, social sectors and the assisted beneficiaries. The international and national NGOs provide complementary knowledge and skills that link to resources and technology to the understanding and mobilisation of the role of the affected communities and people in the reconstruction effort. Their intervention are complementary to those of the state actors and private sector and especially relevant in linking the social and economic aspects of reconstruction and local development. They contribute to the aggregation and representation of the affected communities, MSMEs, vulnerable groups. Their unique experience resides in their acquaintance with

the different sectors of the society that concur in the reconstruction and participate to the governance of local development. They are acquainted with the socio-economic challenges faced by the beneficiaries and, through their international collaborations, access to a diversified set of expertise (voluntarism) and resources (private donations) that complement those mobilised by the donors and UN agencies. Their representation of the interests of the beneficiaries ensures that the achievements of the programme be integrated in a long-term commitment to sustainability.

The *Academia*, namely UniPiaget, education vocational training centres play an active role in the elaboration and dissemination of knowledge and skills. They ensure that the knowledge and skills needed to reconstruct the economic activities be adapted to the context and conditions of the beneficiaries.

The *private sector* such as construction companies, engineering firms and construction material suppliers is actively involved in the physical reconstruction of public building, residential buildings and socio-economic infrastructure. They are interested in developing the capacities needed to produce climate resilient buildings. In practice they can participate in orientating the reconstruction along resilient approaches.

The *local authorities* are in charge of coordinating the reconstruction actions and link them to the local planning and sustainable management of the resources of the territory. Their action is coordinated with that of the national institutions in implementing the reconstruction actions. Although not directly object of the institutional strengthening activities of Pillar III, they participate in the implementation of national policies and are expected to build knowledge and skills from their interaction with the GREPOC and sectoral Departments. As territorial planning is the axis of the prevention of and resilience to natural disasters, the local authorities are expected to strongly contribute to the establishment of the governance of the management of natural disasters. The GREPOC, by coordinating the recovery interventions ensures that the actions of institutions and local authorities are framed in a common planning exercise and complement each other at the respective operational level in the frame of the overall strategic framework.

The population of the *assisted communities* in Sofala and Cabo Delgado provinces is the beneficiary of the programme. The programme promotes its active participation in the reconstruction processes to ensure the appropriation of the promoted sustainable, resilience and inclusive practices that are expected to reduce the vulnerability to natural disasters. Thus, they are expected to contribute to the establishment of the planning, coordination and monitoring mechanisms put in place by the GREPOC.

The women, youth and vulnerable groups are often little involved in the governance of the affected communities. Their active participation to the programme activities is expected to contribute to its inclusiveness and to boost the sustainability of their results. The project strengthens their capacities and aggregation to ensure that they are represented and active in the governance of the resources of the territory to avoid their overexploitation that is conducive to greater vulnerability to natural disasters

The stakeholders act at different level, national, provincial and local. The strengthening of the GREPOC role in guiding the reconstruction is expected to establish work modalities that harmonise the interventions and collaboration of all the stakeholders and their engagement to the governance of the factors that contribute to the vulnerability to natural disasters. This implies the establishment of a dialogue on the sustainable use of the resources of the territory thus creating the conditions for the deployment of the national policies.

Overall, the interaction between these groups is a complex and often conflicting process. The GREPOC plays the key role in leading the reconstruction and building resilient mechanisms. It harmonizes the exigencies of the national and local actors in the reconstruction and transition to local. The programme supports it in guiding action of the national, provincial and local actors whose interaction in expected to establish new approaches to the management of the territory resources and management of natural disasters.

### 3. Reconstructed Theory of change

The reconstructed project *Theory of Change* (ToC) is based on the study of the project documents. The ToC identifies the sequence of conditions and factors deemed necessary for projected outcomes to yield impact (including context conditioning and actor capacities) and assesses the current status of and future prospects for achievements.

The programme by rehabilitating the assets, livelihoods and houses of the vulnerable people and communities affected by the 2019 cyclones, contributes to the achievement of the Country planning document (CPD) goal of supporting by 2024 through the establishment of:

- Resilient and inclusive economic recovery of communities vulnerable to disasters strengthened.
- Livelihoods of the most vulnerable communities, including IDPs, in areas affected by violent extremism, especially in the informal economy, diversified and strengthened.
- Improved capacities of communities and government for resilient recovery and reconstruction

This action targets the needs of the affected population through inclusive approaches and Resilient Housing and Community Infrastructure while developing national capacities and systems to plan and implement the recovery and resilience programme. The creation of the GREPOC and institutional capacities is expected not only to improve the effectiveness of the response to the hurricanes but also to exploit the experience made in collaborating and sharing their knowledge and skills to design new of governance of the resources of the territory that are essential to reduce vulnerability and improve the response to natural disasters.

The project recognizes that the national and local actors play different and complementary roles that are vital to enhance resilience to natural disasters. While the reconstruction effort has clear targets that concern the infrastructure, livelihood and welfare of the affected communities, the strengthening of the GREPOC capacities is intended to link such effort to the creation of long-term capacities to warn, respond to and supervise the management of natural disasters. For such reason, it builds knowledge management capacities and builds the capacities of the vulnerable groups to broaden the governance of these processes.

Linking rehabilitation to sustainable, resilient and inclusive development is the core of the project strategy. The national institutions are expected to support the local actors in identifying needs and mainstreaming resilience practices in the delivery of the MRF aid. Gender equality plays a central role in the project strategy as women have been identified as active players of their family and community economy and the project assist them in actively participating in the orientation of and benefits of the external aid.

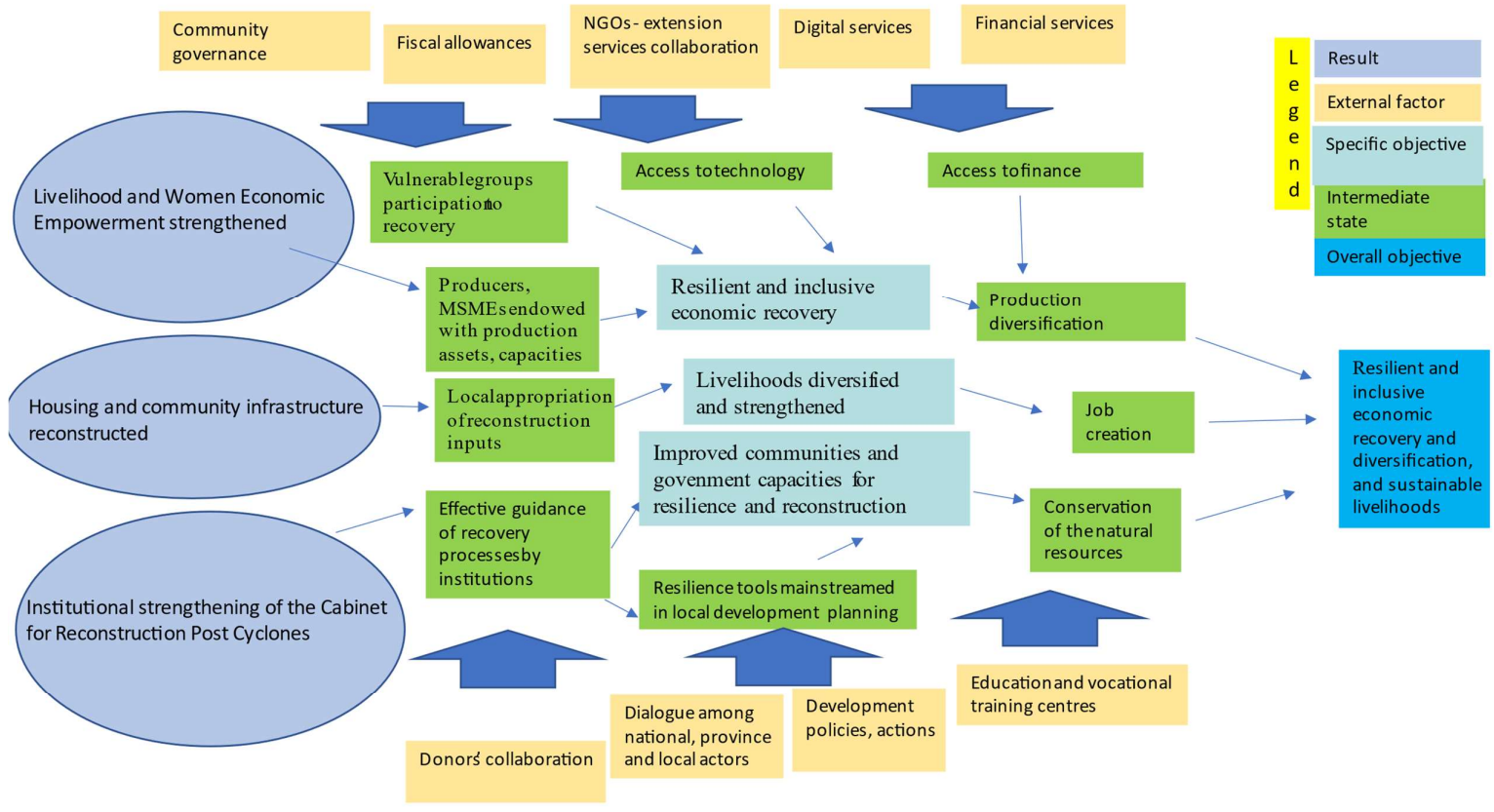
External conditions that influence the success of the programme range from the mobilization of adequate capacities across a broad set of technical fields to the participation of the beneficiaries through the CBOs in the identification of needs and design of solutions. The GREPOC plays the central role in the information sharing, discussion, negotiation and collaboration with public and private partners. In fact, the program expects that that the GREPOC, through the improved management of knowledge and coordination of the local partners, be able to lead the reconstruction and link it to long-term policies that promote the local development.

The buildup of capacities to plan and coordinate the reconstruction involves *political and operational or technical aspects*. This implies the elaboration or revision and adoption of national priorities and policies. To be effective, such endeavour has to produce a governance model that links the management of natural disasters to the management of the resources of the territory to build resilience. To perform such transition, the programme has to involve public and private partners in the planning, coordination and monitoring of

the reconstruction, along their competencies. Such commitment is expected to evolve in the long run into a structured mechanism to prevent, manage and monitor the natural disasters. Resilience has to be mainstreamed into development policies to harmonise the actions of stakeholders and identify the resources needed for managing natural disasters. Although dependence on external aid can't be avoided, the elaboration of local approaches, processes and tools makes possible their prompt and efficient delivery at the onset of the crises. Such approach can be extended to the region as the Southern African region is recording a growing exchange of technical expertise among neighboring countries.

The following diagram synthetizes the reconstructed ToC.

# Theory of change



#### 4. Evaluation matrix

Criteria	Evaluation question	Indicators	Sources of data	Methodology
Relevance	EQ1. How relevant were the overall design and approaches of the project?	Project alignment to the PDNA identified priorities	PDNA, Prodoc, Results framework	Documents analysis
	EQ2. To what extent the project was able to address the needs of the target groups in the changed content?	Participation of beneficiaries in the design of project activities	Progress reports, interviews, visit of sites	Documents analysis, survey guide, direct observation
	EQ3. To what extent are the objectives of the project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent? Does the project contribute to the outcome and output of the CPD?	Convergence of the project outputs to the achievement of the CPD outcome	CPD, PDNA, Prodoc, Results framework	Documents analysis
	EQ4. Did the results contribute to facilitating the reconstruction efforts in the project areas?	% of reconstruction achieved	Result frameworks, interviews, visit of sites	Documents analysis, survey guide, direct observation
	EQ5. To what extent has the project been able to adapt to the needs of the different target groups (including tackling the gender equality and social inclusion aspects) in terms of creating enable environment for inclusive, affordable and people-centred reconstruction policies and actions?	Improvement in the livelihoods of beneficiaries, including those of women, youth, vulnerable groups	Result frameworks, interviews, visit of sites	Documents analysis, survey guide, direct observation
Effectiveness	EQ6. To what extent the project activities were delivered effectively in terms of quality, quantity and timing?	% of delivery of the planned activities Delays recorded in achieving the planned activities	Progress report, budget, Result framework, interviews	Documents analysis, survey guide
	EQ7. What factors have contributed to achieving or not achieving the intended outputs?	Flexibility of the project strategy to match implementation challenges	Progress reports, interviews, visits to sites	Documents analysis, survey guide, direct observation
	EQ8. What were the lessons and how were feedback/learning incorporated in the subsequent process of planning and implementation?	Access to and use of monitoring inputs by stakeholders in taking decisions	Result framework, interviews	Survey guide
	EQ9. How effective has the project been in enhancing the capacity of the communities and local governments to create enabling	Participation of communities and local authorities in	Interviews, field visits	Survey guide

	environment for inclusive disaster risk management?	the GREPOC reconstruction coordination mechanism		
	EQ10. How COVID-19 affected immediate support into livelihood and reconstructions activities?	Project intervention modalities adaptation to the COVID-19 constraints	Product, progress reports, interviews	Documents analysis survey guide
Efficiency	EQ11 How efficiently were the resources including human, material, and financial resources used to achieve the above results in a timely manner?	Disbursement of MRF resources by local partners Level of co-financing	Progress report, budget, interviews	Documents analysis, survey guide
	EQ12. To what extent was the existing project management structure appropriate and efficient in generating the expected results?	Use of monitoring data for management decisions	Progress report, budget, interviews	Documents analysis survey guide
	EQ13. To what extent has the project implementation strategy and its execution been efficient and cost-effective?	Adaptation of work plan to change of context	Progress report, budget, interviews	Documents analysis, survey guide
Sustainability	EQ14. To what extent did the project interventions contribute towards sustaining the results achieved by the project?	Capacities of the beneficiaries, their organisations	Progress report, interviews, field visits	Documents analysis, survey guide
	EQ15. What are the plans or approaches of the local authorities/government to ensure that the initiatives will be continued after the project ends?	Capacities of local authorities and government	Progress report, interviews, field visits	Documents analysis, survey guide
	EQ16. What could be potential new areas of work and innovative measures for sustaining the results?	Changes in the context, conditions of the affected population	Progress report, interviews, field visits	Documents analysis, survey guide
	EQ17. To what extent have lessons learned been documented by the project on a continual basis to inform the project for needful change?	Completeness and dissemination of project reports	Progress report, interviews, field visits	Documents analysis, survey guide
Impact	EQ18. What could be done to strengthen exit strategies and sustainability of the project?	Awareness on progress made and new exigencies of the population	Progress report, interviews, field visits	Documents analysis, survey guide
	EQ19. To what extent the project initiatives indicate that intended impact will be achieved in the future?	Change of livelihoods of the assisted people, companies, public services	Progress report, interviews, field visits	Documents analysis, survey guide



Human rights	EQ20. To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the area of interventions?	Participation of minorities in the project activities	Progress report, interviews, field visits	Documents analysis, survey guide
Gender equality and social inclusion	EQ21. To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on the marginalized and the poor through technology transfer, reconstruction action, planning and training? What proportion of the beneficiaries of a programme were persons with disabilities?	Rate of women benefitting from project activities	Progress report, interviews, field visits	Documents analysis, survey guide
	EQ22. To what extent has the project promoted positive changes of women and marginalised group? Were there any unintended effects?	Women and marginalised people's involvement in community governance	Progress report, interviews, field visits	Documents analysis, survey guide

## 5. Informants

Name	Organisation	Place	Phone	Email	Date
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Manuril Chaparica, administrador Marem Shivan chefe do gabinete	Dondo municipality	Dondo, Sofala District			15/9
Adamu Odosumani, administrador	Nhamatanda District	Nhamatanda, Sofala province			16/9

Administrador	Nhamatanda municipality	Nhamatanda, Sofala province			16/9
Silvestre Elias, coordenador, zona Norte	GREPOC, Cabo Delgado office	Pemba, Cabo Delgado province			20/9
Antonio Carlos Dias	ADEL Cabo Delgado	Pemba, Cabo Delgado province			20/9
Miralda Sebastião, chefe do equipo	We World Cabo Delgado	Pemba, Cabo Delgado province			20/9
Luis Augusto, president  Antonieta Ferrao E, presidentminio Antonio, membro	Fruitcad Cabo Delgado	Pemba, Cabo Delgado province			21/9
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Francisco Roquette, UNDP Deputy resident representative	UNDP Country office				
Sari Nasereddin	UNDP MRF team			Tele-conference	13/9
Sergio Julane, M&E specialist	UNDP MRF team				13/9
Mogas Canhe, Livelihoods specialist	UNDP MRF team				13/9
Roselyn Singmane, OM Pemba sub-office	UNDP MRF team				20/9

Juvenia Cohen, Finance specialist	UNDP MRF team					13/9
Rebecca Navega, communication analyst	UNDP MRF team					13/9

## 6. Chronogramme

### A. Chronogramme

N	Activity	August			September				October				Deliverables	
		2	3	4	1	2	3	4	1	2	3	4		
1	Inception													
1.1	Documents review and MTR Inception report elaboration													Inception report and Evaluation matrix
1.2	MTR Inception report presentation													
2	Documents review													
2.1	Documents analysis													Desk note
2.2	Desk note elaboration													
3	Survey													
3.1	Briefing with UNDP / PT													
3.2	Field survey													
3.2	Visit to Sofala province													
3.1	Visit to Cabo Delgado province													
3.3	Interviews in Beira													
3.4	Preliminary findings presentation													Preliminary findings
4	Synthesis													
4.1	Draft MTR report elaboration													
4.2	Final MTR report presentation													Draft MTR report
4.3	Final MTR report and Audit Trail elaboration													Final MTR report, Audit Trail
5	Dissemination													
5.1	Evaluation brief elaboration													Evaluation brief
5.2	Evaluation brief presentation													

### B. Survey itinerary

Date	Activity
Monday 12 September	Flight Italy to Beira
Tuesday 13 September	Beira UNDP team
	UNDP kick off meeting
Wednesday 14 September	Beira
	Meeting with Mr Sari, UNDP Primary School of Palmeiras

	<p>Escola Matacuane  Escola secundaria Samora Machel.  Escola primaria Escoril  Meeting with GREPOC Executive director and staff  Beira Municipality  Praia Nova Community (Fisher traders). Associação de pescadores artesanais  Graça Machel  Traders association  Munhava  Road seller of soft drinks  Barber shop</p>
Thursday 15 September	<p>Dondo District</p>
	<p>Visit Beira Administrative Building  Meeting with Dondo Administrator  Dondo Library  Mafarinha Poultly Group  Sewing group  Tailor  Cement bricks producer  Bakery and saving groups Muzimbite  Muzimbite to Mutua  Mutua resettlement – ADEL NGO staff  Market  School  440 Houses  Saving groups Comunidade 25 de Juno  Mutua to Mandruzi resettlement, Terre des hommes staff  Mandruzi  Tailors sewing  Poultry, individual duck rearing  Poultry, Women’s association  Housing  .  16:40 – 17:10 – Back to Beira</p>
Friday 16 September	<p>Nhamatanda</p>
	<p>Beira to Nhamatanda  Nhamatanda Administrator meeting  Meeting with Municipality Major  Municipality to Nhamatanda Market  Market, fish retail selling women  Women poultry growers’ cooperativa  Nhamatanda to Harumua  Aquaculture producers  Harumua to Lamego  Lamego Women’s savings group, ADPP NGO  Lamego to Ndeja resettlement from near villages  Houses  Ndjea savings group + GBV group, Plan NGO  Return to Beira.  Hamid Taybo, ADEL executive director</p>
Saturday 17 September	<p>Beira</p>
Sunday 18 September	<p>Beira</p>
Monday, 19 September	<p>Savane</p>
	<p>Travel to Savane  Resettlement houses. 2 water tanks, solar pumps</p>

	<p>Market  Fish pond  Ducks  Horticulturalist  Seed nursery. Associação biomsa  Travel to Beira  Flight Beira to Maputo</p>
Tuesday, 20 September	Pemba
	<p>Flight Maputo - Pemba, Cabo Delgado province  UNDP Cabo Delgado Team  Meeting with GREPOC  Meeting with Adel  Meeting We World  Carpenter  Welder</p>
Wednesday, 21 September	Pemba
	<p>Fruitcad association  WFP office  Majaje barrio, compost production group</p>
Thursday, 22 September	Pemba
	<p>Medula Fishers' association  Online debriefing  Flight Pemba – Maputo</p>
Friday, 23 September	Demobilisation
	<p>Demobilisation travel  Flight Maputo to Italy</p>

## 7. Results framework

Results – Expected Outputs	Output Indicators	TARGETS AND RESULTS				ACHIEVEMENTS
		TOTAL 5 YEARS Targets	Previous years report	Reporting period	Cumulative Achievements	Reporting Period
<b>Output 1.1</b> Livelihoods, early economic recovery and income generation needs identified	1.1.1 Identified number of livelihood and economic recovery needs.	5	19	4	23	<p>Utilizing a unique questionnaire to capture the demographic and socio-economic data of the beneficiaries registered 187,732 (156,143 from 2020+31,589 from reporting period) families composed by (51.4% female-headed household, 8.9.8% headed by the elderly and 13.6% headed by people with disabilities), in 127 target communities of 13 districts in Sofala and Cabo Delgado provinces. From the selected groups, 7,460 families were identified for further income generation and self-employment inputs as priority as they are the most adversely affected, and vulnerable families.</p> <p>One assessment was conducted to identify recovery needs identified in the target communities. Small businesses, Grocery, handicrafts and Carpet waving, sewing, Hair salon, Carpentry, Poultry farming, Agriculture, milling, Reforestation and fruit trees, Livestock, Beekeeping, Agro-processing, Fishing, Locksmith's shop, Mechanics, Mason/Bricklayer, Plumbing and salt pans, hairdressers, electricians, carpenters, tailor, catering, landscaper, iron worker and financial services, were identified as beneficiaries preferred viable microenterprises and self-employment income generation means. The selected beneficiaries were grouped and trained in their preferred businesses. Field monitoring data shows progressive income and start to provide employment for others in the community by the micro businesses created.</p> <p>Market study to assess dynamics on supply and demand of goods, gaps, identification of markets, design of practical and actionable strategies on sectors dominated by the most vulnerable people was initiated and is still in progress.</p>
	1.1.2 Identified number of community priorities schemes for rehabilitation.	10,000	11,270	7,460	18,730	
	1.1.3 Identified number of viable micro and small enterprises.	1200	50	1300	1350	
	1.1.4 Number of market demand and supply assessment completed.	5	1	1	2	
<b>Gen 1</b>						
<b>Output 1.2.</b> Disaster-affected people benefiting from community-driven and gender-focused emergency employment interventions and skills trainings	1.2.1 Number of highly vulnerable people provided with temporary employment, disaggregated by sex;	200,000	156,143	31,589	187,732	<p>Until this reporting period cumulatively 187,732 (156,143 until 2021+31,589 from 2022) most vulnerable affected people were provided with temporary employment through labor intensive rehabilitation of community prioritized productive infrastructure, assets and waste/debris management The temporary employment opportunities identified are: 1. Cleaning in the communities; 2. Refurbishment of markets; 3. Construction, rehabilitation and cleaning of drainage canals; 4. Opening and clearing of access</p>
	1.2.2 Number of people provided with skills training and start up to support self-	5000	716	8,290	31,787	

Gen 3

employment and income generation.				
1.2.3 Number of affected women and men with access to rehabilitated community socioeconomic infrastructure (community plantation, irrigation channels, roads, water points, schools, health centres, etc.) important for livelihoods recovery;	1,075,000	780,715	157,945	938,660
1.2.4 % of income accruing to women;	40%	60%	20%	60%
1.2.5 Number (and % of total) of beneficiaries (men & women) that moved from cash for work/emergency employment to long-term employment	20,500	527	8290	8817
1.3.1 Number of affected male & female entrepreneurs received assistance, % of those that restarted their businesses and % of those that continue activities after one year (N+1)	1,200 (70% of 1200 continue)	312	300	612
1.3.2 Number of farmers cooperatives/associations having received inputs for planting, % of those that restart cultivating, and % of those that continue activities after one year (N+1)	400 (70% of 400 continue)	176	131	307
1.3.3 Number of men and women engaged in the VSAL that become self-employed /wage employed	7,300	312Groups (11,306 members)	160 (4,403 members)	472Groups(15,709mebers)

roads; 5. Greenhouses for increasing horticulture production and extend productive window 6. Construction of shades for production and multiplication of plants; 7. Opening of water holes; 8. Collection of waste for recycling; 9. Opening of fishponds; 10. Producing sun-dried bricks; 11. producing improved clay stoves; 12. Construction of cattle and goat barns; 13. Construction of small bridges; 14. Construction/ improved home latrine; 15. Handwash station; 16. Afforestation; 17. Homestead basic gardening; 18. Compost making; 19. Household garbage pits.

Skills and business trainings were provided to cumulative total of 31,787 (23,497 + 8290 new) target heads of household. The training was related to their preferred income generation professions that have short term and long-term employment potentialities and link to respective employers (public, private sectors) where possible.

These households' heads were also trained in new skills and small businesses (improved stove production, carpet making, Saving, GBV, agro-processing, civil electrician).

In total 472 (312+160 new) VSLA group's 15,709 members, from which 9,315 are female headed households; They have been able to save 6,553,922.00 meticais (1,316,203.00+5,237,719.00 new), while at the same time offering credit worth 2,414,418.00 meticais to members to invest in their small businesses in the markets constructed the project.

These schemes provide a local solution to the community members to diversify their income generation as well as assist in provision of cash in the time when member family is in urgent need for health or schooling etc.

Output 1.3. Micro, small and medium enterprises and other income generation initiatives reactivated and/or strengthened

Gen 2

<p><b>Output 1.4.</b> Institutional capacities for livelihoods, employment and enterprise recovery/development enhanced</p>	<p>1.4.2 Number of people received vocational trainings and % of those that engage afterwards in self-employed /wage employed;</p>	950	236	186	303	<p>A total of 303 (236 from previous report+186 new) benefited from 3 months of vocational skills training in partnership with Institute of Vocational Trainings (IFPELAC) and SDAE in new skills. These courses bring added value to the recovery of livelihoods, and economic empowerment for vulnerable groups, especially young people affected by the Cyclone.</p>
<p><b>Gen 1</b></p>	<p>1.4.3 Number of vocational training centres capacity enhanced to provide demand driven vocational skills trainings and % of those that adapt their approach.</p>	9	1	5	6	
<p><b>Output 2.1.</b> Functionality of government entities at local level is restored in a risk-informed fashion to ensure public service provision</p>	<p>2.1.1. Number of government buildings restored to an internationally accepted standard, BBB</p>	14	5	7	12	<p>The rehabilitation of the public library of Dondo municipality is now completed, Inaugurated, and delivered. The resilient rehabilitation and supply of furniture and damaged office equipment for the Beira District Administration and the four key blocks, such as the main building of the Beira district government, the Beira District Command Building, the conference and administration office, the District Technical Council Office, the Alpendre at the District Office and Wall fence, is also concluded. For this rehabilitation Some extra works have been approved, that include construction of two porches (one for the district police command and one for the Gabinete of combating gender-based violence; also, construction of a rainwater collection system; improvement of the prisoner's cell roof, removal and improvement of the garage's metal structures will start in the next quarter November 2022). In Cabo Delgado the rehabilitation of 7 buildings that includes: SDPI in Macomia was completed; the rehabilitation of administration office as well the residence of the chief of post, Radio Building and Police station in Macomia are ongoing. In Quissanga, the police station are ongoing.</p>
<p><b>Gen 1</b></p>	<p>2.1.3. Number of people with access (F/m) to restored services on a yearly basis</p>	8,400	15,000	7,000	22,000	
<p><b>Output 2.2.</b> The most affected and vulnerable people located in rural and peri-urban areas have their houses rehabilitated to BBB standards</p>	<p>2.2.1. Number of families with houses repaired to BBB standards, disaggregated by sex of head of household</p>	1,750	0	211	211	<p>The resilient rehabilitation of 211 houses completed. The remaining are planned to complete by 2023. The rehabilitation of the houses faced with unexpected challenges. The initial plan target was revised. Due to the complexity of housing rehabilitation, high priorities in other activities and funding gap of the project, This target will not be achieved. Details will be presented to steering committee for approval.</p>
<p><b>Gen 2</b></p>	<p>2.2.2. % of homeowners with a repaired dwelling that are women, youth, elderly or persons with disabilities</p>	60%	10%	20%	30%	<p>The members of the 10 houses are working in group in the self-rehabilitation. The current data is estimate, the exact data will be captured by the end of the project.</p>



	2.2.3. Number of vulnerable individuals who have obtained temporary livelihoods and training through a labour-intensive program for the rehabilitation of affected houses, disaggregated by sex	3,500	600	1000	1600	The data is fully dis-aggregated by sex, age, gender.
	2.2.4. Number of vulnerable households benefiting from soft-loans and/or vouchers for the rehabilitation of their houses, disaggregated by sex of head of household	180	600	600	600	Due to the ground reality, the loan schemes have not been launched. The government is not in favor of the loan for the housing construction. Furthermore, the financial institutions has stringent rules for access to loans which largely hinders access of vulnerable people to the loan scheme. Instead, the project is providing full support of self-construction with a minimal contribution from the owner.
	2.2.5. % of rehabilitated houses that have undergone a QA spot-check	30%	30%	100	100%	100% houses go through a thorough Quality Assurance process, from the design, implementation and final technical inspection before handing over.
<p><b>Output 2.3.</b> The most affected and vulnerable people located in rural areas and resettlement neighbourhoods have new houses constructed to BBB standards through the active involvement of affected population and local contractors</p> <p><b>Gen 2</b></p>	2.3.1 # of vulnerable families rendered homeless by the disaster that are provided with a new and resilient house disaggregated by sex of head of household (in line with GoM re-settlement strategy)	1000	200	232	432	A total of 432 houses completed and 328 are ongoing at various stages to be completed by early 2023.
	2.3.2. # vulnerable individuals (F/M) who have obtained temporary livelihoods and training through a labour-intensive program for the construction of houses	1,300	500	1,250	1750	The target is well achieved, In fact larger number of community members were temporarily employed. The important point, is that more than 155 artisans and 63 youth engineers were training in resilient reconstruction and all of these are now employed by the projects and projects of other partners.
<p><b>Output 2.4.</b> Key community infrastructure in affected areas rehabilitated to BBB standards to restore the</p>	2.4.1. # community facilities (school/health facilities) rehabilitated to internationally accepted standards	27	15	15	30	<p>Seven rural market pavilions were constructed and handed over to the communities and local leaders The markets constructed were provided with renewable energy solutions. Water, sanitation access ramp for people with disabilities, etc.</p> <p>The construction of eight (8) primary schools in Chibabava and Dondo is concluded and equipped with furniture (desks and boards). The</p>

provision of education, health and socio-economic services  <b>Gen 2</b>						<i>rehabilitation of 5 big school buildings in Beira city, 4 are completed and 1 (Agostinho Neto school) is with 50% completion rate. The 3 Health facility centers are also concluded (Chinamacondo, Sengo and Maga Loforte). In Cabo Delgado the rehabilitation of 6 building that include Macomia Maternity ward was concluded and Macomia water supply is ongoing.,. The rehabilitation of Bilibiza Health center, the residence of doctor and water supply is also ongoing. The three school (EPC Macomia, Primary school of Nacoba and Montepuez in Bilibiliza and 3 classrooms in Xinavani are ongoing.</i>
	<i>2.4.2. % targeted vulnerable individuals (women, youngsters, elderly, persons with disabilities, children) who have access to restored services</i>	50%	20%	20%	20%	<i>In total 8,842 people will have access to restored services of markets. Each market construction comprises: one (1) building with 28 stalls of 112.5 m², with access ramp for the disabled and electricity system via solar panel; restroom with four (4) latrines and two (2) showers; handwashing lavatory with 6 m³ rainwater harvested storage capacity. The construction of the markets was done through cash for work approach by provision of employment opportunity to the local community by provision of skilled and non-skilled labor, collection of locally available material. The provision of the solar powered lights to these rural markets provided opportunities of expansion of businesses, value addition and more important playing a major role in women empowerment and prevention of gender-based harassment.</i>
<b>Output 2.5.</b> Risk-informed and resilient construction techniques are incorporated in the building codes and the housing standards, which are used to train local contractors, building inspectors and homeowners  <b>Gen 1</b>	<i>2.5.1. Building code reviewed and construction standard formulated (housing and community infrastructure)</i>	1	0	0	0	<i>This output was not planned for 2021.</i>
	<i>2.5.2. # building inspectors (public and private), private sector operators trained on the revised building codes</i>	390	0	0	0	
<b>Output 2.6.</b> Local communities are better prepared to cope with and recover from disasters  <b>Gen 1</b>	<i>2.6.1. # brigades/ community leaders trained and prepared to respond to disasters</i>	100	0	0	0	<i>This output was reprogrammed due to COVID-19 restrictions.</i>
	<i>2.6.2. number of people (females and males) who have access to risk-</i>	10,000	500	0	0	

**Output 3.1.** Technical and operational capacities of the Reconstruction Cabinet of Government enhanced to coordinate, facilitate, implement, monitor and evaluate the reconstruction and recovery phase

**Gen 2**

<i>informed safe havens in case of a disaster</i>					
<i>3.1.1 Number of thematic experts provided to cabinet for reconstruction to enable its mandated responsibilities of coordination, monitoring, oversight and implementation of standards for resilient recovery as defined in the Disaster Recovery Framework (DRF)</i>	11	11	14	14	<p><i>A recruitment of local experts for the Reconstruction Cabinet was done to assist in achieving its mandated responsibilities for resilient recovery as defined in the Disaster Recovery Framework (DRF).</i></p> <p><i>Technical Assistance to GREPOC in the elaboration and approval of Disaster Recovery Framework (DRF) and PROGRAMA Alojamento Pos Ciclones (PALPOC)</i></p> <p><i>Operational support to the Cabinet for reconstruction to ensure standards and guidelines for resilient recovery were available and enforced to guide the recovery interventions in Cyclone Idai and Kenneth affected communities. The GREPOC has established provincial and regional coordination and information exchange platforms. Most of the coordination was done virtually. However, the first coordination meeting for Sofala province planned for September. The coordination meeting will constitute of all the district, municipality and provincial administrators and directors as well as the assisting organizations, such as UN, NGOs, Red Cross and private sector.</i></p>
<i>3.1.2 Standards and guidelines for resilient recovery in place to guide the recovery interventions in IDAI and Kenneth affected communities.</i>	3	1	0	1	<p><i>The focus on support that UNDP give is the institutional strengthening of GREPOC to lead, coordinate and implement the disaster recovery framework. UNDP supported GREPOC to conduct the Mid-Term Evaluation of the Implementation of the Post Cyclone Recovery and Reconstruction Programme (PREPOC), where the final report of which was shared in November 2021.</i></p>
<i>3.1.3. Sectoral coordination platform established and functional</i>	1	1	0	1	<p><i>With UNDP support, GREPOC has established itself in Beira, Pemba and Chimoio. In addition, they have composed the working team and continue with their role in the Pos Cyclone IDAI and Kenneth recovery programme. Procurement for Furniture, office supplies, were acquired.</i></p>
<i>1.3.4 Recovery Monitoring and Information Management System established and functional</i>	1	1	0	1	

Source: Annual progress reports and project team.

## 8. Bibliography

### 1. Project documents

2021 08 MRF Risk Log  
2019 07 19 MRF Local programme approval committee minute  
2019 08 14 Prodoc MRF 21 08 2019 - 21 08 2024  
2020 03 26 MRF Steering committee 1 minutes  
2020 03 31 Annual work plan signed by GREPOC and UNDP  
2020 06 MRF Risk Log  
2020 08 Programa de alojamiento pos ciclones PALPOC brochura  
2020 12 31 Images of progress in Construction  
2020 12 31 Mozambique Recovery Facility factsheet  
2020 12 31 MRF Progress Report 08 2019 - 12 2020  
2020 12 31 MRF Visibility and Communications - 2019-2020  
2020 12 MRF Risk Log  
2020 12 Summary of MRF Activities  
2021 01 01 MRF Monitoring and evaluation plan  
2021 03 05 Steering committee 2 minutes  
2021 04 09 Annual work plan signed by GREPOC and UNDP  
2022 04 14 Annual work plan signed by GREPOC and UND  
2022 04 Summary of MRF Activities  
2022 06 08 Combine delivery report 2021  
2022 06 08 Combined delivery report 2020  
2022 06 MRF Risk Log  
2022 06 Summary of MRF Activities  
2022 08 19 Cyclone IDAI Post disaster needs assessment for distribution  
2022 12 31 MRF Progress Report 2021  
2021 08 MRF Risk Log  
2021 11 Summary of MRF Activities  
2021 12 08 UNDP Country Programme Document for Mozambique 2022- 2026  
2021 12 31 Mozambique Recovery Facility factsheet  
2021 12 31 MRF Communications and visibility report  
2022 01 Summary of MRF Activities  
2022 02 21 MRF Communications and Visibility  
2022 02 28 Steering committee 3 minutes  
2022 04 08 Combined delivery report 2019

### 2. Field visit reports

2021 10 12 Pillar II Monitoring visit of houses reconstruction in district Nhangau in Beira  
2021 11 05 Dondo in Sofala BTOR mission 3- 5 November 2021  
2021 11 06 Dora consultores Lda Summary of visit in Dondo construction sites November 2021  
2021 11 06 ToR for Monitoring visit of schools for school, houses and markets in Chibabava Nhamatanda in Sofala - 03-06 November  
2021 11 06 ToR for monitoring visit of schools, houses and markets in Chibabava Buzi in Sofala from 30 November to 3 December  
2021 11 12 Pillar II Monitoring visits of houses reconstruction in Dondo in Sofala  
2021 11 22 Monitor visit to Nhamatanda in Sofala with EU  
2021 12 03 Buzi in Sofala BTOR mission 30 November to 3 December 2021.txt"  
2022 03 11 Dondo Chibabava Buzi Nhamatanda in Sofala BTOR Pillar II mission 8 - 11 March 2022  
09.09.2020 Chibabava Site Handover mission 31 August - 2 September 2020  
2020 08 27 Buzi Nhamantanda and Mutua - visit to market building sites 26 - 27 August  
2020 10 04 Dondo and Chibavava Handover site mission 14 -15 September 2020  
2020 10 22 Chibabava BTOR mission 21-22 October 2020  
2020 10 29 Montoring visit of Chibabava district  
2020 11 13 Chibabava BTOR Mission 12 13 November 2020

2021 06 09 Chibabava Dondo BTOR mission 7- 9 June 2021  
 2021 07 23 Pillar II Monitoring visit of houses reconstruction in Chibabava Sofala district

### 3. Other documents

2016 07 08 DCP 2017-2020  
 2020 10 Fact sheet in Portuguese  
 2020 10 Fact sheet MRF  
 2020 10 Reconstructing resilience after disaster synopsis  
 2020 12 31 Infographic of Beneficiaries in Cabo Delgado  
 2020 12 31 Infographic of Beneficiaries in Sofala  
 2020 12 31 Infographics of beneficiaries Summary  
 2020 12 31 Mozambique Recovery Facility fact sheet  
 2020 Communication photo and video materials  
 2021 08 10 Pillar II Housing reconstruction beneficiaries  
 2021 09 07 Funding needs fact sheet  
 2021 09 07 Renewable Energy activities fact sheet  
 2021 10 01 List of enterprises with beneficiaries per activities  
 2021 12 08 DCP 2022-2026  
 2022 08 10 pillar 1 beneficiaries 2020  
 2022 MSMEs Lista de Benificiários Distrito de Dondo  
 2022 MSMEs Lista de benificiários Distrito de Beira  
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 2022 Pillar II Housing reconstruction beneficiaries 2020  
 2005 UNEG Standards for evaluation  
 2008 UNEG Code of Conduct  
 2020 07 Fact Sheet Resilient Recovery of MSMEs  
 2020 10 Fact sheet for China funding  
 2020 10 Fact sheet for China funding  
 2020 10 Fact sheet in English  
 2020 12 31 UN WOMEN MRF Narrative Report  
 2022 03 31 MRF II UNW UNDP Final Narrative Report

## 9. Survey guide

### 1. English version

Date	
Informant(s)	
Task(s)	
Organisation	
Province	
Place	
Questions	
1	Involvement in the identification of project activities
2	Problems and unsolved issues addressed or not addressed by the project. Benefits received or expected from the project.
3	Involvement in the coordination and implementation of project activities
4	Communication with and linkages with project partners
5	Women's contribution to steering project activities and expected benefits
6	Modalities of access to external and local resources, their benefits and costs
7	Awareness of and reporting on project activities

8	Connection to other initiatives contributing to resilience building and conservation of the resources of the territory
9	Awareness on environmental services, opportunities for new actions improving resources conservation, livelihoods, wellbeing

## 2. Portuguese version

Data	
Informante(s)	
Tarefa(s)	
Organização	
Provincia	
Lugar	
Perguntas	
1	Envolvimento na identificação das atividades do projeto
2	Problemas e questões não resolvidas abordadas ou não abordadas pelo projeto. Benefícios recebidos ou esperados do projeto.
3	Envolvimento na coordenação e implementação das atividades do projeto
4	Comunicação e ligações com os parceiros do projeto
5	A contribuição das mulheres para orientar as atividades do projeto e os benefícios esperados
6	Modalidades de acesso aos recursos internos e externos, seus benefícios e custos
7	Conscientização e relatórios sobre as atividades do projeto
8	Conexão com outras iniciativas que contribuem para à resiliência e à conservação e uso sustentável dos recursos do território
9	Conscientização sobre serviços ambientais, oportunidades para novas ações que melhorem a conservação dos recursos, os meios de subsistência, bem-estar

## 10. Project expenditures

### Consolidated financial report

Pillar	Project output	Total expenditures (USD)			
		2019	2020	2021	Total
1	Livelihoods and women empowerment		5,336,096.48	2,211,702.95	7,547,799.43
2	Mozambique Rapid financing facility – energy			1,437,903.12	1,436,903.12
	Home and community infrastructure		7,193,349.07	9,011,188.01	16,204,537.08
	Institutional strengthening, reconstruction Cabinet		708,762.98	744,790.07	1,453,553.05
	Resilient restoration of Public infrastructure			1,035.60	1,035.60
	Housing and community infrastructure – China programme	1,807,37	1,745,876.59	165,673.57	1,913,357.53
	Total	1,807,37	14,984,085.12	13,622,293.31	28,508,185.81

Source. Steering committee 3 minutes.

## 11. Specific recommendations for the actions surveyed

### A. Sofala province

<i>Place</i>	<i>Action</i>	<i>Activities</i>	<i>Progress and challenges</i>	<i>Recommendation</i>
Beira	Escola Palmeiras	Reconstruction of two buildings, toilets		Training on maintenance
	Escola Matacuane, Escola secundaria Samora Machel, Escola primaria Escoril	Rehabilitation		Training on maintenance
	GREPOC	Elaboration and dissemination of guides, manuals	Linking recovery to development	Systematise and institutionalise recovery mechanisms
	Municipality	Early recovery plan		Systematise and institutionalise recovery mechanisms
Praia Nova, Beira	Associação de pescadores artesanais Graça Machel	2 fishboats, 2 off-board motors	They were trained on resilient fishing and managing the association They received 2 fishing boats and 2 engines, not fitting the size of the boats due to the unavailability of boats of the required size and material. They built a bigger boat fitting the size of the engine and will buy 2 small motors for the project boats	Transport vehicle, cold boxes Assistance in improving the access to the market, including transport vehicle, cold-storage boxes
Beira	Traders' association Grupo Chigarirano	Revolving fund	They were trained on association management, received seed capital for lending to the members of the association that trade fresh and dried fish, salt, beans. They borrow M 1,000-70,000, 10% monthly interest. No problems in returning the loans. Strong participation of members to coordination meeting	Assistance in developing new modalities of sale
Munhava	Road seller of soft drinks	Cold storage box, 2 selling places,	Business is beneficial. She gets electricity from home. There less blackout of electricity now. These affect the business.	Assistance in developing new modalities of sale
Munhava	Retail shop seller		Her business resulting well. She is happy with the business. She expects to expand the retail businesses	Assistance in developing new modalities of sale
	Barber shop	Electric razor	They have customers and the business is successful. They expect to expand their retail businesses	Assistance in developing new modalities of sale
	Beira Administrative Building	Reconstruction, new work to be done		Completion of works
Dondo	Administration buildings			

	Library	New building, fencing	Rehabilitation and endowment of the library with personal computers. School-children perform their tasks. They expect new books delivery and look for assistance for the construction of a new reading room	Connection to friendly suppliers of books (e.g., Instituto Camões), library network. Training on interactive library services
Mafarinha	Chicken grower, member of poultry group	Commercial production, purchase of chicks, vaccines, concentrate feed from one company, he uses poultry ordure for horticulture irrigation	He purchases chicks, vaccines and feed from a company. He has customers. He grows 400-500 chicken batches and sell them in one month. He uses chicken ordure as fertiliser in his farm.	Development of the production of cereals for feeding the chicken
	Sewing group	Sewing machine	He will purchase a new sewing machine more efficient. He works under an awning. He looks for a shop	Assistance in developing new modalities of sale. Spare parts Hiring / construction of shop
Muzimbite	Bread oven group	Oven construction	10 members, including 5 women They changed the baker because the initial one gets smaller as their business expanded and demand increased. They have customers. They will build a fence. open the bank account and expand their production. They serve the community dwellers. High cost of flour, they are going to expand production, they have to fence the oven	Assistance in developing new modalities of sale
	Cement bricks producer	Good market		
	Village Loans and Saving Association	Dwellers came from Praia nova	Their relatives work in community infrastructure rehabilitation. The group will open bank account	
Mutua	Resettlement, Market retailers' association, they pay fee for use	Construction of 440 houses, covered market, solar power and battery, water committee. Farming and food trade grants	The municipality collaborates with traders' association that is in charge of collecting fee for the use of the stalls and cleaning. No full occupation of stalls, solar electricity system stopped working, being soon restarted with the assistance of Implementing Agent. Some retailers sell outside the market-stalls.	Completion of community infrastructure and housing buildings. Training of traders' representative on the operation and maintenance of the solar system
	Dweller	She was resettled from Praia nova in Beira.	6-people family. She practices horticulture. Her husband works in the construction of houses.	Cold storage boxes



		they received the house with small garden, ducks, 5 fruit trees. trees.	She needs access to electricity to store drinks as she wants to establish a home-based food retail sale	
	School	Built		Training of school representatives on operation and maintenance of buildings, etc.
	Tailors	4 sewing machines delivered	Their business is successful. They look to expand activities to trade dresses	Assistance in developing new modalities of sale.
	Duck grower	3 ducks	Good business, they have clients in the community	
Comunidade 25 de Juno, Mutua	Village Loans and Savings Association (VLSA), tailors		The VLSA give the money for purchasing and selling rice, sweet potato, cassava. The group saving and businesses are expanding.	
Mandruzi	Resettlement housing	160 houses built		
	Tailors	They received sewing machines.	4 tailors, including a woman	Assistance in building a resilient room.
	Duck grower	He got 1 male 2 female ducks.	Ducks have grown to 17. He has sold 30 ducks. He manages to produce feed for the ducks at home. The beneficiary is satisfied with this income generation activity.	
	Poultry women's association	They got the poultry house, feeding / watering equipment,, chicks, etc.	13 women The members are widows with children. Now they have 200 chicks that they sell at 25 days. They purchase the feed for chickens and wood for heating them in the night.	Development of the production of cereal to feed the chicken,
Nhamatanda	houses		Support to GBV women along main roads,	Integrate GBV protection into Community development plan
	Market, fish retail selling women	Cold storage boxes	Purchase fish from traders the fish retailers were also provided with bicycles for transportation-	Development of new modalities of sale
	Poultry women growers' cooperative (Cooperativa das senhoras criadoras de frangos or chicken de Nyam Tai)	Material to build the poultry house, equipment	They are 16 women assisted by a hired technician They purchase of chicks and feed from company. They sell chicken after 25 days.	Development of cereal production for chicken
Harumua	Aquaculture producers	Digging of 2 fish ponds, initial stock of fingerlings	They produced kg 302 of fish. They carried it to market with crates and sold them. Themarket is far, they have exhausted fish stock.	Development of cereal production to feed fish, mill to produce

				concentrate, cold storage boxes, transport vehicle
Lamego	Village loans and savings association	Sewing machine	20 member women They fund cloth sewing, farming, horticulture. The sewing machine is broken. The purchase of spare parts is expensive.	Spare parts Assistance in the development of new sale modalities
	Horticulture	Water castle, pvc pipes, solar system and pump, water distribution hoses	Recent cyclone destroyed water distribution hoses, pvc pipe damaged, no water, solar system far from water source	Shift to low inputs irrigation system based on lateral infiltration / canals Spare parts
	Bread oven	Local sale of bread loafs	The bread is sold in the community. Needs to expand market.	Develop cereals production, elaborate flour mixtures to reduce cost of breads, Transportation means to nearby communities.
	Ndeja women VSLA group / GBV agents' group	A member has been trained as gender advisor. She coaches GBV victims in dealing with authorities, police.	They advise GBV threatened / victim women in liaison with authorities They bake bread with wood heated oven, produce rugs, sew and make clay pots.	Integrate GBV protection into Community development plan
Savane	Resettled family from Beira	120 houses resettlement, 2 water tanks, solar powered pumps, market. They received the house, 5 fruit trees per family. They got money to trade tomato, onion rice, 5 trees of mango, orange, lemon	6-people family. They produce cassava, sweet potato in the farm. They got reconstruction work and saved money that they used to trade tomato, onion, rice. School in the near village: shambas produce cassava, sweet potato, beans.	Completion of infrastructure building
	Horticulturalist	Garden plot irrigated with shallow water well	He produces tomato, cucumber, cauliflower, beet and sells in local market. He dug a well m 2.50 deep for irrigation. Not enough water in dry season.	Build a deeper water well- Assist in developing connection with urban market, transport vehicle
	Market		Few sellers. No electricity,	Transport vehicle
	Fish pond group	Digging of the fish-pond, fingerlings	They purchase fingerlings and maize, beans to make the feed.	Development of cereal production for feeding fish

				Cold storage boxes Assistance in developing connection with urban market, access to transport
	Ducks grower	Growing business, purchased more	Good clients	
Ncha	Seed nursery. Associação biomasa	Multiplication of cashew-nut for members, sale of plantlets	27 members Each family has ha 1-2 of farmland. In the seed nursery they produce cashewnut, panga panga, mora They have good clients	Assist in developing connection with urban market, access to transport

#### B. Cabo Delgado province

Pemba	GREPOC			
	Carpenter	He got equipment, young people trained	21 workers employed Diversified wood products	Assistance in developing new modalities of sale Access to online sale platform
	Welder	He got equipment, young people trained	10 young workers employed He has good clients	Assistance in developing new modalities of sale Access to online sale platform
	Fruitcad	Collaboration with MoA, seed nurseries, honey production	They are part of fruit production value chain. There is a need to intensify local juice production. They were supported by larger seed nursery project funded by World Bank. They collaborate with 5 enterprises and with municipality for compost production. They organised 5 groups of up to 20 bee-keepers They established 5 seed nurseries each with 10 farmers.	Assistance in developing new modalities of sale Establishment of online interactive / sale platform
	WFP	IDPs camps, cash for work, host community assisted, after cyclone	They lack funds	
Majaje	Compost producers' group	Cement tanks for composting, 4 motorbikes with carts to	11 members They collect residues in food markets, etc. They purchase water in dry season They sell compost to gardens.	

		collect waste in markets.		
Medula	Medulla fishers' association	They got one boat for 9 families	9 families. The traders come from Medula 5 km far to purchase fish. They need cold storage boxes to carry fish to market.	Transport vehicle Assistance in developing new modalities of sale

12. Pledge of ethical conduct in evaluation signed by the evaluator

Name of the expert: Giorgio V. Brandolini

I confirm that I have received and understood, and will abide by the United Nations Evaluation Group Code of Conduct for Evaluation.

Signed at Bergamo, Italy on 15<sup>th</sup> August 2022

Signature: 