



**IDNIL PROFESSIONAL CONSULTANTS**

**EXTERNAL EVALUATION OF COSACA 1**

RESPONSE TO EMERGENCY PROJECT

**FINAL REPORT**

**CONSULTANT**

IDNL, PROFESSIONAL CONSULTANTS

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IDNIL PROFESSIONAL CONSULTANTS

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This study was commissioned by the COSACA Consortium, however the opinions expressed are not binding on the consortium and are the sole responsibility of the authors.

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## Acronyms and abbreviations

|                  |   |
|------------------|---|
| CENOE            | National Emergency Operations Centre  |
| COSACA           | Concern Worldwide; Oxfam GB, Save the Children International; Care International                              |
| COE              | Emergency Operations Centre   |
| DFID             | Department for International Development  |
| FSL              | Food, Security and Livelihood   |
| HAP              | Humanitarian Accountability Partnership   |
| HCT              | Humanitarian Country Team   |
| HIV              | Acquired Immunodeficiency Virus   |
| INGO's           | International Non-Governmental Organizations  |
| INGC             | National Institute for Disaster Management  |
| KUKUMBI          | Rural Development Organization  |
| MEAL             | Monitoring, Evaluation, Accountability and Learning   |
| MEB              | Minimum Expenditure Basket  |
| MoU              | Memorandum of Understanding   |
| OECD             | Economic Organization for Cooperation and Development   |
| ONG              | Non-Governmental Organizations  |
| PQG              | Five-Year Government's Program  |
| WFP              | World Food Program  |
| UNDP             | United Nations Development Program  |
| SCI              | Save the Children International   |
| SDAE             | District Services for Economic Activities   |
| SDPI             | District Planning and Infrastructure Services   |
| SOCC             | Save the Children, Oxfam, Care, Concern   |
| SPHERE standards | The Humanitarian Charter and Minimum standards in Humanitarian Response<br>Standards in Humanitarian Response |
| ART              | Anti-Retroviral Treatment   |
| ToR              | Terms of reference  |
| UNEP             | United Nation Environmental Programme   |
| WFP              | World Food Programme  |

## Executive summary

The COSACA consortium composed of Save the Children, Concern, Oxfam and Care International implemented with DFID funding from 1<sup>st</sup> of October 2013 to 30<sup>th</sup> of September 2016, but extended to 30<sup>th</sup> of November 2016, a project called - *Floods Emergency Response* and from 15<sup>th</sup> of December 2015 to 30<sup>th</sup> of October 2016, extending until 30<sup>th</sup> of November 2016 a *Preparedness and Drought Response Project*. The consortium was set up with the aim of making intervention modalities efficient and effective in emergency response issues regarding prevention and mitigation of the impact of natural disasters in the country.

This report presents the results of the level of project implementation in the two components: drought and floods. The purpose of the evaluation is to examine the effectiveness, efficiency, relevance, impact and sustainability of the activities implemented by COSACA, so that, on the basis of best practices and lessons learned, recommendations should stand out that will serve as a model for other consortia in Mozambique, in other African countries, and on the other hand, to improve future strategies for coordination and management of the consortium, as well as to propose better ways to implement future successful activities.

The evaluation was based on the UNDP policy standard of evaluation and the evaluation criteria and principles used by the OECD / DAC based on the analysis of relevance, effectiveness, efficiency, impact and sustainability. The scope of the evaluation was the 8 districts, subdivided in 4 districts in Gaza province (Guijá, Chucualacula, Mabalane and Chigubo) and the others from Zambézia province (Mocuba, Nicuadala, Namacurra and Maganja da Costa). The data collection lasted 2 weeks, starting on November 14 and ending on November 26, 2016. In addition to the documentary analysis, about 20 semi-structured interviews, 32 focus group interviews and a quantitative survey based on a sample size of 348 respondents was also administered, 63% being women and 37% being men.

The consortium was designed in the following project intervention components:

### Flood Response Project – Zambézia

1. Coordination, communication and collaboration among humanitarian actors in the preparation and response to natural disasters;
2. Capacity of local actors to respond to emergencies within 72 hours;
3. Pre-positioning of resources and provisioning to meet the needs, especially of women and children, within 72 hours after declared emergency.

### Drought Response Project – Gaza

1. Emergency and food security;
2. Access to Water, Sanitation and Hygiene;
3. Livelihoods and resilience against drought.

## Main results of project implementation

**Coordination, communication and collaboration among humanitarian actors in preparing for and responding to natural disasters:** At the central level, COSACA and its partners have established formal and informal coordination mechanisms through Memoranda of Understanding (MoU), which have added value to the implementation of response to floods. These institutional arrangements reveal the intensity of coordination between the consortium and the Mozambican government at central, provincial and district levels. In this way, COSACA benefits from social recognition and a legitimate and favourable image at the level of the communities, INGC, provincial and district government, as important actors in the emergency response, thus enjoying strong

institutional support for their initiatives. Therefore, as a result of strong collaboration and coordination among INGC, COSACA, the United Nations Humanitarian Country Team (HCT) and international and Mozambican NGOs, contingency plans are democratically co-produced.

**Capacity of local actors to respond to emergencies within 72 hours:** COSACA arranged a set of training and capacity building for government members, but also national NGOs and community-based organizations (CBOs) with a view to endowing them with the capacity to respond to emergency. These actors were trained in: development and implementation of emergency preparedness and response plans; Funding sources; COSACA technical standards for humanitarian intervention; Rapid assessment; Selection and registration of beneficiaries; Logistics and distribution methods; Gender in the context of emergency; Guide to HIV response in emergency settings; Monitoring, evaluation and reporting; Accountability techniques. These skills strengthened the skills and knowledge of members of COSACA, members and partners (including INGC) and district level technicians at the local level to initiate an emergency response within 72 hours, ensuring quality and accountability to beneficiaries in accordance to humanitarian standards.

**Pre-positioning of resources and provisioning to meet the needs, especially of women and children, within 72 hours:** The practice of emergency response in Mozambique was largely geared towards mitigating the effects and not necessarily for prevention actions. The strength of COSACA in this chapter was the development of pre-positioning activities for rapid provisioning within 72 hours after the emergency has been declared by the government. The pre-positioning was structured in four pillars, namely: procurement, positioning, transportation and distribution. Of these operations, in 2015, out of the 30,000 emergency kits available, 18 000 kits were used for 18 000 families affected by the floods within 72 hours, i.e. only 60% of the installed capacity.

**Emergency and Food Security:** A key indicator of food security is the quantity and quality of food consumed by households. Most families received more daily meals because of the support provided by COSACA, namely: 40.3% had 3 meals a day, at least 11% had 4 meals and 15.3% had two meals a day. Today, the families see the consortium as their last alternative for their survival. The interventions made it possible to re-establish in a balanced manner, food security for the initial three months for the remaining months during the year, of about 70 thousand families, from an estimated government horizon of 280 thousand families in emergency situation in Gaza province.

**Access to Water, Sanitation and Hygiene:** In this component, efforts were made to ensure access to water for the communities, including opening and rehabilitation of water and sanitary holes. With the intervention of the consortium, access to water for people was ensured through rehabilitated water sources (50.7%) and public wells (35.4%). Therefore, 79% of the water sources that benefited from rehabilitation remain functional, 13.8% of the water sources are still poorly functioning, which allows us to conclude that it was possible to minimize extreme water shortages. The time taken to obtain water by the households tends to decrease since they take less than 15 minutes (56.5%) from their places of residence.

**Means of Subsistence and Resilience against drought:** Regarding the specific intervention of the consortium, 66.7% of the respondents stated that they were benefiting from COSACA's support. As for the re-launch of the growing season, only 5.1% of the families declared that they had re-launched their growing season with support from COSACA, this support consisted of seeds and technical assistance. In this respect, it was found that families tend to associate the income from the growing season with the support received. Therefore, the support is evaluated according to the differential in the production of the household. Thus, due to the severe drought the agricultural results have not translated into a production capable of restoring the means of subsistence and resilience against drought.

## Overall evaluation of the project

**Relevance:** There is no doubt about the relevance of the emergency response projects implemented by COSACA. What makes its action still relevant is the innovative nature of the intervention based on the combination of synergies of various organizations in a consortium to better respond to the emergency. In this case, a great sense of innovation is remarked, basing on the potential that each actor can offer an effective and efficient response. In this way, the consortium opted for networking, as well as the democratization of multi-stakeholder participation, from the top to the bottom, in rapid mobilization of solutions in favour of communities affected by natural catastrophes. Increased coordination, collaboration, capacity building and activities make the consortium a benchmark in terms of changes in response to natural disasters in the country. Therefore, the consortium is effectively functioning as a reference centre for best practices and experiences to be replicated in other contexts. Much of what has been achieved in terms of results has added value with what is being implemented in other programs that have intervened in the same area. Although the consortium serves as a collaborative platform for emergency response interventions, member agencies of the consortium operate in a diversified manner through direct implementation and with local partners.

**Efficacy:** A general appreciation of the effectiveness of the project leads to the following conclusion: we can consider the effectiveness of the project satisfactory. The program has made significant progress both directly and indirectly but varies in intensity from sector to sector or area. There is a great transformation in the communities supported, and the great visibility of COSACA in the communities. In terms of response to floods, we can highlight the area of coordination and collaboration among the actors, pre-positioning activities as those that were indicated as having contributed significantly. In terms of drought response, COSACA assisted about 70,000 people in Gaza province, the basis and criteria used to channel support to people is according to Minimum Expenditure Basket (MEB), which takes into account the nutritional value what each person should consume per day. In this way, the project sought to take into account the products most needed by the people and still ensure diversification of diet to increase calorie consumption by the people. Therefore, the project had the merit of achieving the results for which it was designed.

**Efficiency:** The resources allocated to carry out the activities were properly rationalized, as such, financial, administrative and operational management procedures have contributed to ensuring that all activities were carried out within the life of the project. The budget for the flood response project was implemented at 92% and the drought response budget was implemented at 100%. In this way, the financial implementation of the flood response and the drought registered the full use of the funds allocated and, consequently, the materials and human resources. In this way, and generally speaking, it can be said that the budget execution by the consortium has contributed to the quality of financial management and, above all, to the optimization of all resources available and allocated efficiently.

**Impact:** The effects produced by the consortium are visible as a result of the results achieved. The intervention of the consortium has had a significant impact on improving the living conditions of the beneficiary communities. If, on the one hand, the distribution of emergency kits prevented the development of diarrheal, skin and malaria diseases, on the other hand, the intervention of COSACA in the emergency response resulting from the drought, allowed to improve the living conditions of the families, by enabling them to cater for their food shortage. Food distribution strategy allowed the children to return to school and improve their school performance. The major sign in terms of the impact of COSACA project was the absence of loss of human lives as a result of floods and food insecurity.

**Sustainability:** As part of the emergency planning activities at central and provincial level, in addition to the commitment of all actors, some actions of the consortium have already been included in the contingency plan for 2015-2016. This demonstrates the level of institutionalization of the emergency response standards initiated by the consortium. However, despite the capacities generated, the intervention of the consortium is still justified over a longer time horizon by generating autonomy of government actors and local partners in emergency response. The Consortium does not yet have a

clear strategy on how people can, once the program is over, restore their livelihoods by themselves.

## **Recommendations**

Greater coordination among COSACA members is recommended; Greater harmonization, standardization and documentation of the coordination results with government at all levels. As far as interaction with the community is concerned, greater sharing with the community of the exit strategy of the project and the dissemination of communication and accountability mechanisms is recommended.

With regard to monitoring and evaluation, it is recommended that a process of dissemination of the most comprehensive monitoring and evaluation instruments be developed to reach all members of COSACA on the assumption that monitoring and evaluation tools can also serve as a basis for coordination and mobilization of common resources.

Lastly, as far as training is concerned, it is suggested that lessons learnt from capacity building be optimised as a way to strengthen motivation of local partners.

## **I. INTRODUCTION**

### **A. Context of the evaluation**

Following the 2007 and 2008 floods in Mozambique, Save the Children, CARE International, Concern Worldwide and Oxfam GB, decided to develop a closer relationship not only in the emergency response but also in other areas of mutual interest. In June 2009, the SOCC Consortium (Save the Children, Oxfam, Care, Concern) was formed, consisting of independent agencies that collaborated in a diversified number of activities, including; (1) partner training, (2) research and context analysis, (3) development projects, and (4) coordination of emergency response.

Later, the SOCC consortium transitioned to COSACA consortium, and through a formal agreement, COSACA prepared to respond together to natural disasters affecting Mozambican communities, and to share costs and results of evaluations, although each organization maintained its independence and autonomy. The four agencies work together to improve efficiency and effectiveness in coordinating and sharing knowledge and resources in terms of equipment, human capital and information.

COSACA is positioned to respond to the emergency at the national level and is therefore able to provide coverage through a coordinated and collaborative effort. This consortium currently covers eight provinces in Mozambique where each of the member agencies of the consortium operates, as illustrated below:

**Concern Worldwide:** Zambézia and Manica;

**OXFAM:** Gaza, Inhambane, Sofala, Zambezia, Nampula (KULIMA Nampula).

**Save the Children:** Gaza, Manica, Sofala, Zambezia, Tete and Nampula;

**CARE International:** Inhambane, Nampula and Cabo Delgado.

At present, COSACA is also engaged in addressing drought and food insecurity, which affects a large part of the populations in the provinces of Gaza and Inhambane, and this response is supported by several studies developed to assess the impact of drought and food insecurity on people's lives. It is in this context that the phase 1 of the COSACA phase has been completed in order to evaluate the interventions of the consortium and its performance in the different components of response and

mitigation of the impact of drought and food insecurity for the cases of the provinces south of the country and floods in the north.

## **B. Approach and methodology**

This evaluation was based on UNDP policy evaluation standards, United Nations project evaluation system standards and OECD criteria and evaluation principles, based on the analysis of relevance, effectiveness, efficiency, impact and sustainability.

The scope of the evaluation was the two provinces of the country, namely: Gaza (in the South) and Zambézia (in the North), covering 8 districts in the order of 4 districts per province. The choice of provinces and their respective districts is largely due to the fact that they were areas of strong intervention by the consortium, as well as for the fact that they were places that met all security conditions in the current context of political and military tension. The evaluation looked into the local governments, COSACA implementing partners, members of COSACA and its local partners, and, last but not least, the beneficiaries.

The data collection lasted 2 weeks and began on November 14 and ended on November 26, 2016. In addition to the documentary analysis, about 20 semi-structured interviews were conducted with a group of actors, namely: members of the consortium responsible for project management at central and provincial level; local implementing partners, INGC focal points at the district level, members of the district social services and public works departments, community leaders and resettlement centres. In addition, 32 focus group interviews were conducted in the 8 districts. The groups were composed on average by 12 people. The focus groups were sub-divided into four groups: i) women, ii) men, iii) children from 6 years to 12 and iv) children from 13 to 17 years to avoid mix-up of ideas and gender based domination:

A quantitative survey was also administered based on a sample size of 348 respondents being 63% women and 37% men, with a margin of error of +/- 2 per cent in the 95% confidence range. The total of the sample are the beneficiaries of the program. The table below shows the redistribution of the sample by province

### Sample design by province and district

| PROVINCE                 | DISTRITO         | POPULATION     | SAMPLE      | SEX        |            |
|--------------------------|------------------|----------------|-------------|------------|------------|
|                          |                  |                |             | M          | H          |
| <b>ZAMBÉZIA</b>          | MOCUBA           | 55 330         | 63          |            |            |
|                          | NICOADALA        | 45 456         | 56          |            |            |
|                          | MAGANJA DA COSTA | 35 660         | 48          |            |            |
|                          | NAMACURRA        | 30 676         | 44          |            |            |
| <b>SUBTOTAL-ZAMBÉZIA</b> |                  | <b>167 122</b> | <b>211</b>  | <b>131</b> | <b>80</b>  |
| <b>GAZA</b>              | GUIJA            | 75 716         | 59          |            |            |
|                          | CHICUALACUALA    | 39 164         | 33          |            |            |
|                          | MABALANE         | 32 252         | 27          |            |            |
|                          | CHIGUBO          | 20 810         | 18          |            |            |
| <b>SUBTOTAL-GAZA</b>     |                  | <b>167 942</b> | <b>138</b>  | <b>89</b>  | <b>49</b>  |
| <b>GLOBAL TOTAL</b>      |                  | <b>488 879</b> | <b>348</b>  | <b>220</b> | <b>129</b> |
|                          |                  | <b>%</b>       | <b>100%</b> | <b>63%</b> | <b>37%</b> |

The formula for calculating the sample<sup>1</sup> is presented below:

$$n = \frac{N \times Z_c^2 pq}{\varepsilon^2(N - 1) + Z_c^2 pq}$$

Where:

N = Sample size

Z = Confidence level = 1.96 to 95%

P = Quantity of expected precision = 0.5

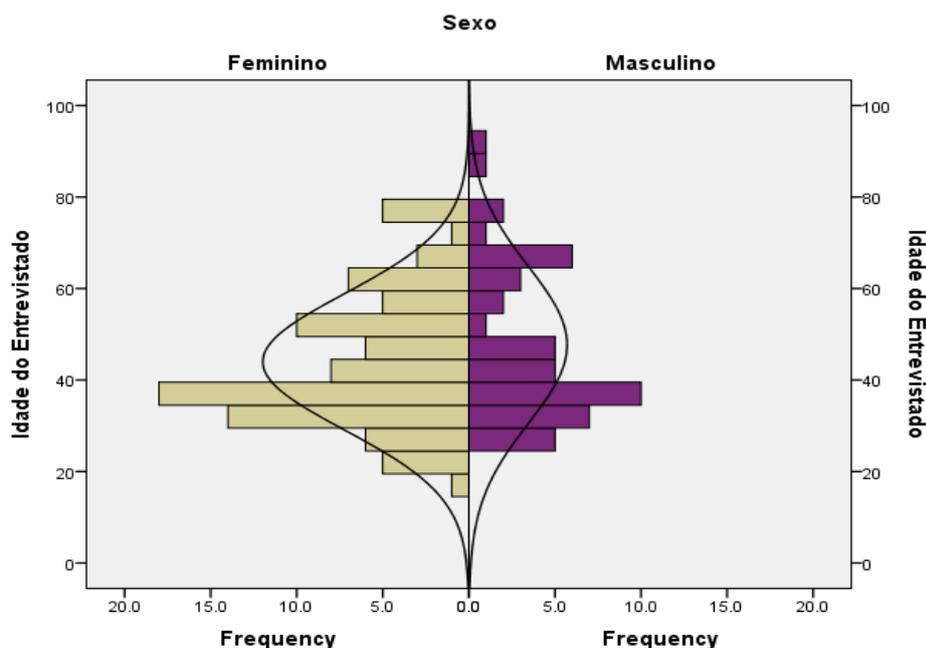
Q = Quantity of expected error = 0.5

E = Precision level = 0.05

N = Population

The average age of the respondents is 42 years, about 40% of the population is comprised of individuals of non-active age, it must be considered that it is a not a young population, as shown in the pyramid below:

<sup>1</sup> For more details on the sample design, see in the inception report and the respective sample plan.



More than 98% of the respondents have been living in the area for more than a year, which allows them to state that they are within the time horizon of implementation of drought and flood projects. The average number of members per household is 7, of which the average number of adult members is 3 and the number of children is 4. Of these, only 36% are girls and 64% boys. As for salaried work, only 11% of the surveyed households have this type of employment, with the majority (89%) in the informal sector. In terms of family income-earning activities, 85% of the households are exclusively dependent on agriculture, 13% are engaged in livestock, 11% are in small businesses, and some households make handicrafts (3%).

Changana (89.6%) for Gaza Province and Shuabo (71.9%) for Zambezia are the dominant languages, thanks to the expansion programs of the sub-system of primary education and adult literacy, over 60% go to school, but only up to first grade (41%).

### C. Scope of the evaluation

The main objective of the external evaluation is to examine the effectiveness, efficiency, relevance and impact of the activities implemented by the COSACA consortium so that, on the basis of best practices and lessons learned, recommendations should stand out that will serve as a model for other consortia in Mozambique, in other African countries and on the other hand, to improve future consortium coordination and management strategies, as well as to propose better ways to implement future successful activities.

### D. Key Evaluation Issues

In addition to the *standard* evaluation issues concerning relevance, effectiveness, efficiency, impact and sustainability, the evaluation was reviewed in the following aspects:

#### Coordination, Communication and Collaboration:

- ✓ Coordination, communication and collaboration among COSACA and partners, including INGC and the 11 district governments, in preparation for rapid response to disasters;
- ✓ The funding channels for all potential donors to support the emergency responses implemented by the international members of COSACA and its Mozambican institutional partners, with guaranteed compliance in operational, financial and donor management in already defined high risk geographical areas as well as the areas of technical expertise of the members;
- ✓ Collaboration among COSACA and at least 4 INGOs, 2 MNGOs and at least six community organizations in a formalized strategic partnership;
- ✓ The renewal of the MoU with INGC to foster collaboration and capacity building at the local and provincial level for the development of effective response planning as well as agreement on contingency stock items and coordination of the overall response;
- ✓ The updating of the joint operational plan, based on the knowledge of disaster risk reduction that is effective and adapted to climate change.

#### **4.2. Skills and Competencies**

- ✓ Strengthening of the skills and competencies of members of the COSACA Consortium and partners, including INGC and the 11 district governments, to initiate an emergency response within 72 hours, ensuring quality and accountability to beneficiaries, in accordance with SPHERE and HAP standards;
- ✓ Training of Mozambican partner institutions of COSACA in the development of emergency preparedness and real-time assessment plans in coordination with the district government and INGC representatives;
- ✓ The capacity of the Mozambican partners of COSACA to follow the minimum standards in technical areas of response, for example, distribution and communication, registration and evaluation, preparedness and HIV and gender in emergency situations;
- ✓ The capacity of members of the COSACA Consortium, partners and INGC, for example, training in HAP standards, children and women in emergencies, immediate technical response, and monitoring and evaluation, including accountability;
- ✓ COSACA provides emergency responses in a rights-based approach, for example through the development and implementation of a feedback mechanism for beneficiaries' complaints, especially for children and women.

#### **4.3. Pre-positioning of Resources / Logistics**

- ✓ COSACA has emergency resources and supplies that enable timely Humanitarian Assistance;
- ✓ Costs were effectively taken into account and stock of well-preserved emergency kits, considering items for shelter, dignity (hygiene), child-friendly spaces, HIV prevention, and sanitation;
- ✓ IEC material and emergency management tools readily available from existing resources (e.g. warehouses) and, in cases of gaps identified in information, materials are developed and acquired. For example, in accountability, for dissemination to affected partners and populations;
- ✓ Distribution is well monitored by members of COSACA and the government at provincial and / or district level;
- ✓ How the COSACA Consortium has addressed issues of visibility.

## **Monitoring, Evaluation, Accountability and Learning (MEAL)**

- ✓ COSACA has ensured the use of common instruments within the Consortium to support all stages of emergency response;
- ✓ COSACA has collaborated with INGC, local governments and HCT in the development of common instruments;
- ✓ These instruments are intended for/ cover evaluations, post-distribution monitoring, output trackers, take into account specific indicators, and a lesson learned mechanism from INGC at the provincial level after emergence;
- ✓ COSACA has full-time MEAL HR, dedicated to MEAL mechanisms, management and reporting and learning with INGC;
- ✓ The performance of COSACA has been measured based on the baseline results set by evaluation and response goals;
- ✓ There are complaints mechanisms within COSACA and how they work.

### **E. Constraints and Limitations of the Evaluation**

The sample for the study was non-probabilistic and for convenience at the provincial level. The option by this method derives, on the one hand, from the unavailability of complete information on the beneficiaries making up the total population of the program, particularly on those affected by floods, on the other hand, stems from the absence of uniform and coherent statistics produced by the consortium. Therefore, the sample was corrected and reoriented to ensure relative and equal representativeness of all households and beneficiaries at the provincial level.

It was impossible to undertake research in some districts, such as Mopeia and Morrumbala due to the political and military instability in that region, as such, these two districts were replaced by the districts of Nioadala and Mocuba. However, this change in the study area did not negatively influence the collection of data since all government and INGC sectors at district level were ready to support the evaluation.

## II. KEY PROJECT CHARACTERISTICS

### A. Project Rationality and Strategy

Mozambique is one of the countries most vulnerable to disasters, natural disasters and the effects of climate change. Its vulnerability is at level 7 (extreme) according to UNDP / UNEP Global Disaster Risk index. Similarly, the country is third among the African countries most exposed to multiple natural hazards such as floods, cyclones and droughts. Droughts occur mainly in the southern and central regions of the country, floods occur in the central and southern parts of the country, especially in catchment areas and, lastly, cyclones that affect coastal regions with the greatest impact in the north.

As a consequence, during 15 years, between 1999 and 2013, the country has been affected by natural disasters 8 times, exacerbating food insecurity, destruction of infrastructure, forced displacement, which poses a huge risk for agriculture, environmental sanitation, health and nutrition. Approximately 19.2 million people between adults and children were affected by natural disasters between 1987 and 2006. As a result, just over 500,000 people have food needs in different parts of the country and today, close to 255,000 people have benefited from direct food assistance because of the drought.

All these risks, however, trigger the weaknesses of public institutions in responding to these threats in a preventive manner. Poor capacity in terms of resources and knowledge at community level, including grassroots community-based organizations to prepare for and respond to natural disasters, make emergency response interventions both onerous and logistically challenging.

Having noted that the response from government, civil society organizations, the private sector and international development agencies and donors was not efficient and effective enough, it is in this context that the relevance and rationality of the draft response to the emergency designed by COSACA is distinguished. The consortium is one of the few in the country, equipped and prepared to provide an immediate response, using its stock of pre-positioned contingents to respond to natural disasters.

Therefore, COSACA's strategy was to improve collaboration with the Mozambican government to meet the challenge of increasing the efficiency and effectiveness of integrated response to natural disasters, namely drought and food insecurity and floods; raising awareness of all actors and beneficiaries about the protection of the most vulnerable groups, namely: women, girls and children, thereby strengthening accountability mechanisms during the emergency response. Therefore, the development of pre-positioning and pre-event preparedness actions to reduce logistical costs and to ensure greater coverage of aid resources and to mitigate the impact of natural disasters on beneficiaries more efficiently and effectively was one of the fundamental strategies of the intervention of the consortium.

## B. Project Location and target group

The consortium has an area covering eight of Mozambique's eleven provinces, namely: Gaza, Inhambane, Manica, Sofala, Tete, Zambezia, Nampula and Cabo Delgado. The current operational coverage by province is as follows:

**Save the Children:** Gaza, Manica, Sofala, Zambezia, Tete and Nampula

**CARE International:** Inhambane, Nampula and Cabo Delgado

**Concern Worldwide:** Zambézia and Manica

**Oxfam / Novib:** Inhambane, Sofala, Zambezia, and Cabo Delgado

| Province    | District                               | Agency  |
|-------------|--|---------|
| Zambézia    | Mopeia and Murrumbala                  | SCI     |
| Zambézia    | Nicuada and Quelimane                  | OXFAM   |
| Zambézia    | Chinde                                 | CONCERN |
| Gaza        | Guija, Mabalane, Chicualacula          | SCI     |
| Gaza        | Chigubo                                | SCI     |
| Manica      | Tambara and Guro                       | CONCERN |
| Inhambane * | Funhalouro, Govuro<br>(OXFAM), Homoine | CARE    |
| Nampula     | Angoche                                | CARE    |

## C. Objectives and components of COSACA

The objective of COSACA is to save lives and minimize the negative impact of natural disasters on the affected communities following the emergency declaration protocol in Mozambique. The associated projects have thus been designed to reduce the degree of vulnerability of communities affected by floods and droughts through an effective, efficient, appropriate and coordinated response within humanitarian standards.

In this way, COSACA was designed in the following intervention components by project:

### Flood Response Project – Zambézia

1. Coordination, communication and collaboration among humanitarian actors in the preparation and response to natural disasters;
2. Capacity of local actors to respond to emergencies within 72 hours
3. Pre-positioning of resources and provisioning to meet the needs, especially of women and children, within 72 hours after the declared emergency.

### Drought Response Project – Gaza

1. Emergency and food security
2. Access to water, sanitation and hygiene
3. Livelihoods and resilience.

## **B. Implementing partners and organization**

To ensure implementation of the emergency response project, the COSACA Consortium was created in 2009, consisting of Save the Children, Concern, Oxfam and Care International. These organizations, although working in a network, retain their independence and autonomy. The objective of the consortium was to make its action of greater value in carrying out the following activities: 1) capacity building of national and local partners 2) research and context analysis 3) project development and, last but not least, coordinated and joint response to emergencies arising from natural disasters that affect the communities. The consortium shares cost, expertise, knowledge and resources in terms of equipment, human capital and information for a more efficient and effective response to emergencies.

The leadership of the consortium is rotating in nature and at this time, the operations co-ordination arm is under the leadership of Save the Children International (SCI). In partnership with the other members of the consortium, Save the children demonstrated during the implementation of the project all its experience in managing multi-stakeholders in the preparation and response to the emergency. In addition to having been responsible for hiring the COSACA technical staff for central level positions, SCI was also responsible for the programming, finance and management of stocks. The COSACA Manager is based at Save the Children and is responsible for the day-to-day management of operations under the supervision of Save the Children's Country Director. The good performance of the consortium was mainly due to the strong coordination and support provided by all consortium members.

Also in its implementation strategy, the project has developed a series of partnerships that are essential for achieving its objectives. At the central and local level, COSACA has a strong partnership with the National Institute for Disaster Management (INGC). INGC is the authority of the government of Mozambique responsible for coordinating, leading the entire response to the emergency. The emergency response is coordinated by INGC through the National Emergency Operations Centre (CENOE) where different senior government officials, various ministries and NGO representatives and United Nations agencies share plans, decisions and resources. As a result of this partnership, COSACA enjoys exemptions on the importation of logistic equipment and storage of pre-stocked stocks in INGC warehouses.

At the provincial and district level, the emergency response is led by the Emergency Operating Committee (COE) led by the provincial governor responsible for coordinating responses at provincial level, with a similar structure at the district level. COSACA participates actively in these decision-making forums by playing an important role in institutional capacity-building, coordination of responses and implementation of activities. At the local level, COSACA formalized partnerships with national NGOs and community based organizations.

Over the three years, the flood project benefited from a global fund of just over GBP4,583.519 from DFID and the Drought and Food Insecurity project benefited from GBP6,824,165.75 for 11 months of implementation. On the basis of these grants, COSACA prepared its team for the joint emergency response.

## **E. Design Changes During Implementation**

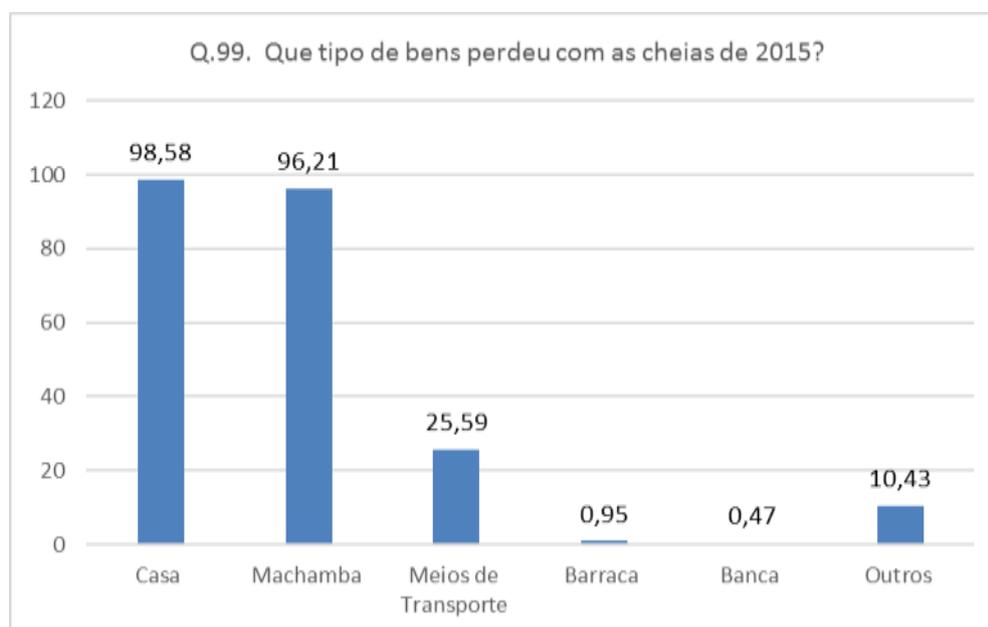
The design of the project has not changed profoundly given the quality of its design. However, it was necessary to rethink the modalities of identification of the beneficiaries. If COSACA was previously basing on the survey made by local leaders and their intervention was not peaceful due to the conflicts among the beneficiaries associated with the lack of transparency in their selection, COSCA began to confront the survey made by the community authorities based on the survey of potential beneficiaries to enable the aid to effectively cover the vulnerable population.

Another change was the election of the areas and the nature of the support. That is, if at first the consortium solitarily defined the areas of intervention and the respective modalities, with the coordination of INGC, they followed the response plan based on INGC criteria. For example, COSACA provided assistance in flood-prone areas, generating relatively counterproductive results as families were encouraged to remain in the area to receive support. However, with the reinforcement of coordination and joint planning mechanisms between COSACA and the government, the consortium began providing assistance in resettlement camps after the completion of search and rescue operations.

### III. SUMMARY OF RESULTS ACHIEVED

#### 3.1. ZAMBÉZIA PROVINCE – FLOOD RESPONSE PROJECT

In Zambézia province, the focus of COSACA's intervention was geared towards responding to the floods of 2015 that hit the low-lying areas conducive for agriculture. The floods mainly affected the districts of Maganja da Costa, Mopeia, Morrumbala, Mocuba, Namacurra, among others. As a result, 80% of families did not generate family income. Nearly 98% of respondents said they lost assets because of the floods. In addition to animals, household goods, houses and farming areas are the main assets that the households lost as shown in the graph below:



As a result, a large part of the population was in a situation of homelessness, food insecurity and vulnerability to diseases, such as cholera. The effects of floods are more intense among vulnerable groups, i.e. women and children. Women for having lost their agricultural production were forced to sell their labour force to earn income to buy food and the children, in turn, stopped going to schools and faced negative changes in their diet.

In this context, to respond to the impact of floods in the affected communities, COSACA's intervention was mainly aimed at supplying emergency kits, respectively: i) family kit, ii) shelter kit, iii) tool kits for latrine and shelter construction v) hygiene kit vi) child friendly space kit I, vii) child friendly space kit II<sup>2</sup>.

Households have benefited almost all of the available kits. Interviews with the focus groups of children<sup>3</sup>, On the one hand, show that children of school age benefited from child friendly space-kit II, which corresponds to school materials. On the other hand, as regards to shelter kit, INGC recognizes

<sup>2</sup> See attached a list of the composition of each of the kits.

<sup>3</sup>Children focus groups, Rona -Namacurra, 18<sup>th</sup> of November 2016.

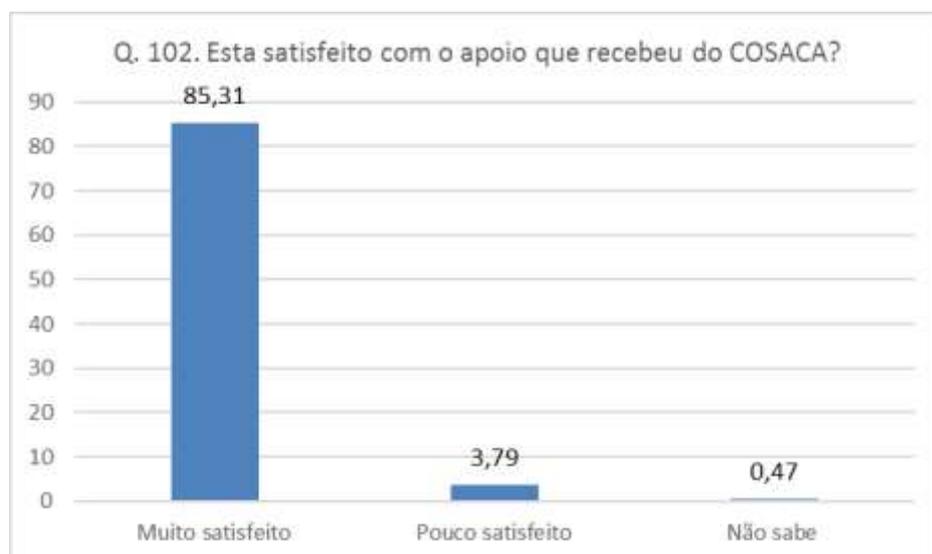
the added value of the project in this component. The testimony of the INGC focal point for Maganja da Costa testifies to the impact of the toolkit and shelter in the temporary resettlement process:

“Talking about COSACA is talking about success in emergency. It was a success because the shelter component is the main hurdle in an emergency. We could provide for care and food, but shelter as such, after a family has lost everything was our main problem. Even those families who could take some possessions, where would they leave their items without shelter? But when COSACA comes up with the shelter kits, it was the great value of the project, in that scenario where we are evacuating people from risk areas to safe and resettlement zones. Without COSACA it would be difficult for us to clear the forest for resettlement, but with the tool kits (catanas, hoes, ropes etc.) we were able to prepare temporary shelter. COSACA gives a tool kit for 10 families, after which COSACA gives the shelter kit, based on it, the SDPI technicians are able to set up a tent and the rest comes later. With this, we can minimize malaria among other diseases, children do not stay in the open and sleep protected by the mosquito net. All this is due to the shelter kit.”<sup>1</sup>

*Noel, INGC- Maganja da Costa, 19 November 2016*

However, the child friendly space kit I was the one that had modest results. This kit consisted of a kind of recreation and learning day-care for children. To this end, community agents were trained to care for the children and an incentive in kind or food was agreed upon. In the case of Lower Nante resettlement centre in Maganja da Costa, the non-payment of the incentives for two months and the wide absence of members of the consortium had negative effects on the continuity of the intervention.

Nevertheless, there is a commonly shared perception within the beneficiaries that the support provided to mitigate the effects of floods has brought about a significant change. Of the 92% of respondents who reported receiving support from COSACA, close to 85% said they were satisfied with the support provided by the consortium, as shown in the graph below.



Data from the focus group interviews corroborate this perception as the following statement:

“Life has changed, before we were worse with nothing, but with the support of COSACA life is better, now we are satisfied. When we came, it was just suffering here. Thanks to COSACA we recovered the goods, where we lived we did not have latrines, now we have them. Now we are "whites" because we have already changed, when we were in the risk zone, nobody knew how to brush teeth, but with the support we already know what hygiene is because of the kit they gave us.”

**M. Rodeja, women's focal group, Nante -Maganja da Costa, November 19, 2016**

Therefore, the intervention of the Consortium had an impact on the lives of the affected communities. That is, it saved lives and minimized the negative impacts of floods on affected communities after the emergency declaration. This intervention was successful due to the operationalization of three strategies of the emergency response project, namely: pre-positioning of resources and provisioning to meet the needs, especially of women and children, within 72 hours after the declared emergency; Coordination, communication and collaboration among humanitarian actors in the preparation and response to natural disasters and strengthening the capacity of local actors to respond to emergencies within 72 hours.

### 3.1.1. Coordination, communication and collaboration in response to natural disasters

The emergency response involves a set of state actors, national and international NGOs and private agents. These actors have different resources, interests and representations on the intervention modalities. Consequently, the emergency response was previously made on the basis of reactive and poorly repaired interventions among several actors. For example, at the beginning of the intervention the consortium provided support in districts outside the INGC stipulated plan and in the risk areas, the government, on one hand, was able to remedy and not prevent the impact of the disasters. However, with the intervention of the consortium there has been a qualitative advance in aspects related to coordination, communication and collaboration in the preparation and response to natural disasters among the actors involved. With COSACA, there was a process of redefining the role of each of the actors and created synergies among the multiple actors in the emergency response. Actions were harmonized through monthly meetings coordinated by COSACA at central level within a common agenda and vision. This element resulted in the commitment of all organizations and at all levels in the fundamental goal of saving lives.

At the central level, COSACA and the government have established formal and informal coordination mechanisms through memoranda of understanding that have added value to the implementation of the response to floods. These institutional arrangements reveal the intensity of co-ordination between the consortium and the humanitarian and government partners of Mozambique at the central, provincial and district levels. At the central level: COSACA participated weekly in the technical council for disaster management, a government body where, in addition to members of government, NGOs and development agencies do participate. This body aims to exchange information and make decisions on the emergency response in the country; at the provincial level, COSACA coordinates with the provincial government, for example, coordination with INAS during the preparation and distribution of assistance. At the district level, COSACA has structured a network of partnerships with district health, infrastructure and social services in identifying and selecting beneficiaries and providing support in resettlement centres.

However, during the first phase, there were communication issues because the INGC structure at the provincial level is different from the structure at the central level. If at the central level, it is the INGC General Director who makes decisions, and at the provincial level, INGC is just another institution subordinated to the provincial government. This factor had some effects on the flow of information and the level of ownership, because if at the central level the coordination was mainly technical, at the provincial level the coordination passes through the political and bureaucratic bodies. Thus, decisions were faster at central level than at provincial level, depending on the degree of commitment of the provincial government. However, this embarrassment in the flow of information has been superseded by the capacity building undertaken by COSACA to provincial and district government members to improve the effectiveness of emergency response. As a result of the capacity building, emergency-driven communication modalities were adopted at central, provincial and district levels. This communication strategy helped a set of responses within the expected period. Direct open lines with the Director General and his staff, assessment meetings to identify communities, and use of social networks among all stakeholders helped to establish a horizontal and informal communication between multiple actors and the flexibility of response to emergency.

In this way, COSACA began to enjoy social recognition and a legitimate and favourable image at the level of the communities, INGC, provincial and district government, as important actors in the emergency response, thus enjoying strong institutional support of its initiatives. Therefore, as a result of strong collaboration and coordination among INGC, COSACA, the United Nations Humanitarian Country Team (HCT) and international and Mozambican NGOs, contingency plans are currently democratically co-produced. One of the threats, however, is the change of government staff at the local level, which can be a challenge for consolidating the institutional memory of the lessons learned.

### 3.1.2. Strengthening the capacity of local actors to respond to emergencies

There is a re-accreditation of local implementing partners, e.g. KUKUMBI, to work directly in the consortium rather than through the consortium members, under the assumption that emergency and effective response depends significantly on the capacity of local actors. COSACA has considered a set of training and capacity building sessions for government members, but also for national NGOs and community-based organizations, with a view to providing all actors with the capacity to respond. Members of the consortium, members of district governments, community grassroots organizations, e.g. CECOHAS and KUKUMBI, who intervene in water and sanitation, mainly in opening up water holes and creating improved latrines, benefited from a set of areas, namely:

- Development and implementation of emergency preparedness and response plans;
- Funding source;
- Technical standards for humanitarian intervention by COSACA;
- Rapid assessment;
- Selection and registration of beneficiaries;
- Logistics and distribution methods;
- Gender in the context of emergency;
- Guide to HIV response in emergency settings;
- Monitoring, evaluation and reporting;
- Accountability techniques.
- Water, Sanitation and Hygiene (WASH)

These capacity building sessions strengthened the skills and knowledge of members of COSACA, members and partners including INGC, and district level technicians at the local level to initiate an emergency response within 72 hours, ensuring quality and accountability to beneficiaries according to humanitarian standards. However, although they have benefited from capacity building, community based organizations do not yet have the material and financial resources to develop the response autonomously. In addition, these organizations at the time of the emergency did not find enough space to fully exercise their acquired skills. For example, in terms of training in logistics and distribution, the local partners played a still passive role, since the logistics operations were all controlled from Maputo and the province. As one of our interviewee said: "*We have received training on logistics, but during the emergency it is no longer you that will implement...*"<sup>4</sup>.

This extract stresses that there is still an under-utilization of the skills generated at the local level that need to be tested for effectiveness of the skills generated during the training processes, finally, lack of a post-emergency containment fund means that local partners' capacity to respond is reduced in the monitoring of the works. In the post-emergency period, local partners do not have fuel to travel to resettled communities to maintain and repair water wells, latrines and gutters in schools and hospitals, a situation under which, they are forced to use other budget lines from other projects to carry out visits to resettled communities under COSACA support.

### 3.1.3. Pre-positioning of resources and provisioning within 72 hours

The emergency response practice in Mozambique was largely focused on mitigating the effects and not necessarily on prevention actions. The strength of COSACA in this chapter was the development of pre-positioning activities for rapid provisioning within 72 hours after the emergency declared by the Mozambican government. The pre-positioning was structured in four pillars, namely: procurement, pre-positioning, transportation and distribution.

Regarding procurement, the kits were purchased in Kenya, however the procurement process started in Mozambique conforming to the procedures and standards of Save the Children, as a leader of the

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<sup>4</sup> Interview with A. de Brito, Administration and Finance at CECOHAS, November 20, 2016

consortium. From the national quotations, it was observed that the local suppliers were quite dispersed and the delivery time was quite long, since many of them order from South Africa or China. It should be noted that procurement formally began in January, but the availability of funds for 2014 only took place in November, i.e. on the eve of the emergency. This factor dictated recourse to the regional market, mainly because the consortium has an exemption under the partnership with INGC in the importation of the kits which contributed significantly to the regional market being more competitive in terms of price, quality and time as compared to the national market. This has resulted in the purchase of 30,000 kits from Kenya for a potential of 30,000 households before the onset of natural disasters. 11,000 kits were transported by plane and the remainder came by ship. Before the purchase, the composition of the kits was jointly and widely discussed among members of COSACA, INGC and other partners, in a democratic and participatory manner and taking into account, above all, the needs of the target groups. In 2015, of the 30,000 kits available, 18,000 kits were used for 18,000 families affected by the floods, i.e. only 60% of the installed capacity. In anticipation of the emergency for 2016, an additional 8,000 kits were purchased from the same supplier for stock replacement.

Regarding the pre-positioning, the consortium has stock-kits pre-positioned in 6 warehouses all over the country belonging to WFP and INGC. Under the assumption of an efficient and effective response in 72 hours, the kits were pre-positioned in the following points of the country: Maputo (2), Vilanculos (1), Nacala (1) Quelimane (1) Caia (1). However, there is a challenge by the local partners at the district and local level on how to position the kits. Under the assumption that for an effective and efficient response, it is necessary that the kits be pre-positioned in districts with flood vulnerability.

“In 24 hours, everything has to be responded to, which forces the placement of materials in places closer to the areas where the floods occur. At the moment, all the materials are concentrated in Caia, so last year [2015], there was a delay in the arrival of materials of almost a week. If the materials were closer, COSACA could distribute the materials in advance”

**Carlos Gomes, construction area, CECOHAS, November 21, 2016.**

However, in spite of some legitimacy of the concerns raised by the local partners, the location of the warehouses in these regions is justified by two reasons: first, because of the difficulty in predicting the occurrence of the phenomenon, for example in Mocuba since 1972 there has never been an emergency, and second, and more importantly, these places are easily accessible mainly by air. For example, it was thanks to the aerial services organized by the consortium that it was possible to intervene effectively in the districts affected by the floods in Zambézia, in search and rescue operations when roads were literally impassable due to flooding.

*Transport.* With regard to air transport, the consortium has a memorandum of understanding with Mercy Air in South Africa that covers the transport of stock by helicopter. The consortium has the ability to mobilize air transport within twenty four hours. These facilities were mobilized to respond to the floods in Zambézia, since the search and rescue operations and provisioning through road transport was limited. With regard to road transport for the delivery of the kits, COSACA has collaborated with WFP (Logistic Group) with extensive experience and pre-contractual agreements with a large number of reliable transport service providers in Mozambique. The transport agreements included moving material from the central warehouse to the satellite warehouses. However, based on local needs, consortium members have entered into agreements with local trade agents to provide transport services within the affected districts (costs of local agreements have been met by COSACA members' emergency response budgets). For security of the kits in the context of political instability, transporting the kits to satellite warehouses and distribution sites was done with police involvement to monitor the trucks and ensure distribution.

Finally, the *distribution*, this is the last stage of the process. For flood intervention as stated above, close to 18,000 families benefited from the relief kits. The distribution was preceded by a process of identification of beneficiaries taking into account the criterion of the most vulnerable families, or vulnerable groups, such as: children heads of families, elderly women, widows and chronically ill or people with physical and motor disabilities. The distribution is a coordinated process involving several actors: INGC, the district government, community leaders, technicians from the district social welfare, health services and public works.

However, despite the success of pre-positioning and provisioning, there are some logistical challenges, namely: operations communication tree, it was not clear at the beginning what was the role of the actors (COSACA, INGC and partners and beneficiaries) Due to the absence of a certain intervention experience. This was especially true in Mocuba. The breakdown in communication flow on the transport route of the aid material was evident in some cases. In addition, one of the biggest difficulties in responding to emergencies within 72 hours, not only at the level of COSACA, but also of other NGOs and Government, due to the internal reasons of each organization was the late disbursement of the budget. For COSACA, delays were evident despite the fact that they did not affect the response.

## **3.2. GAZA PROVINCE: DROUGHT RESPONSE PROJECT**

### **3.2.1. Impact of Drought and Food Insecurity**

In the last three years (2014 to 2016), Gaza has been affected by severe drought, mainly affecting the districts of Guija, Mabalane, Chigubo and Chicualacuala, placing people in a situation where there is no access to water, deterioration of hygiene conditions, food security and the practice of agriculture and livestock, the latter being a predominant activity in the region. Water sources were scarce, as were grazing areas, making it impossible for people to practice agriculture and livestock. As a result, there was loss of animal production and a decrease in its commercial value, while the problems of nutrition aggravated. As an example, in some districts, such as Mabalane and Guijá, the population began to crash over sources of water with the animals.

The drought situation particularly affected the most vulnerable sections, women and children in particular. Women in this region are responsible for agricultural activities and because of drought they have lost much of their production and, as a result, their main productive activity. Children, in turn, were the most affected by the lack of food, disrupting their school performance and in some cases even leading to school drop-out. Children suffer from drought and are able to describe how this situation has altered their daily lives, namely their participation in new activities in search of alternative livelihoods.

In view of the drought situation in the region, the population adopted the strategy of using wild plants and fruits, cutting down trees for the production of charcoal and firewood, and rotating water consumption with livestock. However, the selling price of coal is very low and subject to forms of payment unfavourable to producers. More aggravating, due to its illegal nature, the cutting of trees for the production of charcoal and firewood is subject to being confiscated by forest inspectors, which makes this activity highly vulnerable. Families that manage to sell livestock do so at a very low commercial value because of depreciation of the quality of the meat as a result of under-nutrition of the animals. In the region, the government introduced, without great impact, some activities to help the populations, such as the planting of cashew in replacement for maize.

### **3.2.2. Response to drought and food insecurity**

Given the prevailing drought situation, the Government in Gaza province launched the red alert in 2014 and triggered preparations to respond to the emergency situation. Several organizations participated in this action, in addition to the government, among them: COSACA, the WFP, the Red Cross, and World Vision. The coordination by INGC defined the points of action at the district level, seeking maximum complementarity of efforts, in some cases acting jointly according to the seriousness of the situation.

In this sense, COSACA assisted about 10 thousand families in the initial phase, corresponding to approximately 50 thousand people in the districts of Guija, Chibuto and Mabalane and Chicualacuala using the voucher system. The vouchers are stipulated at 3,200 meticais per family. The priority was to provide food products of which the populations are most deprived of and of high nutritional value, ensuring a greater diet diversification. The distribution of the vouchers was accompanied by the mobilization of local trade agents that made the products available to the families. These agents were mobilized by launching a public tender aimed at establishing a minimum of three suppliers certified by district with legal and financial capacity to carry out the sale of food items. The proposals were then analysed by a committee composed of COSACA logistics, one representative from each partner in the respective district, one representative from the district economic services department (SDAE) and one representative from the provincial directorate of commerce. Initially in Gaza, one agent per district was selected and in subsequent distributions, the number of suppliers increased to 7 small suppliers per district.

For each district or place of intervention, nominal lists of beneficiaries were drawn up to facilitate monitoring by the consortium and district governments. INGC, based on information from the district governments, partners, produced a monthly report containing all the activities carried out in the context of the emergency, namely the number of beneficiaries and the actions of each partner. The families to be assisted were selected with involvement of the communities and their leaderships, seeking to pre-select orphans, children heads of families, chronically ill, widowed and elderly women.

#### Beneficiary selection practice

The selection of potential beneficiaries is done by the selection committees at the district level. The committees are composed of INGC technicians, SDAE, in some cases with the involvement of health sector technicians. The process counts with the participation of community leaders, who from community to community and from house to house register the beneficiaries in their own list; Using the vulnerability criteria discussed and adopted at the district emergency operating committee (COED) session. It should be noted that the economic evaluation of households is conducted later. Next, COSACA staff and partners who were not involved in the selection of beneficiaries monitor the process to ensure that the selection followed the criteria agreed by SETSAN. Checking the lists consists of COSACA staff organizing community meetings to confirm the registration of beneficiaries for assistance in the food component. The meetings were characterized by sharing of key selection criteria and the reading of names of the members of the registered communities for confirmation.

COSACA's activities have focused more on food security and access to water. Other government cooperation partners in responding to the emergency provided various inputs, such as: seeds, motor pumps, among others. The action of the COSACA was clearly highlighted and recognized by the government at provincial level for having guaranteed assistance to some 70,000 families from an estimated government horizon of 280,000 families in the emergency situation in Gaza province.

### 3.2.2.1. Forms of Emergency Support

If, on the one hand, the Government and the WFP provided food aid according to the modality of food for work program, maize being the product used. On its part, COSACA distributed food aid at trade fairs without pre-conditions to allow families to choose food items, thus restoring their human dignity. In some cases this led to some differentiation between beneficiaries who had to work to receive food aid and others who did not need to work. In government perception, interventions would be more effective if there was greater harmonization in the way aid was made available. That is, by adopting a single criterion for the allocation of food aid.

In addition to the actions of food distribution through work, the government has activities of opening of dams for water retention during the rainy season to enable water storage. INAS (National Institute of Social Action) provides assistance to the elderly, giving them 320 meticaís a month, yet many beneficiaries consider this amount very low as compared to what other partners, such as COSACA, provide to the families, in the form of a basic basket. There is clearly a limitation on the part of the government in making more resources available to help the people. It is therefore essential to use cooperation partners.

The Government also pledged the construction of multifunctional water boreholes for human consumption, cattle breeding and irrigation. Trade fairs have been held for the sale of livestock, as a way to ensure that families can sell their cattle at a fair price. Finally, due to drought being a recurring phenomenon in the region, there was a program for the construction of 18 land dams in the province, promoting the cultivation of drought resistant crops and distribution of irrigation kits.

#### 3.2.2.1.1. COSACA Support - Food Security

COSACA carried out a number of activities to respond to emergency food distribution through a monthly food voucher system that addresses the basic needs of each household, taking into account nutritional needs. The value to be assigned to each household takes into account the prices of commodities on the local market. Based on this approach, the populations have been receiving products such as rice, maize flour, beans, peanuts, salt and cooking oil. Other products include the distribution of drums for water storage and water purifying agent. The monthly voucher calculated for households in Gaza province was 3,200 meticaís. Rice and maize flour are the products most prioritized by families. The beneficiaries of the consortium support are an average of four to nine members and the allocated amount of 3,200 meticaís does not always cover the expenses of the whole family. The practice of distributing the vouchers associated with the holding of the fairs leads to the perception on the part of the beneficiaries of being forced to buy what the merchants offer. There was also the idea that the amount should not be used to buy superfluous products, such as alcohol. The extract below shows the beneficiaries' perception of the value of vouchers:

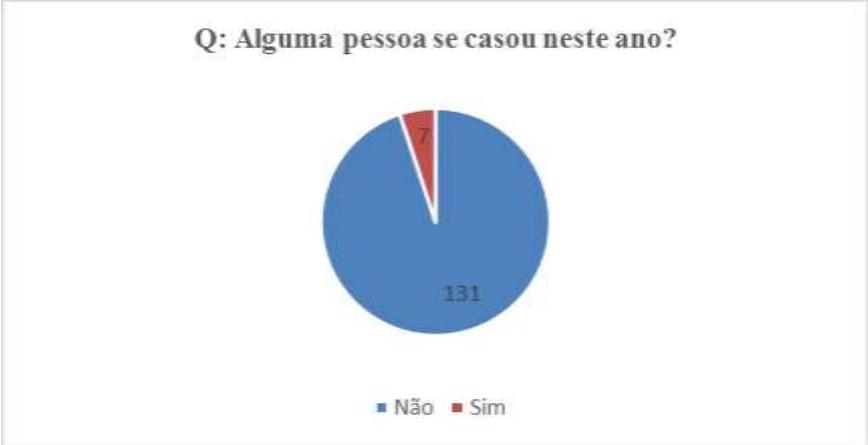
"The value is 3,200Mt, mandatorily taking what is pre-defined. The merchant is the one that induces to take things this way, there is no complaint box, the most important is rice and maize flour. Things have changed but there is a delay in the reception of food, there is a regular distribution on the 20th of each month; they do not say anything, they do not justify why it is not regular. It's hard to complain. We wanted seed distribution; We are asking for certain dates in which we will receive the support, as we do not know when we will receive, some are absent and are losing. The distribution does not look into the households, a family of 5 receives the same as one with 2 members; 10 kilos of rice and 15kgs of maize flour. Sometimes they have a son who lives in the same house and is married, but he is counted in the same household, in the center, there never was, what is done is the PDM family survey. About PDM: they ask if they give food, how should it be done...etc ... they do not respond openly, we want a way in which they are present to talk. The research does not make them comfortable. They did not consult or present criteria for the selection of beneficiaries. There is no complaints box."

**Focus group of men in the village of Chaves -Mabalane, November 18, 2016.**

In addition, COSACA also contributed to repairing dispersed water sources. Initially the rehabilitation of 35 water sources had been planned, but it was possible to rehabilitate 42 water sources in Gaza and built five new ones. For their sustainability, 17 water management committees that worked directly with the government (SDPI) and COSACA were revitalized and established. These committees were trained by COSACA in the sustainable management of water sources, but the poor adherence of members of the water committees in monitoring activities was notorious due to their prioritization of other income-generating activities to address drought and food insecurity. Therefore, of the 35 committees planned for Gaza Province, they have only 17 have been established in a functional way.

Lastly, in the context of activities to promote resilience and help families to recover their livelihoods, COSACA started several activities between July and August 2015, namely: training COSACA staff to promote production of fodder plants (Cacti and mulberry); Promotion of the production of sweet potato branches and their distribution to families and multiplication of cassava cuttings. After the training, fodder plants were allocated to the three districts, in lowland regions, namely Pelane (Guija), Combomone (Mabalane) and Mapai (Chicualacua). The allocation of cassava cuttings was also made in the same districts, initially more than 140 thousand stakes and then 114 thousand. However, given the persistent drought situation in 2015 (with the government issuing the red alert in April of the same year), the re-launch of family production did not produce the recommended results, only 5.1% of the families reported having succeeded in re-launching production based on the support provided by COSACA. Due to drought, families were also recommended to store the seeds for the subsequent season in the event of precipitation.

The evaluation also wanted to see if the vulnerability situation of families affected by drought could contribute to a higher occurrence of premature marriages in the region and also to understand the causes.



Data obtained on the basis of the survey show that of the 138 interviewed respondents only 7 (5.1%) reported having a family member who was married. The majority (94.9%) had no marriage. Of these marriages 4 were premature due to early pregnancies and cultural practices in the region.

**3.3. Emergency Coordination**

In order to ensure an effective response to the emergency, the actors at the provincial level established a basis for coordination meetings to which COSACA participated. The meetings were scheduled on a flexible basis according to the need. As noted above, partners have established in every province where each should cover emergency actions, as much as possible on a complementary basis. Of the four districts intervened by COSACA, the Consortium intervened in two in an exclusive manner that is to say, it was the only actor to respond to the emergency.

In terms of coordination, there is at the provincial level, the Technical Council on Food Security, where several intervention partners do participate. Disaster simulation activities were also conducted

to prepare for future interventions. COSACA is a distinguished partner at the provincial level, being very collaborative in coordination with the government and other partners.

To facilitate interventions at the local level, direct participation of communities and their local leaders was encouraged. There has been a government-level effort to encourage greater interaction among partners to result in a more effective intervention. INGC is the body responsible for promoting this interaction in order to avoid overlapping of partners' actions and to ensure that more needy families can be reached. INGC has given opportunity to the administrative posts as a point of interaction among partners and the local communities.

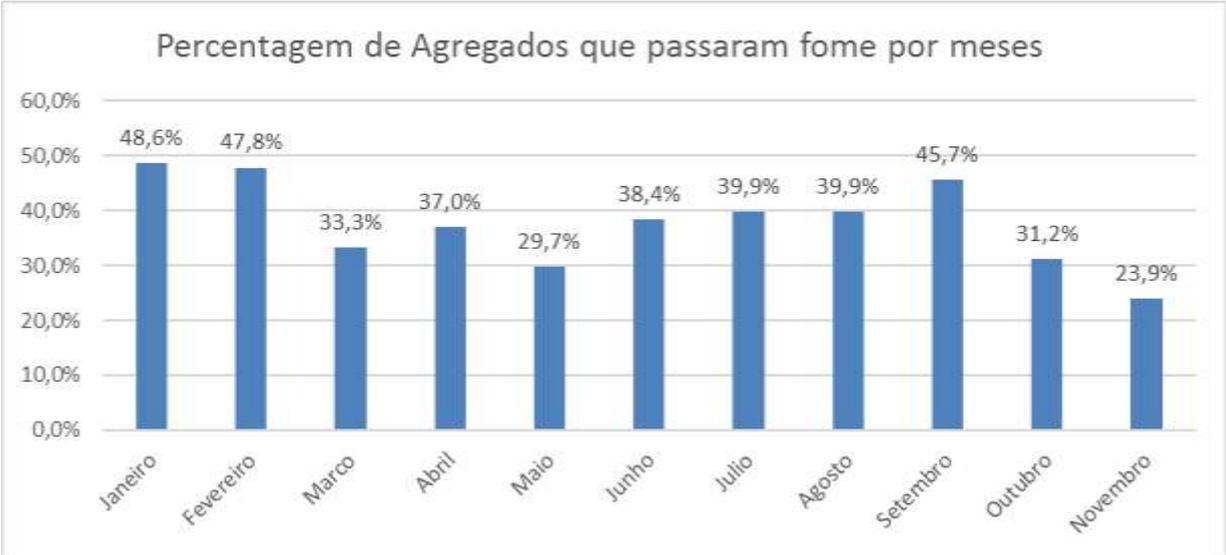
**3.4. Evaluation Results by Component**

COSACA intervention in Gaza province is structured in three components namely: i) emergency and food security; (ii) access to water, sanitation and hygiene, and (iii) livelihoods and resilience against drought.

**3.4.1. Emergency and Food Security**

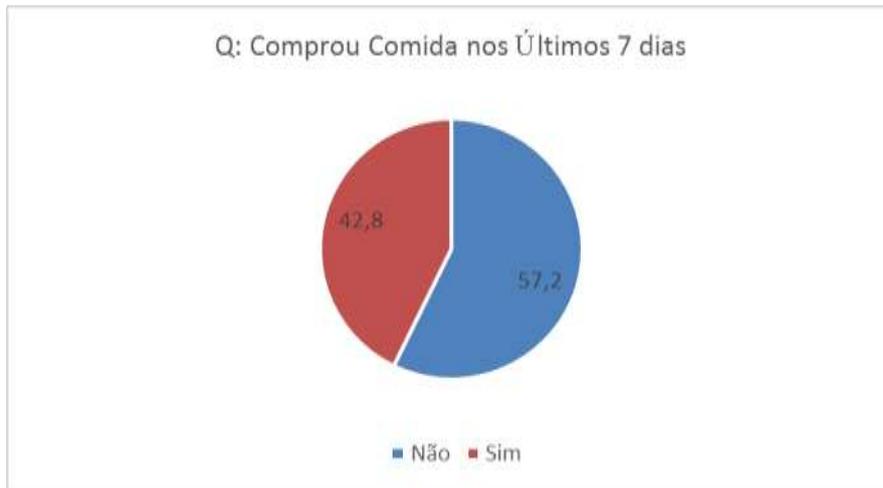
Given the situation of severe drought affecting the population in the intervention sites of the consortium, families were unable to produce and consequently had depleted their food reserves, with the months of May and June being lean months for the households. For the remaining months, these families had to buy food, and many of them could not find alternative forms of income. Without food reserves, families, began to reduce the number of meals a day, consuming wild fruits and roots as strategies. Given the lack of food, children had difficulties attending school regularly, which affected their school performance and in some cases led to their dropping out.

However, after the intervention of the consortium, it is possible to note that less than 50% of the households supported by COSACA had a shortage of food throughout the year. In the last 12 months, households have registered a relative lack of food only in January (48.6%), February (47.8%) and September (45.7%). As a result, they did not have hunger for a little more 8 than months.



Regarding the food security situation, about 74% of households faced situations of food shortages due to the drought situation. About 27.1% of the respondents stated that their food security situation depends exclusively on the support provided by the COSACA consortium, while 16% still find in agriculture some income to ensure their livelihood. In addition to agriculture, small businesses are an alternative way of finding support for households affected by drought (15%). The main sources of food for the families are: maize flour, rice, beans, wild fruits and roots. Maize flour remains the main

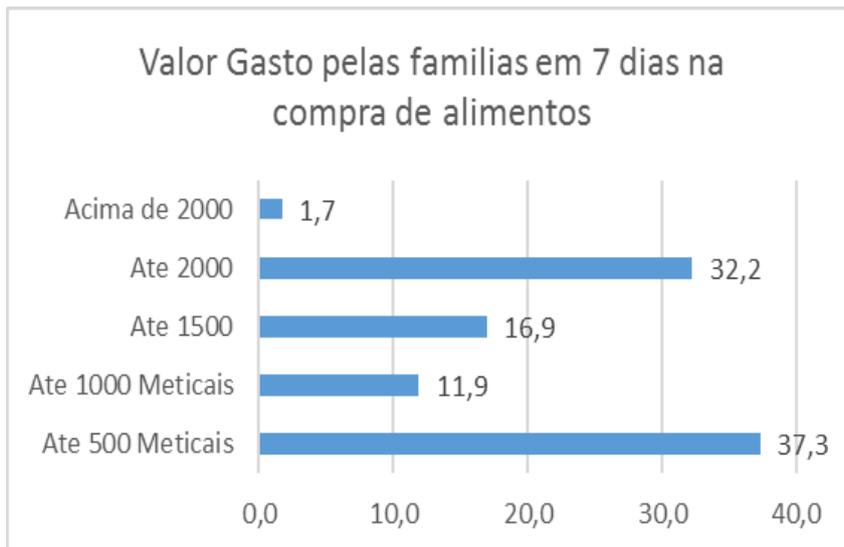
staple food for the families (29%). The purchase of food by households is not done on a weekly basis, with only 43% of the households that do it.



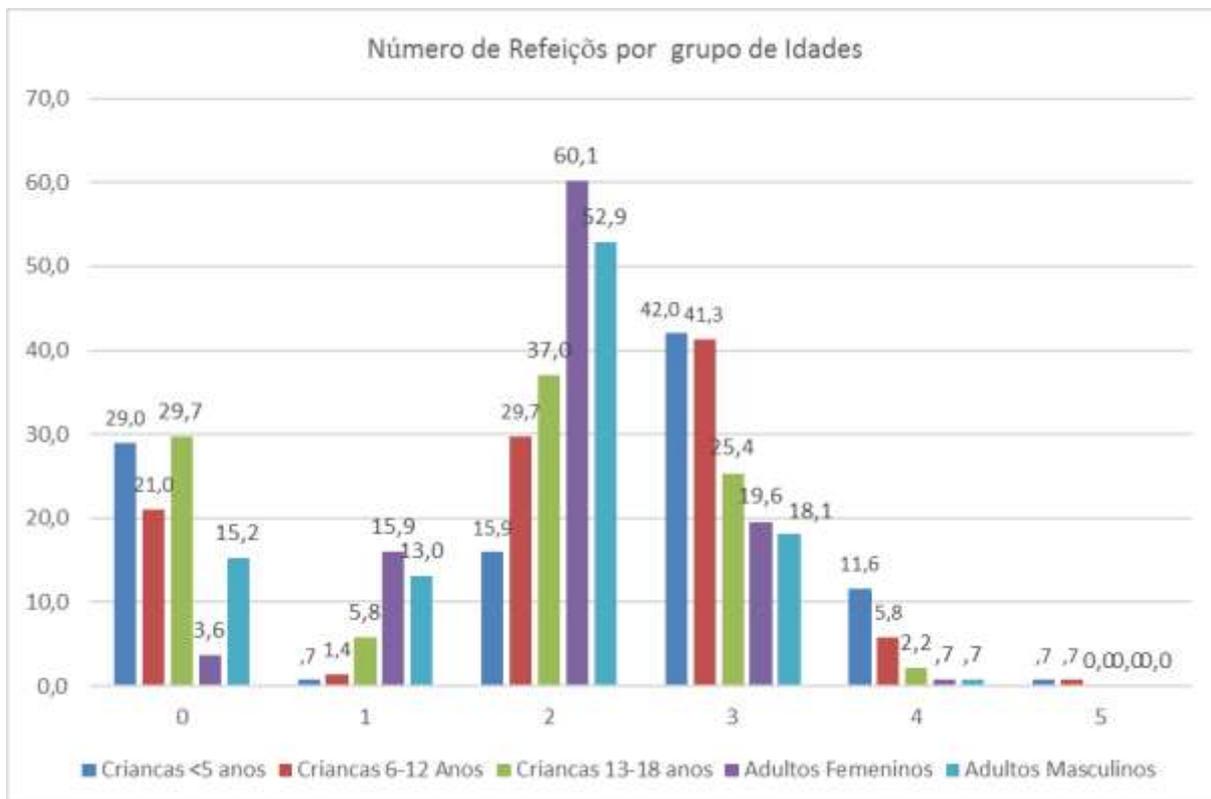
Generally, part of our respondents around 28% said they spent money to buy maize flour, 3% rice and cabbage for weekly food. As can be seen, 57% of the cases do not apply because they are children who were still exclusively breastfed.



The chart below shows the average amount spent per week by households on purchasing the products they need most. Most families (37.3%) spend up to 500 meticaís per week on food purchases, it was also noted that there were about 32% of the families with a monthly food consumption of up to 2,000 meticaís. But families spending between 1,000 and 1,500 meticaís per week make up about 28.8%, which shows that families consume more than the amount received for the purchase of food made available by the consortium.



A key indicator of food security is the quantity and quality of food eaten by households. As a result, much of the families started to have more daily meals as a result of the support provided. Regarding, discrimination of this information by groups within the household, the results show that the number of meals in the family corresponds to what each group also consumes. For example, it is possible to note that 42% of children under 5 years old had at least three meals a day, 41.3% followed by children between 6 and 12 years of age. Adults, men as well as women continue to forgo a daily meal to benefit the children. As can be seen in the chart below, 60% of adult women and 52% of adult men benefited from only two meals a day.



In terms of diversification of the food diet, families have maize meal (67.4%) as their base for preparation of meals. Maize flour is used to make porridges and represents the main protein supplement for both adults and children. When purchasing the products during fairs organized for this purpose, families prioritize the purchase of maize flour in the first place and then other products. Rice

appears as an option at 21.7% of the cases. Beans and *cacana* (native plant used as relish) are indicated in a little far distant place at 4.3%.

In general, it can be said that the consortium has acted in a context and in places where families were completely deprived of survival means to ensure their survival, this situation was aggravated with the continued drought. Today the families look to the consortium as their last alternative for their survival as illustrated below:

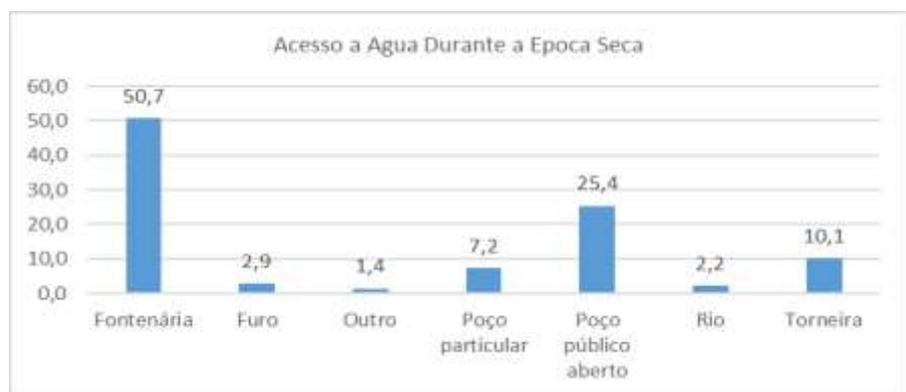
“We would like COSACA to continue supporting us because we are not seeing any hope; Because until today it is not raining, even charcoal is not easy to sell, inspection people when they find us selling they take them. There were changes, thanks to COSACA we manage to have something to cook. Thanks to this support, our children go to school, previously they were dropping from school, even if they went to school they could not understand anything (...) we have those old people who could not do anything, with this support they can do something, like porridge to eat.  
**"Focus group with Men in Mbalavala village, November 17, 2016.**

Although it needs to be further investigated, it can be noted that the consortium's interventions in the food insecurity response have allowed a balanced restoration of food security from the initial two months for the remaining months throughout the year. It also allowed for the return of children to school, as well as the improvement of their school performance. The consumption of more nutritious foods such as beans replaces the consumption of wild fruits and roots.

### 3.4.2. Component 2: Access to Water, Sanitation and Hygiene

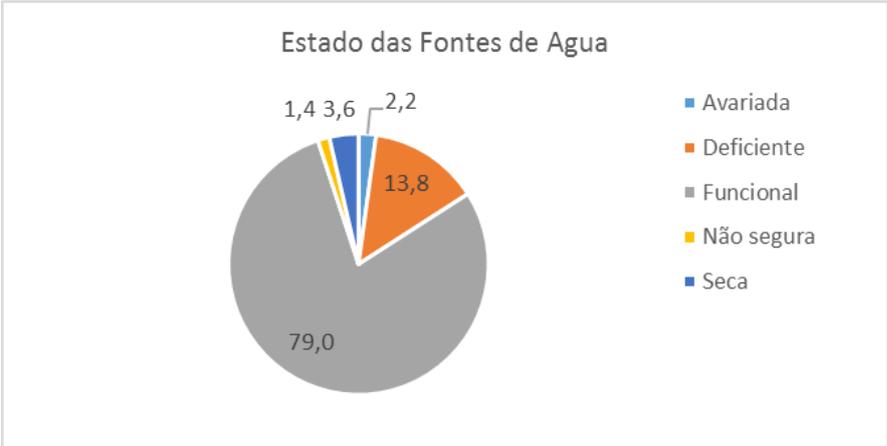
The severe drought that has occurred during the last 3 years in the southern part of the country has had several limitations in the livelihoods of the communities, namely: access to water, both for domestic consumption and for the practice of agriculture and livestock. The members of the community, especially women and girls, were forced to travel long distances in search of water. Men and boys, in turn, used the same sources for animals. Lack of hygiene due to water scarcity has caused diseases typical of this situation.

In response, efforts were made to ensure access to water for communities, including opening and rehabilitation of water boreholes. Of the 35 planned water sources, near 42 water sources were rehabilitated and 5 new ones were constructed.

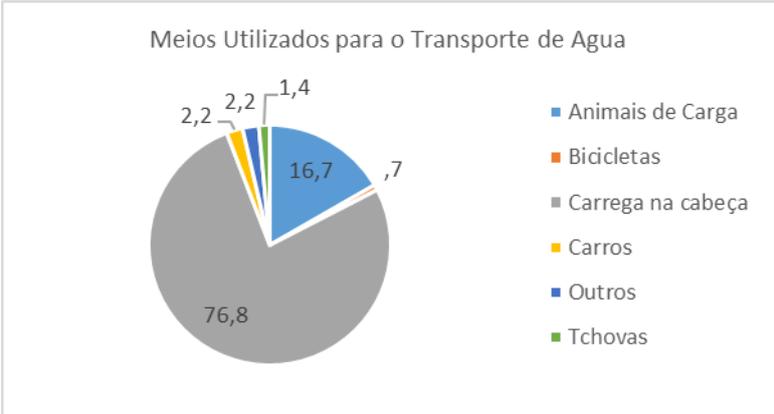


According to the graph above, access to water for people and animals was ensured through rehabilitated water sources (50.7%) and public wells (35.4%). In some places, people and animals alternatively consumed water as a strategy due to water scarcity to meet their needs. Specific days

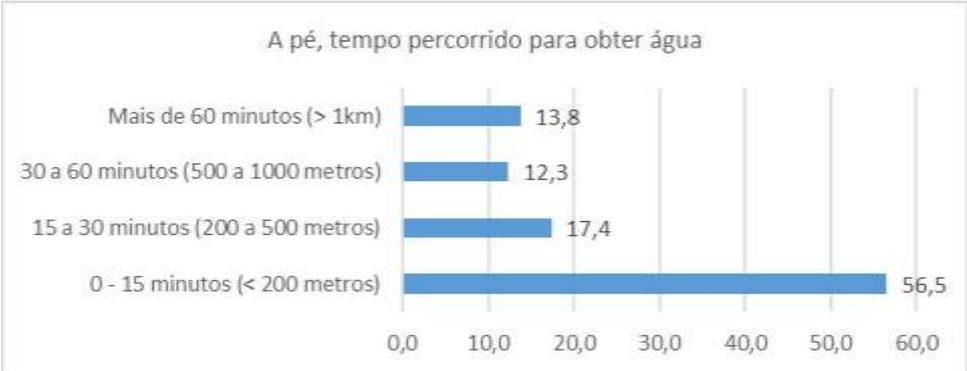
were been programmed for livestock to drink, and days for people to fetch water and keep it in the respective reservoirs made available by the consortium for this purpose.



In an effort to ensure greater availability of water for the communities, about 79% of the water sources that have benefited from rehabilitation remain functional, compared to only 13.8% that have shown poorly functioning. This result therefore concludes that it was possible to minimize the situation of extreme water shortage. However, it is not yet possible to establish alternative forms of access to water for agriculture. Most communities in Mozambique have rainfall as their main source of water for agriculture. Water collection activity is performed mostly by women, and the most used means of carrying it is using the can on the head (76.8%).



Time taken to collect water for the households tends to decrease since they take less than 15 minutes (56.5%) from their homes. Of the households interviewed, only 13.8% stated that they still have to travel for more than an hour to obtain water.



Regarding the cost of water, only 42% of families paid to obtain water for their basic needs. Water prices ranged from 1 to 2 Meticaís a can or 20 litres container. In terms of daily water consumption, families consume more than 30 litres of water (80%). The chart below shows the distribution of water consumption per litre by households.



About 56.5% of households need to go to the water source at least twice a day, compared to only 37.7 who do it only once. Of the respondents 99.3% stated that they consume clean water, this is drinkable. The treatment of water is assured through purification using water purifying agent (26.1%). However, about 65.9% drink water without using any form of treatment. See the chart below on water treatment.



In terms of access to water, it was noted that there was a prompt response by the consortium in ensuring access to water for more than 80% of households according to what is expected as a result in this component. The following testimony illustrates the significant change in the water, sanitation and hygiene component of community life:

“Thanks to COSACA that is helping us, it treats us well and has given us food. Because of the water supply system, our situation has improved a bit, since for us to go to the river, we had to board a bus, despite dividing the water with the cattle. We had to alternate days for cattle to drink and days for people”

Focus group with Men in the Mbalavala village, November 17, 2016.

As can be seen, the opening and rehabilitation of water sources reduced the distances travelled by communities to get water. Communities began to benefit from drinking water and no longer crash over the water sources with animals thereby running the risk of contracting diseases. Women and girls now have more time for recreational and academic activities, the latter for girls.

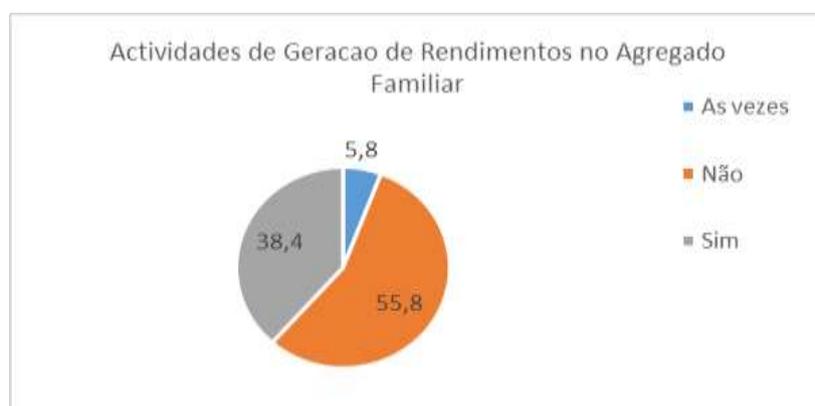
### 3.4.3. Component 3: Livelihoods and Resilience against Drought

The drought situation, as mentioned earlier, makes it impossible for households to secure food reserves, but it is still difficult for families to secure a seed bank for future growing season so that they can see their dominant livelihood re-established – agricultural practice – severely affected in recent times. These families have also been unable to benefit from skills that enable them to make better use of their agricultural resources. On the other hand, livestock farming, a dominant activity in southern Mozambique, particularly in the province of Gaza, is severely threatened as there is loss of livestock, as well as the quality of livestock has declined due to lack of food and poor quality of the supplements, thus affecting its quality and reducing its commercial value. In this component, the program intervened assuming these assumptions and sought to reverse this scenario.

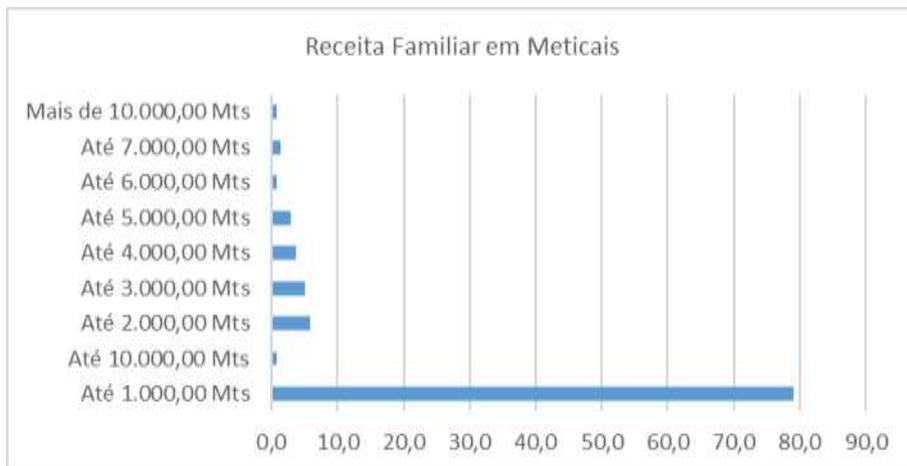
About 90.6% of the families declared having a farming area. As a result of the drought situation 90% of households did not produce during last season (2015/2016), only 10% reported having produced some food for their survival. The main reason for the lack of production is the lack of water. Families that had obtained some production (10%) had yielded maize, cassava, horticulture and sweet potato as their main crops. Families do not have the means at the moment to re-launch their agricultural production. The chart below shows that most households need practically all the inputs to re-launch their production. 43.5% need only seeds, but the remainder also needs other agricultural inputs.



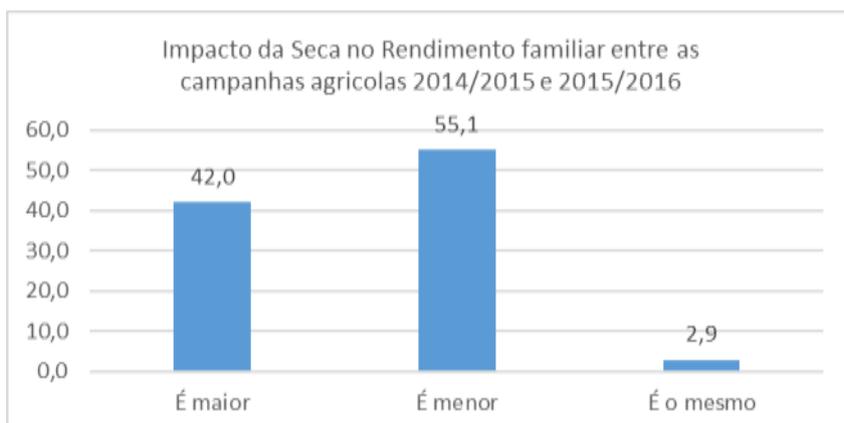
The interviewed families also have livestock breeding as a source of income (52.2%), and cattle being predominant animals. Foot and mouth disease has been the disease that most affect the cattle, contributing to loss of quality. Caramel baths and vaccination have been the forms of prevention. In addition to consumption and sale, cattle are also used as a means of transport and for animal traction during farming.



Given the drought situation, most of the families have the only alternative to livelihood, the production and sale of charcoal. However, about 80% of the surveyed households earned only 1000 meticaís per month.



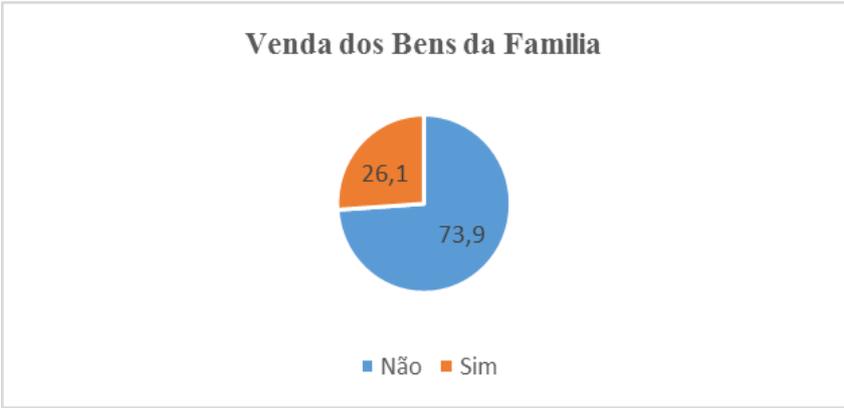
Drought has had an impact on the families, comparing between 2014/2015 and 2015/2016, as follows: about 55% considered the impact to be less and 42% considered it to be greater in the 2015/2016 season, approximately 3% considered that there was no difference.



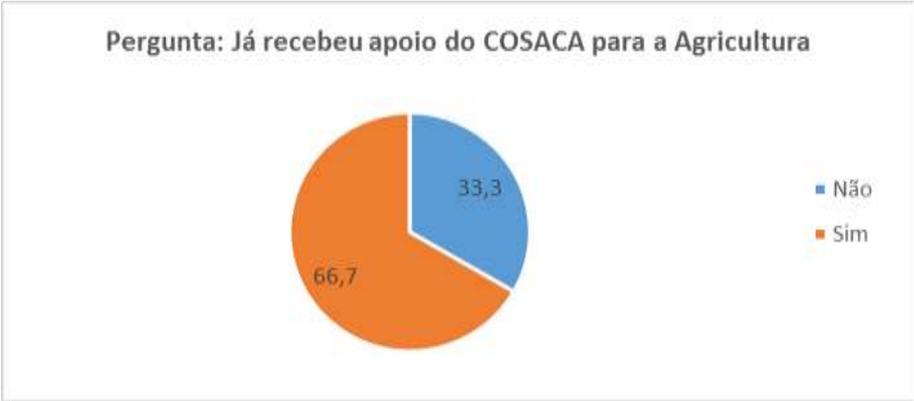
One of the families' strategies for coping with food shortages is the use of loans to purchase food (42%). Food appears as one of the basic needs most prioritized by families, followed by health and education.



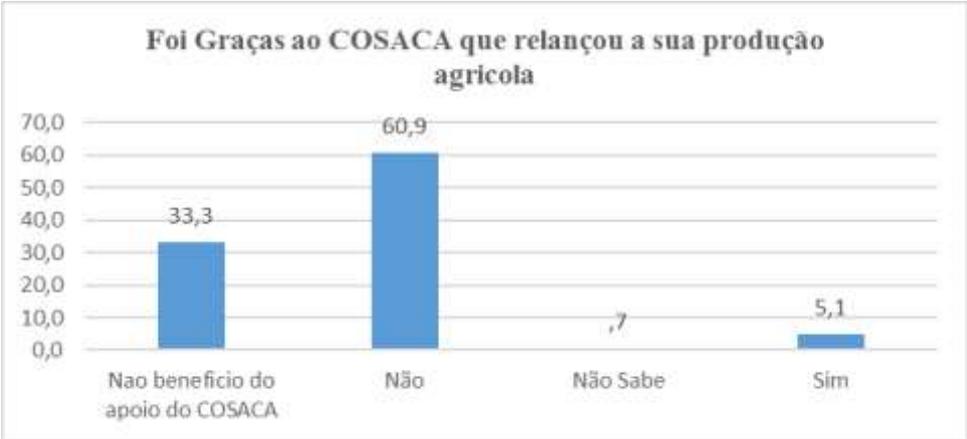
Another survival strategy has been the sale of family assets, namely cattle. Only 26% of the households have made use of this strategy, as a result of the support that benefited from COSACA.



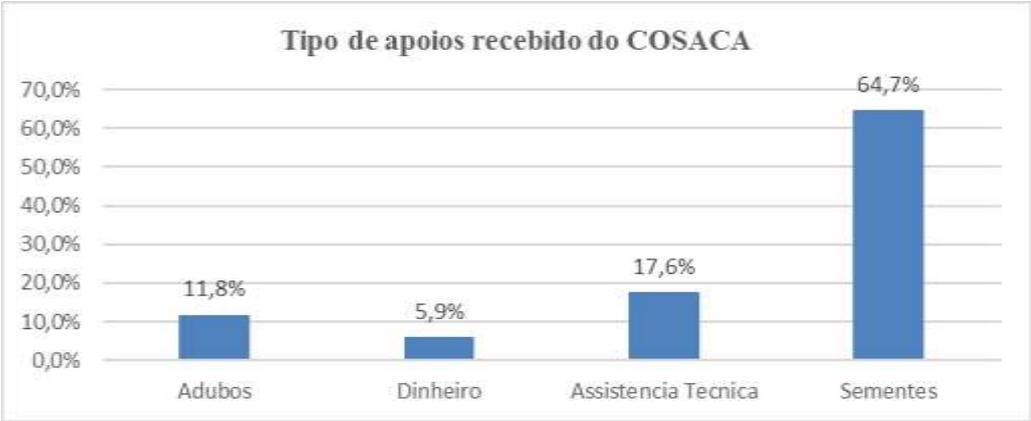
Regarding agricultural activities, 89.9% stated that they had received no support to re-launch their activity. Regarding the specific intervention of the consortium, 66.7% of the respondents stated that they were benefiting from COSACA support.



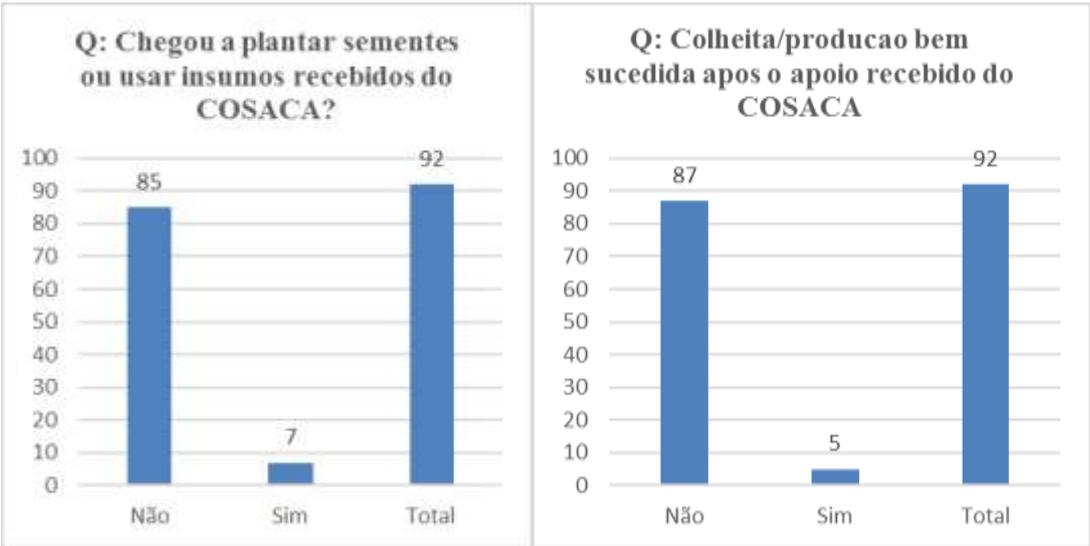
As for the re-launching of growing season, only 5.1% of the families declared that they had re-launched their growing season with the support from COSACA. This support consisted of seeds and technical assistance. It can be verified that families do associate income from the growing season to the support received. Thus, due to severe drought, agricultural output has not been translated into a production capable of restoring the livelihood means and, as a result, the consortium's support in this area is less noted.



The support provided by COSACA was basically the distribution of 64.7% seeds (namely, sweet potato branches, cassava cuttings and forage plants), technical assistance was provided for growing in some lowland areas in Pelane, Combone and Mapai.



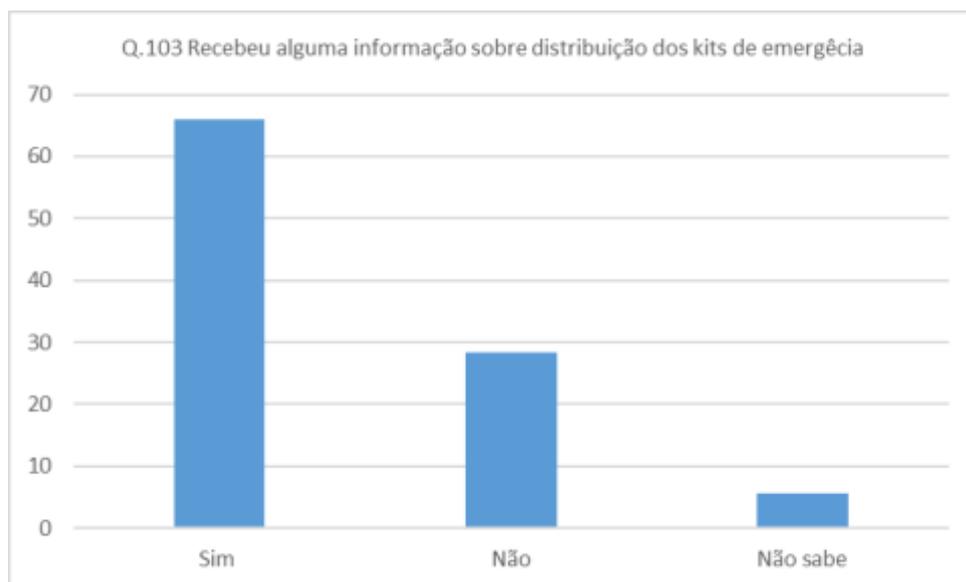
The results of leveraging the support provided as a way to build community resilience, show that only 7% of the beneficiaries were able to re-launch their activities based on the input support received from COSACA. Even so, only 5% reported successful production resulting from the support provided, as shown in the tables below.



The relationship of alternative livelihood activities and strategies is compromised by the effects of drought, hence the need to continue with the distribution of food vouchers, thus showing the need for greater attention in the design of a sustainability strategy, once the intervention is over.

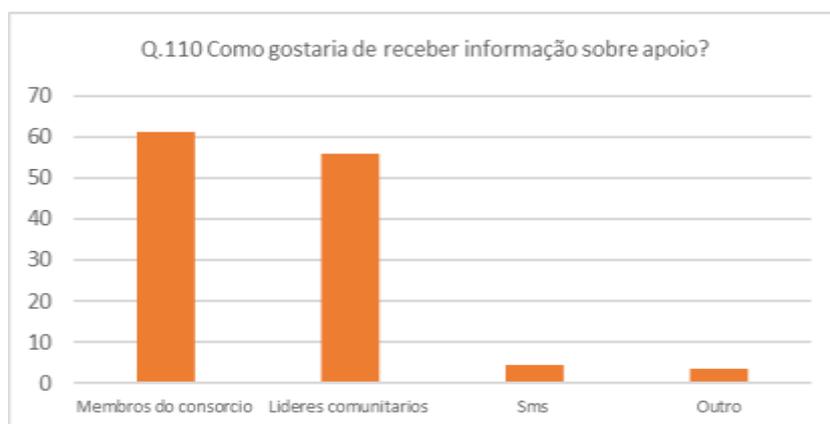
#### IV. ACCOUNTABILITY

One of the pillars of the emergency support project is transparency and accountability of the consortium members to the direct beneficiaries. Access to information thus plays a crucial role in the evaluation of beneficiaries. Concerning the flood project, the graph below shows that close to 68% of the beneficiaries had access to information on the distribution of the kits, while 28% stated that they did not receive any information.



Of those who had access to information, 29% reported receiving information from local government, 21% from community leaders and 16% from COSACA. The balance between the different actors shows that there is a diversification of the sources of information to the beneficiaries and proves the commitment of the actors involved in providing information for the benefit of the communities. However, 23% of respondents stated that community leaders are the best agents to provide information on the distribution of emergency kits. Of the 14% of respondents who said they received incomplete kits only 5% reported to community leaders about the anomaly, 44% did not have a satisfactory answer.

Finally, communities demand greater interaction with the consortium for exchange of information on aid, as shown in the graph below:

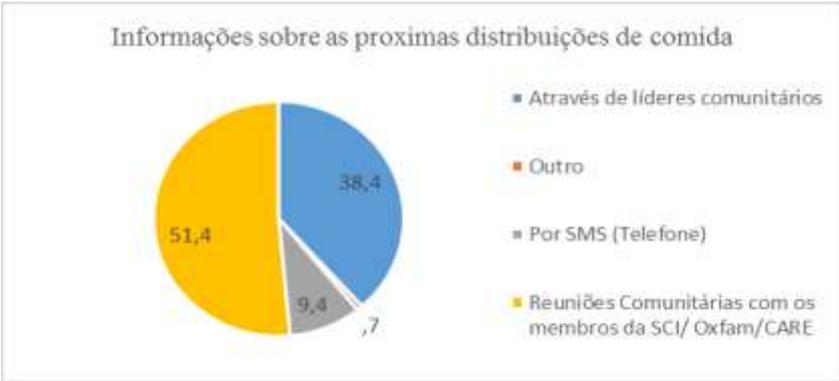


As can be seen, 61% of the respondents wanted to receive information directly from the consortium while 56% preferred to receive from the community leaders. Conversely, 51% of community members preferred to inform the consortium through community meetings with the consortium itself while slightly more than 37% preferred to express their concerns through community leaders. These data reveal the level of trust that communities hold about the consortium.

In the drought response context, particularly in the province of Gaza, COSACA uses among several instruments, Post Distribution Monitoring (PDM), in order to capture the degree of satisfaction of beneficiaries in the process of distribution of food vouchers. This instrument also serves to promote transparency and accountability to the beneficiaries. In relation to the drought component, the following results were found under accountability: many beneficiaries (78.3%) were not comfortable responding to the surveys through the PDMs, in ways that showed a preference for other forms of interaction such as meetings (78.3%) with the consortium.



Regarding the issue of receiving information on upcoming food distributions, most preferred to have information through meetings with members of COSACA (51.4%) and through community leaders (38.4%)



It is important to note that there is a perception among communities that PDM does not respond to their concerns and rather than responding to an instrument that does not give them much openness, they prefer interface in discussion groups with the members of the consortium. This data reveals that the communities have confidence in the consortium, despite the fact that they distrust PDM, as a preferred instrument of accountability.

## **V. MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)**

To monitor the effective implementation of its emergency response, the consortium has devised an innovative monitoring and evaluation system, which has integrated two components, one of which is accountability and the other is lessons learned. Most of the past interventions in the emergency response only provided for monitoring and evaluation aspects without, however, integrating the accountability component that ensures effective participation of the beneficiaries in monitoring the actions of the consortium. This approach is now known as MEAL (Monitoring, Evaluation, Accountability and Learning).

COSACA wanted to have its interventions based on the use of common instruments to ensure a rapid response to the emergency situation. In this way, the consortium opted for sharing and discussion among members at district level, regarding the criteria for selecting beneficiaries with the involvement of district governments, participation of community leaders who registered beneficiaries from community to community and from house-to-house. Later, COSACA conducted meetings with communities to confirm the registration of beneficiaries for food assistance and emergency kits.

Among the members of the consortium we can see that they are always looking to guide their interventions according to the agreed instruments among themselves. Regarding collaboration among COSACA, INGC, local governments and the HCT, they have started a process of harmonization of their monitoring and evaluation instruments to ensure a more effective process of delivering aid. Emphasis is placed on integrating accountability mechanisms in order to hold the actors who help communities accountable. However, it should be noted that the harmonization of MEAL instruments is not yet effective on the part of the local governments and INGC. Some agencies such as the WFP that use their food-for-work approach to food aid may enter into conflict with the criteria adopted by COSACA on the selection of beneficiaries, taking into account the most vulnerable groups.

In conducting monitoring and evaluation of project implementation, non-effective adoption of common instruments may lead to non-clarification among beneficiaries of the actual criteria for aid distribution. Hence constant complaints on the selection criteria of the beneficiaries, we also have to emphasize that monitoring and evaluation may represent a cost that INGC and district governments are not able to afford. It was also noted that the consortium has adopted various instruments for MEAL which leads to questioning whether there is no overvaluation of the MEAL instruments on the effective reach of the consortium results.

COSACA conducted as part of its evaluation and monitoring activities several actions, such as:

- Assessment of the drought and food insecurity situation in the Gaza and Inhambane provinces;
- A monitoring and evaluation plan designated as MEAL;
- Preparation of the MEAL calendar;
- PDMs (post-distribution monitoring) carried out 2 in Gaza and 2 in Zambézia;
- Price monitoring consisted of a survey of the main markets and existing products, as well as the price variation thereof;
- Establishment of complaints and whistleblowing mechanisms;
- Training and on-going technical support of MEAL staff on the COSACA MEAL system. They were trained and supported on PDM processes, price monitoring (PM) and complaints and whistleblowing mechanisms, and their respective reports. The MEAL staff was also trained and supported on the use of the electronic data collection platform (datawinners and kobo) using tablets and / or smartphones, content and use of data collection and storage instruments;
- Monthly coordination meetings between the MEAL staff of the member agencies of the consortium. These meetings were not very effective due to overlap of tasks of the personnel assigned to this specific component;

- Training of INGC provincial and district technicians on the completion of the beneficiaries registration form;
- Conduct the assessment on the flood situation;
- Workshops for the harmonization of some emergency instruments with INGC;
- Training of interviewers about the process of data collection (assessment);

The above-mentioned instruments (PDM, PM, data collection instrument for complaints mechanisms, and others, such as: instrument to measure progress against indicators, output tracker), Made it possible to monitor the program to ensure that there was adequate monitoring of beneficiaries of the food vouchers and beneficiaries of emergency kits, thereby preventing fraudulent reproduction of beneficiary lists as well as food vouchers through registration and verification of the registered lists.

In support of the operations team, MEAL was involved in the process of sensitizing communities in the proper use of food vouchers. Monitoring and supervision of the prices allowed prices not be inflated and ensure fair trade with suppliers, on the other hand, the PDMs were used to attest the degree of satisfaction of the beneficiaries after each distribution. However, this mechanism of accountability in the opinion of the beneficiaries is not the most convenient way to channel their complaints (more details in the section above).

Each consortium member agency has a MEAL official or coordinator responsible for planning and implementation, however, they were partly accountable to COSACA (except Save the Children in Gaza, it had a 100% MEAL official dedicated to COSACA) Because they are committed to other projects of their agencies, which has resulted, in some cases, in the difficulty in coordinating activities and sharing data and information, in advance and with the required quality.

Despite the various tools available for monitoring and evaluating emergency implementation, the various focus groups with beneficiaries have presented a number of issues related to beneficiary selection mechanisms, systematic food distribution and the range of products available. In the selection of the beneficiaries it was noticed that a household with 2, 3, 5 or more people received vouchers of the same value, according to the beneficiaries which led to questioning about the clarity of the criterion. As regards the variety of products, the beneficiaries mentioned that they were not free in the choice of products, they were imposed on them by suppliers. In some districts (Mabalane) the distribution was neither regular nor systematic. This demonstrates that greater use of community meetings should have been made in the form of focus groups to address these issues, as this is the most preferred way by the communities to interact with the consortium.

## **VI. OVERALL EVALUATION OF THE EMERGENCY RESPONSE PROJECT**

### **6.1. Relevance**

Mozambique is affected by several disasters caused by natural phenomena such as floods, drought, cyclones and earthquakes. As a result, emergency response is one of the national priorities. Both the Five-Year Government Program (PQG) and various programs documents repeatedly reflect the intention to respond to disasters as a national priority.

Therefore, there is no doubt about the relevance of the COSACA emergency response project. What makes its action still relevant is the innovative nature of the intervention based on the combination of synergies of several organizations in a consortium, in order to better respond to the emergency. In this context, a great sense of innovation is noticed, basing on the potential that each actor can offer for a better effectiveness and efficiency of the response. In this manner, the project focuses on networking, as well as on the democratization of multi-stakeholder participation, from top to bottom, in the rapid use of solutions and innovations, in favour of the communities affected by natural disasters. Strengthening coordination and collaboration, training and pre-positioning activities make the project a reference in terms of changing the response to natural disasters in the country, given the political and socio-economic reality. Therefore, the consortium is effectively functioning as a reference centre for best practices and experiences to be replicated. Much of what is achieved in terms of results, especially with regard to emergency kits and distribution of food vouchers, have added value with what is envisaged in other programs that have intervened in the same area.

### **6.2. Efficiency**

The analysis of effectiveness or efficiency shows the extent to which the program has achieved its objectives according to its order of importance. The possibility of carrying out a systematic analysis of the objectives achieved depends on the existence of a good monitoring system, which clearly indicates the quantitative and qualitative inputs and outputs of the program, the expected results and the impact indicators.

It is possible going through the existing documents to clearly and logically understand the order and sequence of the objectives, as well as the respective performance indicators. The evaluation that is done here takes into account mainly the perceptions of the stakeholders and the beneficiaries of the program. We sought to relate the objectives of the program presented above with the areas of intervention of the consortium. In this way, a general assessment of the effectiveness of the project leads to the conclusion that the effectiveness of the project is satisfactory. The program directly and indirectly achieved significant progress, varying in intensity according to the project components as illustrated above. There is a great transformation in the supported communities, and the great visibility of COSACA in the communities.

In terms of response to floods, we can highlight the area of coordination and collaboration among the actors, pre-positioning activities as those that were indicated as having contributed significantly. The part that presents the results shows in detail the evidence of this assessment. In turn, the training, although it was pointed out as positive, deserves special attention in the program. It was possible to ensure that a significant number of individuals were trained in multiple areas of emergency response, however, the full use of these skills mainly by local partners is still considered little and limited. The project in this area has achieved its master objective, that is, to avoid loss of human life. On the other hand, the kits provided made a difference in improving the living conditions of the resettled communities. However, for greater effectiveness, there is a need to think about a level of intervention that goes beyond the activities before and during the emergency. It is necessary to train the consortium in the development of post-emergency strategies. Because of the limited response time in the post-

emergency period, the consortium has not yet been able to make a significant contribution to community life.

As part of the response to drought, COSACA assisted nearly 70,000 people in the Gaza province, and the criteria used to channel support to people are based on MEB, which takes into account the nutritional value (2100 calories per person per day) that each person should consume. In this way the project sought to take into account the products most needed by people and still ensure diversification of diet to increase calorie consumption by the people. However, the MEB criterion from the perspective of the beneficiaries does not take into account the variation in the number of members per household, for example, a family with 3 members receives the same budget as a family with 5 or more members, which compromises consumption of adequate food supply by the larger households. The amount allocated monthly does not stipulate the minimum household that this value can satisfy in terms of calorie consumption proposed. At some points it is questioned that the distribution of vouchers and food do not follow a regular and systematic schedule, often without adequate justification of the reasons for the delays.

### 6.3. Efficiency

As mentioned earlier, the emergency response project banked on the UK Government, through DFID, as the project donor for the period from 1 November 2013 to 31 November 2016 with an amount of approximately GBP 11,039,704 (pounds sterling). In November 2015, DFID amended the contract and disbursed an additional amount of 6,986,025 pounds sterling to respond to the drought caused by the El Niño phenomenon. The maps below show the budget summaries of the flood and drought response projects.

**Table 1: Budget for Flood Response**

|   | <b>Total planned budget (GBP)</b> | <b>Total reviewed budget (GBP)</b> | <b>Total executed budget</b> | <b>% of executed budget</b> |
|---|-----------------------------------|------------------------------------|------------------------------|-----------------------------|
| A. Contingency Stock Costs                    | 2,287,825                         | 2,250,693                          | 2,250,693                    | 100%                        |
| B. Costs of Stock Procurement                 | 752,330                           | 718,495                            | 712, 501                     | 99%                         |
| c. Costs of emergency response in 72 hours    | 21, 002                           | 21,017                             | 22, 113                      | 105%                        |
| D. Cost with technical personnel              | 1,066, 960                        | 1, 044.911                         | 1, 001, 559                  | 96%                         |
| E. Cost with operation support                | 69, 548                           | 68, 111                            | 65, 199                      | 96%                         |
| F. Cost of M&E                                | 49 757                            | 40, 781                            | 39, 256                      | 96%                         |
| G. Capacity building and training of partners | 129, 838                          | 124,814                            | 124, 814                     | 100%                        |
| H. Organizational management support costs    | 4 360 860                         | 4 268 822                          | 4 215 539                    | 99%                         |
| <b>Total program Cost</b>                     | <b>4 683 638</b>                  | <b>4 583 519</b>                   | <b>4 215 539</b>             | <b>92%</b>                  |

Source: DFID (2016) MOZ Flood in the Province of Zambézia.

As shown in the table above, the flood response project budget was generally implemented at 92%. It should be noted that the reason behind incomplete usage of the available resources stems from the fact that part of the acquired capacity and the resources not having been used to the full in the context of the response to the floods in 2015 and therefore, part of the resources have been pre-positioned for 2016. In this way, this performance indicates a satisfactory level of optimization of the resources for response to the floods.

As regards the response to drought, although the internal audit report covering the period from 1 November 2015 to 30 June 2016 has warned of the failure to fully implement the budget for the drought component, however, at the end of November 2016, there was progress in the execution of the activities, with this project reaching 100% execution as shown in the table below:

**Table 1: Drought Response Budget**

|   | <b>Total reviewed budget (GBP)</b> | <b>Total executed budget</b> | <b>% of executed budget</b> |
|---|------------------------------------|------------------------------|-----------------------------|
| A. Program Costs                              | 4 741 516,08                       | 4 628 318,52                 | 98%                         |
| B. Costs with offices and other support costs | 1 149 931,53                       | 1 121 236,24                 | 98%                         |
| C. MEAL Costs                                 | 209 441,04                         | 225 224,50                   | 107%                        |
| D. Humanitarian Assistance                    | 7 094,88                           | 6 975,34                     | 98%                         |
| E. Operations                                 | 34 474,37                          | 36 973,16                    | 107%                        |
| Finances                                      | 647 066,84                         | 805 437,99                   | 124%                        |
| <b>Total Cost of the Program</b>              | <b>6 789 524,74</b>                | <b>6 789 524,74</b>          | <b>100%</b>                 |

Source: DFID (2016) MOZ Drought & Food Insecurity in the Provinces of Gaza and Inhambane.

The results in the section on the rehabilitation and opening of new wells show the degree of use of drought response resources. The performance of the last months has positively impacted the critical efficiency indicators in the drought component.

Overall, financial implementation of the emergency response has seen full use of the funds and consequently of the material and human resources within the life of the project. In general, therefore, it can be stated that the budgetary execution of the project has contributed to the quality of financial management, and above all to the efficient optimization of the resources available and allocated to the program.

#### **6.4. Impact**

The intervention of the consortium has had a significant impact on improving the living conditions of the beneficiary communities. The distribution of emergency kits prevented the development of diarrheal, skin, and malaria diseases because communities benefited from hygiene kits for washing clothes and for personal hygiene and tool kits for construction of improved latrines and washing stands, shelter kit that included mosquito nets that prevented the reproduction of malaria. Due to the intervention of COSACA in the search and rescue operations, as well as in the supply of the kits in the resettlement centres, there was no loss of human life.

COSACA intervention in the response to drought emergency, allowed to improve the living conditions of the families, by enabling them to supply for their food shortage. Food distribution programs allowed children to return to school and improve their school performance. Prior to COSACA's intervention, children had problems of chronic malnutrition and were forced to participate in activities such as cutting down trees to produce charcoal and other unsuitable work for children. With the intervention of the consortium, the situation of chronic malnutrition was reduced and food security increased. For example, 51% of the households supported by the consortium benefited from 3 to 5 meals a day.

Similarly to Zambézia province, the greatest sign of the impact of the flood project in the province of Gaza was that this intervention made it possible that there was no loss of human life due to extreme food shortages in which many families found themselves in. Of a total of 280 thousand people diagnosed in an emergency situation, COSACA attended to about 70 thousand. The way the beneficiaries recognize the impact to COSACA is in the composition of a song with the title: *"if it were not for COSACA what would become of us"*.

#### **6.2. Sustainability**

Because the program ensures strong alignment with other development strategies of the country, particularly in the area of emergency response, this has enabled strong collaboration with INGC and local governments. As part of the emergency planning activities at central and provincial level, in addition to the commitment of all actors, some actions of the consortium are already included in the contingency plans. This demonstrates a level of institutionalization of the emergency response standards initiated by the consortium. Examples are the social action and planning and infrastructure sectors. These sectors, in addition to having made available human resources, have taken ownership of the added value of COSACA, at a time when the project did not benefit from resources that were made available by the donor.

However, despite the capacity building (materials, knowledge, financial etc.) involving multiple governmental and non-governmental actors, the consortium remains the only actor holding a monopoly of resources (stored kits, transportation, etc.), in this context, thinking of an exit of the consortium in the development of emergency response actions would be premature. Its exit would entail a huge gap in the response to the emergency, which could possibly contribute negatively to the failure to achieve the stated goal of saving lives and ensuring assistance to affected communities within 72 hours of an emergency declaration by the government. Evidence of this, COSACA was the

only player in the districts of Inhassunge and Chinde in Zambézia supporting 64,000 people in the provision of immediate reaction in shelters and then recovery. The recovery included restoration of food crops, distribution of food, and piloting of cyclone-resistant housing and schools. Therefore, the intervention of the consortium is still justified over a longer time horizon while creating conditions for autonomy of the government actors and local partners.

COSACA is a key player in the Gaza emergency response strategy. The role is widely known at all levels, which shows the impact of its activities on the ground. All actors, particularly beneficiaries, clearly demonstrate the need for the continuation of the program and an increase in the number of beneficiaries, since at present there are no credible alternatives to livelihoods beyond COSACA assistance.

Despite the prevailing drought situation, the project does not yet have a clear strategy on how people can, once the program is over, restore their previous livelihoods by themselves. In other words, how to adequately promote agriculture and livestock activities according to the seasonality of drought and flood events in the region; how to promote the cultivation of drought tolerant crops, as well as the production of fodder for livestock. The continuation of the project, which clearly takes into account a sustainability strategy for the future at the end of the intervention, ensures the restoration of the livelihoods of the assisted communities.

## VII. RECOMMENDATIONS

### **Coordination among the members of COSACA**

- ❖ Creation of an integrated strategic master plan that should serve as a reference and guiding base for all members of COSACA is recommended;
- ❖ One of the challenges was the difficulty of finding spaces during the response, where the actors could meet to discuss, coordinate, monitor and harmonize activities. Greater compliance and attendance at coordination meetings that should occur on a regular basis according to existing strategic documents is recommended;
- ❖ Standardization of data collection and sharing process is recommended.
- ❖ It is recommended that all members of COSACA should discuss the intervention methods of each of the consortium members for possible harmonization and identification of possible differences in the areas of intervention. It is advisable to produce a harmonized guideline document. This process can be conjugated before the production of a Master Plan.

### **Coordination between COSACA and the Government**

- ❖ Integration and coordination process with the Government in the COSACA activities should be done in a uniform, standardized and documented manner;
- ❖ The consortium focal point at the district level has no decision-making power on the allocation of resources in the context of the emergency, generating a perception among government partners of idleness of resources for search and rescue operations. This factor made coordination with INGC and other services less flexible. Therefore, redefinition the decision-making power of the district focal point is recommended;
- ❖ The integration of social action into all kits distribution processes is recommended to ensure the priority of vulnerable groups such as children, orphaned and vulnerable children, the elderly, the disabled, etc.;
- ❖ The resettlement process should take into account the creation of infrastructure and services, as well as anthropological issues and power relations for the final settlement of communities in resettlement areas. Resettlement planning should take into account a long-term urban development process;
- ❖ Greater compliance and dissemination of the exit strategy is recommended.
- ❖ Advocate for better improvements of the resettlement conditions of the communities in the post-flood period;
- ❖ Consider joint response after the emergency season.

### **Coordination between COSACA and the Community**

- ❖ Greater compliance and use of complaint mechanisms is recommended. These, in turn, should be standardized and the approach taken by the different members of the consortium should be harmonized;
- ❖ A greater and more comprehensive performance of the COSACA focal point is recommended, which should create a closer relationship with the community, in order to increase the channel of communication between the consortium and the community;
- ❖ Greater sharing (with the community) of exit strategy is recommended;
- ❖ Provision of incentives to members of the community associated with project activities is recommended
- ❖ Improve the process of distribution of vouchers and food according to a regular and systematic schedule, accompanied by mechanisms to justify delays.

## **Monitoring and evaluation**

- ❖ Creation of a process for disseminating more comprehensive monitoring and evaluation tools to reach all members of COSACA is recommended. Monitoring and evaluation tools can also serve as a basis for coordination and mobilization of common resources (material, financial and institutional);
- ❖ It is recommended that various members of COSACA be better integrated into the process of creating monitoring and evaluation tools;
- ❖ Set up alternative mechanisms for collecting data on lessons learned to assist periodic meetings is recommended, which may not be systematically carried out due to the workload;
- ❖ It is recommended that numerical and statistical standards be improved for the next phases of the program.
- ❖ Improved use of community group meetings for accountability;
- ❖ PDMs need to be calibrated with another qualitative instrument (semi-structured interviews and focus groups) to ensure greater information flow;
- ❖ Creation of an evaluation monitoring system that systematically reports project performance based on the baseline;
- ❖ Greater use of the instrument for data storage and sharing is recommended - for example: drop box (service for storage and sharing of files). This instrument is crucial for the coordination and monitoring of implementation processes;
- ❖ It is recommended that there be a continuous and more frequent updating of the flood plan beneficiary lists as there are challenges in the field:

*I. The centre has received members who are not part of the resettled group;*

*II. There are occasional residents who only appear during the survey and the distribution phase;*

*III. It is also possible that there are eligible beneficiaries who are not present during the list making exercise.*

## Capacity Building

- ❖ We propose hiring of consulting services to develop a study on the training and capacity building needs of the government, consortium members and their respective local partners;
- ❖ Improved optimization of the capacity building exercises as a way to reinforce the motivation of local partners to adhere to the capacity building processes;

## VIII. REFERENCES

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## IX. ANNEXES

### I. Terms of reference

#### TERMS OF REFERENCE

#### EXTERNAL EVALUATION OF COSACA CONSORTIUM

##### 1. Information about COSACA

|              |  |
|--------------|--|
| Project      | COSACA Joint Rapid Emergency Response  |
| Topic        | External Evaluation of COSACA Consortium, Inventory of Lessons Learnt and Best Practices                           |
| Led by       | Áster Siteo  |
| Organization | COSACA Consortium in Mozambique (represented by Save the Children International in Mozambique)<br>SCI – Mozambique |
| Reporting to | Mariana W. Do Rio  |
| Budget Code  | DEA: 275169; SOF: 82602683; Project: 5080007; Cost Centre: 50800; Account Code: 5094                               |

##### 2. Context

After the 2007 and 2008 floods in Mozambique, Save the Children, CARE International, Concern Worldwide and Oxfam GB, decided to develop a closer relationship not only in the emergency response but also in other areas of interest mutual. In June 2009, the SOCC Consortium (Save the Children, Oxfam, Care, Concern) was formed, consisting of independent agencies that collaborated in a diversified number of activities, including; (1) partner training, (2) research and context analysis, (3) development projects, and (4) coordination of emergency response.

Later, the SOCC consortium transitioned to COSACA consortium, and through a formal agreement, COSACA prepared to respond together to natural disasters affecting Mozambican communities, and to share costs and results of evaluations, although each organization maintained its independence and autonomy. The four agencies work together to improve efficiency and effectiveness in coordinating and sharing knowledge and resources in terms of equipment, human capital and information.

COSACA is positioned to respond to the emergency at the national level and is therefore able to provide coverage through a coordinated and collaborative effort. This consortium currently covers eight provinces in Mozambique where each of the member agencies of the consortium operates, as illustrated below:

**Concern Worldwide:** Zambézia and Manica;

**OXFAM:** Gaza, Inhambane, Sofala, Zambezia, Nampula (KULIMA Nampula).

**Save the Children:** Gaza, Manica, Sofala, Zambezia, Tete and Nampula;

**CARE International:** Inhambane, Nampula and Cabo Delgado.

Currently, COSACA is also involved in responding to Drought and Food Insecurity, which is affecting a large part of the population in the provinces of Gaza and Inhambane, and this response is supported by several studies developed to assess the impact of Drought and Food Insecurity in people's lives.

### **3. Evaluation Proposal**

The main objective of the external evaluation of the COSACA Consortium is to evaluate the effectiveness, efficiency, relevance and impact of the activities implemented by this consortium, bringing to light the Best Practices and Lessons Learned from it. And as a result of the Best Practices and Lessons Learned, the aim is to highlight the recommendations that will serve as examples for other Consortia in Mozambique, other countries in Africa and the world. Likewise, the resulting recommendations resulting from this study should serve as a basis for improving future Consortium coordination and management strategies as well as better ways to successfully implement its activities.

The design of the specific evaluation and its methodologies should be recommended and discussed with the COSACA team to support advocacy, recommending Consortium approaches to policy makers, especially the National Institute for Disaster Management (INGC). In addition, the evaluation will be made under the Theory of Change, which will look at the 4 pillars, namely: be the voice, be innovative, achieve results in scale and build partnerships.

### **4. Key evaluation issues include:**

#### **4.1. Coordination, Communication and Collaboration**

- ✓ Coordination, communication and collaboration among COSACA and partners, including INGC and the 11 district governments, in preparation for rapid response to disasters;
- ✓ The funding channels for all potential donors to support the emergency responses implemented by the international members of COSACA and its Mozambican institutional partners, with guaranteed compliance in operational, financial and donor management in already defined high risk geographical areas as well as the areas of technical expertise of the members;
- ✓ Collaboration among COSACA and at least 4 INGOs, 2 MNGOs and at least six community organizations in a formalized strategic partnership;

- ✓ The renewal of the MoU with INGC to foster collaboration and capacity building at the local and provincial level for the development of effective response planning as well as agreement on contingency stock items and coordination of the overall response;
- ✓ The updating of the joint operational plan, based on the knowledge of disaster risk reduction that is effective and adapted to climate change.

#### **4.2. Skills and Competencies**

- ✓ Strengthening of the skills and competencies of members of the COSACA Consortium and partners, including INGC and the 11 district governments, to initiate an emergency response within 72 hours, ensuring quality and accountability to beneficiaries, in accordance with SPHERE and HAP standards;
- ✓ Training of Mozambican partner institutions of COSACA in the development of emergency preparedness and real-time assessment plans in coordination with the district government and INGC representatives;
- ✓ The capacity of the Mozambican partners of COSACA to follow the minimum standards in technical areas of response, for example, distribution and communication, registration and evaluation, preparedness and HIV and gender in emergency situations;
- ✓ The capacity of members of the COSACA Consortium, partners and INGC, for example, training in HAP standards, children and women in emergencies, immediate technical response, and monitoring and evaluation, including accountability;
- ✓ COSACA provides emergency responses in a rights-based approach, for example through the development and implementation of a feedback mechanism for beneficiaries' complaints, especially for children and women.

#### **4.3. Prepositioning of Resources / Logistics**

- ✓ COSACA has emergency resources and supplies that enable timely Humanitarian Assistance;
- ✓ Costs were effectively taken into account and stock of well-preserved emergency kits, considering items for shelter, dignity (hygiene), child-friendly spaces, HIV prevention, and sanitation;
- ✓ IEC material and emergency management tools readily available from existing resources (e.g. warehouses) and, in cases of gaps identified in information, materials are developed and acquired. For example, in accountability, for dissemination to affected partners and populations;
- ✓ Distribution is well monitored by members of COSACA and the government at provincial and / or district level;
- ✓ How the COSACA Consortium has addressed issues of visibility.

#### **Monitoring, Evaluation, Accountability and Learning (MEAL)**

- ✓ COSACA has ensured the use of common instruments within the Consortium to support all stages of emergency response;
- ✓ COSACA has collaborated with INGC, local governments and HCT in the development of common instruments;

- ✓ These instruments are intended for/ cover evaluations, post-distribution monitoring, output trackers, take into account specific indicators, and a lesson learned mechanism from INGC at the provincial level after emergence;
- ✓ COSACA has full-time MEAL HR, dedicated to MEAL mechanisms, management and reporting and learning with INGC;
- ✓ The performance of COSACA has been measured based on the baseline results set by evaluation and response goals;
- ✓ There are complaints mechanisms within COSACA and how they work.

**Relevance:** Are activities and results within COSACA programs consistent with the overall goals of the program and with the achievement of its objectives? Are activities and results of the COSACA programs consistent with the intended impacts?

**Efficiency:** The evaluation should measure the outputs - in a qualitative and quantitative manner - in relation to the investments (inputs). Were the activities economically profitable? Have the objectives been achieved within the deadlines set? Have the Consortium projects been implemented more efficiently compared to alternative forms?

**Effectiveness:** Are the objectives of COSACA achieved and demonstrated? To what extent are the main results compromised in relation to what has been demonstrated? What are the main factors that influence the achievement of the objectives?

**Impact:** What was the national contribution of the results of the COSACA programs? What difference does COSACA intervention make in the lives of the beneficiaries? How many people have been reached?

**Sustainability:** To what extent are beneficiaries of consortium projects able to continue their lives even after donor funding is withdrawn?

What are the main factors that can influence the achievement of the sustainability of the program or the project?

## 5. Scope of the evaluation

The evaluation will be carried out in three provinces (Gaza, Manica and Nampula), 12 districts. This will include local governments, COSACA implementing partners, COSACA members and beneficiaries.

## 6. Evaluation Model and Methodology

The documentary analysis, including the project proposal, general plan and agency plans, logical framework, study / evaluation reports, COSACA general budget and the budgets of each agency, among other relevant documents, will be taken into account.

The tools used for the studies / evaluations made should be reviewed in order to define the relevant and appropriate aspects for the external evaluation.

## **7. Organization, functions and responsibilities**

The evaluation will be conducted by a consultant, and throughout the process, he will work directly with the COSACA MEAL Coordinator.

The meeting between the consultant and the key Consortium team (COSACA Manager, Focal Points and MEAL Coordinator) will be held to agree on a model, methods of sampling and collection of quantitative and qualitative data.

### **7.1. Duties of the Consultant:**

- ✓ The consultant is responsible for the delivery of all the results listed in number 4 of these ToR;
- ✓ Design evaluation tools in Portuguese;
- ✓ Conduct the pretest and finalize the evaluation tools;
- ✓ Train the evaluation team with the participation of COSACA and partners (if relevant) in the evaluation protocol: objectives, methodology and interview techniques (depending on the type of methodology);
- ✓ Ensure quality in data collection process;
- ✓ Develop a platform for insertion of data for analysis;
- ✓ Conduct the data insertion process: coding, insertion and cleaning of data;
- ✓ Data analysis;
- ✓ Share draft report for COSACA feedback, prior to submission of the results;
- ✓ Present the results incorporating the feedback provided by COSACA and stakeholders;
- ✓ Prepare and present final report, no later than 5 days after presentation of the results, i.e. COSACA feedback.

*Note: Depending on the conditions (number of tablets) data collection in the field will be done using tablets, using the DataWinners platform;*

*# Of maximum pages for the entire report, without attachments and summary = 40;*

### **7.2. Role and Responsibilities of COSACA**

- ✓ The MEAL Coordinators / officers from the Consortium agencies, under the guidance of the COSACA MEAL Coordinator, will support the organization of meetings between COSACA staff (if relevant), member agencies of COSACA, including the National Directors, According to relevance;
- ✓ The MEAL Coordinator of the Consortium will provide all necessary and relevant documents for documentary analysis;
- ✓ COSACA MEAL Coordinator will provide COSACA report template (full summary) and the data file template (to be coordinated with the consultant);
- ✓ The National Directors from COSACA member agencies, Save the Children Program Operations Manager, Consortium Manager, COSACA Focal Points, MEAL Coordinator and others, will provide the necessary feedback on the report, approving methodologies, tools and content;

- ✓ The MEAL Coordinator will work closely with the consultant throughout the evaluation process,
- ✓ The COSACA manager, supported by MEAL Coordinator, will oversee the work of the consultant;
- ✓ The Consortium will ensure that administrative issues (including the provision of tablets / smartphones and / or mobile phones for data collection) and logistical support throughout the assessment are taken into account;
- ✓ COSACA Consortium will approve the report;
- ✓ Budget Code.

## 10. Budget

| Budget Item                       | Budget Source | Amount | Dates                |
|-----------------------------------|---------------|--------|----------------------|
| # of days x amount of consultancy | DFID          |        | 01.08.16 to 09.09.16 |

## 11. Expected Results / Deliverables

The consultant will present the following to COSACA:

- ✓ The final proposal of the evaluation, including the methodology and sampling strategy for the quantitative and qualitative data, data collection strategy, work plan and budget, including the tax rate (IRPS / VAT). The detailed description of the proposal will be agreed upon by the COSACA Manager and the Focal Points thereof, and this will be discussed and approved through a meeting between the consultant and COSACA;
- ✓ Assessment tools / questionnaires, the sample and people to be involved in the evaluation, as agreed at the meeting;
- ✓ Final data files, including electronic "raw data", electronic clean data and analysis thereof;
- ✓ Images / photos and / or videos. These will only be possible upon signature of the authorization term, by the interviewees;
- ✓ Presentation of the initial quantitative and qualitative results for COSACA and partners;
- ✓ Draft narrative report according to the report template provided by the Consortium;
- ✓ Presentation of the final report to COSACA, in Portuguese and Power Point in English and Portuguese;
- ✓ Presentation of the results of the external evaluation in plenary, to the entire COSACA staff.

## 12. Calendar /Chronogram

The evaluation will be conducted from August 1, 2016 to September 9, 2016, during the 31 working days, as detailed below:

| Activity  | # of working days |
|---|-------------------|
| Introduction of the consultant                      |                   |
| Presentation of COSACA and necessary work documents |                   |

|   |                         |
|---|-------------------------|
| Discussion and description of the methodology, design, methods and sampling, for the collection of quantitative and qualitative data        | 1-2 August              |
| Presentation of field work plan   |                         |
| Development and finalization of data collection instruments   | 3-5 August              |
| Development and finalization of the script for the field work   |                         |
| Guidance and training of interviewers (tools, methods, etc.), including field testing   | 8-9 August              |
| Data collection (use of tablets)  | 11-22 August            |
| Sending of data   | 23 -29 August           |
| Data analysis   |                         |
| Draft Report  |                         |
| Presentation of first report results to COSACA and key stakeholders   | 30 August               |
| Completion and delivery of the evaluation report (after incorporating feedback from COSACA) in Portuguese, including Power Point in English | 31 August -08 September |
| Presentation of the External Evaluation Report in plenary, to members of COSACA and partners, Government (INGC) and stakeholders            | 9 September             |
| All days  | 31                      |

### 13. Duration of the work

The external evaluation will last for 8 weeks, from the signing date of the contract.

### 14. Dissemination Plan and Learning

The final report will be shared with the key people from the Consortium and each member agency will put the electronic version of the report on their international website for sharing and further dissemination of the report's results.

The results will be shared with beneficiaries, the Government (INGC), members of COSACA and partners, Donor, as well as other Humanitarian Organizations from and in Mozambique, Africa and other relevant countries.

## 15. Required Qualifications:

- ✓ Masters in development area;
- ✓ Demonstrable minimum experience of 5 years in carrying out similar evaluation programs;
- ✓ Proven ability to analyse and knowledge in the Humanitarian area preferably in response to floods and drought;
- ✓ Extensive experience in qualitative and quantitative research;
- ✓ Excellent in data collection in the field, using tablets / smartphones and / or cell phones;
- ✓ Extensive experience in data entry and analysis;
- ✓ Experience in developing robust evaluation / study reports;
- ✓ Good writing and communication skills;
- ✓ Fluent in Portuguese and English;
- ✓ Gender equality will be highly regarded to ensure equity in the teams of consultants.

## 16. Candidates

The interested candidate must present a Technical and Financial proposal to Save the Children International, by July 25, 2016, as follows:

- a. Interpret the ToR;
- b. Explain in detail the methodology and tools to be used to carry out this activity;
- c. Provide a detailed professional budget in MZN (indicating the daily professional remunerations);
- d. Explain their competence in relation to meeting the requirements of the activity in question;
- e. Attach CVs and provide a brief summary of the biographical-technical data of the members of the main team;
- f. Propose the duration of the activity and the readiness to start;

Provide evidence of similar work done recently (no more than 3 years), including contact details and references.

The above documents should be sent to the following electronic address: **sciMoz savethechildren.org**

## II. List of interviewee

| <b>Name</b>          | <b>Institution /Position</b>                                | <b>Date</b>  | <b>Area</b>      |
|----------------------|---|--------------|------------------|
| Deize Sitei          | Save the Children – Drought Response Manager                | 30.11.16     | Maputo           |
| Elias Assane         | Save the Children – Logistic Manager                        | 1.12.16      | Maputo           |
| Jaime Chitlango      | Oxfam- Manager  | 1.12.16      | Maputo           |
| Aster Siteo          | Save the Children   | 1.12.16      | Maputo           |
| Mariana do Rio       | Care International  | 5.12.16      | Maputo           |
| Noel                 | INGC  | 19. 11. 16   | Maganja da Costa |
| Gilbeiro Onorade     | Concern/ COSACA   | 21.11.16     | Quelimane        |
| Carlos Gomes         | CECOHAS   | 20. 11. 2016 | Quelimane        |
| Francisco Ngulengule | CECOHAS   | 21.11.16     | Quelimane        |
| Ángelo Amaro         | KUKUMBI   | 21.11.16     | Quelimane        |
| Henrique Ginga       | Save the Children/COSACA                                    | 21.11.16     | Quelimane        |
| António de Oliveira  | Preventive Medicine and Environmental Sanitation Technician | 17. 11.16    | Namacurra        |
| Porfilia Pinho Pedro | Social Welfare Technician                                   | 17.11.16     | Namacurra        |
| Girela de Pascoal    | Ntrition Technician   | 17.11.16     | Namacurra        |
| Manuel A. Machaieie  | INGC Representative   | 20.11.16     | Xai- Xai         |
|                      | Mbalavava Community Leader                                  | 17.11.16     | Guijá            |
|                      | Community Leader of Chaves                                  | 18.11.16     | Mabalane         |
| Jaime Alferes        | MEAL officer COSACA   | 19.11.16     | Xai-Xai          |
| Ivan A. Gabriel      | MEAL Manager COSACA   | 19.11.16     | Xai- Xai         |
| Mário Vasconcelos    | FSL Coordinator COSACA                                      | 16.01.2017   | Xai- Xai         |

I. List of emergency kits

**COSACA KITS**



|  | <b>Contents</b>  | <b>Quantity</b>   |
|--|--|-------------------|
| <b>Shelter Kit</b>                               | Canvas, 4m X 6m  | 2                 |
|  | Polypropylene Rope, 7mm                                  | 30 m              |
|  | Instruction Paper for Shelter                            | 1                 |
|  | Canvas, 4 m X 6 m  | 2                 |
|  | Polypropylene Rope, 7mm                                  | 1                 |
|  | Instructions   | 1                 |
| <b>Toolkit for Building latrines and shelter</b> | Hand Saw with wooden handle                              | 1                 |
|  | Nails for roofing with washers, 75 mm                    | 1 box of 100      |
|  | Shovel (all metallic) w/round nose with poly handle      | 1                 |
|  | Sunken eye hoe head, 1125 gr                             | 1                 |
|  | Hoe handle, 1,1m in length                               | 1                 |
|  | Machete with curved blade and wooden handle              | 1                 |
|  | Cutting scissors with strengthened stainless jaws        | 1                 |
|  | Big nails, 75 mm X 3.5 mm                                | 1 packet of 500 g |
|  | Small nails, 40 mm X 2 mm                                | 1 packet of 500 g |
|  | Wire, 1,6 mm   | 25 m              |
|  | Hammer with wooden handle, 450 gr                        | 1                 |
|  | Polypropylene cloth bag, 1120 X 700 mm                   | 1                 |
| <b>Family Kit</b>                                | 100% de polyester fleece blankets, 150 cm X 200 cm X 5mm | 5                 |
|  | Treated mosquito nets, 190 cm X 180 cm X 150 cm          | 1                 |
|  | Canvas, 4 m X 6 m  | 1                 |
|  | Plastic bags with taps and lid - 14L                     | 1                 |
|  | Hard or light plastic Jerrican, 10L                      | 2                 |
|  | Plastic jar, 2lt   | 2                 |
|  | Plastic mats for sleeping, 150 cm X 200 cm X 10 cm       | 3                 |
|  | Polypropylene rope, 7 mm                                 | 30 m              |
| <b>Hygiene</b>                                   | Sarongs  | 2                 |
|  | Plastic sandals for adults                               | 2                 |
|  | Plastic sandals for children                             | 2                 |
|  | Tooth paste  | 2                 |
|  | Tooth brash  | 1                 |
|  | Body lotion, 100 ml                                      | 1                 |
|  | Plastic bucket with lid and handle, 14L                  | 1                 |
|  | Hygienic pads  | 2                 |
|  | Bathing Soap, 200 gr                                     | 5                 |

|   |  |      |            |
|---|--|------|------------|
|   | Washing soap, 1.25 Kg  | 1    |            |
| <b>Latrines</b>   | Plastic latrine slabs according to Oxfam standards                               | 1    |            |
|   | Polypropylene Rope, 7 mm   | 10 m |            |
|   | Roofing plastic, 4 m X 5 m   | 15 m |            |
| <b>Child Friendly Space I (CFS I)</b>                       | Privacy fencing plastic Orange roll, 1x50m                                       | 1    |            |
|   | pcs bulbs (lamps), solar 6hrs of lighting  | 2    |            |
|   | A roll of rope, 5mm, 100m  | 1    |            |
|   | Shading net, 80%, 3x50m  | 1    |            |
|   | pc 41m2 Tents, canvas, white,  | 1    |            |
|   | pcs water filters,20 -25L with 2 candle filters (Wax?)                           | 2    |            |
|   | Mat rolls, plastic made of local materials, 2x5m                                 | 4    |            |
|   | 2 set of kits hand washing (4 buckets with taps and 1 pack of 1kg powdered soap. |      |            |
|   | pcs metallic cups for drinking water   | 20   |            |
| pc black board (4x3)ft and chalk (2 packs of dustless chalk | 1  |      |            |
| <b>Child Friendly Space II (CFS II)</b>                     | Pencils (standard HB pack of 12)   | 10   | CASE       |
|   | Sharpeners (metal)   | 1    | Case of 12 |
|   | Rubbers (box of 12)  | 2    | Case       |
|   | Drawing books / paper book of 30 pages   | 600  | Pieces     |
|   | Ball pens (course pointed)   | 10   | Case of 12 |
|   | Glue Stick, dry cleaning   | 2    | Piece      |
|   | Scissors (Child friendly)  | 2    | Piece      |
|   | Footballs  | 2    | Piece      |
|   | First aid kit (Red Cross)  | 1    | Box        |
|   | Volleyballs  | 6    | Piece      |
|   | Volleyballs nets   | 1    | Piece      |
|   | Jumping ropes (1 meter)  | 5    | Piece      |
|   | Mats (2*5m roll)   | 8    | Piece      |
|   | Paper –Manila coloured   | 4    | Ream       |
|   | Paper – White coloured   | 4    | Ream       |
|   | Colour pencils (Box of 12)   | 4    | Case       |
|   | Cello tape/masking tape  | 4    | Piece      |
| Mounting blocks   | 2  | Case |            |