

**MID-TERM EVALUATION OF THE PROJECT  
YOUTH LIVELIHOOD AND PARTICIPATION**

**IMPLEMENTED BY**

***ASSOCIAÇÃO COMUNITÁRIA PARA O  
DESENVOLVIMENTO DO CHAMANCULO  
(ASSCODECHA)***

**AND FUNDED BY**

***OPERATION A DAY'S WORK  
(ODW) FINLAND***

**FINAL REPORT**

By

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Maputo, 28.04.2014

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## EXECUTIVE SUMMARY

This report presents the findings of the mid-term evaluation of the project 'Youth Livelihood and Participation', implemented by ASSCODECHA, Community Development Association of Chamanculo, funded by Operation a Day's Work (ODW) Finland. The purpose of this mid-term evaluation is to analyse the implementation and the results during the first two years, and give recommendations on how to improve or redirect the activities to further improve the impact of ASSCODECHA and of the project. The participative evaluation was conducted in Maputo town, Mozambique, by a team of two consultants during two weeks in March 2014, through desk study and interviews with members of ASSCODECHA, ODW, authorities, beneficiaries and other actors involved in the project. The evaluation team analyzed the results achieved since the project's start in 2012, using semi-structured questionnaires adapted to different interviewees and focus group participants, in addition to the observations made during the evaluation period. Altogether 86 persons were interviewed, out of which 28 individually and 58 in focus groups. Of these 51 were women and 35 men. The active and open participation of ASSCODECHA, beneficiaries, authorities and other stakeholders during the evaluation process was considered extremely positive.

The first chapter **introduces** the socio-economic context of Mozambique, the actors, the location, the contents and the objectives of the project 'Youth Livelihood and Participation'. Chapter 2 presents a detailed description of the **methodology** used in the evaluation including the self-assessment seminar conducted together with ASSCODECHA's staff members. Chapter 3, **Findings, Observations and Analysis** contains the main results regarding the variables and criteria used in the evaluation; relevance, usefulness and effectiveness, efficiency, sustainability, impact, youth participation, gender and vulnerable groups, cooperation between partners, and project administration and capacity of ASSCODECHA. In chapter 4, **Conclusions and recommendations**, the consultants take up the main conclusions with regard to each variable along with recommendations for the future. Finally, the **lessons learned and good practices**, observed and gathered from the informants, are listed in chapter 5. During the evaluation process and in the wrap up seminar the staff members of ASSCODECHA had an opportunity to give their contributions and comments in relation to the findings and analysis done by the evaluation team.

### Key findings

Based on its previous experience, ASSCODECHA has succeeded in defining the project components, beneficiaries, activities and work methods in a highly relevant way. The project follows the plans of the government and the Municipal Council and collaborates with the local authorities at all levels. The activities are well in line with the Finnish development policy, with the exception of inadequate integration of disabled people as beneficiaries. There have already been positive results with regard to the main objective: contributing to the reduction of poverty, crime and marginalization in the township of Chamanculo, and promotion of active citizenship and democratic participation, through the four project components. Nonetheless, it is still too early to see the long term impact and conclusively assess ASSCODECHA's contribution, as

there are many other external factors that have influence e.g. in criminal activities of the youth.

The inconsistency in planning and reporting systems, and lack of qualitative indicators, and inadequate systematization of gender disaggregated data make it difficult to see the results in a holistic way. The reporting is mainly done listing the executed activities according to the quantitative indicators, without further analysis. For instance, some staff members have been trained in areas in relation to human rights but how this has been reflected into society and among beneficiaries has not been reported. On the other hand the necessary changes of plans have been done in a flexible and innovative way. There are meetings with authorities, other associations and the public in general but not on a regular basis. Due to a continuous immigration into the area constant dissemination of information is needed from ASSCODECHA to keep the new residents up-dated about the project's objectives and results.

Regarding financial management ASSCODECHA has been successful in using the funds in a very cost-efficient way and has been gaining more experience and capacity throughout the project implementation. The funds are mostly used according to the plans and the timeframe agreed with ODW. Using volunteers in the implementation saves funds and gives the youth well needed work experience. What comes to the sustainability of project results, it cannot be fully guaranteed as the work environment as such is very challenging. However, through the collaboration with local authorities and beneficiaries the project has already gained some sustainability, especially in the sanitation component. ASSCODECHA has capacity to raise funds and has already shown its ability to survive even without funding. ASSCODECHA has succeeded in creating lasting structures in an environment in which most of the other associations have failed to establish continuity.

There is positive impact among all the beneficiaries; most of all in terms of quality of life, increased self-esteem, awareness of human rights and hope for a better future. One of the most important results of the project is that it is broadening the horizons of the local youth. Education support classes have decreased drop-outs at school and increased literacy skills. That is the case also among the adult beneficiaries in literacy classes. There are fewer diseases due to measures regarding sanitation and information about hygiene. In terms of HIV and AIDS sensitization, the number of people testing for HIV is increasing. Positive impact on volunteers is shown on their improved experience and skills, giving them more study and work opportunities elsewhere.

Regarding gender, focus has been on female beneficiaries as the situation of women is often more challenging compared with men in an environment like Chamanculo. As there is no systematized disaggregated data available, it is difficult to analyze gender participation and impact on both genders. As to other vulnerable groups, people with disability have not been integrated into the project components.

The cooperation between partners has been running smoothly and on equal terms, based on the 'from youth to youth' concept. ASSCODECHA has a very motivated and

dynamic staff and committed volunteers with profound knowledge of the work context. The project administration and capacity of ASSCODECHA as a whole are good but there is a need to consolidate the institutional capacity regarding the human resources management.

### **Main recommendations**

In the next planning stage, ASSCODECHA should increase the coordination, harmonization and the diffusion of information on lessons learned and good practices to the authorities, other associations working in Chamanculo and beneficiaries in order to consolidate the ownership, sustainability and impact of the project in the community. Studies could be carried out as a joint activity with other associations working in the area in order to better analyze the situation and future actions. As the collaboration with the authorities has been successful for the project, this model could be replicated in other *bairros*. Here the role of ASSCODECHA should be as consultant, not active implementer.

The planning and report models should be systematized and include qualitative indicators as well gender disaggregated data. In the financial administration, it is recommended to continue with capacity building of Primavera program thus consolidating the financial planning and reporting. The capacity of the technical staff could be strengthened by including them in the planning and follow-up of the budget throughout the year. The financial autonomy level could be raised by creating new fund raising initiatives. For instance volunteers could be selected more strategically precisely to work with innovative fund raising ideas.

As to gender aspects, the proportion of men and women could be taken better into account, e.g. among the beneficiaries in the literacy courses, and also among the staff members. Active participation by male beneficiaries in the sanitation component as well as in HIV and AIDS sensitization could be increased by using more male volunteers as peer educators. The disabled people should be integrated into all project components, eventually with help of an association of people with disability.

The institutional capacity needs consolidation, which could be done by elaborating an internal regulation system and following the labor law and other regulations. Analyzing the performance, tasks, needs for training and salary level of each staff member would strengthen the human resources management. One staff member could be trained in this exact area.

An internal communication strategy is necessary in order to better coordinate the execution of the activities and harmonize the collaboration between staff members and volunteers. Establishment of a separate forum for the staff, board and members of the association a part from the general meeting would be good for better reflection on matters related to the organizational capacity. The external communication needs improvement in order to make ASSCODECHA more visible outside. This could be done, in addition to the public meetings, by printing leaflets and posters, and through a community radio.

In the professional training component the planning and coordination together with the training centers could be systematized, analyzing the results of the employment opportunities. ASSCODECHA could study a possibility to create a model of cooperation between the association, employers and youth in order to lengthen the period of traineeship and gain a higher number of permanent employees.

In the education component, the statistics regarding the children repeating the education support and the information of the children in relation to their progress should be improved and shared with the school authorities. Elaboration of terms of responsibility in the same way as in the sanitation component and regular meetings with less active parents could help to improve the parents' involvement.

In the youth component the young people at risk of social exclusion could be included into the activities by addressing them through their own interests, e.g. organizing music workshops. Creation of a Youth Forum could be facilitated in order to strengthen the empowerment of children and young people, with active involvement by young people themselves.

As to the sanitation component, it is needed to further strengthen the sensitization and responsibility of beneficiaries. The good experience from Chamanculo C could be used as an example in forming co-responsibilities. The construction companies should be selected by open bid and more accountability should be demanded regarding the quality of the sanitation blocks.

Lobby and advocacy component needs a thorough analysis regarding the indicators and activities as well as reporting.

### **Main lessons learnt and good practices**

The mode of work, collaboration and coordination with the authorities, gives the project more sustainability and better impact on long term activities.

The way the local volunteers gather information, and sensitize and mobilize the direct and indirect beneficiaries is a good practice worth replicating.

Integration of volunteers from different countries into the activities and making use of their own specific knowledge areas has been highly beneficial for the association.

Taking the beneficiaries' circumstances into consideration and acting accordingly is very well shown in the literacy classes organized for the elderly women in the marketplace.

The change of plans regarding the sanitation blocks was the correct one, from the one-family improved latrines to bigger blocks for various families. In addition, the experience from the first block led to sensitizing the beneficiaries more profoundly before the work started in the second block, leading to more sustainability.

More men should be involved in the activities which aim to improve the general living conditions and quality of life.

# 1. INTRODUCTION

## 1.1. Socio-economic context of Mozambique

Mozambique is located in southern Africa and occupies a territory of about 800,000km<sup>2</sup>, with a population estimated at 25.8 million. Nearly two-thirds of the population (63.2 per cent) live in rural and the remaining third in urban areas. The majority of the Mozambican population is young, with approximately half of its citizens under the age of 18. Mozambique has been one of the fastest growing economies in sub-Saharan Africa over the last two decades, with economic growth averaging 7.5 per cent over 2002-2011. Mozambique's GDP per capita has tripled since 1992 (calculated at US \$), reaching 1023.9 (per capita US \$) in 2012<sup>1</sup>. Despite the economic growth Mozambique remains one of the poorest countries in the world. It ranks 185<sup>th</sup><sup>2</sup> according to the Human Development Index, and the number of people living below the poverty line stands at 54.7 per cent.

Along with widespread poverty, Mozambique faces significant challenges regarding health. The National Statistics Institute and the Ministry of Health record the HIV prevalence rate at 11.1 per cent in 2012. Although a lot has been done in order to improve the health situation, maternal mortality rate is still estimated to be 490/100 000 and life expectancy at birth 52 years<sup>3</sup>. There are also huge challenges regarding the literacy rate as 57 per cent of women are illiterate. The situation is getting better and nowadays half of the primary school pupils are consisted of girls. However, their participation in secondary school education is more restricted due to cultural and socio-economic factors.

The public funds to tackle poverty and inequality remain scarce. Although a legal framework towards creating a social protection system was established in 2007 by a social protection law (4/2007) and further consolidated in the National Strategy for Basic Social Security (April 2010) as well as in the Regulation for Basic Social Security (December 2009), social protection coverage remains highly residual. Informal labour plays an important role in the economy leaving a significant part of the population excluded from the social protection system. And with the Ministry of Women and Social Action receiving 1% of the total government budget<sup>4</sup>, the resources to address this informality are minimal. Thus Mozambican associations and international non-governmental organizations (NGO) contribute to government programs in health, education and social sectors to a great extent.

## 1.2. Actors

Operation a Day's Work Finland (ODW) is a Finnish middle-sized development NGO, which finances youth projects in different countries. The operations are based on the 'from youth to youth' concept. In Finland, an important part of the funds are raised by

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<sup>1</sup> According to the World Bank and WDI

<sup>2</sup> The poor ranking is due to the inefficient education sector

<sup>3</sup> CIA world fact book Mozambique 2014

<sup>4</sup> [www.portaldogoverno.gov.mz](http://www.portaldogoverno.gov.mz)

school pupils and students who work for one day a year and donate their payment to ODW's projects. At the same time they gain experience, understanding and knowledge about the lives of their peers in the developing world. The aim is to provide young people in Finland with tools for growth towards collective responsibility, tolerance, internationalism and respect for human rights at the same time promoting the opportunities of youth in developing countries for a more equitable future. 'From youth to youth' concept continues also in the development cooperation projects in which peer education and active participation of young people is a central approach. ODW and its Mozambican partner organization ASSCODECHA<sup>5</sup> have been working together since 2011 promoting youth participation and improved livelihoods in the suburban township (*bairro*) of Chamanculo in Maputo, Mozambique.

ASSCODECHA, Community Development Association of Chamanculo, is a non-governmental<sup>6</sup>, non-lucrative and politically independent association, which is officially registered in Mozambique and operates in Chamanculo. ASSCODECHA was created in 2001 as a result of the collaboration of local youth and women groups and local leaders in order to solve different problems related to urban poverty and to help vulnerable<sup>7</sup> families in a participatory and sustainable manner. ASSCODECHA works also with orphaned children, and youth without education or employment. Since its establishment, it has received technical and financial support from various entities regarding different activities that were mainly the same as in the current project: the French NGO ESSOR, National Council against HIV/AIDS (CNCS) and its provincial nucleus of Maputo town (NPCNCS), USAID, French cooperation, National Institute for Vocational Training (INEFP) and World Food Program (WFP). At the moment, ASSCODECHA has 50 official members and close to 80 community volunteers who cover the four zones of Chamanculo (called Chamanculo A, B, C and D<sup>8</sup>). The association works in an environment it knows thoroughly as its premises are situated in Chamanculo C, and the volunteers, as well as the staff, consist of residents of the *bairro*.

### **1.3. Location of the project**

The *bairro* of Chamanculo is severely over-populated, and one of the poorest peripheral townships of Maputo City. Chamanculo attracts a steady stream of people in search of better living conditions. According to the 2007 census, the *bairro* had a population of 68 000, a number estimated to have risen noticeably during last years<sup>9</sup>.

Chamanculo faces challenges especially in terms of sanitation, education, youth employment and HIV/AIDS. Many families still use traditional latrines, and some families are forced to share latrines with their neighbours. The drainage system is inadequate

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<sup>5</sup> In Portuguese: Associação Comunitária para o Desenvolvimento do Chamanculo

<sup>6</sup> Legally there are only associations in Mozambique, no non-governmental organizations; NGO or organization is used here as equivalent to association.

<sup>7</sup> Vulnerable are considered families with a disabled family member, single parent families, families of unemployed parents and households headed by a grandparent.

<sup>8</sup> The four zones/bairros of Chamanculo are part of Municipal District of Nihamankulu consisted of 11 bairros.

<sup>9</sup> Information given by the Finance Officer of ASSCODECHA

and poor sanitation fosters the spread of diseases such as cholera, malaria and diarrhea, especially during the rainy season. Crime, prostitution, child labour, drugs and alcohol abuse are common<sup>10</sup>.

The overall level of education in Chamanculo is low. Although girls' education level is rising, and most of those attending literacy courses are women, there are still a number of youth and adults lacking the basic command of reading and/or writing. In general, children attend school, but many find it difficult to concentrate and do well in school due to factors closely related to the impoverished living conditions of their families and the overcrowded classrooms of around sixty children. And even though primary schools are free, some material costs exist, which the poorest families cannot afford. In many cases, children start working in the informal sector, doing odd jobs, at a young age and thus miss a lot of formal education<sup>11</sup>.

Youth unemployment is also a challenge for the community as a whole since youth without meaningful engagement are more prone to turning to drug and alcohol abuse, as well as petty crime, even prostitution. Furthermore, there is a clear relation between employment and human wellbeing in an urban context such as Chamanculo, where attaining the basic necessities of food, electricity, transport etc. requires access to money<sup>12</sup>.

#### **1.4. Project and its objectives**

The present development co-operation project started in 2012<sup>13</sup>. Funding for the project comes from the Ministry for Foreign Affairs of Finland (MFA) and Finnish school children through the fundraising campaign "Operation a Day's Work Finland". Total project budget in Mozambique has been approximately 235 000 euros for years 2012–2013 with 100 000 euros allocated for year 2014. The necessities of Chamanculo have been identified by ASSCODECHA and the project components have been established to tackle these necessities. The overall goal of the project is to contribute to reduction of poverty, crime and marginalization in the township of Chamanculo, and to promote active citizenship and democratic participation.

The project aims to:

- Reduce urban poverty of vulnerable youth in Chamanculo through access to training and employment
- Improve equal opportunities to primary education through pedagogical and material support for vulnerable children
- Promote youth participation in civil society and democratic processes through providing knowledge and experience
- Contribute to reduction of youth delinquency and number of new HIV infections through activities and information provided for youth

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<sup>10</sup> Desk study, observations, and information given by interviewees

<sup>11</sup> Information from desk study and from the authorities

<sup>12</sup> Information from desk study and from the authorities

<sup>13</sup> See Annex 1 Project plan 2012-2014

This is done through:

- Promoting the access to vocational training and traineeships of vulnerable youth from less-privileged backgrounds and facilitating their future employment/self-employment
- Strengthening and facilitating the access to education for children and youth and decreasing youth and adult illiteracy
- Engaging youth in extracurricular activities in the areas of sport, culture and associative life and disseminating HIV/AIDS information
- Improving sanitation of vulnerable families
- Lobby and Advocacy work

In the beginning of 2013 a new component was created on organizational capacity building, with the objective of strengthening the financial and programmatic capacity of the staff members.

## 2. METHODOLOGY

The evaluation<sup>14</sup> was carried out as a *participatory analysis and learning process*, in order to maximize the involvement and ownership of the young people who participate in ASSCODECHA's work. The evaluation process<sup>15</sup>, carried out according to qualitative principles, started with a desk study of project documents, reports and background materials<sup>16</sup>, followed by preparation of interview guidelines, identification of the informants<sup>17</sup> and elaboration of semi-structured interview guides. The interviews were carried out in Maputo during the course of two weeks in March 2014, although due to issues regarding scheduling, some were conducted outside of the originally planned time period<sup>18</sup>. In-between the interviews a facilitation of an organizational self-assessment exercise was conducted in the premises of ASSCODECHA. Finally, a wrap-up seminar to discuss the key findings of the evaluation with ASSCODECHA project staff was organized.

*Individual in-depth interviews* were conducted with key informants from ASSCODECHA, ODW, selected local authorities and partner organizations. *Focus group interviews* were carried out with key beneficiaries from all the project components and volunteers, with the groups containing three to eight people. The specific research themes were: *relevance, usefulness and effectiveness, efficiency, sustainability, impact, youth participation, gender/vulnerable groups, cooperation between partners and project administration and capacity of ASSCODECHA*. These were taken up regarding the relevance of each focus group or interviewee.

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<sup>14</sup> See Annex 2 Terms of Reference

<sup>15</sup> See Annex 3 Work plan and Methodology

<sup>16</sup> See Annex 4 Desk study material

<sup>17</sup> See Annex 5 Interview guides – Main questions and Informants

<sup>18</sup> See Annex 6 Evaluation Interviewees

The interviews were held in the premises of ASSCODECHA, in the offices of the local authorities and organizations, in a residential hotel and with ODW through Skype. The interviews were written down and recorded when given the permission and when seen necessary. The interviews lasted approximately from 1 to 2 hours and were held in Portuguese. Some focus groups interviews were conducted in local language with mediation by an interpreter. All translated interviews were recorded for later verification of facts. Participation in the interview was voluntary and all the interviews were carried out confidentially. No personal opinions will be referred to by name in the report. Representatives of ASSCODECHA were not present during the interviews. Besides the interviews, observations were done together with the stakeholders participating in the project.

*The organizational self-assessment exercise*<sup>19</sup> by ASSCODECHA staff was carried out according to a participatory brainstorming about the strengths, weaknesses, opportunities and threats (SWOT). The Institutional Development Framework (IDF)<sup>20</sup> was used during the second half of the assessment. The questions were modified according to the findings during the first week of the evaluation, concentrating on the most crucial issues, these being *Communication (external/internal), Planning and Reporting, Human Resources, and Organizational capacity and Work methods*. The opinions, suggestions and criticism expressed by ASSCODECHA staff members during the self-assessment were included in the evaluation report.

The analysis of the field work data consisted of preparation of matrixes with key questions and perceived changes in the community regarding the specific project components, as reported by the informants. The specific themes and recurring key questions were discussed and analyzed in the evaluation team. There was a lively, detailed and transparent change of information and experience during the whole evaluation period, on the one hand between the ASSCODECHA members, ODW and consultants, and on the other hand between the two consultants. The key findings were discussed together with ASSCODECHA at a wrap-up seminar organized after the field work and their opinions were taken into consideration in the report.

## **Team**

The team leader **Ritva Parviainen** has been working in Mozambique since 1985. She is a physiotherapist and has a Master degree of Public Health with a thesis on HIV/AIDS prevention and women in Mozambique. She has a broad and long experience on Mozambique in different fields, mainstreaming HIV/AIDS, gender and disability issues in programs and civil society organizations where she has worked. She has strong knowledge on management and leadership, and developed the organizations where she worked as country director both in institutional and human resource capacity.

**Lauri Heimo**, the youth volunteer from ODW, has a background in social sciences. Majoring in social policy he has focused on social protection in a development context, and is currently writing a master's thesis on conditional cash transfer programs in Latin America. He has gained work experience from development policies and The Global

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<sup>19</sup> See Annex 7 Self-assessment seminar of ASSCODECHA

<sup>20</sup> See Annex 8 Institutional Development Framework matrix

South through research in Argentina, volunteer work in Brazil and an internship in the Ministry for Foreign Affairs of Finland.

### **Restrictions of the evaluation**

Most of the logistical arrangements and scheduling of interviews were carried out by ASSCODECHA. Due to some misunderstandings and weak coordination, some of the interviews could not be conducted as originally planned, thus prolonging the interview period. It was also noted that many of the interviewees were not thoroughly aware of the issues to be taken up with them. This limited the participants' preparation for the meetings and might have caused constraints in the delivery of information. Further, in some occasions the most relevant informants were not available due to the restrictive information about the aim of the meeting or due to staff changes among the authorities and others. Due to time constraints it was not possible to interview employers who had employed young people through ASSCODECHA or students who had succeeded in finding employment through the ASSDOCECHA project. The heads of blocks – *chefes de quarteirão*<sup>21</sup> – were supposed to be interviewed when visiting the sanitation blocks, but due to their occupation outside the *bairro* this was not possible. Also, it was not possible to interview non-beneficiaries due to time restrictions. However, the major part of the scheduled meetings was conducted as planned.

## **3. FINDINGS, OBSERVATIONS AND ANALYSIS**

### **3.1. RELEVANCE**

As stated above, ASSCODECHA is working in a geographical area it knows profoundly and where it has already been working with similar activities for many years. The necessities of the improvements in Chamanculo *bairro* were already well known before the project started, due to the experience gathered by ASSCODECHA during previous years. In the planning stage the most essential problem areas were identified. Since then, the work methods and activities planned for years 2012-2014 have been mainly the same, without any need for major changes. This supports the fact that the project design has been highly relevant and designed according to the needs of the residents.

Among the respondent groups, the project components were well known and repeatedly mentioned as being the most appropriate to tackle the problems Chamanculo faces. No other needs or priorities were raised. As one of external informants put it:

*"The discussions about the necessities in Chamanculo in the beginning of the program were good... particularly sanitation, better latrines... also talks to the residents are very relevant... on the other hand we are talking about a bairro with unemployment, prostitution... in short... with various problems... but the project will help a lot!"*

According to the authorities, the project is well integrated into the plans of the government and of the Municipal Council<sup>22</sup> which further strengthens the relevance,

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<sup>21</sup> Heads of the Blocks are sub-chiefs to Administrative Secretary of a township/*bairro*

<sup>22</sup> Information given by Provincial Nucleus of HIV/AIDS in Maputo town

sustainability and ownership of the project. Besides the accurate identification of the needs of the residents, ASSCODECHA has also succeeded in defining the precise target groups and adequate methods. For instance, in professional training it was useful to put the age group up to 30 years (and not to 24 years as in another project) as, according to one of the secretaries of *bairros*:

*“Only at a more advanced age young people start to understand that they have to do something with their lives”.*

In the education component, the selection of children to be included in the project is done together with directors of the schools and with officials of the Ministry of Women and Social Action. After the initial selection done at the school, ASSCODECHA volunteers visit each child and analyze the real situation of the family at site, taking into account not only the economic indicators but also the parents' education level and other non-material factors.

ASSCODECHA has understood the importance of prevention of crime and other bad behaviors and is thus engaging children and young people in different activities, not only regarding the professional training opportunities and educational support but creating meaningful leisure activities such as art, dance and IT. One informant praised the association:

*“I was there, in an informal visit, more to see the place... and there were many beneficiaries, women, IT students... and by chance there was also a vaccination campaign going on... it was not planned to go there just then... we saw a lot of different activities that day happening there in the center... I thought it was fantastic to see so much life at that place”.*

Also in the sanitation program the collaboration with the authorities is useful and the selection of beneficiaries of the sanitation blocks is done relying on the local knowledge of *chefes de quarteirão*. With regard to home visits, they also provide volunteers a list of families with children under the age of five and/or pregnant women. Many of these families are headed by single mothers with young children vulnerable for diseases. The volunteers, approximately 80, are all women as male volunteers would not be as easily accepted to enter, especially if the male head of household is absent. The volunteers have benefitted from capacity building in different areas and are thus used also in HIV/AIDS and other health programs.

In general terms the project is in line with Finnish development policy guidelines and principles. Finland emphasizes the rights of women, children, ethnic, linguistic and religious minorities and indigenous peoples, the rights of persons with disability, people living with HIV and AIDS, and the rights of sexual and gender minorities. The human rights-based approach to development includes civil and political rights and freedoms as well as economic, social and cultural rights.

Many of these components are integrated into the project, such as gender equality, promotion of human rights and particularly those of children and youth, promotion of employment especially among young people, and the addressing of HIV and AIDS as a health and social problem by focusing on prevention and treatment. As women are

generally more vulnerable, the situation of single mothers has been taken into account in a specific way. The project does not have any component or activity regarding the climate change but there are also no observable direct negative consequences. Nonetheless, the project focuses on environmental questions like sanitation and waste management and environmental health. ASSCODECHA has no specific activities to promote or increase political rights. The association is politically neutral and acts outside all political parties, while managing a good working relationship with local authorities.

Human rights issues are cross cutting in each project component and themes of the evaluation, but in this report they are taken up more thoroughly in chapter 3.6. Youth participation.

The question of people with disabilities and how to integrate them into the project components has been discussed but apparently the association needs some help in defining the best strategy. So far this particular group is not included in the program. This is discussed further in chapter 3.7. Gender and vulnerable groups.

### **3.2. USEFULNESS AND EFFECTIVENESS**

Compared to the overall goal of the project, to contribute to reduction of poverty, crime and marginalization in the township of Chamanculo, and to promote active citizenship and democratic participation, it can be stated that this has been partly achieved through the four project components, even if it is still too early to see the long-term results. Noticing the long-term results is especially difficult regarding reduction of youth delinquency and number of new HIV infections. In any case, it would be very difficult to differentiate the results between ASSCODECHA project and the activities carried out by other actors. Further, there is no base line study and/or reliable data on criminality or HIV-prevalence before the project started. Knowledge, Attitude, Practice and Belief study on HIV/Aids was carried out in 2012 and is planned to be repeated in 2014.

The level of achievement of the objectives in each component has been satisfactory, comparing the initial quantitative indicators for 2012-2013 with the activities carried out. The planning showed to be accurate as there were no significant alterations to the previous plans. The plans have also been realistic in the sense of the expected quantitative results. However, the inconsistency of the planning and reporting matrixes makes it difficult to follow-up the exact implementation as the annual reports differ from each other<sup>23</sup>. The only activity not implemented according to the initial plan was micro credit, in terms of supporting self-employment in material, which is projected to start in 2014<sup>24</sup>. There are no qualitative indicators or expected results even if some qualitative achievements have been included in the reporting. The lack of these indicators makes it difficult to analyze to which degree the expected results have been achieved in its entirety. Kepa<sup>25</sup> had a plan to organize a training session for qualitative indicators for all the partners of its member organizations in Mozambique, in June 2012, but that was not

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<sup>23</sup> MFA has now launched yet another model for 2014 reporting

<sup>24</sup> This support will not be in monetary terms but given in material

<sup>25</sup> Kepa is a Finnish NGO forum in development

carried out. Even if there is some disaggregated data on gender this is not used in a systemized way throughout the planning and reporting. Further, there is no analysis regarding the planned activities compared with the results in terms of gender.

In the professional training and education support components the results in relation to beneficiaries were mostly achieved but in the other components this was not done, or the exact numbers in relation to expected results were not clearly indicated from the beginning. Thus a detailed analysis of the effectiveness is difficult. In relation to employment opportunities for trained youth the results depend largely on external factors and therefore impossible to plan accurately. In the component of lobby and advocacy the logic between the indicators, activities and results is weak. E.g. the indicators for 2012 were much the same as in the other components. The results reported during the two years have not been consistent and it is not clear how to actually define this component, its objective and indicators<sup>26</sup>.

In relation to the professional training component, some areas have more possibilities for employment or self-employment than others, and e.g. auto mechanics is an area with little opportunities for a permanent job according to the interviewees<sup>27</sup>. So far no analysis has been made regarding the employment opportunities but culinary and restaurant branches seem to provide more opportunities than any other sector. According to the Profamilia training center they are constantly contacted by hotel and restaurant managers in order to get more apprentices, most of whom are offered work afterwards. It is also up to the trained youth to try to find a traineeship or work but the informants complained that without the right connections it is very difficult.

Even if English lessons are included in most of the training courses, the time period is considered too short, especially as most of the participants do not have a solid back ground in English skills from school. Nowadays English language is essential in any work sector and specifically in companies that are owned or deal with foreigners or are in tourism business. Profamilia training center mentioned that it would be easier to teach English if all the participants in the same group had an equal level of language skills.

In the educational support program it soon became clear for ASSCODECHA that one year is too short a time for the children to achieve better educational level. As many children have continued at least another year, the number of new beneficiaries has been lower than the expected results. There are no clear statistics regarding the number of children who participate more than one year in the education support classes<sup>28</sup>. In order to increase the number of beneficiaries, there is a plan to arrange space at the primary schools in the *bairros* instead of giving support lessons at the ASSCODECHA centre. This could increase the number of children by three fold, from 200 to 600 a year, but would also create a need for more teachers and funds. In some

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<sup>26</sup> Desk study

<sup>27</sup> According to ASSCODECHA work in small garages is not considered as a real job, young people want jobs in big companies.

<sup>28</sup> According to the Director of ASSCODECHA it is estimated that more or less 10-12 per cent of the children continued from year 2012 to the following school year

of the schools providing the extra space is not possible as the schools are already overloaded with three shifts a day<sup>29</sup>.

In the youth component, a separate pilot project in the area of information was started in 2013 through a project called SILTA – BRIDGE. The project takes place between youth from Chamanculo and students from Diakoniaopisto in Oulu, Finland, with experiences exchanged through online communication. This activity had not been planned from the beginning but is considered useful both by ASSCODECHA and by the Finnish volunteer<sup>30</sup>. It also includes other activities such as capacity building in photography and IT, production of photos and videos, as well as English and IT lessons. As the activities started recently it is still very early to analyse their effectiveness but it is certainly useful. The children and young people participating in these activities are happy about being able to get new knowledge and skills<sup>31</sup>.

In the sanitation component the initial plan to build improved latrines proved unsustainable as there is generally very little space between the houses and latrines need to be moved to another place after a certain time. The problem was taken into account and bigger sanitation blocks for various families were constructed instead. The identification of the potential beneficiaries was done together with the authorities. The beneficiaries appreciated the change of plans and considered these sanitation blocks as being the only adequate solution<sup>32</sup>. In principle, the beneficiaries themselves are responsible for the blocks and a management commission (*comissão de gestão*) was created to take care of the common issues regarding the cleaning, reparation and other questions. However, the first commission has not been working properly. One of the female beneficiaries confessed:

*“After the construction the commission was functioning well but not anymore... we had a list of families for the cleaning of the block but gradually they were not interested anymore... now we have only one senhora who is responsible for the cleaning. She lives closest to the block.... she makes some noise sometimes for us others but the situation doesn't get any better (laughing)”.*

The experience gained during and after the construction of the first block helped ASSCODECHA to improve the process, sensitizing the beneficiaries more profoundly before the work started. Thus the second block is functioning satisfactorily. At present ASSCODECHA is designing yet another alternative for the families in conditions not allowing a big block.

A new initiative, currently waiting for its final approval in the Municipal Council is coming up in Chamanculo C regarding sanitation through WSUP<sup>33</sup>. The project will supply a new type of latrines, with cubic capacity of 2,200 litres that will last for 20 years. There are already other WSUP funded sanitation projects going on in Chamanculo C. All the

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<sup>29</sup> Interviews with the directors of the schools

<sup>30</sup> Interviews with some ASSCODECHA staff members and informal information from the Finnish Volunteer

<sup>31</sup> Observations done during the evaluation period

<sup>32</sup> Interviews with the beneficiaries of sanitation component

<sup>33</sup> Water and Sanitation for the Urban Poor

blocks constructed in the area are controlled, monitored and classified by the authorities. Each beneficiary will have to sign terms of responsibility, together with authorities and councillors, in order to guarantee the maintenance of the blocks. Each year the best kept block will receive a prize. Despite of other project, there is still need to continue with the ASSCODECHA project, according to one secretary:

*“ASSCODECHA cannot stop in Chamanculo... but should even increase more... it is local, the others might go away but ASSCODECHA is working locally, it is important to unite the strengths”.*

Regarding the knowledge of the project objectives and expected results among the residents, ASSCODECHA has been informing the communities in Chamanculo *bairro* about the project and its components through leaflets and public meetings, as well as having updated information available at its centre. Various meetings are held with authorities, but these are not regular and the authorities were not involved in the planning of the project from the beginning<sup>34</sup>. As new people immigrate to Chamanculo, the information does not reach them all, specifically not those who are not proactive themselves. It seems that people rarely seek more information if it is not very easily available. Nonetheless, most beneficiaries or potential beneficiaries know at least about one project component and its expected results, the one closest to their reality<sup>35</sup>. On the other hand, there are young people living close to the centre who certainly know about the association and its programs but are not interested in becoming involved<sup>36</sup>.

As a new activity ASSCODECHA has been planning to establish a community radio which could be used both as an information channel outwards and as a fund raising tool. This issue was discussed thoroughly during the self-assessment seminar. So far ASSCODECHA has not been in touch with other community radios in order to gain more experience.

### **3.3. EFFICIENCY**

During the evaluation process, through interviews and observations, it became obvious that the funds have been used in a very cost-efficient way. Some minor mistakes from the previous years have been corrected and the association seeks more economical solutions when necessary and possible. The lobby and advocacy skills have been used in a successful way, for instance negotiating for lower costs for professional training courses. In the education support the satchels distributed to the children during the first year were of low quality after which better material was purchased.

In the sanitation component it was soon discovered that the initial plan to build improved latrines would not be sustainable for the above mentioned reasons, and ASSCODECHA changed the plan to include sanitation blocks instead. However, the association had too much trust on the capacity and reliability of a private small entrepreneur as the first block faced problems almost immediately after the conclusion. The local entrepreneurs are prioritized in Chamanculo, which sometimes may not be the best option. This was a

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<sup>34</sup> Interviews with the secretaries of *bairros*

<sup>35</sup> Interviews with beneficiaries

<sup>36</sup> Information from ASSCODECHA staff members

lesson learned and the second block was already better constructed. According to one of the beneficiaries of the first block:

*“We understood only afterwards that something was not well since the beginning... the plumbing pipe got blocked... we were trying to handle this with the company but they didn't do anything more after the handing over... as we don't understand anything about the construction we couldn't say exactly what was the problem and then time was already passing...”.*

The authorities are of the opinion that the association is using the funds efficiently and could do even more if the financing was increased:

*“They would need more money... first of all to the sanitation... in order to expand the program... if a person is eliminating a disease at her/his home but the neighbor doesn't do anything... it is needed to do a complete job”.*

According to the opinion of other authorities, ASSCODECHA works very well with relatively small funds in relation to self-employment of young people. Even if the activity is called micro credit, the initial idea was to give the selected youth material instead of money, at the same time giving them an example on how it is possible to work with low costs<sup>37</sup>. ASSCODECHA thought that otherwise there might be a risk that the money would be used to other purposes.

The effective and efficient implementation of the project activities depend on the human resources of the association. Regarding the capacity of ASSCODECHA, there is an uneven balance between the permanent staff members and the volunteers in terms of skill, volume of work and their remuneration. Many informants were of opinion that more personnel, both staff members and volunteers, would be needed in order to fulfill the planned activities. One example in the area of efficiency and human resources was related to monitoring; as there is no budget for that activity the technical staff members and volunteers have vast areas to cover, walking long distances without funds for transportation or subsidy. The staff and volunteers are genuinely interested in achieving the project objectives, or even exceeding them, but the conditions limit their ambitions. In any case, the implementation has been highly successful when the achieved quantitative results are compared with the initial plans.

Utilization of volunteers contributes to low human resources cost as the local ones receive low subsidies and the international volunteers work for free. At the same time these young people have received valuable work experience and fostered their prospects for the future. However, there is a limit to how far volunteers can be used in order to save funds until it becomes exploitation. Using more permanent workers would also further consolidate the organization but that would require more financing. It is not clear to which degree ASSCODECHA can choose their foreign volunteers in terms of their knowledge and experience, in order to use them more effectively and efficiently, to perform some needed and specific tasks regarding IT, communications, etc.

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<sup>37</sup> This activity will start in 2014

The organizational capacity, use of human resources and quality issues are discussed also in chapter 3.9.

### 3.4. SUSTAINABILITY

The overall sustainability, and specifically the financial autonomy, is quite weak in an environment where ASSCODECHA works. In general, the associations survive through small and short term projects and it is often difficult to get funding for more continuous work that might have more long term impact. ASSCODECHA has, nonetheless, succeeded in working in harsh conditions for more than 10 years, but its own financial sustenance is still small. Some funds are collected by renting out the premises, mostly for local people, but because of their low monetary capacity the funds raised are still modest. Nevertheless, ASSCODECHA has shown to their target communities that changes are possible without big funds. One representative of the authorities had a very positive opinion about the sustainable results of the association:

*“ASSCODECHA succeeded in surpassing the financial problems, many other associations failed but they succeeded in continuing as the only association... they have a capacity to continue with activities also without funding from the government (in case of HIV/AIDS prevention work), they have a solid basis to survive”.*

Another opinion from the authorities was:

*“ASSCODECHA already learned how to teach the people to do things themselves... but the beneficiaries should have more responsibility... have a different mentality”.*

The professional training component gives the most hope in terms of future prospects for a sustainable socioeconomic situation in Chamanculo. According to one informant:

*“Professional training... if they could do more and on a larger scale... that would be good... there is a certain number of young people who are motivated but the funding is not enough... therefore they continue having expectations and the association ends up not succeeding to reach them all. Employment is the solution for many problems”.*

However, the capacity of ASSCODECHA to get employment for trained young people is limited. How to increase the number of traineeships and work places is a challenge and will need more innovative solutions, in collaboration with the association, employers and youth<sup>38</sup>.

The direct and indirect beneficiaries such as residents, authorities and school directors in the *bairros* are responsible for cleaning campaigns and information about sanitation, which increases the environmental sustainability. Normally the cleaning campaigns are carried out on early Saturday mornings and the residents are notified a couple of days before. Mostly only the secretaries, *chefes de quarteirão* and female residents are active in joint cleaning campaigns. Sensitization and mobilization of men is still a big challenge as male residents do not normally take part in this kind of tasks. One of the volunteers stated:

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<sup>38</sup> One possible model is presented in chapter 4. Conclusions and recommendations

*“About the cleaning campaigns? Yes, they still continue... it is a sustainable activity in that sense... chefes de quarteirão notify people in advance... they whistle and call the women. The men say they don't have any time... some men participate... but women come in masses”.*

Teachers also regularly remind children about hygiene and, according to the directors, the children transfer this information to their parents. The improved hygiene is visible; one director informed that children have clean clothes and there are fewer scabies cases among them.

As the authorities, such as the secretaries and *chefes de quarteirão* are permanent residents at the project site as are ASSCODECHA staff members and volunteers, there is already a certain continuity and institutional memory inside the project. According to one of the interviewees:

*“To work with the leaders is very good, it provides more sustainability. The leaders know very well that sanitation and criminality are extremely important issues. The project is machinery for various sectors... a very valid contribution for the society it is”.*

On the other hand, the fast movement of people in and out of the *bairros* has negative effects on the project sustainability. It is a structural phenomenon that needs a specific strategy.

The example Chamanculo gives for its neighbors is positive and the project is seen as a valid model for other *bairros* as well. As another interviewee said:

*“Cockroaches go to the neighbors, but then they will come back... people are circulating all over and because of this it is necessary to involve also the neighboring bairros... to give them the same tools..”*

ASSCODECHA has already good capacity in applying for funds from other donors and the project of ODW has given them even more credibility. Year 2012 was the first ever the association had its accounts audited; a good experience which can convince other potential donors about its financial management capacity. There is already a plan for collaboration with USAID for 2014. The ODW project has also increased technical capacity of the staff members and volunteers, given them valuable experience and merit. Work of ASSCODECHA, based on ‘from youth to youth’ concept, gives young people not only opportunities to learn but also motivates them to work and teach others. Whatever capacity is gained among the staff or volunteers is always positive and useful whether the person continues to work in the project or not. Some of the volunteers feel that they are ready to start studying nursing as they now have sufficient experience in the field. The institutional capacity is satisfactory in terms of internal division of tasks, collaboration between the staff members and board, financial management, collaboration with authorities and contacts with the beneficiaries, but the human resource management as a whole is weak thus affecting also the sustainability of the results of the work of ASSCODECHA.

### 3.5. IMPACT

In general, ASSCODECHA has in a very short time succeeded in achieving both short and long term impacts among its beneficiaries. This has been possible due to relevant planning including the definition of the most adequate activities, innovative implementation, and genuine interest in improving the living conditions in Chamanculo. Due to its previous projects, ASSCODECHA was already a well-known actor in the *bairro*. As a result of the ODW project it has gained even more respect among the residents as it has succeeded to expand its activities for a larger target group. All of the project components have had a positive impact on their respective direct beneficiaries as well as indirectly among their families and in the *bairro* as whole. The center of ASSCODECHA has become a rallying point for children, adolescents and adults, where they feel at ease<sup>39</sup>.

All the informants were asked about the major changes they had seen among the beneficiaries after the project started. The interviewed beneficiaries are mentioned separately in each component below. The results are as follows:

#### **Professional training**

The evaluation team interviewed one focus group with the youth trained in 2012-2013.

The comments from the young people who had had an opportunity to get professional and practical training were highly positive. They were grateful for the chance they got and said they had learnt something new that opened their eyes. They now understand better what working is all about. However, all but one of the interviewees are currently unemployed, and the only informant who was able to find work is self-employed in catering. There was no time to interview employers or those who had found a permanent job through ASSCODECHA so there is no information on how well they have adapted to the working life.

Some comments from the beneficiaries:

*"In fact, we had an opportunity to learn a profession...and afterwards we learned the real world... we opened our minds".*

*"We are now different, have more maturity. The parents say that "our son grew up"...".*

*"One positive point is that people have hope for the future... to have something to achieve without too much monetary resources... one should understand that drugs is not a solution".*

Clearly the project has given these young people a chance that they never had before. On the other hand, three months of traineeship is quite a short time. If they don't have a chance for an employment straight away, they easily forget the skills they acquired:

*"I am forgetting the things I learned due to lack of practice... I am losing the habit... going backwards..."*

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<sup>39</sup> Observations and interviews with the beneficiaries and authorities

Besides having more self-esteem, those who have succeeded in taking part in the professional training, also report to being more appreciated by their family members. Their social status inside the family has increased, as it is not only a question of real income, but education and practical training count as well. Obviously the financial level and the quality of life of the family improve whenever these young people get work. They are already role models for others:

*"We show to others that it is possible... and then they want to achieve the same".*

As stated above, it is difficult to analyse to which degree the project has influenced the prevention or reduction of crime and marginalization as a whole in Chamanculo, but those integrated in any activity in the centre, not only in the professional training, are reportedly not involved in drugs or crime. However, the project still reaches a relatively low number of potential beneficiaries compared with the total number of young people in the area.

### **Education component – support for the children**

One focus group of children in education support, and two different groups of parents and others responsible for education were interviewed in focus groups from different *bairros* in Chamanculo.

The children included in the education support classes have reportedly improved their capacity to read and write besides obtaining other skills. There are fewer drops-out and repetitions of class and more children have been able to continue to the secondary school. Being able to make the grade influences the children's development and behavior in a positive way. They have more self-esteem, are more open expressing themselves and behave better in general terms, dedicating more time for school work<sup>40</sup>. This gives hope for the future as, according to the parents and others responsible for education, it is difficult to control the adolescents at the age of 14-16:

*"We don't know if they go to the school or not... the night shift is the worst... the parents should control better but it is difficult. With younger students it is easy; we know that they are at ASSCODECHA. And the children want to go to the center". They added: "(The project) has helped a lot in terms of keeping the younger children away from the street... they are more concentrated, don't have so much time to idleness... fool play...".*

The teachers have up to 60 children to attend per classroom, so it is obvious that there are problems in learning. According to the children, the teachers speak very softly, they do not explain very well and many times it is not possible to ask. The parents commented that it is necessary to accompany children to school as the teachers are often absent. On the contrary, at the ASSCODECHA center the children can ask until they understand, the teacher is always present, and he/she explains well. For the parents the material is as needed as the educational support. The parents also reflected on the children's education as follows:

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<sup>40</sup> Desk study, observations and interviews with different informants

*“Yes... because the child will grow up... in a good way... s/he is learning what is good and what is correct... the behavior is much better”.*

*“It (support class) is influencing the behavior towards not using drugs”.*

*“The behavior s/he learned will help when growing up... because the teacher taught good things”.*

*“One of the major changes was handing out the material ... they don’t ask for money as is the case at school where they wanted money for books, material and for payment of guards”.*

The parents and family members of these children are already seeing the positive impact in their behavior regarding the future prospects and the abstinence from drugs and bad habits. On the other hand, the final outcome depends also on the parents, as one of the school directors stated:

*“The contribution of the education support has helped but it is also a question of the parents... if the children don’t get support from their parents... we can select a lot of children but sometimes the parents don’t let them to go to ASSCODECHA”.*

The director explained further that there are “complicated” parents who never appear at the school and there is no one controlling the school hours for the children. Many times these kinds of parents put down the results achieved at school or/and by ASSCODECHA.

### **Education component – literacy classes**

The evaluation team interviewed one group of beneficiaries that consisted of women who spend their days as vendors at the market place in Chamanculo. They have a space where they gather together once a day to study, with the possibility to do homework during the working hours. They explained that this system is good. The literacy class follows the official course program of the Ministry of Education and Culture.

According to the comments gathered during the interview, the literacy classes for adults have been very useful, giving more knowledge not only in terms of reading and writing but also in relation to very practical things. The most positive achievements of the project have to do with the improved quality of life and better management of everyday challenges, such as being able to take the right bus without the help of others. The beneficiaries have become more active participants in the society. One lady is getting married as she can now sign her own marriage certificate. They are happy to be able to sign official documents, not needing to use their finger-print anymore. The participants say that they also start to understand more Portuguese, but mathematics is still a bit challenging. Above all, the self-esteem of the beneficiaries has increased and they now have better control of their lives. The change for the better has been tremendous and not only in practice but maybe even more so mentally. One of the beneficiaries said her dream is to continue to study all the way to the university! Some other comments:

*“Since I was born I have not gone to the school... I didn’t know how to write my name... now I can... now I can write my own name very well but it is still a bit difficult to write the name of my father (needed in many documents)... but it is coming...”.*

*"My children... they became very happy... they always told me to go to school... my daughter also helps me with homework".*

Even if the results are good, more can be done. Due to poor Portuguese skills and very few years at school, if any, the women are not completely aware of everything that is happening in the society. For instance regarding the knowledge of their rights, many had not heard about family law (updated in 2003) or about the law against domestic violence (implemented in 2009). As the same participants continue the classes for three years there is time to increase and deepen their knowledge in the most crucial issues. This could be done through a model according to the doctrine of Paulo Freire, called *Reflecte* that some associations use to disperse information about the rights of people.

The participation in the literacy classes is gendered. The consultants did not have an opportunity to talk to any male beneficiaries, and in total numbers their representation is small. More of this in chapter 3.7. Gender and vulnerable groups.

### **Youth component**

Community workers together with dance teachers, and volunteers were interviewed in three different focus groups.

Several different activities have been carried out through the youth component, including activities at the ASSCODECHA center (dance, music, art, photography, IT), as well as HIV/AIDS prevention, information about alcohol and drugs and several specific events and celebrations. This component does not define the activities too much but children are free to experiment different things. It opens their eyes into seeing what kind of opportunities there are in hold for them in the future. Children and young people have been given opportunities to get to know other young people in the *bairro* which has improved their social skills and animated community life. The activities contribute both in broadening the horizons of children and adolescents as well as socializing them into awareness of being part of a society and community.

As with many other activities included in the project, the youth activities in the area of information, dance, IT and photography and video workshops are difficult to measure in quantitative or qualitative terms after only two years. Even if it is too early to see any long-term impact, the informants have noticed a positive influence:

*"There is a connection between the reductions of criminality which can contribute in order to get another vision... Chamanculo is a zone with a lot of prostitution and they (ASSCODECHA) talk a lot about it and it is an alert for the people... it might be that they cannot abandon prostitution but at least they can use a condom ... ASSCODECHA contributes to eliminate or reduce criminality, and other bad habits".*

As to the local volunteers, they have gained good working experience and have been well received by the target population. According to the informants, more people take an HIV test and are then visited again to see whether there is need for some extra support. The volunteers inform everyone about the availability of antiretroviral medicine in case the test is positive. The impact in large is positive; with their own behavior the

volunteers show that there is no risk of transferring HIV in normal circumstances, that there is no need for discrimination, that the medicine is available, and that there is hope for a better future even if catching HIV.

The impact on volunteers themselves has also been positive. They have benefitted from specific training in health, nutrition and sanitation and are proud of their capacity to work. They have gained knowledge, interest and motivation to continue their career in the health sector, e.g. as nurses. The experience has been good and certainly also the subsidy, even if modest, has helped them get along in life. As one of the volunteers said:

*"We gained in two different ways... first as we have our salary, and secondly in seeing women (beneficiary) do things well".*

As mentioned above, men usually do not participate in meetings or campaigns but at least they want to receive condoms:

*"For instance in one bairro they have cleaning campaigns on Saturdays. Everything is taken care of, grass, water... but the one big problem is that men don't take part! They only appear when it is time to get condoms!"*

ASSCODECHA carried out, together with HIV and AIDS specialists, a study on Knowledge, Attitude, Practice and Behavior in Chamanculo in 2012. It reported that e.g. discrimination against people living with HIV and AIDS is still common. However those with higher education have another, more understanding attitude. It is important to repeat the study but two years is a short time to see any bigger changes in attitudes or practices. The project would gain in waiting until the end of 2016 as the results might be more visible.

As in the other components, the disabled people have not been specifically taken into consideration in relation to information and prevention of HIV and AIDS. This issue was also discussed with the representative of the National AIDS Council. So far it has been difficult to develop specific methods for the deaf, blind or for those with a mental disorder. As the director of ASSCODECHA takes part in the regular meetings in the Provincial Nucleus where different project proposals for HIV and AIDS prevention are analysed, it is easy to follow the development in this area. Nonetheless, the physically disabled people could be easily integrated into the program already at this stage.

### **Sanitation component**

The evaluation team visited two sanitation blocks in Chamanculo *bairros* A and B.

The project activities of this component have clearly improved the quality of life of the residents in Chamanculo. Construction of sanitation blocks, joint cleaning campaigns and information about hygiene and disease has had a positive impact in terms of fewer health problems, e.g. scabies, malaria and diarrhea, and better overall sanitation conditions. People are better sensitized about the advantages regarding the prevention of diseases. The volunteers are well trained and able to give comprehensive information. Having said that, it was observed that during the rainy season (it was

raining almost each day during the interview period) it is extremely difficult to do something for the stagnated water which gathers in the potholes and low lying areas. More effective measures are needed in order to improve the infrastructure and the drainage system in Chamanculo in general.

Volunteers in sanitation component are satisfied with the results of their work:

*“In terms of diseases... diarrhea, malaria, the situation has improved... due to stagnated water there was more malaria previously. Now people talk loud about the advantages, they have fewer diseases at home. They try to prevent health problems themselves... it is also a question of money ... they understand that mosquito net helps, and they buy those a lot, in the pharmacy and in the supermarkets... they are more expensive than at the market place, but it is worth it as they also are of better quality and last longer. People understand that it is better to buy a net which is treated”.*

Construction of sanitation blocks has improved the quality of life not only of direct but also of indirect beneficiaries; those living in vicinity to sanitation blocks, because of the improved odor and a decreased amount of dirty waste water. The families in the same yard are now socializing more together as they can sit outside without being disturbed by the excrement and urine smell. They have improved their problem solving capacity regarding the maintenance of the sanitation blocks but in practice there are still some unresolved problems. During these first two years of the project, ASSCODECHA has gathered experience on how to motivate people and prepare them to understanding their own responsibilities. Even if the beneficiaries and authorities have signed certain terms of responsibility in this regard, there is never a guarantee on how this will be carried out in the long run.

Women are normally being held responsible for health issues. This applies to sanitation as well, as the major part contributing for the general well-being are women. The volunteers who visit residences informed that men are very seldom present and usually not interested in listening to the explanations:

*“The men stay away... they are “machistas<sup>41</sup>”... don’t have any respect... when they know the subject they just leave...but some listen to everything we have to say”.*

According to these informants there are also more positive reactions:

*“The changes are positive... the mothers know that we come back one day... and so they want to show us the improvements...”*

### **Lobby and advocacy component**

As stated in the beginning of the chapter 3.2., it has not been very clear how the indicators and activities should be defined in this component. As ASSDOCECHA sees it, lobby and advocacy are cross cutting methods, used in each project component. For the association, it is a question of collaboration and coordination with authorities and other actors in order to improve the living conditions of the residents, not to do political

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<sup>41</sup> Men with the idea that they dominate women socially

lobbying as such. Nevertheless, it is difficult to measure the impact of this component more precisely when the indicators are not the most appropriate ones or even changed in the middle of the implementation period.

Some authorities complained that they have not been informed properly about the project plans and had not received all the annual reports. On the other hand, the scheduled meetings with authorities have not always been possible to carry out, due to changes in the work plan or short notice from the association. Nonetheless it was possible to conclude that there is a certain ownership among the authorities towards the project, which will give more sustainability and impact regarding the results. It was also understood that without the participation of the authorities the results had not been as positive as they are. From the start, in defining the beneficiary groups, the involvement of authorities is crucial. In the implementation phase, nothing can be done in the *bairro* without participation of those who are in charge of the administration. Monitoring of activities together is also essential in order to consolidate the results. One of the directors in the education sector praised ASSCODECHA:

*“About the collaboration with ASSCODECHA I have to say that they are always here monitoring the activities... they are very much connected with us”.*

Maintaining a large network with other associations and international organizations has been useful in terms of coordination, economic use of resources, increasing of the common understanding and gathering of mutual experience. ASSCODECHA is seen as a competent association, a specialist in community level work. However, the partners are not directly involved in the activities carried out by ASSCODECHA and their knowledge about the activities might differ from each other. Strengthening of joint planning and harmonization was discussed during the self-assessment seminar according to which there is a need for better external communication, as well as improvement of the coordination between the parts. See more in chapter 3.9 Project administration and Capacity of ASSCODECHA.

### **3.6. YOUTH PARTICIPATION**

Promotion of Human rights is a cross cutting issue included in each component but taken up in this section because most of the beneficiaries are children or youth.

Among both direct and indirect beneficiaries the issue of human rights has become clearer but they are not yet actively promoting or demanding their rights<sup>42</sup>. The right for education, professional training and work as well right for information about HIV and AIDS are the main issues in the project and some capacity building has been given for the staff members in this aspect. In 2013 there were training courses on sexual and reproductive health, HIV and AIDS, and human rights for the ASSCODECHA staff. The National Council for Rights of Children organized an event reflecting specifically on the rights, trafficking and exploitation of children. ASSCODECHA then printed out information material and t-shirts with information about children´s rights. However, the reports have not revealed any further information on specific activities directed towards

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<sup>42</sup> Interviews carried out with beneficiaries

the target groups, or on impact regarding the knowledge, awareness and/or actions among beneficiaries in this sense<sup>43</sup>.

The staff members have also been participating in the capacity building, tackling issues such as gender equality, gender-based violence, responsible paternity and rights of sexual minorities, focusing especially on men. Again, no reporting has been done regarding further activities after these training courses and the results and/or impact have not been measured.

It is worthwhile mentioning the indirect effect on the improved security in the *bairros* and especially the social, healthy and respectful environment the project offers for the children and young people. As has been mentioned, the ASSCODECHA centre is seen as a safe place, with an open door policy, where anyone can come voluntarily and feel welcome. Thus the promotion of the rights of children and youth are not only words but are put into practice in a very positive and constructive way. The time spent in the centre takes them away from a hazardous environment with social risks ranging from alcohol and drug abuse to petty crime. The project creates social cohesion, improves self-esteem and solidarity, and gives good guidance for the future. There is solidarity and equality among children and youth. Additionally, the children have an opportunity to familiarize themselves with activities they might not be able to carry out at home, such as IT, dance and creating art<sup>44</sup>.

Even if not reported, the children have learned about their rights and opportunities, as they have observed valuable examples of young people who are active, who get possibilities for professional training and have got a job. The children have obviously also learned about the rights of others. One informant mentioned that children are aware of domestic violence and are able to advice their fathers against it.

Regarding the activities for children and youth, ASSCODECHA keeps the doors open for young people to come to chat, to learn new skills, to apply for training courses and to learn how to elaborate a CV<sup>45</sup>. These youngsters do have an opportunity to put forward their wishes. However, not many seem to do so, partly because there might not be anything they are interested in, or it is not in the culture to be proactive and come with suggestions, even less participating in the decision making. So far there is no specific youth forum in order to mobilize for more active and proactive involvement in terms of exchanging ideas and suggestions, reflecting and making decisions. There is a solid group of young people already familiarized with the project, but how to increase the number of those who have needs but are not yet aware of the possibilities.

That can be a challenge due to the overall deprivation that these young people have faced throughout their lives. The evaluation team reflected on the environmental and socioeconomic context of Chamanculo and its demands for the young people who have grown up in these depressing and poor circumstances. It seems that it is easy to “let go”, being fixed in one’s habits, not trying to fight against the destiny. The young people

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<sup>43</sup> Desk study

<sup>44</sup> Analysis based on desk study and interviews

<sup>45</sup> There are no statistics on the visitors who come and go sporadically

might not see the opportunities or do not believe that they have a chance. There is a certain social deprivation, heritage from the parents, and the threshold to seek a better future might be high. Many young people have not had an opportunity to study for more than a few years and can hardly read and write. Even if there is an opportunity for them to get space in a training course they might not be able to do it, as they are involved and occupied in the informal sector, having to work each day in order to survive. Thus they are not able to make long term plans and many young persons do not really have a choice as the immediate needs have to be satisfied. The long term gains of education are possibly significantly higher than the gains of doing an odd job, but the satisfaction of immediate needs is a priority in the here and now, even though it might be seen as shortsighted. This is a structural problem that needs solution from the authorities.

The children already involved from a young age have better prospects and are more likely to continue to be active and participate also when older. They can probably be involved in peer education but if not, at least they already are an example for others. There is a plan to collaborate with ESSOR in terms of pre-school activities in Chamanculo but this initiative has not yet started. This would give the children an even better start from the beginning, as the consultants think that the best way to promote youth activism and genuine participation in the future stages of the project will be through the children.

### **3.7. GENDER AND VULNERABLE GROUPS**

The overall goal and strategy is understood as giving equal opportunities for both girls/women and boys/men among children, youth and adults. According to the initial plan there should be 50 per cent of each gender among the beneficiaries. However, this is not defined clearly regarding all the activity plans and indicators. In many, but not in all, occasions the number of girls/women or boys/men who have participated in the project components has been mentioned, but this information has not been systematized. There is also no analysis on the cases where the results differ from the plans. Further, there are proportionally much more men than women among the staff members.

The analysis of the evaluation team is that the vulnerable situation of women in general has been taken very well into consideration in the project as the majority of the beneficiaries are estimated to be women. According to some informants the support especially for single mothers could be even strengthened<sup>46</sup>. On the other hand women are also more actively involved through their own contribution, as is the case in the sanitation component and in the prevention of diseases. More male participation is needed in these areas. The gender balance seems to be good in the education support part but there is space for more men in literacy classes. For even if the illiteracy rate among women is higher than among men, there are still quite many boys and men who cannot read and write and who have been obliged to start working as bread winners at an early age. In the professional training component the message about the activities has reached both young men and women but there is a lack of analysis about the real

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<sup>46</sup> One idea was to start a 'Xitique', an informal credit system

participation according to gender. In the youth component the gender balance has not been analyzed in numbers or through a qualitative analysis of different activities.

As all the volunteers working with sanitation and HIV/AIDS are women they are able to reach the female beneficiaries. However, many male potential beneficiaries do not listen to them or are absent when the volunteers pay domiciliary visits. Male volunteers would have more access to places where the male population carries out leisure activities.

As observed repeatedly above, the disabled people are not integrated into the project as beneficiaries. The evaluation team did not see disabled children at the ASSCODECHA center or at the visited schools. The question is how many of them actually get an opportunity to attend primary school, and how many of those attending are in fact vulnerable. It has clearly been difficult to define the strategy on how to reach and increase the number of disabled children and youth as direct or indirect beneficiaries. ASSCODECHA has discussed the possibility of creating a partnership with an association of people with disability but so far this has not been done.

### **3.8. COOPERATION BETWEEN PARTNERS**

In general terms, the collaboration between the two project partners has been very good and smooth. The communication flow is regular, open and flexible. According to ODW, in comparison with other partners, ASSDOCECHA is one of the most active organizations regarding communication. Planning and reporting have mostly been carried out according to the timetable. Due to the empowering strategy applied by ODW, the association has grown in terms of organizational capacity and has gained more credibility in the eyes of external actors, such as authorities and international agencies.

ASSCODECHA is clearly satisfied with the partnership and in turn praises ODW by stating that "*whatever we want to ask, there is always an immediate answer*". According to one external informant, ODW is "*easy going, flexible and pays attention*". ODW has given the association a certain freedom to act, inside defined limits with regard to the plans and budgeting. However, the qualitative part of the planning and reporting would have needed more support from ODW in the beginning as the funding comes mainly from the MFA, with quite high demands on the accountability of the partners.

ASSCODECHA and ODW share the same values, based on the context of 'from youth to youth' and have the same work methods that make use of volunteers. ASSCODECHA has capacity to profit from both national and international volunteers, taking their knowledge and experience into account. Using volunteers is certainly a very cost-effective way of working but in this context it is not only an economical question – as people, ideas, cultures are moving – not only money. The volunteers have been well integrated into the activities and their experience and knowledge have been utilized maximally. However, it is unsure how much ASSCODECHA specifies the needs they have when selecting the volunteers.

The Finnish volunteers with their long term placement in the project and continuous information work towards Finland as well as the project SILTA-BRIDGE have increased the visibility of ODW among general public in Finland and elsewhere as the information is widely available on the Internet. The positive assessment of the project by Finnish diplomats working in Mozambique and visiting the ASSCODECHA center has also given more credibility for both project partners.

### **3.9. PROJECT ADMINISTRATION AND CAPACITY OF ASSCODECHA**

The results and analysis below are based both on the observation of the evaluation team, interviews and, most of all, on the self-assessment of ASSCODECHA<sup>47</sup>.

#### **Financial administration**

The financial administration has been reliable and is becoming better each year. A specific book-keeping program Primavera was purchased in 2013 and has been used effectively since the first three month period of 2014. The accounts have been audited from the beginning of the project which has given ASSCODECHA more capacity, knowledge and credibility. With the exception of procurement, the recommendations from the first audit report have been taken into consideration. Procurement still needs more attention as the monetary limit for organizing tendering from the first year was increased without consultation from ODW<sup>48</sup>. Nonetheless, the audit report for the year 2013 is positive and the use and reporting of funds has mostly been done according to the rules and planned activities, with some minor changes. The self-assessment exercise considered the capacity of mobilizing more financial resources as a weakness, but USAID is already planning to finance a project in 2014. This will imply more work and consequently the division of tasks will have to be reviewed in case there will not be a possibility to employ more technical staff.

#### **Program administration**

The overall administration is functioning well, there is transparency, and clear planning and reporting methods are established to respond to the rules of ODW. The strategic plan which guides the vision, mission and planning of the activities has been in process for a long time but apparently the association needs some help in finalizing it. According to the staff members, the strengths of the program administration are the regular meetings - weekly, monthly – in different compositions as well as the annual general meetings with the members. The reports are elaborated accordingly as are the minutes of meetings. Monitoring follows the weekly, monthly and three month plans. However, the timetable for reporting is not always kept as it should and so far the technical staff members have not been involved in the budgeting of three months' activities.

Other strengths according to the staff are good collaboration and mutual support between the project components, commitment, good teamwork and interpersonal communication. There is freedom in the execution of the tasks, dynamism, creativity and fast interventions in the implementation of the activities. The work context is well

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<sup>47</sup> In annex 7

<sup>48</sup> Previously 125 euros and now 30,000 MZN equivalent to approximately 715 euros

known to all and the staff is good at mobilizing communities, leaders, beneficiaries and members. All this has had positive influence on the efficient implementation of the project. Several staff members have long history in ASSCODECHA and are residents in the *bairro* which motivates them to continue in the association. On the other hand there is a need for specialists in the community development and capacity building on new work instruments. English lessons are needed for the external communication, not merely with ODW but also in collaboration with foreign volunteers and other possible stakeholders.

### **Human resources management**

The audit company went profoundly through all relevant aspects in the organizational management and thus its report also consists of some considerations regarding human resources and internal regulation system. The manual of procedures is already in place but does not include other staff members than those directly involved in administration. An internal regulation is normally used in order to specify all the benefits for the staff (vacation, daily allowances, compensation of extra work hours and possible other benefits apart from those defined in the labor law) as well as the obligations (work days and hours, information of absences etc.). This kind of regulation is not yet in use in ASSCODECHA.

During the self-assessment the staff members confessed to late arrivals to the job and absences without information to others. There are problems regarding the hierarchical obedience, lack of openness, and lack of clear information in relation to execution of activities. As one staff member put it: *"No one is controlling"*. The last minute changes of the planned activities, due to ad hoc decisions by the superiors lead to difficulties in terms of commitment to external stakeholders. Even if there is, according to the staff, good interpersonal communication and team building inside the organization, the internal communication is not functioning satisfactorily at all levels. All last minute activities are in principle written down on the white board but sometimes this is forgotten. So far there is no communication strategy in place, neither a proper forum for the members and the staff for debates on internal issues of the organization. The board members have meetings with the staff approximately once a month and monitor some activities but it is a bit unclear to what extent they are involved in the internal questions of the association.

At this stage of the project the consolidation of the association in terms of human resources is crucial, especially if other projects will start already in 2014. As was discussed above, it is benevolent to use volunteers in order to give them work experience, but the question is how far this can be done without decreasing the effectiveness of the implementation of the activities. The rapid changes among the staff, big gaps in the salaries between the different categories, absence of internal regulations and a one year employment contract at a time weaken the institutional capacity of the association. Although the contracts define the work tasks people are sometimes confused about their responsibilities. The institutional memory suffers with continuous changes among the staff. Sometimes it has been possible to give a new official an introduction period of six months but this was more an exception than a rule.

The external communication is already quite satisfactory; blogs, webpage and Facebook were identified as strengths but not all residents in the *bairro* have access to Internet. Leaflets are used and these are popular among the residents. However, there is no clear strategy regarding communication and it might be difficult to elaborate without help from outside. Community radio has been used successfully in other *bairros*, both for external communication and fund raising opportunities. The local private companies and entrepreneurs might see it as a useful information channel. Establishing a radio requires more working hours specifically from the technical staff as the information has to be relevant, interesting, useful and regular.

The capacity of ASSCODECHA also depends on the external opportunities and threats. Some of these identified during the self-assessment are listed below:

#### Threats

- Cut of financing by the donors, loss of staff and consequently deterioration of the living conditions in the community;
- Climate conditions, not being able to work when the weather is bad, and precarious sanitation (draining system and garbage);
- Less serious partners; change of the government; political instability; difficult to maintain political neutrality due to pressure from political parties.

#### Opportunities

- Existence of potential donors, which would enable the continuity of the long term projects;
- Relations with the government;
- Possibilities to exchange experiences with external communities; partnerships that contribute to institutional capacity; more private companies interested in supporting the initiatives of the organization; collaboration with public and private universities.

#### 4. CONCLUSIONS AND RECOMMENDATIONS

Below the main conclusions and recommendations based on the findings, observations and analysis of the evaluation team. The conclusions and recommendations, regarding each project component separately, are at the end of the list.

Conclusions	Recommendations
<p><b>1. Relevance:</b> The objectives, activities and expected results are highly relevant. The project follows the plans of the government and the Municipal Council and is in line with Finnish development policy guidelines.</p>	<p>-In the next planning stage, ASSCODECHA should increase the coordination and harmonization as well as information on lessons learned and good practices with the authorities, other associations working in Chamanculo, beneficiaries and potential new beneficiaries in order to consolidate the ownership, sustainability and impact of the project in the community; - Replicate the project model – the close collaboration with the authorities - in other <i>bairros</i> through information provided to secretaries, <i>chefes de quarteirão</i> and associations, with ASSCODECHA as consultant and not an active implementer.</p>
<p><b>2. Usefulness and effectiveness:</b> The level of achievement of quantitative expected results has mostly been very satisfactory showing a good capacity of planning, with only some minor changes.</p>	<p>- The planning and report models should be systematized and include qualitative indicators as well gender disaggregated data that would give tools for analysis of more accurate and visible results. ODW could give a helping hand in this process.</p>
<p><b>3. Efficiency:</b> The funds have been used in an efficient and economical way. Volunteers have been used in order to reach a higher number of beneficiaries.</p>	<p>-Improve the procurement system (see point 9) -Improve the Human resources management (see point 9)</p>
<p><b>4. Sustainability:</b> Even if the work environment is extremely challenging, some sustainability is already visible, due to good collaboration with the authorities in a cross cutting way. The institutional capacity for acquiring funds from other donors is good. There is an uneven balance between the skills and remuneration among the staff members.</p>	<p>-Strengthen the planning with authorities and select strategic partners in order to increase sustainability, e.g. Afortalecer in education, WSUP in sanitation and an association of people with disability regarding the integration of disabled people into all project components. - Consolidate the human resources management (see point 9)</p>
<p><b>5. Impact:</b> Some short and long term impact is already visible in terms of self-esteem, quality of life, improved literacy and professional skills, positive behavior change in children, existence of role models, improved hygiene, increased HIV testing, improved skills among the volunteers etc.</p>	<p>- Invite the other associations working in Chamanculo for joint planning and harmonization in order to enhance the achievement of positive changes in the community. As to non-beneficiaries, carry out a joint study together with other associations in order to analyze the situation and future actions.</p>

<p><b>6. Youth Participation:</b> There is active participation from youth and children and the issue of human rights is better understood. The capacity building of the staff in terms of human rights has been appropriate but the results of the activities are not reported.</p>	<p>-Improve the information about each component for beneficiaries and new participants in general, and mobilize them to participate more actively in the planning and decision making, e.g. regarding the information of the most needed activities. A Youth Forum could be facilitated in order to strengthen the empowerment of children and young people. - Report more clearly about the qualitative aspects of youth participation, especially regarding their human rights.</p>
<p><b>7. Gender and vulnerable groups:</b> The project includes both genders but focuses more on women as they are more vulnerable. The disabled people have not yet been integrated into the program.</p>	<p>- The proportion of men and women should be taken into account better also among the employees. - Regarding the adult literacy courses specific male groups could be created. - It is strongly recommended to involve more participation of male beneficiaries in the sanitation component as well as in HIV and AIDS sensitization by using male volunteers as peer educators. -Analyze the need to strengthen the support given to single mothers even more, e.g. launching 'xitique'. -Integrate the disabled people into all project components, by collaborating with an association of people with disability.</p>
<p><b>8. Cooperation between partners:</b> The partnership is reliable, transparent and flexible, based on the same concept 'from youth to youth'. The empowering strategy of the ODW has given more credibility and capacity for ASSCODECHA.</p>	<p>-Select the Finnish volunteers more strategically in order to strengthen the program, e.g. in fund raising.</p>
<p><b>9. Project administration and capacity of ASSCODECHA:</b></p>	
<p><b>Financial administration:</b> Financial administration is considered to be on a solid base. The capacity of the financial officers has become significantly better and a specific bookkeeping package is now in use. Auditing the accounts has given more capacity and credibility for the association.</p>	<p>-Facilitate the administration by using the same audit company for three consecutive years. The costs could be paid directly by the project administration instead of in Finland. -Facilitate the administration by carrying out procurement in key areas in the beginning of the year, using the same suppliers throughout the year. The monetary limits for tendering agreed with ODW should be followed. -Strengthen the financial administration further by continuing with capacity building in Primavera program. -Strengthen the capacity of the technical staff by including them in the planning of the budget throughout the fiscal year. Include the monitoring costs in the budget. - Strengthen the financial autonomy by new innovative fund raising ideas; IT courses, community radios.</p>
<p><b>Program administration:</b> Good teamwork, commitment, mutual support, dynamism and creativity are some of the factors that influence the efficient</p>	<p>-Strengthen the capacity of the staff members by arranging training for the staff members in planning and reporting, in terms of qualitative indicators, gender disaggregated data, structured quantitative indicators and analysis of the results. The action plan should include</p>

implementation of the project positively.	<p>the time spent for internal planning and reporting.</p> <ul style="list-style-type: none"> <li>-Strengthen the capacity of the staff by training of community development, new work instruments and English lessons.</li> </ul>
<p><b>Human resources management:</b> On the one hand, lack of clear information in relation to execution of activities and last minute changes of orders by the superiors and, on the other hand, weak level of obedience by the employees are some of the factors that influence the implementation of the project negatively. The work hours are not kept and the staff members do not inform the reasons when absent. Rapid changes among the technical staff weaken the overall capacity of the association.</p>	<ul style="list-style-type: none"> <li>- Strengthen the rights of the staff by following the labor law in terms of employment contract, vacation, compensation for extra hours etc. and strengthen the rights of the employer by filling in relevant points about obligations of the workers.</li> <li>-Strengthen the institutional capacity by elaborating an internal regulation system, including both benefits and obligations, and control its execution. One staff member could be trained in human resources management.</li> <li>-Include all the staff members in the manual of procedures and clarify the tasks of everyone.</li> <li>- Analyze the performance, needs for training and salary level of each staff member, especially regarding the new challenges due to other donors.</li> <li>-Consolidate the association by paying more attention to the amount of tasks carried out by permanent staff members vs. volunteers, in order to avoid exploitation among the latter and gain continuity in general terms as the volunteers are often changed.</li> </ul>
<p><b>External and internal communication:</b> Internal communication and team work is considered positive but the communication between the different hierarchical levels is weak. External communication is a challenge in an environment where people do not have access to Internet and there is fast migration of residents.</p>	<ul style="list-style-type: none"> <li>-Strengthen the internal communication by establishing a separate forum for the staff, board and members of the association for better reflection on matters related to the organizational capacity. Day-to-day internal communication could be improved by e.g. instant messaging or another online system.</li> <li>-There is a need for an external communication strategy in order to make ASSCODECHA more visible outside. This could be done by printing leaflets and posters, and through a community radio. Learn about the experiences of existing community radios, e.g. through FORCOM, a network of media and communication.</li> <li>-Divulge the experiences on good practices and lessons learned to other stakeholders.</li> </ul>
<p><b>Project components</b></p>	
<p><b>Professional training:</b> There are good results in terms of expected results but the traineeship and permanent employment depend on external factors.</p>	<ul style="list-style-type: none"> <li>-Improve the planning and coordination together with the professional training centers and analyze the results of the employment opportunities in order to invest more on branches with higher chances for permanent employment. Study a possibility to create a model of cooperation between ASSCODECHA, employers and youth in which ASSCODECHA would support employers for an additional six month period after the initial three months. The company would pay a minimum salary to the young employee and ASSCODECHA would pay half of it to the employer. The employee would gain valuable experience and the employer would have trained a competent worker that it would be less likely to lay off after the traineeship period. These extra costs could be compared with the previous training costs where the youth has not been successful in finding an employment.</li> <li>-Increase the number of potential employers using information</li> </ul>

	campaigns through (community) radio, spots, and telephone contacts with big companies etc.
<p><b>Education support:</b> The support for children in education, both in educational and material terms, has had good results. However, how to involve inactive parents and reach more sustainable results is a challenge. The representation of women is relatively much higher than of men in the adult literacy courses.</p>	<ul style="list-style-type: none"> <li>- The statistics regarding the children repeating the education support and the information of the children in relation to their progress should be improved and shared with the school authorities. Analyze whether the beneficiaries really consist of the most vulnerable children.</li> <li>- Elaboration of terms of responsibility in the same way as in the sanitation component and regular meetings with less active parents could help to improve the parents' involvement.</li> <li>- Study how to include children who are school dropouts into the activities.</li> <li>- In the adult literacy classes, deepen the knowledge of the participants by learning about Reflecte program experiences and include human rights questions in the teaching material.</li> <li>- Collaborate with other associations, e.g. with Afortalecer, in terms of training of teachers at the schools in Chamanculo.</li> </ul>
<p><b>Youth component:</b> There are a lot of activities available for children and young people at the center. The participation is active and new skills are acquired, also socially.</p>	<ul style="list-style-type: none"> <li>-Increase the number of young people not previously involved, and at risk of social exclusion, in the activities by addressing them through their own interests, organizing workshops together with some well-known Mozambican rap or hip hop artist and e.g. open up a song competition.</li> <li>-Repeat the art and design workshop for children during the school holidays as this was seen as an excellent way of activating children and given more visibility for the association.</li> <li>-Move the planned CAP study on HIV and AIDS to 2016 in order to analyze the impact of the program better.</li> </ul>
<p><b>Sanitation component:</b> This component has gained a good level of sustainability in a short time in terms of continuation of activities through community leaders and beneficiaries.</p>	<ul style="list-style-type: none"> <li>- Strengthen the sensitization and responsibility of beneficiaries, and demand more accountability from the construction companies verifying the quality before handing over the sanitation blocks. The good experience from Chamanculo C could be used as an example in forming co-responsibilities.</li> <li>-Establish collaboration and harmonization of the activities with WSUP directly and indirectly through the authorities of the <i>bairro</i>.</li> </ul>
<p><b>Lobby and advocacy:</b> The collaboration and coordination have mainly been very good with authorities other organizations and actors but there is still space for improvements in order to gain more sustainability and ownership as well as impact in Chamanculo as a whole.</p>	<ul style="list-style-type: none"> <li>- Analyze and define the indicators and activities, as well as reporting, more clearly.</li> <li>-Establish strategic partnerships in order to better respond to project objectives, e.g. regarding the disabled people.</li> <li>-There should be feed-back from the different studies carried out by university students in Chamanculo, for ASSCODECHA to benefit from them.</li> </ul>

## 5. LESSONS LEARNT AND GOOD PRACTICES

- ODW placed trust and confidence on ASSCODECHA in relation to the financial administration which has strengthened the capacity of the association. The annual audits have been a good learning process and given them more credibility in the eyes of other potential donors.
- Collaboration and coordination with the leaders – secretaries, *chefes de quarteirão* and other authorities – gives the project more sustainability and better impact of long term activities
- The way volunteers from different countries have been integrated into the activities and used regarding their own specific capacity areas has been highly beneficial for the association, in both the ODW project as well as in other activities. There are positive examples on multicultural collaboration and exchange of experience which has given more visibility and credibility for ASSCODECHA.
- When there is a change in staff or among the volunteers there is a need to have a longer transition period for handing over the responsibilities for the successor. This has been done but not yet a rule.
- The method of gathering information by volunteers among the direct and indirect beneficiaries in the communities is considered reliable and useful.
- Literacy classes organized in the market for elderly women was the most convenient way as they can study close to their work place and do their homework at the spot. Without this arrangement their participation had not been possible.
- Defining the upper age limit of the target group to 30 years in the professional training component proved to be a very good strategy as at an earlier age it is more difficult to know what one wants from life.
- The change of plans regarding the sanitation blocks was the correct one, from the one-family improved latrines to bigger blocks for various families. In addition, the experience from the first block led to sensitizing the beneficiaries more profoundly before the work started in the second block, leading to more sustainability.
- The students from the Pedagogical University in Maputo have carried out some studies regarding the situation in Chamanculo. This has been seen as useful for both parts but there is need to get more feed-back about the results and conclusions in order to put them into practice.
- Even if the project targets both genders it is still difficult to get more men involved in the activities that aim to improve the general living conditions. Peer education and mobilization is needed in order to get better gender balance in the contribution of the residents in relation to gender.
- Some young people have been used as trainers after their own training period.