

END OF PROJECT EVALUATION REPORT JANUARY 2008

INTEGRATED & DECENTRALISED INFRASTRUCTURE
SERVICES PROJECT
FOR FLOOD DISPLACED COMMUNITIES IN MASSANGENA AND
CHIGUBO DISTRICTS IN MOZAMBIQUE



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List of Acronyms

ADB	African Development Bank
ADCR	Association for the Development of Rural Communities
CBM	Community Based Management
CBO	Community Based Organization
CD	Capacity Development
DF	District Facilitator
DFID	Department for International Development
DWSSC	District Water Supply and Sanitation Subcommittee
EIA	Environmental Impact Assessment
EU	European Union
GTA	Environmental Working Group
HQ	Head Office
IDISP	Decentralized Integrated Infrastructure Services Project
ITDG	Intermediate Technology Development Group
MCO	Mozambique Country Office
M&E	Monitoring and Evaluation
MTBF	Mean Time Before Failure
O&M	Operation and Maintenance
PA	Practical Action
PHHE	Participatory Health and Hygiene Education
PM	Programs Manager
PME	Planning, Monitoring and Evaluation
RBM	Results Based Management
RVA	Risk and Vulnerability Assessment
SA	Southern Africa
SIDA	Swedish International Development Authority
UNICEF	United Nations Children's Emergency Fund
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
WB	World Bank

EXECUTIVE SUMMARY

In response to the February 2000 Elnino induced floods that hit the Gaza Province of Mozambique, Practical Action Southern Africa, with funding from the Baring Foundation came up with the Integrated Decentralized Infrastructure Services Project. The project was implemented in 3 Districts of Massangena, Mabalane and Chigubo. It ran from 2004 and became due for completion in December 2007. In December 2007, an end of project evaluation was commissioned. This executive summary presents the major findings and recommendations of the study.

Key findings

Project impacts

Water and sanitation sector: The Practical Action WATSAN intervention model hinged on rehabilitation of water points, setting up and training of community based water point committees , training and equipping of village based mechanics, promotion of safe waste disposal systems as well as participatory health and hygiene education.

- In line with this model 5 and 3 bore-holes were rehabilitated in Massangena and Chigubo Districts respectively.
- At each rehabilitated water point, gender balanced water point committees were set up and trained on various aspects of CBM in Chigubo (3) and Massangena (5) Districts respectively.
- To further strengthen the WATSAN CBM model, 5 pump minders were recruited, trained and further equipped with tools and spares for performance of their routine maintenance functions.
- All water points crafted by laws to govern sustainable, health and hygienic water resource use.
- Effective mechanisms for revenue collection to support borehole maintenance were found in place.
- Water points had varied innovative mechanisms of user revenue collection (either charges between 5 and 10 mt to every user on each visit to a water point or between 150 to 200mt, monthly)
- WATSAN interventions had significant environment, public health and socio-economic impacts.
- The first and foremost impact was expansion of water supply coverage which came with the obvious benefit of de-congesting water resource use pressure at water points.
- During the period under review, water supply coverage increased tremendously from 5% or 660 households out of 13 200 households (Chigubo) and 15% or 1680 households out of 11 200 households (Massangena) Districts to 45% or 5 940 households and 65% or 7280 households respectively.
- Distances to the nearest water source were reduced tremendously from an average of 5km in all districts to 3km and 1km in Chigubo and Massangena districts respectively
- Time devoted by women and the girl child to the community and gender role of water collection was reduced phenomenally from an average of between 1hr and 2 and half hrs in all Districts to 25 minutes in Massangena and 45 minutes in Chigubo Districts respectively
- Correspondingly, water quality improved from very poor at baseline stage but achieved an acceptable rating in Chigubo and satisfactory rating in Massangena Districts respectively due to project efforts.
- Increased water supplies achieved in Massangena District had the positive down stream effects of supporting multiple uses of water e.g. brick molding, stove and building construction.
- An effective and efficient WATSAN CBM model was further evidenced by reduction in borehole down time period from an average of between 3 months and 4 months to an average of 2 weeks and 1 week in Chigubo and Massangena Districts respectively.
- Positive health , hygiene and sanitation behavior changes were reported and observed due to Participatory Hygiene and Education Training (PHHET).
- Behavioral change related practices had to do with personal hygiene practices, site and home cleanliness, home practices to improve water quality as well as water transport and storage. e.g. 65% (Massangena) and 68% (Chigubo) of families reported that they boiled water before consumption, 88 % (Chigubo) and 76% (Massangena) reported that they washed their hands with ash, soap and water before preparing and saving food.
- PHHET reached 90% and 86% families in Chigubo and Massangeni Districts respectively against a target of 65% Massangena and 60% Chigubo District of families in the two respective districts.
- Community access to safe waste disposal systems or improved toilets remained low in all districts.
- In Chigubo saline levels at 2 water points rendered the water points unfit for domestic human consumption save for washing and other domestic uses.

Energy Sector Impacts: The energy sector intervention model was centered on setting up CBOs and delivering capacity to them in order to manufacture and maintain three clay stove prototypes (mobile clay stoves, kitchen fixed stoves and outside kitchen fixed stoves).

- 2 CBOs of membership of 8 women set in Massangena and 1 CBO was set up in Chigubo with 12 members.
- Over 262 out of 11 200 households in Massangena District and 92 households out of 13 200 in Chigubo District are now users of improved stoves .
- The users of this new technology are enjoying the benefits of a smoke free kitchen environment
 - and reductions in fuel wood per capita consumption,
- For users of improved stoves, wood fuel consumption per capita reduced from an average of 1 scotch cart per month (family of an average size of 5 members) to 1 scotch cart in 3 and ½ months
- Fuel wood collection trips (for those carrying on the head) reduced from 15 trips to between 3 and 5 trips per month. .
- The low up take of this technology is related to the insignificance of the wood fuel energy crisis in both Districts. Put simply, there is no wood fuel energy crisis in both districts under study. The baseline study ill-defined and assumed a fuel energy crisis that later proved to be a fallacy.
- However, improved stoves have economically empowered women who have reported income streams ranging from 1200mt to 2800mt.monthly from the construction of fixed stoves. In the process, women have also been socially empowered as they now belong to dynamic social networks and associations.
- By the time of this evaluation the CBO participants had literally abandoned production of mobile stoves which had been marked by 100% failure rates in both Districts (150 Massangeni, 25 Machailla), due to inappropriate soils. Fixed stove production continued sluggishly.
- Floods that came with the advent of the rainy season, diminished the outside fixed stoves population ()
- Low overall community patronage of standard kitchens in both districts had a frictional effect on the rate of stove uptake as most community members felt that they would only consider adopting the improved stove after they had achieved to upgrade their kitchens.
- Wide spread income and food poverty also militated against stove uptake as limited disposal incomes prohibited communities from investing in the stoves.
- The improved stove assumed a symbol of community socio-economic class rather than a basic necessity.
- 8 participants in Massangena District and 3 Chigubo reported crossing floors to Shelter sector activities were they perceive are better business opportunities compared to the energy sector.

Shelter sector impacts: The shelter sector intervention model was centered around developing and promoting flood proof shelter models, setting up shelter sector CBOs and delivering capacity to them in order to manufacture building materials and construct dwellings both for themselves and the wider community.

- The shelter interventions have revolutionized local building technology with the obvious benefits of improving the quality of life, living standards, beauty and aesthetics of the built environment .
- At baseline stage ,the whole community had houses under pole , dagga and thatched grass, and by the time of this evaluation 10 and 15 household population had houses under brick in Chigubo and Massangena Districts respectively.
- Some active CBO members are now economically empowered and now earn an average income of between 500 mt and 1200mt per month from construction piece jobs and to an extent from sale of building materials in all Districts.
- Over 40 000 bricks were molded in Chigubo and Massangana Districts and used to construct institutional , private and community infrastructure .
- The communities in both Chigubo and Masssangena Districts benefited as nurses houses, an irrigation canal, a disaster management centre, 8 improved toilets, 2 private business units etc were constructed by project participants.
- Project participants have further demonstrated capacity as the DA has at one occasion invited them to offer train services to communities in other Districts.
- In Massangena District, CBO participants have been offered a stand to construct a structure which they intend to use as a restaurant in order to raise funds to support the CBO activities.
- However, Shleter CBOs in Massangena and Chigubo District remain weak from an institutional vantage point. Inherent weaknesses have been observable in the areas of governance, leadership, fund raising, revenue generation , conflict resolution/ management and financial management.
- From a technical point view the CBOs are not adequately equipped resource wise to undertake sizable construction operations. The survey noted that 100% of the CBO participants were under-equipped with only a trowel and spirit level in their resource inventory.
- 5 trained CBO members in Massangena District and two in Machailla have left the communities to neighboring towns were they feel better opportunities exist for a commercially viable construction service.

- In Massangeni District, an atmosphere of tension , conflict and distrust prevailed between CBO executive members and ordinary CBO members who feel the executive had failed to discharge its mandate. Low and inconsistent membership monthly subscriptions and low meeting attendances have manifested as the consequences.

Practical Action partner and CBO capacity building strategies;

The capacity building models involved training of Staff, workshops, exchange visits and practicals ,

- Partners received technical training (covering CBM, Shelter, Energy, WATSAN issues) including issues on business and marketing .
- The training programs were delivered to participants from GTA and ADCR officers who later with assistance of hired resource persons delivered the same training to CBO s.
- At CBO level, each received 2 training sessions that covered both theory and practice and model houses and stove kilns and samples were constructed in the training process.
- For PA, working with local partners (GTA,ADCR) and CBOs proved to be a cost effective strategy.
- Local partners commanded a sound understanding , knowledge and experience in working in the project areas which they brought to bear in the IDISP.
- In addition, Local partners had the human, material or hardware resources to argument those of Practical Action and had related projects to achieve synergies with those of Practical Action.
- However, during the course of the project, partners were rocked by high staff turn over (GTA resignations and or dismissal of two key project staff and ADCR lost a key staff member).
- Two Practical Action staff based in Mozambique who had been instrumental in project design and formulation left the organization prematurely at the early phases project roll out.
- Their departure dealt a great blow to the project as it both amounted to loss of skills invested and derailed implementation progress at the same time.
- Both partner and CBO CD models were in holistic, not comprehensive or non iterative .
- CD of partners was largely of the “software” type e.g. training, workshops, exchange visits.
- No form of hardware support was rendered to partners e.g. Information, Communication Technology (ICT) or vehicles etc.
- Capacity development was of the “one off” fashion whether training or workshops.
- In both cases of CBO s and partners, CD emphasized human capacity development centered on selected individuals and totally ignored institutional development matters.
- Partners GTA and ADCR have demonstrated that they have gained from CD initiatives and are better prepared and equipped for future similar disaster responses as exemplified by the number of projects they have began to propose in similar areas.
- For instance, ADCR has also already come up with a proposal to support 3000 families in Chibuto who now face displacement owing to a proposed massive mining venture.
- Not enough capacity has been delivered to CBO s especially those in the Shelter and Energy sectors. Shelter sector CBOs in both districts are not adequately equipped with hardware resources to handle serious construction undertakings. Neither do they exhibit financial, leadership/ governance, fund raising , revenue generation, conflicts resolution and business planning and contract generation capabilities.
- On the contrary, WATSAN sector CBOs, have demonstrated adequate technical, organizational and managerial capabilities to effectively operate and maintain water points.

Key recommendations

The evaluator, basing on impacts observed across service sectors (energy, WATSAN, shelter), recommends the following measures, actions, policies and strategies to be observed by Practical Action when planning, designing and implementing future infrastructure services interventions.

Partner and CBO Capacity Building Strategies: The evaluator recommends that Practical Action commits itself to emphasizing capacity and performance as results that are essential to achieving sustainable infrastructure services delivery. Changes are required in implementing the policy and strategy. To that effect observe these measures.

- Carryout a needs assessment of partners and CBO capacity needs and base CD on those.
- Adopt a systematic, continuous and holistic approach to CD. Human capacity development is critical yet not panacea, therefore capacity build CBOs, partners beyond human or technical skills.
- Make institutional development an integral part of the CD agenda .
- To that effect, CBO training to cover aspects on: governance, leadership development, team building, conflict resolutions, financial management, strategic planning and management, programs, projects and process management, etc.

Strengthen monitoring, supervision , follow up and exercise control on CD of partners and CBO initiatives. To that effect:

- Partners required to set up a full fledged M&E portfolio or at least to build in M&E functions in the key result areas of another existing staffer.

- Identify appropriate and adequate performance and impact indicators at project design and formulation stage to facilitate future monitoring and evaluation.
- Design and implement a stakeholder driven-participative planning, monitoring and evaluation framework plan. Develop monitoring tools e. g. forms to standardize reporting.
- Capacity builds CBOs, partners and stakeholders on how to operationalise and implement the PME system as well as the monitoring tools.

CD must get top leadership commitment by PA, including a conscious corporate effort to maintain CD strategies. To that effect,

- Learning networks to be formed to spread knowledge and skills on CD throughout the organization. A range of partnerships focused on CD outside Practical Action to be established.
- For Practical Action to take its commitment to CD seriously, a thorough review of its internal skills, weaknesses, processes and incentives must be done as part of an overall strategic planning process.
- To capacity build CBOs recruit a full-time training specialist to ensure a continuous iterative training delivery methodology.
- Put in place a system of study circles to ensure the continuity and effectiveness of training delivery.
- In the medium to long term, support and facilitate CBOs to form a national association with a stand-alone secretariat for effective lobby and advocacy of CBO activities.
- Develop standard training manuals preferably in vernacular to standardize training delivery.
- Develop and design project implementation manuals or guidelines to provide guidelines for NGO partner field staff in handling field operations.

Addressing water and sanitation response challenges: Improve community water supplies by: introducing new and innovative water conservation techniques e.g. rain water harvesting.

- Encourage water point committees near saline water sources to procure chlorine so as to chlorinate water and keep it within acceptable saline levels.
- The sanitation program to include some hardware form of support to add to the package of PHHE. This could be in the form of some few bags of cement to targeted households.
- A model sanitation facility to be designed and promoted. This could for instance be a Ventilated Improved Pit Latrine (VIP) which in Zimbabwe has been widely adopted by NGOs in the sector becoming a trade mark of most sanitation responses.
- There is also need for integrating shelter projects with sanitation components so as to harness both skills and construction material to bear on the project.

Technological transfer strategies: Integrated development projects are a solution to improving livelihood options. Supporting other projects that promote income generation is key to improving livelihoods and ultimately promoting uptake of new technologies. Market support programs are essential to influence “markets to work for the poor”

1.0. INTRODUCTION AND BACKGROUND

In February 2000, Mozambique together with the rest of the countries in Southern Africa were hard hit by a serious flood, Cyclone Eline. The floods destroyed people's livelihoods within Mozambique especially the Gaza province. The floods caused loss of human life; livestock; property and houses/shelter. Most families lost their asset bases and other possessions. Livelihoods were destroyed completely. Practical Action Southern Africa at the end of 2004 responded to the crisis through long term livelihood centred interventions. This was to be achieved by or through partnerships with local NGOs who in turn would form CBO s. The CBO s would ultimately deliver services to communities. The project was scheduled for completion in 2007. Practical Action made the deliberate decision to direct their effort and resources in 3 district of the Gaza Province, namely Chigubo District; Malabane district and Massangena district.

The project goal was to improve the livelihoods of flood-displaced communities through locally managed and provided basic infrastructure services, as a solution to long term development needs. Improving access to suitable shelter, water and energy and implement integrated infrastructure service interventions for the benefit of flood-displaced communities. The project became due for an end of program evaluation in December 2007. It is against this background that Practical Action Southern Africa flouted a tender to solicit for the services of a consultant to conduct an independent external terminal evaluation. The TOR defining the scope and objectives of the review are found in Annex 1.

1.1. Objectives of the report

This report is an independent, objective external assessment of the Integrated and Decentralized Infrastructure Services program implemented by Practical .Action. Through its partners GTA and ADCR, and CBOs in communities of Chigubo District and Massangena for the total project life years of 2004 to 2007 As a summative evaluation, this report is all inclusive, comprehensive and detailed an account of the IDISP.

1.2. Organization of this Report

Section 2: Presents methodology and processes

Section 3: presents and analysis findings

Section 4: Presents lessons learnt conclusions and recommendations

2.0. SURVEY METHODOLOGY AND PROCESS

2.1. Research instruments

The survey employed a multi-method of inquiry. Both qualitative and quantitative data was gathered. The following tools were used.

Key informant interviews

The survey widely consulted with stakeholders. To that effect, traditional, elected leaders, VPMs and PHHET were interviewed. They provided valuable information on the project outcomes and impacts.

Household questionnaires

In both districts household surveys were conducted. They captured data on household fuel wood energy, WATSAN and improved stoves. The surveys considered both control and treatment groups in order to produce data for comparison.

Structured interviews

These were conducted with CBO executive members, representatives of NGO development partners and community leadership.

Transects walks in association with passive observation

The evaluator had an opportunity to walk around the project area and observe first had projects either completed or in progress. Research assistants as part of the household surveys had an observation check list to note and observe health and hygiene behavior practice changes.

2.2. Sampling Design

Two sampling prototypes were used. These are:

- ❑ **Simple systematic random quota sampling** for the structured household questionnaire in Machailla and Messengena district. The project was carried out in only two villages of varied sizes. The average size of each village was 100 households. It was thus assumed that the total survey population was 200 households. A sample size of +10% was desired culminating in the settlement on 20 households. Households were considered as either control or treatment groups by virtue of their participation in the three sectors of project intervention.
- ❑ **Purposive Sampling:** The second sampling prototype widely used was the purposive (non random) sampling method where the research audience was pre-determined. These related to the following research activities / outputs: Case studies, key informant interviews, focus group discussions, passive observations, photographs and semi-structured interviews.

2.2. Training of Field Enumerators

The recruitment of field enumerators was done in Messengena district. The interpreter / research assistant to the consultant helped in both the process of recruitment and subsequently training. In Messengena district – field enumerators conversant with the Shangani vernacular were mobilized and trained. The training was led by the consultant; with the interpreter spearheading the interpretation process.

2.3. Data Collection:

Field work started with the team mobilizing targeted audiences, drawing the necessary samples per design guidelines inter alia. The enumerators were deployed to various areas and given 3 days to complete the task. 5 enumerators were each given 4 x 6 paged questionnaires interpreted in vernacular language (Shangani). The consultant took full responsibility for other survey processes such as key informants interviews, structured interviews, observations, case studies and participatory review workshops. Data collection quality control was exercised by the consultant himself.

2.4. Data Processing

The process involved the following activities: Questionnaire coding, data entry and verification, data cleaning, data processing and analysis.

2.3. Strengths and Limitations of the Survey

2.3.1. Strengths

The size of the sample ensured that the results were representative and reliable. The extensive nature of the consultative process ensured that all stakeholders' views were captured resulting in balanced and 'rich findings'. The use of local enumerators down played language barriers and made the data collection process swift, efficient and effective. Quality control exercised by the consultant from data collection through to processing ensured that the outputs and basis for reporting was both reliable and valid.

2.3.2. Limitations of the Study

The timing of the study posed several teething logistical and challenges to the team. The survey coincided with the rainy season. They were persistent down pours which either obstructed interview proceedings or interfered with scheduled meetings resulting in delays on the field programs. In addition, the state of the roads was terrible as the predominantly dust roads were slippery or under flood.

3.0. FINDINGS AND ANALYSIS

This chapter presents, discusses and analyses major findings of this end of program evaluation study. It is organized into 5 sections:

Section 1: Achievement of planned objectives.

Section 2: Project Impacts

Section 3: Unexpected project outcomes

Section 4: NGO capacity development effectiveness

Section 5: CBO capacity development effectiveness

3.1. Achievement of Planned Project Outputs

This part of the report re-visits the project planned outputs with the view to assessing results achieved. The IDISP which was rolled out in 2004 and is terminating this December 2007. The interest of this end of program evaluation is to take stock of the quantity and quality of outputs delivery to date in comparison with planned outputs. The discussion focuses on 6 outputs expressed in the project proposal.

- An understanding of infrastructure service needs and vulnerability of displaced communities established.
- Practical Action Southern Africa's capacity to implement projects within disaster prone environments and to decentralize its operations within the southern Africa region enhanced
- Capacity of NGO partners in planning and implementing decentralized infrastructure services in floods displaced communities enhanced.
- relations between communities, their representatives and service providers improved.
- community access to infrastructure provided
- project lessons documented and disseminated.

3.1.1. An understanding of infrastructure service needs and vulnerability of displaced communities established.

The evaluator revisited project pre-planning or preparatory processes and made an observation that through partners, GTA and ADCR, Practical Action had undertaken baseline cross sectional surveys in the communities of Chigubo and Massangena. The surveys served two purposes:

- as tools for community needs assessment
- As tools to explore, identify and analyze community vulnerability and floods hazard risks.

The evaluator is of the view that Practical Action achieved to identify the needs considered both critical and pertinent in the eyes of the floods displaced communities forming a sound basis of analysis of community needs.

- The practical needs prioritized were as follows: access to safe and portable water, flood proof or resilient shelter, fuel wood energy, Improved cooking stoves, incomes to support livelihoods and safe waste disposal systems.
- These strategic needs were identified and prioritized as a way of achieving the above practical needs. (Borehole rehabilitation, Institutional development of CBOs, business, marketing and technical training .
- Vulnerability assessment determined buildings, facilities and Infrastructure in terms of building types, construction materials (in this case, pole dagga, and grass thatch), foundation types and elevations including locational factors with a special floods hazard area.
- However, the evaluator is of the view that environmental impact issues were not addressed in these assessments.
- The understanding of the needs of displaced communities has enabled Practical Action to continuously review programming so as to make informed decisions on developing better project implementation strategies. Enhanced understanding of displaced community needs and capacity building of partners has led ADCR to develop a proposal to work with 3000 families in Chibuto who are currently threatened by another form of displacement to give way to the titanium mining operation. The relocation of people will be accompanied by infrastructure provision.
- Knowledge and experience acquired has also helped the organization to conduct an informed design under operation *Murambatsina* in Zimbabwe.
- An EC funded food security project being implemented by PA in the same area, has benefited from technical knowledge from the project team. The structural analysis designs for the floods damaged 50 HA irrigation scheme in Massangena District which the project rehabilitated were done in "recognition of floods proofing as a long term structural intervention.

3.1.2. Practical Action –Southern Africa's capacity to implement projects within disaster prone environments and to decentralize its operations within Southern Africa Region Increased

3.1.2.1.: Improved project implementation capacity

Practical Action is relatively new to the area of disaster risk management as well as working with partner NGOs in implementing development projects. During the period under review, the evaluator is of the considered view that Practical Action demonstrated increased capabilities to implement projects within disaster prone environments.

- As part of the preparatory process to implementing the IDISP, Practical Action sent 2 officers from the unit for training in Cape Town to attend a short term course in the area of disaster risk management to equip them with the skills to effectively manage disaster response projects.
- Practical Action continued to offer skills upgrading opportunities for its staff through workshops and seminars facilitated by experts drawn from a number of related institutions .
- Staff had performance appraisal systems and development plans to assess and respond to emerging issues and demonstrated a commendable ability to reflect, learn and innovate.
- Effective strategic and operational planning for the IDISP was demonstrated including performance oriented policies and procedures were both designed and implemented to guide both it and partners and had there had been clear division of roles, responsibilities and authority within Practical Action and amongst IDISP project partners.
- Lessons of experience from implementing the IDISP have been drawn and shown to have learnt from both successes and failures and applying the lessons learnt.
- Policies, systems and procedures have shown to have been dynamic – undergoing continual assessment and redesigning. In addition, it has also shown to have been continuously changing processes to respond to new needs and opportunities.
- One area in which it has shown increased capacity is the area of linkages and networks. This has translated to efficient and effective project implementation. As in previous cases, both operational and adaptive capabilities have been demonstrable. In addition, it has been seen to have managed to involve stakeholders in planning and review to get their inputs in decision-making.
- Due to the collaborative nature of the IDISP, Practical Action has been able to find common ground between its organizational goals and those of development partners (GTA / ADCR). In addition, it has been able to develop many other links with government departments, local authorities with the view to addressing changing needs and opportunities

3.1.2.2: Decentralization

Practical Action as part of its regionalization drive has adopted a hybrid model of decentralization that borrows and blends features of delegation and devolution.

- In Practical Actions model, decision-making authority was transferred territorially and administratively from Practical Action's regional HQ in Harare to the country and field offices in Mozambique within the same organization.
- Within the Mozambican country office, Practical Action has identified, selected and contracted agencies and given them decision-making authority over the IDISP.
- Further to that, cooperating agencies have formed CBOs and further delegated them with decision making authority.
- To further enhance its presence, Practical Action has set up district sub offices in Massangena and Chigubo districts. These districts offices are under the guidance of district facilitators. These are there to represent the interest of Practical Action at the lowest levels of communities.
- Decentralization achieved equity, quality and efficiency in service provision. Devolution is considered to have brought better quality of results in the IDISP. This has been achieved by strengthening the Mozambican country office and improved the capacity of its staff to implement appropriate policies and strategies that are conversant with Mozambican conditions and realities.
- An important impact of devolution on quality has been through the increased experimentation and innovation it has offered to the MCO.
- Delegation has offered somewhat larger possibilities of improvements in the IDISP delivery quality as it has brought decision-making powers right to the grassroots communities in Massangena and Chigubo districts.
- Stakeholders and communities have participated in planning, implementation, monitoring and evaluation. This has had an effect of making the project:
 - relevant to community needs
 - it has given the communities both a sense of responsibility and ownership
- Devolution has increased accountability and efficiency in the IDISP by reducing or shortening the distance between the beneficiary community and playmaker. The shortening of the distance has arguably increased the voice of communities.

3.1.3. Relationships between communities, their representatives and service providers improved.

This thematic evaluation is a review of relationships between communities, their representatives and service providers during the period under review. The evaluator considers this output achieved.

- Bottom up planning approaches adopted at project design and conception brewed an atmosphere of mistrust and suspicion between the project as well as community institutions.
- Government agencies, community institutions and organizations were peripheralised in the decision making process and regarded the project not as theirs
- Communities considered the projects and their activities as “GTA” and ADCR” affairs.
- Participatory implementation approaches adopted by GTA and ADCR resulted in a positive turnaround of relations.
- A number of workshops were conducted in the districts. The workshops drew participants across the full spectrum of the social and political divide. E.g. a stakeholder workshop held at Xai Xai. The DA, representatives of government department and agencies, local elected and traditional leadership, were participants at the workshop.
- In addition in each field visit, project officials were cautious to ensure that they took aboard community leadership. Project implementation modus operandi showed reverence and respect for local structures, institutions and organizations.
- The work with CBOs ensured that the IDISP had greater interface with communities.
- Gradually, thanks to stakeholder focused and participative approaches bridges in relations were built. Effectively, community leadership began to view IDISP as their project. Communities and public sector agencies first changed attitudes and began to identify themselves as partners with Practical Action in the development process. Unity of purpose and vision was achieved and forged toward the agenda of community development.
- IDISP forged mutually beneficial partnerships with service providers’ .The CBM concept was introduced to heads and representatives of government department as well as partner NGO’s so as to engage every one at District level during the community capacity building processes. 17 participants were present; 6 from Chigubo District; 7 from Massangena District and 3 from ADCR and 1 from the provincial offices of Agua Rural (the government department responsible for rural water supply, which is not represented at the district level). At Michaela and other sites Aqua Rural began a process of rehabilitating boreholes. The Ministry of health partnered IDSIP in participatory health and hygiene education.
- There were constant updates to district officials and authorities. This helped to strengthen the relations between communities and their leadership, with the leadership having a greater sense of accountability to the community members. The District Administrator (DA) successfully lobbied for members of a shelter CBO to be engaged in an irrigation project. The project was a food for work project and it was implemented by the Christian Council of Mozambique (CCM) and funded by the World Food Program (WFP). Communities were beginning to recognize CBOs and in the process, 20 trained builders were awarded a contract to build canals, a pump house and a storage reservoir for an irrigation scheme built by EU under the (FSP) Food Security Project managed by Practical Action.

3.1.4. Project lessons documented and disseminated

- **Reports:** Partners GTA,ADCR produced monthly project progress reports, financial reports , Ad hoc field visit reports, annual reports, biannual reports to PA who in turn produced 3 annual reports and a Mid Term Evaluation Report (External consultant) to the Donor, Baring Foundation. The reports had a limited pre-determined audience of “passive learners”.
- **Seminars and Workshops:** Stakeholders’ seminars both in Zimbabwe and Mozambique were organized at both provincial and district levels drawing participants from NGOs, government departments, traditional , and elected community leadership. They reached a wider audience of stakeholders, generated a platform for both debate and discussion making the learning process more effective in contrast to reports whose readership audience was both exclusive and reduced to “passive learners”.
- **Field and Exchange Visits:** At project inception, GTA and ADCR came to Epworth , Harare, Zimbabwe on a mission to see first hand and learn from the Epworth experience on a successful shelter project . At community level , partners failed to successfully organize exchange visits between and amongst CBOs in Mozambique , costing them an opportunity to learn from each other.
- **Meetings:** A number of both scheduled and ad hoc meetings took place at various levels: Practical Action and partners, Practical Action, partners and communities, Partners, CBOs, Partners, CBOs and community leadership. The meetings complimented other learning tools, opening up new dimensions of understanding on the part of participants and they had the added advantage of reaching out to a wider learning audience.

- **Press and Media:** IDISP had limited encounters with the press save for a successful official visit to the irrigation project in Massangena by the President of Mozambique with the event enjoying wide print and electronic media coverage. The event had a wide impact, left a lasting impression and enhanced the visibility of PA and partners with respect to their work with floods displaced communities in Mozambique.
- **Newsletter and Publications, Leaflets, Brochures, Posters:** IDISP activities in Mozambique have no publication yet and the project has however just begun to appear in most recent newsletters albeit with limited coverage. PA participated in a successful provincial technology and science exposition in Xai Xai with the exposition providing P A with a platform to disseminate project lessons and show case their work / products in communities in Mozambique resulting in numerous inquiries and official orders.
- **Video Filming / Production of Documentaries:** A short video film or documentary on the project capturing conditions just after flooding, activities during project implementation and conditions after intervention was produced concurrently with this end of program evaluation report.

3.1.5. Community access to infrastructure improved

Achievements are presented sector by sector: WATSAN, shelter and energy.

3.1.5.1. The shelter sector: Improved access to both shelter and construction materials

Building Material Production and shelter construction: In Machailla village of Chigubo district there was notable progress with respect to uptake of burnt bricks and other promoted building materials.

- The building material intervention project had the effect of reducing communities risk and vulnerability to flood disasters as the brick houses are more resilient and can to some extent with stand storms and floods.
- The 2 model houses were put in place.
- At least 20 households in Machailla had embarked on production of farm brick and used the building materials to improve their own houses which were either complete or were at various stages of construction.
- The President of the Shelter Association at Machailla house was at an advanced stage of construction.
- In Massangena district CBO members had embarked on full scale brick production and new houses were constructed for both CBO and non CBO members.(15 in Massangena and 10 in Chigubo)
- A total of 40 000 bricks were produced and were to be sold to other community members.
- The CBOs also participated in improving other community infrastructure such as Irrigation scheme, nurse's houses, a center for disaster management and many other community infrastructure and private business.
- In winter season limited water supplies interfered with brick production in both districts.

3.1.5.6 Energy sector: improved access to improved stoves

- At baseline stage, 98% and 100% of the households interviewed in Massangena and Chigubo Districts used the traditional open hearth stove and other stove variations.
- The survey established that the rate of adoption was relatively higher in Massangena (77%) as opposed to Machailla (22%) surveyed households who adopted improved stoves.
- 100% or 150 improved mobile stoves failed structurally due to inappropriate soil types effectively bringing mobile stove production to a halt.
- Winter water supply shortages compromised the scale of fixed stove production.
- Low standard kitchen patronage amongst community members compromised uptake of the improved stove technology as most felt that they would only invest in one when after attaining a standard kitchen.
- High income and food poverty levels also militated against uptake of improved stoves as most were too poor to spare between 50 to 250 mt to invest in an improved stove.
- Abundance of fuel wood stocks in Chigubo meant that investments in improved stoves could not be justified as the technology was considered more of a luxury than a necessity.
- 2 CBOs of membership of 8 women set in Massangena and 1CBOs was set up in Chigubo with 12 members.
- By the time of this evaluation the CBO participants had literally abandoned production of mobile stoves which had been marked by 100% failure rates in both Districts (150 Massangeni, 25 Machailla), due to inappropriate soils. Fixed stove production continued sluggishly.
- Flooding in the rainy season diminished the outside fixed stoves population.

- Low overall community patronage of standard kitchens in both districts had a frictional effect on the rate of stove uptake as most community members felt that they would only consider adopting the improved stove after they had achieved to upgrade their kitchens.
- The improved stove assumed a symbol of community economic class rather than a basic necessity.
- 8 participants in Massangena District and 3 Chigubo reported crossing floors to Shelter sector activities were they perceive are better business opportunities compared to the energy sector.

3.2. Project Impacts

This section of the report discusses and presents IDISP project impacts or the long term changes brought about to the families, households and communities by the IDISP. In assessing the impacts the evaluator, deliberately takes a sectoral approach (energy, shelter, water and sanitation).

3.2.1. Shelter sector impacts

During the period under review, the shelter sector had begun to show meaningful socio-economic impacts.

Economic impacts: Shelter CBO members were economically empowered as was exemplified by:

- Monthly income streams ranging from 600mt to 1200 mt from either or both sale of building materials or construction jobs
- Regular and consistent piece jobs that came their way e.g. irrigation canal construction, Practical Action site office construction, nurses houses, institutional buildings and demonstration houses.
- 8 CBO members in Massangena reported realizing an average of 2 private contracts per months from their own initiatives e.g. private toilet construction, houses etc.

Social Impacts: New quality of life: The shelter project revolutionized building science and technology in the communities by introducing new building materials, new construction methods and techniques hence a better quality of life, higher standards of living and a visually aesthetic or beautiful built environment.

Social empowerment and flood proof shelter: CBO membership were socially empowered as they became part of a community social networks assuming a new social standing.

- The communities were equipped with skills and expertise to respond to similar disasters
- The houses constructed by the improved building materials were resilient to floods and storms and reduced community risk and vulnerability to such disaster.
- Production of stabilized blocks was boosted by the purchase of a machine and was expected to produce cost effective brick which was resilient to floods.

3.2.2. Energy sector impacts.

In the energy sector, the IDISP has significantly started to show positive impacts on a wide scale. This part of the report seeks to highlight some of the impacts of the IDISP on the energy sector. It will focus on social, gender, economic and environmental impacts.

- The users of this new technology are enjoying the benefits of a smoke free kitchen environment
- and reductions in fuel wood per capita consumption,
- For users of improved stoves, wood fuel consumption per capita reduced from an average of 1 scotch cart per month (family of an average size of 5 members) to 1 scotch cart in 3 and ½ months
- Fuel wood collection trips (for those carrying on the head) reduced from 15 trips to between 3 and 5 trips per month.
- Improved stoves have economically empowered women who have reported income streams ranging from 1200mt to 2800mt monthly from the construction of fixed stoves. In the process, women have also been socially empowered as they now belong to dynamic social networks and associations.

Social impacts: The evaluator established in the household survey that the women gender groups (mothers, girl child) have the responsibility of fuel-wood collection. Thus they carry the burden of collection of fuel wood.

- Community members who adopted improved stoves enjoyed the following benefits: Reduced time to walk to fuel wood collection trips, reduced frequency of fuel wood collection trips, The

- IDISP through the improved stoves project had the positive impact of redeeming the time that was locked in fuel wood collection obligations.
- That redeemed time was now invested in other productive activities. Women now had the time to bake bread, grow vegetables, mould bricks and brew beer. Gender roles of food preparation were also simplified and positively supported.
 - The stove has the advantage of easy ignition, it retains heat thus keeping food warm, it is smokeless and keeps kitchens smart. In a significant way, the project supported women in the performance of their gender roles of both, fuel-wood collection and food preparation.
 - Gender practical and strategic needs assessments reveal that women needed a stove to prepare food, knowledge & skills to construct stoves, a stove to heat water, knowledge & skills to maintain stoves, a stove to sell and earn a living including marketing, sales and business management skills. The project had a positive impact on the women's practical needs of preparing food, heating water and offering income earning opportunities through the sell of stoves.
 - The project addressed adequately strategic needs to support women in realizing their practical needs as the training workshops equipped women with the technical skills to both construct and maintain stoves. In addition to realizing the practical needs of commercializing stoves, the project offered business development, sales and marketing training skills as a strategy

3.2.3. Water and sanitation sector impacts

3.2.3.1: Baseline Conditions

- In Chigubo district, Machailla village a water crisis existed in the area as the community did not have access to safe water supply
- Villagers used a seasonal dam and swamps which only received and retained water that only lasted the rainy season.
- The months of October and January were characterized by teething water shortages as during these months people resorted to digging shallow wells along the river.
- The village had two boreholes which used the manual pumping system and were all broken down and out of function.
- The water sources had poor hygienic conditions as both people and livestock share same water source.
- In Massangena district the majority of the population did not have access to a safe water source.
- In Massangena district; there were reported to be 39 boreholes with only 10 in working order
- In Gere's there were 2 boreholes; but only 1 was reported to be working, using a solar pumping system. According to respondents, in cloudy days, the communities stayed for 3 to 10 or more days without water.

Generally, in these districts, people consumed water from boreholes, rivers, dams and swamps. Both reports reported that the community water source was ranked as follows in terms of importance:

- Dams
- Unprotected wells and rivers
- Swamps
- Boreholes

The baseline survey also noted several challenges that came with water supply constraints:

- Long distances to water collection points
- Long hours (trips, queues) to and at water collection point.
- Limited quantities of water
- Low water quality
- Inconsistent water supply due to long/high down time periods and low mean time before failure.

3.2.3.2. End line Water Supply Conditions

The evaluator is of the considered view that Practical Action and partner activities came with tremendous results. During the period under review, water supply conditions improved in earnest in both districts. Again as in most cases the results were uneven.

- In line with this model 5 and 3 bore-holes were rehabilitated in Massangena and Chigubo Districts respectively.
- At each rehabilitated water point, gender balanced water point committees were set up and trained on various aspects of CBM in Chigubo (3) and Massangena (5)Districts respectively .
- To further strengthen the WATSAN CBM model, 5 pump minders were recruited , trained and further equipped with tools and spares for performance of their routine maintenance functions.
- All water points crafted by laws to govern sustainable ,health and hygienic water resource use.
- Effective mechanisms for revenue collection to support borehole maintenance were found in place.

- Water points had varied innovative mechanisms of user revenue collection (either charges between 5 and 10 mt to every user on each visit to a water point or between 150 to 200mt, monthly)
- WATSAN interventions had significant environment, public health and socio-economic impacts.
- The first and foremost impact was expansion of water supply coverage which came with the obvious benefit of de-congesting users water resource use pressure at water points.
- During the period under review ,water supply coverage increased tremendously from 5% or 660 households out of 13 200 households (Chigubo) and 15% or 1680 households out of 11 200 households (Massangena) Districts to 45% or 5 940 households and 65% or 7280 households respectively.
- Distances to the nearest water source were reduced tremendously from an average of 5km in all districts to 3km and 1km in Chigubo and Massangena districts respectively
- Time devoted by women and the girl child to the community and gender role of water collection was reduced phenomenally from an average of between 1hr and 2 and half hrs in all Districts to 25 minutes in Massangena and 45 minutes in Chigubo Districts respectively
- Correspondingly , water quality improved from very poor at baseline stage but achieved an acceptable rating in Chigubo and satisfactory rating in Massangena Districts respectively due to project efforts.
- Increased water supplies achieved in Massangena District had the positive down stream effects of supporting multiple uses of water e.g. brick molding, stove and building construction.
- An effective and efficient WATSAN CBM model was further evidenced by reduction in borehole down time period from an average of between 3 months and 4 months to an average of 2 weeks and 1 week in Chigubo and Massangena Districts respectively.
- Positive health , hygiene and sanitation behavior changes were reported and observed due to Participatory Hygiene and Education Training (PHHET).
- Behavioral change related practices had to do with personal hygiene practices, site and home cleanliness, home practices to improve water quality as well as water transport and storage. e.g.65% (Massangena) and 68% (Chigubo) of families reported that they boiled water before consumption,88 % (Chigubo) and 76% (Massangena) reported that they washed their hands with ash, soap and water before preparing and saving food.
- PHHET reached 90% and 86% families in Chigubo and Massangeni Districts respectively against a target of 65% Massangena and 60% Chigubo District of families in the two respective districts.
- Community access to safe waste disposal systems or improved toilets remained low in all districts.
- In Chigubo saline levels at 2 water points rendered the water points unfit for domestic human consumption save for washing and other domestic uses.

3.3. Unexpected Results

- The project resettlement (Massangena) affected communities by relocating them from the valley to higher altitude areas safe from the risk of floods disasters.
- This sounded technically rational, yet in conflict with socio-cultural dynamics as certain community members resisted the very idea of relocation as they had developed strong socio-cultural ties with their homes, land and fields which they had inherited from their forefathers and housed the graves and sacred shrines of their ancestors.
- Resultantly communities returned back to the valley after relocation and down played the risk of floods which they argued were a one off event.
- Others maintained two homes a new home in the resettlement areas and an old home in the valley and would spend much of their time in the year at the old valley homes and would migrate to the new homes in the rainy season when there was risk of flooding.
- Adoption of improved safe waste disposal systems was undermined by shangani culture which make it sacred for mother and son in law to share facilities .
- Some community members preferred to continue to use bush because it is more private than an enclosed structure where one is seen in and out on use. This custom compromised PHHET effectiveness and ultimately adoption of safe waste disposal systems.
- Structural failure rate of mobile fugau stoves attributable to inappropriate soil qualities resulted in diminished production and eventual abandonment of the stove enterprise.
- Secondly attempts to resuscitate production through sourcing of soils of the right properties from other neighboring districts proved technically feasible yet commercially unviable due to prohibitive transport costs.
- Oversupply of fuel wood stocks in both districts overshadowed the benefits of adoption as fuel wood collection proved to be very unburdening some. This down played the necessity of adopting an improved stove. The fixed outside stove population in the communities received a great blow as the rains set in and washed most of them away resulting in wide spread losses to community members.

- Stove adoption proved to be predisposed to social class, a reality overlooked by project planners. Most community members had sub standard kitchens of pole and dagga and thatch and they felt that they could only invest in an improved stove when they have first achieved to upgrade their kitchen structures. This reality had a frictional effect on stove adoption.
- Trained shelter CBO members opted not to transfer skills to fellow community members for purposes of maintaining a firm grip and monopoly on the market. This became a market protection strategy.
- Some builders are reported to have gone on an exodus to other towns and cities which offered wider economic opportunities rather than stay and serving their communities.
- Stove builders switched to general construction because it offered wider opportunities.
- Builders associations saw executive and ordinary members pursue parallel interests as they side marketed projects that came their way. In the event of any opportunities, the two fighting groups, sidelined one another and competed rather than compliment each other.
- Some rehabilitated water points proved to have water of excessive saline levels beyond human consumption. That water could only be used to water livestock and laundry purposes defeating the project objective. The same communities resorted back to using unsafe dam and river water.

3.4. Effectiveness of N.G.O partners capacity building strategies

This part of the evaluation report is a thematic evaluation of the assessment of capacity development interventions funded by Practical Action on the decentralized and integrated infrastructure services project on its partners – ADCR and GTA.

The overall purpose of this thematic evaluation is:

- To analyze the effectiveness of Practical Action's assistance in building the capacity of NGO, counterpart organizations, determining what strategies worked, what did not work and why
- To provide guidance to future capacity development policies and procedures that should be adopted in the future by Practical Action.

3.4.2: Capacity building strategies

The capacity building models involved training of Staff, workshops, exchange visits and practicals ,

- Partners received technical training (covering CBM, Shelter, Energy, WATSAN issues) including issues on business and marketing .
- The training programs were delivered to participants from GTA and ADCR officers who later with assistance of hired resource persons delivered the same training to CBO s.
- Exchange visits were organized as partner staff came to Epworth, Harare in Zimbabwe to have a first hand experience of similar projects e.g. Shelter
- Development of staff knowledge, attitudes and competences was considered as a key element of successful partner organizational capacity development and Practical Action, has deliberately chosen to invest almost all of its resources in this area with respect to both GTA and ADCR.
- Overall, Practical Actions human resource development strategy was found to focus on individual "empowerment" and the use of individual skill as part of a deliberate organizational capacity development strategy.

3.4.3. Effectiveness of the Capacity building and Skills transfer model

Training programs and processes: The training programs and processes were observed as follows:

- Pertinence: It is the considered view and judgment of the evaluator that the training content offered to both GTA and ADCR staff was relevant to their job descriptions.
- Training Sequencing: The timing of training in relation to the norms, standards and training materials was found to be adequate and satisfactory in both the cases of GTA and ADCR.
- Training Selection: In both the cases of GTA and ADCR, trainees were selected on the basis of both their roles in the IDISP and their training needs. There was not a single case were trainees, either GTA and ADCR attended any course repeatedly funded by different donors.
- Training Materials: The evaluator considers that training materials used were adequate. The materials were systematically developed and delivered by experts.
- Practice Period: Staff at both GTA and ADCR considered training to have been very balanced linking theory to practice.
- Training Methodology: In both the GTA and ADCR cases, innovative training methodologies were frequently used. Participatory training methods emphasizing practical skills application and upholding the principles of adult education were used.
- However, on the job training, combined with long term supportive supervision and coaching lacked. Training lacked follow up and a gradual weaning process. There was no process or strategy to evaluate if the trainee had mastered desired behaviors and professional practices. This experience and feedback from trainees was expected to help in improving and modifying project strategy.
- Trainer Quality: The evaluator considers the trainers' quality adequate.
- Supervision and follow-up: Post training staff supervision and support to trainees were weak in both the GTA and ADCR cases. This indicated short comings in the overall PME system of the IDISP. In addition, lack of equipment, vehicles, and materials hampered the use of new competencies which would therefore decline with time.
- The NGO capacity building strategy emphasized on human capacity development. It achieved to equip staff with the requisite technical skills. Staff turn over became a set back with GTA. The strategy had the obvious short coming of neglecting institutional development capabilities of NGO development partners.
- For PA, working with local partners (GTA,ADCR) and CBOs proved to be a cost effective strategy.
- Local partners commanded a sound understanding , knowledge and experience in working in the project areas which they brought to bear in the IDISP.

- In addition, Local partners had the human, material or hardware resources to argument those of Practical Action and had related projects to achieve synergies with those of Practical Action.
- However, during the course of the project, partners were rocked by high staff turn over (GTA resignations and or dismissal of two key project staff and ADCR lost a key staff member).
- Two Practical Action staff based in Mozambique who had been instrumental in project design and formulation left the organization prematurely at the early phases project roll out.
- Their departure dealt a great blow to the project as it both amounted to loss of skills invested and derailed implementation progress at the same time.
- Partner CD models were in holistic, not comprehensive or non iterative .
- CD of partners was largely of the “software” type e.g. training, workshops, exchange visits.
- No form of hardware support was rendered to partners e.g. Information, Communication Technology (ICT) or vehicles etc.
- Capacity development was of the “one off” fashion whether training or workshops.
- In both cases of CBO s and partners, CD emphasized human capacity development centered on selected individuals and totally ignored institutional development matters.
- Partners GTA and ADCR have demonstrated that they have gained from CD initiatives and are better prepared and equipped for future similar disaster responses as exemplified by the number of projects they have began to propose in similar areas.
- For instance, ADCR has also already come up with a proposal to support 3000 families in Chibuto who now face displacement owing to a proposed massive mining venture.

3.5. Effectiveness of CBO capacity building strategies

The future provision of integrated and decentralized infrastructure services will hinge on CBO s. This part of the report appraises CBO performance. The appraisal takes a sectoral approach: Shelter sector, Water and sanitation sector and energy sector. The evaluation assesses:

- The capacity building strategies and skills transferred to CBO s by development partners, GTA and ADCR
- If the CBO have accessed and began to use the skills and with what outcomes or results
- If the capacity building models or strategies employed in the first place are adequate.

By the time of this end of term program evaluation, nine (9) CBOs with a total membership of over 100 members had been formed by the two NGOs working in the three districts of Massangena and Chigubo. On the 15th of February 2005, NGO partners GTA and ADCR received some technical training which in turn they were expected to impart on the communities. The training covered the three sectors of intervention.

3.5.1: CBO Capacity building and skills transfer strategies

The capacity building models involved training through workshops of CBO members blended with practicals

- CBO members received technical training (covering CBM, Shelter, Energy, WATSAN issues) depending on their sectors
- For Shelter and Energy CBOs training was extended to include issues on business and marketing .
- The training programs were delivered to participants from GTA and ADCR officers who later with assistance of hired resource persons delivered the same training to CBO s.
- At CBO level, each received 2 training sessions that covered both theory and practice and model houses and stove kilns and samples were constructed in the training process.
- A total of 9 CBO were formed and received appropriate training depending on sector.
- External experts or resource persons (Pump mechanics, builders) were hired to facilitate the training processes and lead the practical sessions.
- 5 Village pump mechanics received both technical training and tool kits for performance of their maintenance functions.

3.5.2. Effectiveness of CBO Capacity and Skills transfer model

- For PA, working with local CBO s proved to be yet another cost effective strategy.
- Local CBOs commanded a sound understanding , knowledge and experience in working in the project areas which they brought to bear in the IDISP.
- CBOs lived in the same communities and they were themselves either or both users or service providers.
- The use of CBOs proved not to be just cost effective but the best method of sustaining project objectives, outputs and outcomes as they instilled a sense of both community ownership and responsibility.
- However, the CBO CD models were in holistic, not comprehensive or non iterative .
- CD of CBO s was largely of the “software” type e.g. training, workshops, practicals etc.
- No form of hardware support was rendered to Shelter and energy CBO s e.g. construction tools, equipment etc.

- Capacity development was of the “one off” fashion whether training or workshops and they was neither skills refreshable, or upgrading and those who missed training sessions were not given another chance..
- In both cases of CBO s and partners, CD emphasized human capacity development centered on individuals and committees and totally ignored institutional development matters.
- CBOs have demonstrated that they have gained from CD initiatives and are better prepared and equipped as exemplified by the number of projects they have already undertaken.
- As noted elsewhere in the report, Shelter CBO have began to provide institutional and private infrastructure e.g. Offices, Irrigation , toilets and homes.
- WATSAN CBOs have shown to have capacity to take over management of water points and have also shown to have the technical, managerial and organizational capacity to effectively manage community water sources.
- Not enough capacity has been delivered to CBO s especially those in the Shelter and Energy sectors. Shelter sector CBOs in both districts are not adequately equipped with hardware resources to handle serious construction undertakings. Neither do they exhibit financial, leadership/ governance, fund raising , revenue generation, conflicts resolution and business planning and contract generation capabilities.
- On the contrary, WATSAN sector CBOs, have demonstrated adequate technical, organizational and managerial capabilities to effectively operate and maintain water points.

3.5.3. CBO Capacity building gaps

CD strategies had shortcomings. They were focused on technical skills or human resources skills and never extended to cover institutional development matters adequately. In addition, they were preoccupied with the “software” forms of CD and did not materially equip participants. This was exemplified by:

3.5.3.1. Weak and ineffective CBO committee leadership

Shelter CBOs are run by gender balanced 6 member committees under a presidente. The executives have a mandate to:

- Provide a structure for community members to set the mission and vision for the organization.
- To prioritize the use of resources.
- To keep the organization in touch with the needs and preferences of their membership.
- To provide both continuity and oversight so as to ensure sound management.

In both Machaila and Massangena Districts, this has not been demonstrated. Through interactions with CBO membership and executives, the evaluator observed shortcomings in the area of CBO leadership abilities. The following issues emerged: Leadership exhibited lack of clarity with respect to CBO vision, mission and objectives. Kay Sohl, Author of a book: Capacity Building Strategies –is of the view that “in order to fulfill their roles, boards must have strong leaders”. Ordinary CBO members were quick to point out at weaknesses in their leadership. Chauke, an ordinary CBO member from Massangena revealed that their CBO executive had failed to “keep in touch with the needs and demands of their membership” The evaluator concludes that shelter CBO exemplified weak and ineffective leadership.

3.5.3.2. Insufficient Financial Management Systems

In Massangena District, the evaluator had an opportunity to request and inspect CBO financial and other records systems. A number of shortcomings were observed. The financial planning and management systems failed to meet both minimum standards and at least membership expectations. In each CBO financial affairs are superintended by a treasurer.

- In both CBO cases, the first concern was that all treasurers were illiterate.
- In addition, non had achieved any level of formal or informal training in book keeping and or accountancy.
- The IDISP had done nothing to equip treasurers with requisite skills beyond just defining their roles in the CBOs.
- In the absence of skills, financial planning and budgetary processes were either unprofessionally done or absent at all.
- CBOs lacked an identifiable, simplified system of basic accounting. Financial records are adhoc , inconsistent and occasionally out of date.
- The CBOs did not prepare financial statements or reports since formation.
- There were no occasions or systems or structures for presentation of financial reports to stakeholders
- There was gross financial unaccountability due to a business culture that cultivated a practice of in transparency. Both committee members and ordinary members were in the dark as to either the financial status or performance of their CBO at any given point in time.

3.5.3.3. Challenges in fund development and revenue generation

The shelter CBOs have a single source of funding. Effective leadership is confirmed with the evidence of broadening the financial basis of their CBOs. The evaluator noted that the CBO at Massangena District had made strides to that effect:

- The CBO had applied for a commercial stand at the business center in order to set up a take away as an additional revenue line.
- By the time of this evaluation, the local authority had formally granted or allocated the CBO a stand.
- The CBO had been at an advance stage of mobilizing resources such as bricks, cement etc to undertake the project.

In Machailla, the evaluator received no proposals from the executive. There seemed to have been no proposed initiatives to that effect.

However, in the absence of any tangible initiative in both Districts, the CBOs had a very poor revenue base to support operations. In both Machailla and Massangena Districts, members paid a joining fee of 50mt and thereafter, monthly premiums of 10mt. The groups had an average membership of 12. At Massangena, only 4 members were reported to be consistent and active and the rest remained passive as evidenced by their ceasing to attend meetings and pay monthly subscriptions. With only 4 active members, CBO monthly income streams were as little as 40mt. By any standards, this revenue level is critically poor to support and meaningful organizational activity.

- The CBOs exhibited limited capacity to raise and generate revenue resources for all their operations
- The CBO relied largely on free volunteer unpaid labor and had no capacity to pay for any services.
- In the absence of any incentive, most CBO executive members prioritize personal commitments and obligations and peripherised unrewarded CBO business entrenching poor performances.

3.5.4. Water and sanitation sector CBOs

The results were even across Districts. The water and sanitation CBOs exemplified:

- Strong and supportive leadership
- Progressive and innovative and effective fund development and revenue collection mechanisms
- Satisfactory levels of technical skills, problem solving abilities
- Effective use of technology, tools and equipment
- Satisfactory levels of strategic thinking, strategic planning and strategic management.
- Strong community relations and collaborations, and an effective system of community user evolved sanctions for equitable and sustainable use of common property resources.

4.0. LESSONS LEARNT, CONCLUSIONS AND RECOMMENDATIONS

4.1. Lessons learnt

- If CBO members fail to derive benefits from their membership to their respective institutions, they cease to pay subscriptions and actively participate in CBO affairs.
- Conflicts are inevitable in CBOs and they are part and parcel of group dynamics.
- Human capacity development is no panacea in CBO development. What is required is an approach that addresses both human and institutional development capabilities if ever CBOs are to remain effective.
- At development partner levels, developing capabilities of targeted individuals may be unfortunate as individuals in pursuit of personal ambitions and career objectives depart with their newly acquired skills to “greener pastures” denying the project the opportunity to benefit from their newly acquired skills. Indigenous technical knowledge, community culture, value systems and beliefs including community structures need to be respected and taken aboard.
- Lack of due diligence in identification of cooperating partners may be costly as some partners may lack both commitment and a shared vision for success.
- Developing technical skills and human capacities of partners alone may not guarantee results as some partners may lack capacities elsewhere e.g. hardware resources to implement activities with the obvious consequences of compromised performances.

4.2. Conclusions

The project socially and economically empowered communities. Results are expected to be sustained in the long term.

Given the fact that Practical Action is new to working with partners and also to working in the field of disaster management, the results achieved show increased capacities for project implementation. Capacity building projects require time and resources. Within the short space of the IDISP, it is impractical to expect PA, partners and CBOs to have mastered all concepts. Resources need to be sufficient and meet both hardware and software needs for greater impacts.

4.3. Key recommendations

The evaluator, basing on impacts observed across service sectors (energy, WATSAN, shelter), recommends the following measures, actions, policies and strategies to be observed by Practical Action when planning, designing and implementing future infrastructure services interventions.

Partner and CBO Capacity Building Strategies: The evaluator recommends that Practical Action commits itself to emphasizing capacity and performance as results that are essential to achieving sustainable infrastructure services delivery. Changes are required in implementing the policy and strategy. To that effect observe these measures.

- Carry out a needs assessment of partners and CBO capacity needs and base CD on those.
- Adopt a systematic, continuous and holistic approach to CD. Human capacity development is critical yet not panacea, therefore capacity build CBOs, partners beyond human or technical skills.
- Make institutional development an integral part of the CD agenda.
- To that effect, CBO training to cover aspects on: governance, leadership development, team building, conflict resolutions, financial management, strategic planning and management, programs, projects and process management, etc.

Strengthen monitoring, supervision, follow up and exercise control on CD of partners and CBO initiatives. To that effect:

- Partners required to set up a full fledged M&E portfolio or at least to build in M&E functions in the key result areas of another existing staffer.
- Identify appropriate and adequate performance and impact indicators at project design and formulation stage to facilitate future monitoring and evaluation.
- Design and implement a stakeholder driven-participative planning, monitoring and evaluation framework plan. Develop monitoring tools e. g. forms to standardize reporting.
- Capacity builds CBOs, partners and stakeholders on how to operationalise and implement the PME system as well as the monitoring tools.

CD must get top leadership commitment by PA, including a conscious corporate effort to maintain CD strategies. To that effect,

- Learning networks to be formed to spread knowledge and skills on CD throughout the organization. A range of partnerships focused on CD outside Practical Action to be established.
- For Practical Action to take its commitment to CD seriously, a thorough review of its internal skills, weaknesses, processes and incentives must be done as part of an overall strategic planning process.

- To capacity build CBOs recruit a full-time training specialist to ensure a continuous iterative training delivery methodology.
- Put in place a system of **study circles** to ensure the continuity and effectiveness of training delivery.
- In the medium to long term, support and facilitate CBOs to form a national association with a stand-alone secretariat for effective lobby and advocacy of CBO activities.
- Develop standard training manuals preferably in vernacular to standardize training delivery.
- Develop and design project implementation manuals or guidelines to provide guidelines for NGO partner field staff in handling field operations.

Addressing water and sanitation response challenges: Improve community water supplies by: introducing new and innovative water conservation techniques e.g. rain water harvesting.

- Encourage water point committees near saline water sources to procure chlorine so as to chlorinate water and keep it within acceptable saline levels.
- The sanitation program to include some hardware form of support to add to the package of PHHE. This could be in the form of some few bags of cement to targeted households.
- A model sanitation facility to be designed and promoted. This could for instance be a Ventilated Improved Pit Latrine (VIP) which in Zimbabwe has been widely adopted by NGOs in the sector becoming a trade mark of most sanitation responses.
- There is also need for integrating shelter projects with sanitation components so as to harness both skills and construction material to bear on the project.

Technological transfer strategies: Integrated development projects are a solution to improving livelihood options. Supporting other projects that promote income generation is key to improving livelihoods and ultimately promoting uptake of new technologies. Market support programs are essential to influence “markets to work for the poor”

TECHNICAL ANNEXTURES

ANNEX 1: TERMS OF REFERENCE

In February 2000, Mozambique together with the rest of countries in Southern Africa were hard hit by a serious flood, Cyclone Eline. Within Mozambique, provinces in the center and southern parts of the country were affected. The floods caused loss of human life; livestock; livestock and houses/shelter. Most families lost their asset bases and other possessions. Livelihoods were destroyed completely.

There was considerable humanitarian responses by local, international and civil groups in Mozambique. Short term relief services were provided, for instances tents and other temporary dwellings were offered to provide shelter to the flood victims. Practical Action Southern Africa at the end of 200 responded to the crisis through long term livelihood centered interventions. This was to be achieved by or through partnerships with local NGOs who would in turn form CBOs. The CBOs would ultimately deliver services to communities. This project was scheduled for completion in 2007. Practical Action made the deliberate decision to direct their effort and resources in three districts, namely Chigubu, Malabane and Massangena.

GOAL OF THE PROJECT

The project goal was to improve the livelihoods of flood displaced communities through locally managed and provided basic infrastructure services, as a solution to long term development needs. Improving access to suitable shelter, water and energy and implement integrated infrastructure service interventions for the benefit of flood displaced communities.

The key outputs of the project included:

- An understanding of infrastructure services needs and vulnerability of displaced communities.
- Practical Action Southern Africa's capacity to implement projects within disaster prone environments and to decentralize its operations within Southern African region increased.
- Capacity of NGO partners in planning and implementation of decentralized infrastructure services in flood-displaced communities.
- Relationships between communities and their representatives and service provided.
- Community access to infrastructure services.
- Project lessons documented and disseminated

In March 2007, Practical Action commissioned a mid term program evaluation whose scope included assessment of:

- Program relevancy
- Efficiency
- Effectiveness
- Impacts
- Sustainability

A consultant based in Mozambique was commissioned to undertake the mid term review. The review was a success and Practical Action Southern Africa had the opportunity to implement a wide range of lessons and recommendations that emerged from the evaluation. To some extent, program implementation and performance were refined for the better as the results of the outputs of the same evaluation.

In terms of program design and decisions reached between donors/partners at project formulation and design; the project is expected to reach terminal stage this month of December 2007. To that effect, it becomes due for an end of program evaluation. It is against this background that Practical Action Southern Africa flouted a tender to solicit for the services of another consultant to conduct an independent external terminal evaluation.

The end of program evaluation seeks among other things to:

Objectives are to assess:

- To what extent has the project delivered on planned outputs?
- What impacts have been created by the delivered outputs?
- What are some of the unexpected outcomes of the project?
- Assess the effectiveness of Practical Action Southern Africa's capacity building strategies
- Assess and comment on the extent to which the same skills have been translated to local CBOs and communities.

ANNEX 2: LIST OF PEOPLE INTERVIEWED

	NAME	TITLE	ORGANIZATION
1	Mr. G Matanga	Program Manager	Practical Action Zimbabwe
2	Mr. Aaron Chauke	Shelter CBO member	Massangena District
3	Dr Antonio Hogueane	National Director	GTA, Xai Xai, Mozambique
4	Ms Flora Tsamo	PHHE trainer	Mbocoda village, Massangena
5	Naison Mupfiga	District Facilitator	Practical Action Mozambique
6	Dr A T Gomez	Medical Superintendent	Massangena District Hospital
7		Nurse in Charge	Machaile Clinic
8	Miriam Macia	Energy CBO member	Mbocoda Village, Massangena
9	Josamu Kosa	Chief	Mbokoda, Massangena
10	Josia Chichoma	Secretary	Shelter CBO
11	G F Fatitine	Programs Coordinators	ADCR
12	Bartemea Chauke	Shelter CBO member	Massangena
13	Joan Kumbula	Shelter CBO member	Massangena
14		Presidento, CBO Associations	Machaile
15			

ANNEX 3: LIST OF SECONDARY SOURCES USED

1. Final Report on the baseline survey to Massangena and Mabalane Districts in Gaza Province by V Dove, M Roberto and N Dzimba
2. Tables of data analysis for the baseline study of the Project ADCR/ITDG
3. Minutes of a meeting held between ITDG and World Vision in Gaza Province
4. Understanding decentralization: A framework by Donald R Winkler
5. Minutes of a meeting held on the 4th of February 2005 between ITDG, ADCR and GTA staff at ADCR board room, Xai Xai Province Offices, Gaza Province, Mozambique
6. Mid term evaluation Report for the Integrated Infrastructure Services Program by Antoinette Van Vugt –Chilaule, March 2007
7. Minutes of a meeting held between Vet Aid and ITDG staff
8. Report on the visit to Chigubo on 12 February 2005 by G Matanga
9. Planning Meeting held between ADCR, GTA and ITDG at ADCR board room , Xai Xai, on the 4th of February 2005
10. Stakeholders workshop report held on 2 March 2005, at Xai Xai
11. Annual Project Review Report, 2007
12. Annual Project Review Report, 2006
13. Annual Project Review Report, 2005

ANNEX 4: HOUSEHOLD QUESTIONNAIRE

MUVUTISI WALE MUTINI

END OF PROGRAM EVALUATION INFRASTRUCTURE SERVICES PROGRAM IDENTIFICATION

Chini chingakona

- Questionnaire number-----
Iphepha lamuvutiso laungani
- Household name-----
Muti wakamani
- Name of village-----
Indawu yakamani

Name and signature of enumerator
Vito lamuvutisi

Checked by supervisor
Svikambiwe supervisor

A) SANITATION

Tindlela takulatla chhaka

1. Type of sanitary disposal facility (Tick the appropriate)

Tindawu takumaheliwa chhaka

- 1) Pit latrine-----

Chikoti

- 2) Hole-----

Godhi

- 3) Septic tank-----

Tindlela tadhropo

- 4) Soak away-----

Timwani Tindlela tadhrobha

- 5) Reticulated water borne----

Timwani Tindlela tadhrobha

2. How often do you use the facility?

Musvitirhisa mukama yihi?

- 1) Always-----

Mukama hi kwayo

- 2) Sometimes-----

Mukama imwanyani

- 3) Never-----

Asvitirisiwi

3. Did any person in the household received participatory health and hygiene training?

Kungava kuhinamunhu angadonda hisva svakukoma nakutlaisesa zvautsanana?

- 1) Yes-----

Hisvona

- 2) No-----

Ahisvona

4. If yes, who was it?

Loko ahikona, nimani?

- 1) Mother-----

Mamani

- 2) Father-----

Bava

- 3) Boy child-----

Chifanyana

- 4) Girl child-----

Chinhanyatana

- 5) Domestic worker-----

- 6) Other-----

HANDS WASHING BEHAVIOUR

Mawachele emavoko

5. On which occasions do you wash your hands?
Muwacha mavoko loko sviyoyini

- 1) Before cooking-----
Mingososveka
- 2) After cooking-----
Loko mihetile kusveka
- 3) After defecation-----
Loko muhetile kutiruma
- 4) Before eating-----
Mungosedla
- 5) After eating-----
Lokomuhetile kudla
- 6) Before feeding children-----
Mungesenyika vana svakudla
- 7) After cleaning babies buttocks-----
Lokomuhetile kutlambisa vana svakudla

HANDS WASHING TECHNIQUES

Mutlambanjani mavoko

Probe and request demonstration

Vutisa vakutlamusela maedlele asvona

6. Which of the following hands washing techniques do you use?

Hitihi tindlela mutirisaka

- 1) Use water-----
Kutirisa mati
- 2) Use soap-----
Kutirisa siphu
- 3) Use ash-----
Kutirisa makuma
- 4) Wash both hands-----
Kutlamba mavoko
- 5) Rub hands hygienically-----
Kulipa mavoko
- 6) Use cloth to dry-----
Kutirisa nguvo

7. Is your toilet functional?

Chikoti chatirake?

Enumerator to observe the toilet for the following

Mukambele akambe loko chikoti kachitira?

- 1) Is it functioning?-----
Chatirashana?
- 2) Is it hygienic?-----
Ibasile shana?
- 3) Does it show signs of use?-----
Yatikomba aku yatirisiwa shana?
- 4) Inspect toilet for maintenance and signs of use-----
Kambela loko chikoti kachigongiwa katle?
- 5) Are there wall worm paths between house and facility?-----
Kunamachaka kumbe hakuna machaka?
- 6) Signs of wear on the seat-----
Kachitulo akudhavukanga shana
- 7) Absence of storage materials-----
Kuhava chigongiwaka kachikoti shana
- 8) Door in good repair-----
Chipfalo chikatle shana
- 9) Absence of spider webs-----
Kuhava mudandetande shana

B) USE OF FIREWOOD

Kutirisa tihunyi

1. How does your family get firewood at the present time?

Mutikuma njani tihunyi

- 1) Collect only-----
Kulava tsena

- 2) Purchase only-----
Kushava tsena
 3) Both collect and purchase-----
Kushava nekulava tsena

2. Please estimate the total quantity of firewood you normally consume per month

Tihunyi tingaini mutirisako himweti

- 1) Summer/ Units-----
Hichirimo tsena
 2) Winter /units-----
Kama wakutitimela

TABLE OF UNITS (for use in questions 2,4)	
Mesa wakubala kutala kasvona kamuwotisa 2,4 hetla	
• Small log (40cm cir-carried)-----1	<i>Svihunyana (40cm cir –tirwa lekako)-----1</i>
• Large log (100cm circ-dragged)-----2	<i>Tihunyi tatikulu (100cm takukokiwa kunene--2</i>
• Small bundle of logs (3-5 kgs)-----3	<i>Svinga (3-5kg)-----3</i>
• Large bundle of logs(10-15kgs)-----4	<i>Svinga lalikulu (10-15kgs)-----4</i>
• Cord (1*1*1m)350kgs-----5	<i>Bakwa lalikulu (1*1*1m) 350kg</i>
• Head load, bicycle load (28 kgs)-----6	<i>Takurwala hitloko, kumbe basikeni (28 kgs)--6</i>
• Wheel barrow load(450kg)-----7	<i>Takurwala hichipadhora (450kg)-----7</i>
• Scortchcart (400kgs)-----8	<i>Ngolovhani (400kgs)-----8</i>
• Pick up truck load (900kgs)-----9	<i>Movha ukulu (900kgs)-----9</i>
• Bags of off carts-----10	<i>Masaka atihunyi-----10</i>

3. How many days ago did your family last collect firewood?

Muhetisele rini kulava tihunyi?-----

4. In which form was fuelwood collected? (see units table)

Murwalile hiini?-----

5. How many of these units were collected?

Murwele kangani?

6. How many days will this firewood would last before you collect again?

Titaheta masakumanagani?-----

What is your assessment of the availability of firewood in your village?

Tinjani tihunyi kandawu yamwina?

- Abundant---1

Titele shana-----1

- Sufficient---2

Tiyenele-----2

- Scarce-----3

Takala-----3

- Other-----4

8. What distance on average do you walk to procure firewood?

Kulesvinganjani lenomukumako tihunyi?

- Less than 1km-----1

Mufamba pfuka ungahinziko 1km---1

- 1 to 2km-----2

Pfuka 1-kufika 2km-----2

- 5 to 10 km-----3

Pfuka 5 kufika 10km-----3

- More than 10 km-----4

Kuhinza 10km-----4

8 How long on average is atrip take to collect firewood?

Muteka kama wakuleha svinganjani kulava tihunyi?

- Less than 1 hour
Muteka 1hr-----1
- 1 to 2 hours
Muteka 1 kumbe 2hrs----2
2 to 4 hours
Muteka 2 kumbe 4hrs----3
4 to 8 hrs-----4
Muteka 4 kumbe 8hrs-----4
- More than 8 hours
Muteka 8 hrs kumbekuhinza-----5

9. Which are the most preferred treespecies (list them)
Hiyihimusinya ilavi wako hivanhu(Ibale)

10 Where do you find firewood in your household?

MUTIKUMA TIHUNYI

- Communal area-----1
Mumitinni-----1
- Resettlement area-----2
Leno munga rurela kona-----2
- Commercial farm-----3
Leno murimaka kona-----3
- Other-----4
Timwani tindawu-----4

10. Which family member has the responsibility for fuel wood collection?

Nimani alavako tihunye

- Father-----1
Bava-----1
- Mother -----2
Mamane-----2
- Boy child-----3
Mufana-----3
- Girl child-----4
Munanyana-----4
- Domestic worker-----5
Mutiri walekaya-----5

12. for those who purchase fire wood

Lava vashavako tihunyi

1. How many days ago did your family last purchase fire wood?

Muhetisele rini kushava tihunyi? -----

2. In which form was the firewood purchased (see units table)

Mutishavile tihitele

3. How many units were purchased?

Mangani masvinga mangashaviwa?

4. What was the price of firewood your family bought at the last purchase---

Muhetisele kushava tihunyi tamale muni?

5. Where does your family most often go to purchase fire wood?

Mushava kwihhi tihunyi?

- From local people-----1
Kusuka kavanhu vakusohani----1
- From commercial farms---2
Kusuka masimweni-----2
- From resettlement farms---3
Kusuka kamasimu amatsongo---3
- Other -----4
Kumwanyani-----4

C: USE OF STOVES

Kutirisa mafugawu

1. What type of stove do you use in your kitchen?

Mutirisa mafugawu anjani?

- Mud stove-----1

- Mafugawu adhaka*-----1
- Open hearth-----2
- Chitika*-----2
- Metal grate-----3
- Fugawu lasimbi*-----3
- Paraffin stove-----4
- fugawu laparafini*-----4
2. What stove did you use before you acquired your current stove
Mingeseshava mafugawu amutirisa yini?
- Traditional open hearth-----1
- Chitiko*-----1
- Paraffin-----2
- fugawu laparafini*-----2
- Metal grate-----3
- Fugawu lasimbi*-----3
- Other-----4
- Kumwanyani*-----4
3. If you use more than one stove, what are the reasons?
Loko utirisa mafugawu amanyingi svifuna yini?
- Different uses-----1
- Musvitirisa yini*-----1
- One not adequate-----2
- Chimwe hachieneli*-----2
- Other reasons-----3
- Kumwanyani*-----4
4. How did you obtain your stove?
Musvikumile njani?
- Bought locally-----1
- Mushavile makaya*-----1
- Built by local promoter-----2
- Svihambiwe hipromoter*-----2
- Owner built-----3
- Muhambile himweche*-----3
- Inherited-----4
- Svanzaka* -----4
5. If you paid your stove, how much did you pay?
Mushavile hemale muni?
6. When did you get the stove. Year-----/ Month-----
Mushavile rini-----
7. What do you think are some are some of the advantages of the improved stoves?
Svipfunayini ?
- Reduced cooking time-----1
- Kukala mungasveki* -----1
- Smoke free kitchen environment-----2
- Chimisi chipfumaleka kozinya*-----2
- Use less fire wood-----3
- Kutirisa tihunyi titsongo*-----3
- Reduced incidence of fire accidents-----4
- Kutsonga hata ngozi yanzilo*-----4
- Easy to ignite-----5
- Chahatla kupfura*-----5
- Can cook many dishes-----6
- Kusveka svakudla svasvinyinge*-----6

D) WATER

Mati

1. Which are your community sources of domestic water?
Mukha matikwihi
- Borehole-----1
- Chigwedhla*-----1
- Well-----2
- Chihlovo*-----2

- River-----3
Nambo-----3
- Dam-----4
Dhamwini-----4
- Tap-----5
Popi-----5

2. Do you have access to a protected water source?

Mune svigwedhla svamati obasa?

- Yes-----1
Hisvona-----1
- No-----2
Ahisvona-----2

3. Rate the quantity of water from the protected sources?

Matele svinganjani mati?

- Very poor-----1
Asvikatle-----1
- Poor-----2
Amakatle-----2
- Acceptable-----3
Svayatsva-----3
- Good-----4
Svikatle-----4
- Very good-----5
Masasekile-----5

4. What is the shortest distance to your water source?

Mufamba pfuka woleha svinganjani kufika kamati?

Below 1km----- <i>Mangafikiko 1km</i> -----	1 -1
Between 1 and 3 km----- <i>Pakati ka 1 na 3 km</i> -----	2 -2
Between 3 and 6 km---- <i>Pakati ka 3 na 6km</i> -----	--3 -3
Between 6 and 9 km---- <i>Pakati ka 6 na 9 km</i> -----	---4 -4
Above 10 km----- <i>Hetla ka 10km</i> -----	-5 5

5. Is the borehole ever down at any time of the year?

Chigwedhla chafashana?

- Yes-----1
Hisvona-----1
- No-----2
Ahisvona-----2

6. If yes, what is the average down time period?

Lokokachifa chifa kama wanjani?

- 1 month-----
Mweti imwe-----1
- 2 months-----2
Timweti timbiri-----2
- 3 months-----3
Timweti tinharu-----3
- 4 months-----4
Timweti mume-----4
- Above 4 months-----5
Hetla katimweti mune-----5

7. Explain some of the reasons why the borehole is always down?
Himhaka muni chigwedhla chifa ?

END OF QUESTIONNAIRE
Svigamile

ANNEX 5: WORK STORY

B) SURVEY INSTRUMENT

Africa Development Consultancy (Pvt) LTD a regional practice & associated Consultancy services is carrying out an end of Program Evaluation for Practical Action and its partners. As part of the assignment, we intend to assess progress made towards capacity development of collaborating institutes at the individual, team(s) and regional levels. At individual levels we are documenting “work stories” from all relevant staff concerned.

For us to gauge the impact of the capacity development efforts at both the individual/project levels we kindly request you to present in writing your “work story”

Guidelines

Name:

Organisation:

Position:

Qualifications:

Year with organization:

Country/District/Station:

- Training offered by the program: (Details)
- How you perceive your contribution to the institutes/organization's core activities
- If and how your work has changed over time due to the programme.
- If and how your capacities have evolved
- How these capacities relate to the organization capacity development efforts

ANNEX 6: CHECK LIST: PUMP MINDERS

(A) Personal details

- Name -----
- Village -----
- Number of water points superintended
- Types of equipment/tools received from the program (list)
- Training received -----
- Training Agency -----
- Training areas -----

(B) Water point performance(s)

- (i) Availability of spare parts
 - Source -----
 - Affordability -----
 - Spare parts delivery -----
 -
- (ii) Functionality of water point
 - Water quality
 - Water quantity/ yield
 - Cleanliness of facility
 - Reliability of facility
 - Borehole down time/Average days in the past 6 months
 - Complaints received on average per month
 - Complaints dealt with-----in the past 6 months
 - Outstanding reports in the past 6 months -----
 - Workload
 - Mean time before repair
 - Mean time before failure

ANNEX 7: INSTITUTIONAL SELF-ASSESSMENT FOR ALL PRACTICAL ACTION PARTNERS

Introduction

The capacity of implementing partners (IPs) to move from development to emergency and disaster management work, and to implement a diversified range of projects, has been identified as a significant risk to programme effectiveness and impact. Capacity building was identified as the major risk mitigating strategy, with FPs expected to take a leading role in mentoring IPs.

An assessment of the capacity of IPs to effectively implement the disaster management Projects is necessary to determine the type of capacity building required.

Objective

The objective is not to find a “winner” or a “best organisation”, rather to provide a realistic assessment of IPs capacity to implement the IDISP and thus provide a basis for effective capacity building. The assessment is expected to:

- define areas of both strength and weakness in capacity of IPs to implement the IDISP Project
- identify general and specific capacity building needs to improve project implementation
- identify IPs with specific relevant expertise to train/mentor other IPs

Methodology

The institutional form is supposed to be an all inclusive process which involves a cross section of all project stakeholders i.e. project staff, volunteers, board members, project beneficiaries. This is a participatory process which requires input from everybody involved with the organisation. Therefore the implementing partner is required to conduct a small organisational meeting involving project staff and representative of all stakeholders to answer the questionnaire. The participation of all stakeholders serves to ensure that all views are taken into consideration and there is stakeholder buy in the process of building effective organisations. Participants are required to discuss each question thoroughly and reach a consensus/common position which will reflect the answer to the question posed.

Below is a simple questionnaire to gather this information. If you need more space than the form provides please do so on a separate sheet clearly marking your organisations name and the sections you are explaining. If you are completing the answers electronically the form will expand to accommodate your answers.

After completing the answers in each section of the questionnaire, you are also asked to honestly estimate an overall score for your organisation in that section, based on the scoring system below.

Overall Score

- | | |
|---|---|
| 0 | Very Weak – no experience/capacity, no formal system or process or document in place |
| 1 | Weak –limited experience/capacity, formal system or process or document exists but needs serious revision/attention |
| 2 | Satisfactory – reasonable experience/capacity, formal system or process or document in place, working well but with room for improvement |
| 3 | Strong – good experience/capacity, mature system or process or documentation in place, works effectively and contributes to best practice management approaches adopted generally or by your organisational/organisational network |

Benefits

For this exercise to be beneficial to all stakeholders, it is important not to adopt a defensive attitude in your self evaluation. Please be objective and realistic rather than viewing your organisation through “**rose tinted glasses**”. Carried out in a self analytical manner the assessment is expected to have a number of beneficial outcomes:

- ✓ Support capacity building processes to implement the IDISP more effectively
- ✓ Support the IDISP to achieve better impact

We therefore kindly ask you to take time to complete this questionnaire and return it preferably by email to Africa Development Consultancy(PVT) LTD

Planning, Monitoring and reporting

Question	Answer	Comment
	<i>Choose from 0, 1, 2, 3</i>	<i>Provide detailed comment to explain your response</i>
Have you previously implemented programmes based on the disaster management in Mozambique? If yes please list in comments column.		
Do you have implementation guidelines for your development programmes e.g. social contracts, established field practices?		
What do you consider are your organisation’s strengths for the IDISP project?		
What are your organisations challenges for the IDISP project and in programming implementation in general?		
Do you have an M&E Unit		
OR dedicated M&E staff		
OR add on M&E responsibilities		
Do you have monitoring and evaluation system to measure achievement of project objectives?		
Does the monitoring and evaluation system identify performance indicators to measure progress towards goals and activities?		
Do you have any work plan (annual, quarterly, monthly and implementation schedule) to guide your work		
Has a needs assessment been conducted for each of your programmes/activities?		
Is/was there wide participation in programme reporting?		
Have these staff members received any training in report writing?		

Do you have a system for programme review and reflection (aka lesson learning)		
Is feedback on reporting provided within your organisation?		
Do your reports meet the information needs of the target audience?		
Overall Score for your organisation in this Section 0 1 2 3		
=		

Human resources

Question	Answer	Comment
	Choose from 0, 1, 2, 3	Provide detailed comment to explain your response
Do you have a written personnel policy that is regularly reviewed and updated? (i.e. recruitment, hiring, termination, job descriptions, duties, reporting relationships for all staff...)		
Do staff employed by the organisation have appropriate qualifications and/or experience?		
Does the organisation conduct performance appraisals at least annually?		
Have you got an on-going staff development process?		
Do you have staff specifically assigned to implement the GBH project?		
Have these staff members undergone training in relation to their responsibilities in the GBH project?		
What are your staff strengths for assistance programmes?		
What are your staff challenges in your assistance programmes?		
Overall Score for your organisation in this Section 0 1 2 3		
=		

Governance

Question	Answer	Comment
	Choose from 0, 1, 2, 3	Provide detailed comment to explain your response
Do you have a board?		
Are the roles of the Board and management team clearly defined and well understood?		
Has the board undergone any training to help it discharge its duties		
Does the Board regularly review		

financial and programme reports?	
Overall Score for your organisation in this Section 0 1 2 3	
=	

Resource management

Question	Answer Choose from 0, 1, 2, 3	Comment Provide detailed comment to explain your response
When you do annual budgeting, do you involve key staff outside of management?		
Are at least two signatures needed on all cheques drawn by the organisation?		
Do you have at least one trained accountant/bookkeeper?		
Are programme staff responsible for their own budget areas?		
Overall Score for your organisation in this Section 0 1 2 3		
=		

Learning, sharing and networking

Question	Answer Choose from 0, 1, 2, 3	Comment Provide detailed comment to explain your response
Do you facilitate skills training for other organisations that are not supported by your programmes?		
Do you have a documentation strategy?		
Have you documented your work for sharing with others?		
Are you a member of any network group at any level?		
Overall Score for your organisation in this Section 0 1 2 3		
=		

Communications and information management

Question	Answer Choose from 0, 1, 2, 3	Comment Provide detailed comment to explain your response
Does your organisation have a communications and information management strategy and is it being applied?		
Do systems exist for recording and filling information?		
Is there effective communication within your organisation?		
Does your organisation effectively communicate with other organisations?		
Is feedback on communication provided		

within your organisation?

Overall Score for your organisation in this Section 0 1 2 3
=

General Comments (please use this space to expand or include additional information, points or requests that you have not been able to accommodate in the form and which you feel are relevant and important to share, including the issue of how you/your partners are planning to manage community expectations and move communities away from dependencies):

ANNEX 8: FIELD ITERNARY

1. Sat 15, December 2007, team leaves Harare for Mozambique.
2. Sunday, December, 2007, team arrives in Massangena District
3. Mon and Tue, Team meets communities, CBOs, Local leaders, Program field officials
4. Wednesday, team concludes work in Massangena and proceeds to meet stakeholders in the next District of Chigubo, Machailla.
5. Team concludes community consultative processes and proceeds to Maputo to meet GTA directorate. Team meets ADCR team from Xai Xai and completes field mission on the 23 of December 2007.
6. 24 December 2007, team arrives back in Zimbabwe.