



Evaluation of Niassa Food and Livelihood Security Programme in Mozambique

Annexes

Oxfam GB Programme Evaluation

March 2007

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Annex 11 – Evaluation of Indicators as per the Project Logical Framework

Intervention logic	Indicators	MOVs	MOVs provided	Findings
Programmed Purpose	* Members of UCASN in each District report improved livelihoods	*Sample Survey 2007 compared with baseline.	No baseline survey conducted	Findings: No data exist to indicate whether livelihoods improved because the M&E system was weak (mainly due to gaps in key staff positions - PM, Field Operations Manager, and M&E Coordinator position). It is difficult to have an effective M&E system and appropriate tracking procedures when key positions are not staffed or left vacant for extended periods. The only quantitative data came from the Final Evaluation Survey. Twenty-seven of twenty eight groups visited (96%) indicated they “do not know” or stated that their production volumes were declining. The reasons members mentioned for declining production are found in the survey results section.
	*An increase in population accessing and selling produce at markets	*Sample Survey 2007 compared with baseline.	Final evaluation included survey of 28 associations & 648 association members.	Findings: None of the 28 associations interviewed had a written agricultural production plan. Helping associations develop a production plan is specifically stated in the Field Extensionists’ job description. Only six associations (21%) were able to produce a written attempt at a marketing plan. However, since the Project promoted vegetables production and provided training, there is an evident progression to increased numbers of association members selling vegetables during the winter months.
	*Variety of produce being grown	*Sample Survey 2007 compared with baseline.	Final evaluation included survey of 28 associations & 648 association members.	Findings: Final Evaluation Survey collected data on: vegetables, staple crops, cash crops, fruits, and animals. The Project’s food security initiatives had a positive impact. Production of vegetables enhanced dietary variety (vitamins, minerals, other micronutrients) and provided excesses that were marketed. The goat component provided dietary protein, means to savings,

				sales opportunities, and sources of manure. Fruit tree production was deficient (only mango, papaya, and guava existed, and all were produced from seedlings). The Consultants found no grafted fruit trees (oranges, tangerines, mangoes, and avocados).
	*Government Legislation	Policy Analysis	GOM legislation documents on new law to legalize producer associations.	Findings: Oxfam collaborated with CLUSA, FAO, others to help get approval of the New Law for Association Legalization (Decreto Lei No. 2/2006 de 3 de Maio). OGB also helped with the publication of the new law and the process of dissemination and training.
Objective 1. Improved Market Access				
	*Volume of sales by unions increased by 15% by 2007	*Sample Survey 2007 compared with baseline	- Final Evaluation Survey	Findings: Unions did not keep accurate records of sales, and there was no evidence that the Project tracked unions' and associations' sales. One positive finding was: 54% of associations interviewed had participated in group sales, indicating that members made efforts to bulk up volumes to attract buyers to their village, thus reducing the transaction costs of both. Only six associations (21%) kept written records of products sold. The Consultants' believe that business association progress should be measured by accurately recording each member's sales and then aggregating them periodically (semi-annually or annually). Sales records permit multiple comparisons.
	*Government legislation improved in favor of poorer farmer traders	UCASN records at Union and Association level.	- UCASN provided its SP and copies of literacy materials. - Some Assns. had poorly organized sales records.	Findings: OGB collaborated with CLUSA and FAO to help push through the New Law for Association Legalization. OGB Niassa also intervened with Mozambican Customs to clarify procedures for cross-border trade with Malawi. This information of customs costs and correct export procedures was passed on to associations and unions. No other results noted for this objective.

	*3 Pilot savings and credit groups appropriate to women	Gender make up of savings and credit groups	AMIREMO records.	<i>Findings:</i> Only one credit group (AMIREMO) was operational, and it is not sustainable. The percent of women receiving loans from AMIREMO was 63 % (104 of a total of 164 borrowers). AMIREMO lending practices are discussed as Annex 2.
	*At least two unions in each district are benefiting from a longer and more stable marketing period	*Sample Survey 2007 compared with baseline	Final evaluation included survey of 28 associations	<i>Findings:</i> The Project, through introduction of cash crops and vegetables production, promoted smallholder farm diversification. These activities help prolong the marketing period. Additionally, collaboration with PAMA enabled 34 unions and associations to acquire small warehouses, thus allowing for improved storage (data provided by UCASN).
	*19 unions legalized	Union constitutions & legal documents	Union constitutions	<i>Findings:</i> The Project was able to fully legalize as associations five unions, one in each district of OGB operations in Southern Niassa.
Objective 2. Capacity Building of Partners	*UCASN has Strategic plan in place and Uses it to make sounds business judgments and decisions	UCASN Strategic Plan	UCASN provided its SP.	<i>Findings:</i> The UCASN SP has an unrealistic budget, makes unrealistic requests (purchase of tractors and transport trucks), and does not promote business and marketing development of the primary level associations. It is also weak in its business and marketing strategy, especially with regards to a strengthened relationship with IKURU.
	*UCASN using more appropriate accounting Systems	UCASN management Systems, Policies, Manuals	Auditing Reports of Cardoso and Maibaze	<i>Findings:</i> Analysis of this indicator was based on a literature review of the Auditing Consultants' (Cardoso and Maibaze) Reports (work conducted late 2005 and throughout 2006). To quote Cardoso and Maibaze: "UCASN does not have in place an accounting system that follows the Mozambican Government guidelines" (quoted 15 th November 2005). OGB NIASSA hired a consultant to provide training to UCASN in Primavera accounting software. Training was implemented, but UCASN to

				date (March 2007), does not have a system that is operational, alleging that their accountant quit, and no one else knows how to operate such software.
	*UCASN has systems for project cycle Management, financial, and personnel Management	UCASN management Systems, Policies, Manuals.	Auditing Reports of Cardoso and Maibaze.	Findings: The Consultants found no evidence that UCASN had systems for project cycle management. In fact, previous Consultants (Cardoso and Maibaze) stated “We are unable to evaluate since we were unable to obtain a clear plan of activities for a determined period of time as well as an accompanying budget that would have allowed us to proceed with an evaluation”. Acceptable systems for oversight of management were also not put in place. Cardoso and Maibaze noted (late 2005) that “the UCASN operational branch is not subject to control by the institutional part”.
	*18 unions with established literacy centers in 5 districts	Enrolment of members in literacy courses	UCASN enrollment lists	Findings: According to UCASN lists, this objective was achieved. The final evaluation survey questionnaire contradicted UCASN’s claim that literacy efforts were widespread. UCASN’s impact in literacy training was only minimal in the 28 associations interviewed. 83% of association women members who participated in the final evaluation survey were illiterate. Only nine of the 28 groups interviewed (32%) stated they had had access to literacy classes, and seven of them were attending government literacy classes. UCASN was only assisting two groups. In one of the associations assisted by an UCASN literacy program, none of the 15 women participating in the evaluation survey was able to read or write.
	*At least 25 literacy animators receiving salaries from GOM		UCASN documents	Findings: The Project - UCASN indicated that as many as 40 literacy animators are now being paid by the government. However, there was a false assumption in this indicator that having government paid animators in

				place would assure that functional literacy was actually happening.
	*Lobby & advocacy plans developed to influence GOM legislation in favor of poor farmer traders	UCASN Advocacy and Campaigns Plan	No documentation provided by UCASN or Project	Findings: The Project was able to support efforts to influence the GOM to change and facilitate the agro-livestock association legalization process.
Objective 3. Improved Capacity to Produce				
	*An increase in diversity of crops produced by members of farmers' groups	Baseline survey, Mid-term Evaluation, Final Evaluation	-No baseline survey. -No Mid-term Evaluation. -Final Evaluation included survey of 28 associations	Findings: The final survey results indicated that indeed a wide diversity of crops was being grown. This was a direct result of OGB Niassa distribution of seed and other inputs. Also training was provided in growing new crops, particularly vegetables production and introduction of cash crops (sesame, Nametil groundnuts, soybeans).
	*Agricultural practices and/or technologies for vulnerable households are tried and tested in 8 communities	Program Reports	2004 Annual Project Results Report	Findings: Survey questions 5.8 and 5.9 addressed this indicator. The findings were that it was achieved. With the exception of four groups, association members (86%) were able to articulate relevant technologies that they had learned, including: correct plant spacing and row planting; use of improved varieties [especially Matuba maize, Nametil groundnuts, and white sesame]; better knowledge of how to control plant pests and diseases; learning to measure fields they planted; learning quantity of seed to be planted per unit area; thinning and transplanting in sesame; learning to grow vegetable crops and Nametil groundnuts; learning how to use a backpack sprayer. Also the goat component offered livestock rearing opportunities to vulnerable groups.
	*A functioning seed bank exists in each of the unions	Records from seed banks at unions.	Field observation during final evaluation	Findings: Objective achieved Seed banks were found at unions, some being better than others. At the association level, only five of 28 groups surveyed (18 %) had seed banks. It appears that a majority of assisted groups still depended on Oxfam for seed.

	*Programmed content for radio is developed	Copies of radio program content	PIDIMA records	A radio initiative, PIDIMA, was implementing the radio programmes. OGB & PAMA agreed support PIDIMA since they were working in the same areas: marketing, farming, etc. In the first year, PAMA funded the program, and later OGB funded it.
Objective 4. Learning	*Menu of appropriate technologies and practices is available	Baseline survey, Mid-term Evaluation, Final Evaluation	-Final Evaluation included survey of 28 associations	Findings: The final evaluation survey demonstrated that indeed a menu of technologies had been developed.
	*Research conducted	Research Study	Interviews with Fac. Ag.	Findings: UCM indicated ongoing collaboration / research with UCASN to test soybean varieties and to promote the crop with smallholders. UCM said that they were investigating poultry production for Southern Niassa (making feed rations from locally produced ingredients, especially soybeans and high quality protein maize). UCM noted collaboration with OGB Niassa to multiply Sussuma maize and Nametil groundnut.
	*Best practices documented	Photographs	Photographs & site visits to 28 associations	Findings: Best practices were implemented on the production side, but not on the business and marketing side. The only documentation available was the technician training manuals. Having a Training Coordinator would have permitted documenting best practices. An understaffed Senior Management Team could not be faulted for not producing more best practice documents since they were burdened with other programmatic / administrative tasks.
	*At least 4 key issues related to livelihoods investigated and results shared	Research Study	Interviews with Fac. Ag. & OGB Field Staff	Findings: The Consultants found no evidence of key issues related to livelihoods being investigated and shared.
	*4 workshops on livelihoods are organized by April 2007	Agenda of Seminars and invite lists	Seminar Agendas and invite lists provided	Findings: The workshops were completed. Consultants were not provided any written documentation specifying the outcomes.

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First published online by Oxfam GB in 2010.

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