



**REPUBLIC OF MOZAMBIQUE  
MINISTRY OF WOMEN AND SOCIAL WELFARE**

**FINAL REPORT OF THE  
INSTITUTIONAL CAPACITY BUILDING PROJECT INCLUDING ADVOCACY AND  
WOMEN'S HUMAN RIGHTS  
(2007-2009)**



**Maputo, July 2009**

**Prepared by:**

**Elisa Mutisse – MMAS**

**Dulce Mungoi - ICEIDA**

## **LIST OF ABBREVIATIONS**

DCOOP- Department of Cooperation

DEP- Directorate of Studies and Planning

DNAS – National Directorate of Social Welfare

DNM- National Directorate of Women affairs

DPMAS- Provincial Directorate of Woman and Social Welfare

DHR – Directorate of Human Resources

ICEIDA- The Icelandic International Development Agency

MMAS- Ministry of Women and Social Welfare

## CONTENTS

1. Introduction	5
2. Expected Outcomes	7
3. Activities developed	9
3.1. Advocacy for Human Rights and Women's Rights	9
3.1.1. Human and Women's rights	9
3.1.2. Dissemination of the rights of children, people with disabilities, the old, and other vulnerable groups	12
3.1.3. Dissemination of Women and Social Welfare Sector policies	15
3.1.4. Commemorative dates and events	15
3.2. Development of community-based activities	16
3.2.1. Management of Income Projects	16
3.2.2. Agro-Processing	17
3.3. Institutional Capacity Building	18
3.3.1. Long term courses	19
3.3.2. Short term courses	20
3.3.3. Supply of computer equipment and material	21
3.3.4. MMAS's information system	21
3.3.5. Development of Planning Plans and Tools	21
4. Financial Balance	24
5. Lessons learned, strengths, weaknesses, and need for improvement	26
5.1. Strengths	26
5.2. Weaknesses	27
6. Final Remarks	27

Annexes

## LIST OF TABLES

<b>Table 1:</b> Trainers and activists trained in the four DPMAS -----	11
<b>Table 2:</b> Participants in the Junior Parliament by locality -----	14
<b>Table 3:</b> Financial Balance-----	25

## LIST OF TABLE

<b>TABLE 1:</b> ICEIDA Scholarship Holders-----	19
---	----

## LIST OF PICTURES

<b>Picture 1:</b> Trainers from Maputo City on the day of the closing of the course, December 2007-----	10
<b>Picture 2:</b> Moment of delivery of gender materials at the Inhambane DPMAS, January 2008-----	11
<b>Picture 3:</b> Children, Teachers, and Technicians from the Gaza DPMAS – Junior Parliament at EPC- de Malehice, 2007-----	14
<b>Picture 4 e 5 :</b> Commemorations of December 3rd, 2007, Maputo and Matola DPMAS -----	15
<b>Picture 6:</b> Participants of the Agro-processing Course, December 2007- Chibuto, Gaza-----	18
<b>Picture 7:</b> Consultation Process for the Design of the Plan of Action to Prevent and Fight against Violence-----	22

## 1. Introduction

In July 2007, the Ministry of Women and Social Welfare (MMAS) and the Icelandic International Development Agency (ICEIDA) signed a Memorandum of Understanding for the execution of a project called *MMAS's Institutional Capacity Building, including Advocacy and Women's Human Rights (see annex 1)*. The Project was implemented by the MMAS through its organic units, namely, the Directorate of Human Resources (DHR), Directorate of Studies and Planning (DEP), National Directorate of Woman affairs (DNM), National Directorate of Social Welfare (DNAS), and Provincial Directorates of Women and Social Welfare (DPMAS) of Maputo, Gaza, Inhambane, and Maputo City<sup>1</sup>.

The Project's main objective was the strengthening of the capacity of the MMAS and its representations in Maputo city and province, Gaza, and Inhambane in the planning and implementation of its activities.

The activities developed during the project aimed at responding to two main immediate (specific) objectives, namely:

- o *Improvement of the MMAS's capacity for planning and human resources management, and support to the capacity building of the MMAS's staff;*
- o *Creation of instruments for advocacy of women's rights and implementation of advocacy campaigns.*

---

<sup>1</sup> Maputo City Directorate of Woman and Social Welfare - DMAS

Within the scope of this partnership, the ICEIDA contributed with technical and financial support which enabled the development of various activities according to the subjects established, which contemplated, among other, trainings, purchase of office material and equipment, and development of activities with direct impact in the community.

The organizational part of the project was managed by a structure designed, which divided the stakeholders into three different groups, namely: the oversight group, the management group, and the implementing group.

The organization of the Project's daily activities was led by a Coordination group comprising two officials (one from the MMAS and one from the ICEIDA), who apart from the Project activities, coordinated the management group's quarterly meetings, and half-yearly meetings of the oversight group, where decisions about the course of the project were made.

The execution of the Project was scheduled for 17 months (from August 1, 2007, to December 31, 2008), but due to the existence of outstanding activities, its implementation was expanded to further six months, totalling 23 months<sup>2</sup>.

The activities were subdivided into subjects distributed by the Organic Units and DPMAS (see annex 2). The DPMAS, had a subject whose planning was independent from the central plan ( MMAS ) aiming at responding to the activities defined as priorities by each Directorate.

---

<sup>2</sup> The Project was implemented from August 2007 to June 2009.

A Project evaluation (including the 2004-2008 ICEIDA-MMAS Cooperative Agreement) was carried out from February to May 2009. The main conclusions of the evaluation can be found in annex 3.

## **2. Expected outcomes**

The following outcomes were established in the Project Document (PD):

For the Immediate Objective 1, the following outcomes were defined:

- 1.1. The MMAS conducted a needs assessment and created a staff and career development plan;
- 1.2. The MMAS created instruments to strengthen planning, monitoring, and evaluation of the activities;
- 1.3. Planning and Monitoring visits were carried out in support to the DPMAS in Maputo, Gaza, and Inhambane provinces;
- 1.4. The activities were supported by the Maputo City, Maputo, Gaza, and Inhambane provinces Directorates;
- 1.5. Upgrade of the academic level of 5 staff members from the DNM and 5 from the DMASCM;
- 1.6. Increase of computer literacy in the DPMAS of Maputo City and Maputo, Gaza, and Inhambane provinces;
- 1.7. Delivery of a photocopier and IT materials to the DEP to support the activities.

For the Immediate Objective 2, the following outcomes were defined:

- 2.1. Development of a strategic plan by the DNM to eradicate domestic violence;
- 2.2. Availability of trainers in gender and human rights issues in Gaza and Inhambane;
- 2.3. Production of advocacy materials used to increase awareness on women's human rights;
- 2.4 Staff member from the DPMAS and DDMAS, in selected districts from Gaza and Inhambane, as well as from the Maputo City DDMAS, participated in a training action on gender and women's human rights;
- 2.5 Carry out Women's human rights campaigns;
- 2.6 Capacity building of women's associations and cooperatives in planning and management of income generation projects;
- 2.7 The MMAS improved the data collection systems and the evidence-based advocacy campaigns.

### 3. Activities developed

The activities developed for the attainment of the objectives and outcomes of the Project are summarized in three major groups: Advocacy for Human and Women's Rights, Development of community-based activities, and Institutional Capacity Building.

#### **3.1. Advocacy for Human Rights and Women's Rights**

##### *3.1.1. Human and Women's rights*

The advocacy for women's human rights was the centre of the activities of the project and was based in the training of provincial trainers and district and community level activists in Human Rights and Women's Rights.

These trainings aimed at building the capacity of technicians from the DPMAS and its partners in Human Rights, in particular, Women's Rights. The training programme included subjects related to fundamental human rights, women's and children's rights, domestic violence, family law, HIV/AIDS, and gender **(see TORS<sup>3</sup> and list of beneficiaries in annex 4)**.

For this activity, the DNM established a partnership with the Mozambican Association of Women in Legal Career (*Associação Moçambicana de Mulheres de Carreira Jurídica* (AMMCJ)) to provide the trainings in the 4 Southern provinces, namely: Maputo City and Maputo, Gaza, and Inhambane Provinces.

---

<sup>3</sup> Terms of Reference.

After the training of trainers there was a training of district level activists, which comprised district directors, members of local associations, and community leaders. One district was selected in each province to host the training of directors of various key sectors and community leaders.

After the trainings, some provinces continued the activist training courses with independent planning funds. Maputo City, for instance, through its trainers team conducted capacity building of activist of all municipal districts, and Inhambane province organized a seminar to train activists in human rights, with at least two representatives from each district.



*Picture 1: Trainers from Maputo City on the day of the closing of the course, December 2007*

In total, 384 people were trained (229 women – 60%, and 155 men – 40%), distributed according to table 1, below.

Table 1: Trainers and activists trained in the four DPMAS<sup>4</sup>

Province	Districts Covered	# of trainers			# of activists Trained						Total		
					district			community					
		M	H	Tl	M	H	T	M	H	T	M	H	T
Maputo	Marracuene	0	0	0	11	5	16	7	11	18	18	16	34
Maputo City	Municipal Districts (DM) <sup>5</sup>	19	3	22	119	66	199	----	----	----	138	69	207
Inhambane	Jangamo	15	5	20	11	6	17	2	27	29	28	38	66
Gaza <sup>6</sup>	Chibuto	26	3	29	7	13	20	12	16	28	45	32	77
<b>Total</b>		<b>60</b>	<b>11</b>	<b>71</b>	<b>148</b>	<b>90</b>	<b>238</b>	<b>21</b>	<b>54</b>	<b>75</b>	<b>229</b>	<b>155</b>	<b>384</b>

Source: AMMCJ Report, 2008, 2009 and DPMAS Reports - 2008

The capacity building process ended with the introduction of new elements in the training package, such as the production of the trainer's handbook, the compilation of support material (texts and legislation), the production of radio and TV ads, as well as the design of a programme to expand the trainings to other provinces not covered by the Project.

In order to complete the capacity building actions, tools for advocacy, human rights, and women's rights were produced, namely: radio ads, t-shirts and name tags with numbers and places for service in cases of violence. 492 books and gender material (academic books, magazines, legislation) through the DNM.

<sup>4</sup> Initially, the training of trainers in Human Rights was not scheduled for Maputo city and provinces. However, the Maputo City DMAS chose to use the independent planning fund for this activity.

<sup>5</sup> Includes district Directors, community leaders, and DM associations leaders (21 M and 8 H), DM 2 (18 M and 7 H), DM 3 (17 M and 8 H), DM4 (15M and 8 H), DM5 (11 M and 15 H), Catembe (20 M and 8 H) and Inhaca (17 M and 12 H)

<sup>6</sup> In Gaza province, the training of district directors and community leaders was carried out by local technicians trained as trainers.



Picture 2: Moment of delivery of gender materials at the Inhambane DPMAS, January 2008

In parallel, the Gaza DPMAS, in the scope of the duties of the Woman and Gender Department, with independent planning funds, promoted a dissemination of legal instruments for the protection of women through the capacity building of women's associations in the districts of Chókwè and Bilene Macia.

### *3.1.2. Dissemination of the rights of children, people with disabilities, the old, and other vulnerable groups*

In the activities of the DNAS, the production of ads for the dissemination of the rights of the target groups of Social Welfare, namely, children, the old aged, people with disabilities, and other vulnerable groups (drug addicts, inmates, chronically ill people, and others). In this context, 1 TV ad and 12 radio ads were produced. The TV ads are being aired since late July, and the radio ads (which were already delivered to the Radio) are expected to be aired shortly.

It is important to mention that the Project covered the expenses of the design of radio and TV ads, and that under the MOUs between the MMAS and the mass media involved (Radio Mozambique, and Mozambique Television) their broadcast is free.

In the Framework of the provincial planning, Gaza province incorporated in its list of priorities the hosting of the Junior Parliament in the Chibuto district. The sessions of the Junior Parliament were guided by technicians from the DPMAS, and were attended by a total of 145 children from the Malehice, Chaimite Chipadja, and Chibuto Sede – where the District Parliament was held – Administrative Posts. These children were selected by the Board of the Schools upon request from the district representation of Social Welfare.

Table 2 : Participants in the Junior Parliament by locality

Localities	Training venue	Beneficiaries	
		Children	Teachers
Chibuto Sede		25 <sup>7</sup>	2
Chaimite	EP2	40	2
Chipadja	EP2 School	40	1
Malehice	Secondary School	40	2
Total		145	7

Source: Gaza DPMAS

Apart from this, the Gaza DPMAS held seminars for capacity building of social actors (including civil society Non-Government Organizations) in the area of children in the district of Chókwè. In these events matters related to legal instruments and action plans for the sector were discussed, namely: National Action Plan for children, National Plan for the Orphan

---

<sup>7</sup> The District Parliament was held in this locality. The session was attended by 20 children from the Sede and 15 from Chaimite, Chipadja, and Malehice. These children had participated in the sessions of the local parliaments in Chaimite, Chipandja, and Malehice

and Vulnerable Child, International Convention on the Rights of the Child, Family law in aspects associated to the guardianship, foster family, adoption, inheritance and food pension, trafficking and sexual abuse in minors.

Still within the context of the dissemination of rights and protection instruments for the target groups of Social Welfare, the same DPMAS carried out capacity building activities with social actors in the area of disabilities in the district of Chibuto.



*Picture 3: Children, Teachers, and Technicians from the Gaza DPMAS – Junior Parliament at EPC- de Malehice, 2007*

### 3.1.3. Dissemination of Women and Social Welfare Sector policies

Within the scope of activities of the DNAS, 1000 copies of a brochure were produced and published, containing all Government policies in the sector of Women and Social Welfare, called "Policies and Intervention Strategies in the Sector Women and Social Welfare".

### 3.1.4. Commemorative dates and events

As a way to promote advocacy on the human rights of the target groups, events were identified for the commemoration of dates relating to women and people with disabilities at both central and provincial levels, including the National Conference on Women and Gender held in Maputo from 11 to 13 August, 2008. The project's support for these activities was mainly for the production of leaflets, slogans, purchase of *capulanas* (traditional fabric used by women), and logistics of the seminars.



Pictures 4 and 5: Commemorations of December 3rd, 2007, Maputo and Matola DPMAS

## **3.2. Development of community-based activities**

This chapter refers to the activities that were directly linked to the MMAS's target group in the communities through the DPMAS. It deals with the Management of Income Projects, Agro-processing, and Dissemination of the rights of children and other target groups.

### *3.2.1. Management of Income Projects*

The training of members of women's associations in management of income projects was under the responsibility of the DNM. These courses aimed at providing the women's associations with basic notions of planning and management of income projects by providing instruments and mechanisms for that purpose. The groups were selected by the DPMAS taking into account their level of partnership and training needs. In total, 60 members of associations were trained, 15 in Maputo City, 16 in Maputo province, 15 in Gaza province, and finally 14 in Inhambane province (see list in annex 5).

To conduct this activity, the DNM established a partnership with the National Institute of Employment and Professional Training (INEFP) from Gaza, Inhambane, and Maputo City, which according to the terms of reference presented (annex 6) prepared and delivered the training package<sup>8</sup>.

---

<sup>8</sup> The training of the associations from Maputo City (Catembe district) was provided by two technicians from the Maputo City DMAS and by a technician from the INAS.

### 3.2.2. Agro-processing

The training in Agro-processing of foods was another activity conducted by the Gaza DPMAS within the scope of the independent budget at central level. As a priority, the DPMAS conducted this training which benefited 130 people<sup>9</sup> (123 women and 7 men), including women from women's and youth associations and other members of the community in the districts of Bilene, Macia, and Chibuto.

With this training, the beneficiaries obtained knowledge on food conservation (drying of products), preparation of beverages, jam, and cakes with local products. Through monitoring visits carried out in the district of Chibuto, we found that this activity generated a lot of interest from the participants. The first results started to emerge when the trainees began to replicate their training to other groups, which is the case of the *Associação Reencontro de Chibuto*.

---

<sup>9</sup> In Chibuto, 99 women and 6 men were trained in the four district localities and in Bilene-Macia 24 women and only 1 woman in the Sede.



**Picture 6:** Participants of the Agro-processing Course, December 2007- Chibuto, Gaza

### **3.3. Institutional Capacity Building**

The MMAS's institutional capacity building comprised the support to the central organic units and the four DPMAS through the training of technicians in long and short duration courses through scholarships and funding of specific courses, supply of Office equipment, IT material, improvement of the MMAS's information dissemination system, and drafting of planning plans and instruments.

### 3.3.1. Long term courses

With regards to long term training, we can highlight the granting of 10 higher education scholarships benefiting a total of 10 officials, 5 from the MMAS and 5 from the DMAS – Maputo City. Nine of the ten officials are expected to complete their courses within this year<sup>10</sup>.

Table 1, below, shows information on of the officials who benefited from the ICEIDA scholarship<sup>11</sup>.

Table 1: List of ICEIDA’s scholarship holders

<b>Scholarship Holders from the Central Bodies</b>			
Name of official	Body/Unit	Ed. Institution	Course/Year
Berta Seiuane	DNM	ISPU	Early Child Education – semester 8/year 4
Carlota	Inspection	University São Tomás de Moçambique	Philosophy – Preparing Presentation of final Dissertation
Elisa Mutisse	DNM	ISPU	Clinical Psychology - Preparing final Dissertation for undergraduate degree
Nelson Aurélio	DAF	Escola de Gestão Instituto Superior de Ciência e Tecnologia	Accounting and Auditing / year 2
Palmira	DNM	ISPU	Organizational Psychology – 8th semester – Year 4
<b>Scholarship Holders from the Provincial Bodies – Maputo City</b>			
Armindo Bila	DMAS-CD	Pedagogic University	Political History and Public Administration – Year 4
Elias Ngotine	DMAS-CD	Pedagogic University	Political History and Public Administration – Year 4
Izilda Maibaze	DMAS-CD	Pedagogic University	Psychology – year 4
Augusto Lourenço	DMAS-CD	Pedagogic University	Education Planning and Management – year 4
Sarifa Eurico	DMAS-CD	Pedagogic University	Political History and Public Administration – Year 4

<sup>10</sup> One of the officials started the higher course in 2008, and had received a scholarship from the ICEIDA to complete his secondary studies.

<sup>11</sup> The payment of scholarships started in 2004 in the scope of the MMAS-ICEIDA partnership Agreement, and it is expected to end in the second half of 2009.

4 officials also received scholarships in the area of Public Administration, 2 for the IFAPA (secondary education) and 2 for the *Instituto Superior de Administração Pública*- ISAP (higher education)<sup>12</sup>.

Apart from the above mentioned courses, an English course was offered for members of Ministry's Board<sup>13</sup>. The Inhambane DPMAS also offered training in English for 26 officials for 10 months, hiring a private teacher who delivered the course at the DPMAS. On the other hand, the Maputo DPMAS enrolled one official in the second level of an English course, but the results achieved did not enable his passing to the next level.

### 3.3.2. Short term courses

With regards to the short term trainings, 40 technicians were trained in basic computer literacy, 10 in each DPMAS. These computer trainings also covered 7 technicians in the area of computer maintenance and repair, 3 at central level (DRH) and 1 in each DPMAS. These courses were delivered by the company Sisoft in Maputo city and *Centro de Recursos Digitais* in Gaza and Inhambane.

Capacity building was also given to 33 officials (25 women and 8 men) from the public welfare units (Kindergartens and children centres) of Nampula, Niassa, and Cabo Delgado in early childhood education through a partnership with INTEC. The list of beneficiaries may be seen in annex 7.

---

<sup>12</sup> João Alexandre Mondlane and Adelino Mateus Manhiça (IFAPA,) and Maria Argentina Sima and Elisa Mazivila (ISAP).

<sup>13</sup> The Hon. Deputy Minister also attended the course

### *3.3.3. Supply of computer equipment and material*

Still in the context of institutional capacity building, computer equipment was purchased, namely: desktop and laptop computers, desks, shelves, and office supplies. This equipment was supplied at central (including the Minister's Office) and provincial level and distributed as per description in annex 8.

### *3.3.4. MMAS's information system*

The MMAS had a positive progress in its information system through the capacity building of 4 officials<sup>14</sup> in Website management [/www.mmas.gov.mz](http://www.mmas.gov.mz) and printing of two issues of 1000 copies of the Magazine *Alvo* for 2007 and 2008. It is a means through which the MMAS disseminates its activities.

### *3.3.5. Development of Planning Plans and Tools*

Another Project activity was the development of the National Plan for the Fight and Prevention of Violence Against Women (2008-2012) through an external consultancy guided by the DNM in coordination with a multidisciplinary group created for that purpose, comprised by both government and non-government institutions working in the field, including the ICEIDA. This Plan was approved by the Cabinet in October

---

<sup>14</sup> The staff members that attended the course with funds from the Project were Mr. Pagule and Ms. Alice. The computer company selected for the training of these staff members provided free training to two additional staff members.

2008 and has already been translated into three national languages, namely: Sena, Changana, and Mácua, with funding from other partners of the MMAS.



**Picture 7:** Consultation Process for the Design of the Plan of Action Against Violence, March 2008 – Matola, Maputo DPMAS

Another important instrument carried out by the DHR within the scope of the Project is the Staff Development Plan for a period of 10 years. The plan was developed by a team of consultants hired by the MMAS within the scope of the Project and was preceded by the diagnosis of the current situation of the MMAS's staff and by the assessment of the training needs. The final draft of the documents has already been submitted to the MMAS (DHR) by the team of consultants, and it is expected that they are submitted for approval by the MMAS's Board by late August.

Within the context of the strengthening of the MMAS's planning capacity, it was agreed by the Management Group that instead of introducing new instruments to strengthen planning, monitoring, and evaluation of the activities and produce a guide to harmonize the reports as prescribed at the PD, the DEP would train staff from the 11 DPMAS in using the PES (Social and Economic Plan) Reporting guide in the Sector of Women and Social Welfare, as well as the flowchart for Collection and Validation of sector data. Thus, at least 200 officials of the DPMAS (around 20 per province) were trained by six multi-sector groups<sup>15</sup> purposely created by the DEP.

Still within the area of Training, 69 officials from the DPMAS of Maputo (23), Inhambane (21), and Maputo City (23), including partners, and technicians from the districts were also trained by DNM technicians in methodologies and instruments for creating a Women and Gender data base.

---

<sup>15</sup> The groups comprised technicians from the MMAS, INAS, and DNAS. In some cases, they were solely trained by technicians from the DEP.

## 4. Financial balance

The Project budget was set in USD 475.000 and the share of the Mozambican Government was estimated in USD 50.000. During the implementation of the Project, the financial management was under the ICEIDA. In some cases, the funds were deposited in the DPMAS's bank accounts.

For an improved management, the ICEIDA introduced forms to be completed by the beneficiary entities in the process of requesting and justifying funds granted (see annex 9).

Until June 2009, USD 601.218.67<sup>16</sup> had already been spent. This amount includes around USD 40.033.24 spent before the start of the Project (January and July 2007). These are expenses related to the scholarships, purchase of gender materials (books), support to the DPMAS, Special School number 1, the Costa do Sol fishermen and peasants association, and related to the process of preparation of the Project. This means that the funds for the funding of the Project activities was of USD 561.185.45<sup>17</sup>, exceeding in USD 86.185.43, or 18.14%, the amount initially estimated in the Project Document (USD 475.000).

Most of the funds were used for the expenses related to the short and long term courses and equipment, with 37.20% and 24.60 % of the funds,

---

<sup>16</sup> It does not include the financial management of some expenses made in the month of July (fees, English course, among others)

<sup>17</sup> Amount calculates based in the subtraction of USD 601.218.67 corresponding to expenses made between January 2007 and June 2009, and USD 40.033.24 (spent from January to July 2007).

respectively. Table 3 presents the financial situation from January 2007 to June 2009.

Table 3: Financial balance

Financial code	Item	Year 1:2007	Year 2: 2008	Year 3: 2009 (until June)	Total	%
59186 59187	1. Trainings, fees (short and long term courses)	17.595.68 6.141.43	22.945.37	12.714.30	59,396.78	13.45%
<b>59182</b> <b>59185</b>	<b>2. Travel, meetings, and seminar costs</b>	<b>35.213.42</b> <b>2.147.06</b>	<b>85.228.82</b> <b>18.179.99</b>	<b>23.570.57</b>	<b>164.339.86</b>	<b>37.20</b>
59181	3. Various purchases (kits, signs, etc.)	9.685.76	3.497.33	1.650.25	14833.34	3.36%
59183	4. Constructions and various material	26.739.73	11.973.16	0	38,712.89	8.77%
<b>59184</b>	<b>5. Equipment, furniture and vehicles</b>	<b>91.527.92</b>	<b>17.143.87</b>	<b>0</b>	<b>108,671.79</b>	<b>24.60</b>
59180	6. Service provision, including consultancies	3.575.59 1.943.38	42.247.85	8.014.18	55,781.00	12.62
<b>Total current expenses (Plan of activities)</b>		<b>194.569.98</b>	<b>201.216.39</b>	<b>45.949.30</b>	<b>441,735.66</b>	<b>100%</b>
<b>Total administrative expenses</b>		<b>104.736.31</b>	<b>52.542.26</b>	<b>2.204.46</b>	<b>159.483.03</b>	<b>----</b>
<b>Overall Total</b>		<b>299.306.29</b>	<b>253.758.65</b>	<b>48.153.73</b>	<b>601.218.67</b>	<b>----</b>

Source: ICEIDA Financial report

## 5. Lessons learned, strengths, weaknesses, and need for improvement

One of the main lessons learned during the execution of this project was the need to clarify and define in advance the roles and responsibilities of each stakeholder and the mechanisms for articulation between the ICEIDA and the central and provincial levels. Initially, the ICEIDA was

regarded as the donor and not a technical advisor. This idea was changed throughout the execution of the Project. On the other hand, the lack of details of the PD's activities caused them to be constantly redefined and changed.

During the months of Project implementation, there were strengths, weaknesses, and things to improve.

### **5.1. Strengths**

- ✓ Strong involvement of the DPMAS in the implementation of the Project;
- ✓ Coverage of a diversified number of target groups of Social Welfare, including technicians from the MMAS at central and provincial level;
- ✓ Development of planning instruments, including the Plan against Violence;
- ✓ Improvement of the working conditions of the MMAS and DPMAS by equipping in computer material and furniture,
- ✓ Training of MMAS's officials and Communities empowered in terms of specific tools and knowledge (human rights, agro-processing, and income project management).

### **5.2. Weaknesses**

- ✓ **Complexity of the Project:** the project covered several bodies and very different areas, which prevented a permanent follow-up and coherence of the project. Actually, the activities developed were subdivided into independent subprojects;

- ✓ **Time constraint:** Another constraint worth mentioning was the time available to carry out the activities scheduled. The sectors that had scheduled consultations were the most targeted. The time available was very short to conduct these studies, specially if one takes into consideration that the procedures for document approval are very complex.

## 6. Final remarks

The project promoted the development of important tools and documents for strategic guidance to service the different target groups of Social Welfare, namely, the National Plan for the Fight and Prevention of Violence Against Women, production of a training manual on human rights and the compilation of intervention policies and strategies in the sector of Women and Social Welfare.

Within the context of the implementation the Project, conditions were created for the instrument and establishment of a women and gender data base at the Gaza, Maputo province and city DNM and DPMAS. There was also a data collection to develop the MMAS's staff development plan, identification of the MMAS training needs, as well as use of information Technologies (web-site, Alvo magazine).

On the other hand, the Project organization model was effective despite some initial problems related to the responsibilities of the ICEIDA and MMAS. The existence of supervisory, management, and implementing groups enabled the permanent re-planning of activities and the clarification of the roles of the stakeholders. Furthermore, the existence of a coordination group that facilitated communication between the

various stakeholders, a project official that assisted in the development and implementation of plans was crucial for achieving positive results. However, the delay in the beginning of the implementation of activities, created a certain pressure during the execution of the activities, which made it difficult to follow-up all the activities developed, as well as the intermediate evaluations.

Overall, we can conclude that the support to institutional capacity increased the quality of the MMAS's resources at all levels and created a dynamics at central level and in the DPMAS expediting the treatment of technical matters of the institutions, such as the solution of IT problems within the institution, more computers in the central offices and dissemination of instruments and sector plans.

At provincial level, there was response capacity to the needs of some districts (Inhassoro and Inharrime) in terms of furniture and IT material, as well as in the dissemination of the rights of the different target groups of Social Welfare.

The more expressive activities were related to the training and capacity building of human resources from the MMAS, DPMAS, and partners in the area of IT, Human Rights, Children Rights, Agro-processing, and Management of Income Projects. Meanwhile, there is still a need of follow-up of the people trained to ensure that the knowledge acquired have the desired effects.

Finally, we should highlight that the Project leaves as major challenges the MMAS the approval of the Staff Development Plan, the Implementation of the National Plan for the Fight and Prevention of Violence Against

Women, the dissemination of Human Rights, in particular, women and children's, and the management of the assets purchased throughout the Project.