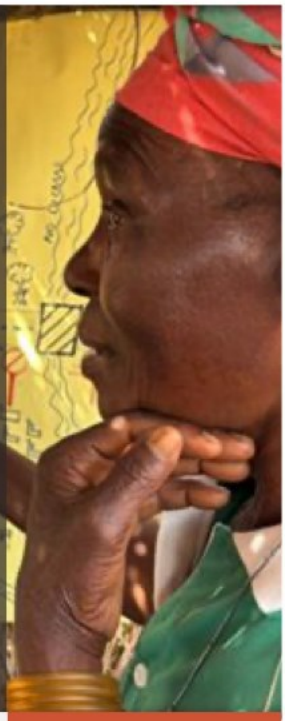
NCG Nordic Consulting Group



EXTERNAL EVALUATION OF THE CIVIL SOCIETY FOR SOCIAL COHESION PROGRAMME

2021-2025

Final Evaluation Report

Client: **Swiss Cooperation Office in Mozambique**

Submitted by:
Nordic Consulting Group A/S
Alicia Calane, Frank Runchel

Copenhagen
September 26, 2025

TABLE OF CONTENTS

EXECUTIVE SUMMARY IV

Programme Overview iv
Key Findings iv
Recommendations vi

1 INTRODUCTION 1

1.1. Evaluation purpose and objectives 1
1.2 Context and main socio-political challenges 2
1.2.1 Drivers of conflict 2
1.2.2 Factors of resilience 2
1.2.3 Insights from social cohesion research 3
1.3 Brief introduction to the programme 4
1.2.1 Proposed programme document for a future phase 6
1.3 Theory of Change 6
1.3.1. Theory of Change Validation 7
2 Evaluation Methodology 10
2.1 Evaluation limitations 11
3 Evaluation findings 13
3.1 Relevance 13
3.2 Effectiveness 15
3.2.1 Overall outcome 1 achievements 15
3.2.2 Overall Outcome 2 achievements 18
3.2.3. Conflict Sensitive Programming 23
3.2.4 Gender mainstreaming 23
3.3 Programme efficiency and governance 25
3.3.1 Coordination and Collaboration 25
3.3.2 Programme Governance Structure 27
3.3.3 Programme Efficiency and Resource use 27
3.4 Accountability 28
3.5 Coherence and Inclusion 28
3.5.1 Coherence 28
3.5.2 Inclusion 30

4 IMPACT 32

4.1 Impacts at local government level 33
4.2 Impacts at community level 33
4.3 Changes at individual level 35
4.4 Unintended outcomes or effects 35

5 SUSTAINABILITY 36

6 EMERGING LESSONS LEARNED 37

7 GOOD PRACTICES 38

8 RECOMMENDATIONS 39

Annex 1 Revised Overall Evaluation Matrix 42
Annex 2: Overview of objective, outcomes and outputs 47
Annex 3 List of persons met .internal only 48
Annex 4 Evaluation field work programme ..internal only 52
Annex 5 Terms of Reference (from SDC) 62
Annex 6 List of documents, Bibliography 69
Annex 7 Updated Logical Framework, 2023 84

List of Abbreviations

AJOPCIPA	Associação de Jovens Promotores de Cidadania Participativa (Association of Youth Promoters of Participatory Citizenship – Ilha de Moçambique)
ALT	Academia de Liderança Transformacional (Youth Transformation Academy)
CDD	Centro para Democracia e Direitos Humanos (Centre for Democracy and Human Rights)
CHF	Swiss Franc (currency)
CJ	Centro do Jovens (Youth Hubs)
CNE	Comissão Nacional de Eleições (National Electoral Commission)
COEP	Civil Society Organizations' Platform
CSPM	Conflict-sensitive programme management
DTM	Displacement Tracking Matrix
ERDIN	Estratégia de Resiliência e Desenvolvimento Integrado do Norte
ET	Evaluation Team
EU	European Union
FDC	Fundação para o Desenvolvimento da Comunidade (Foundation for Community Development
FDFA	Swiss Federal Department of Foreign Affairs
FGD	Focus Group Discussions
FONANGNI	Fórum das Organizações Não Governamentais de Niassa (Niassa Non-Governmental Organizations Forum)
GBV	Gender-Based Violence
GCERF	Global Community Engagement and Resilience Fund
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Cooperation)
GP	Grupo de Poupança (Savings Group)
IDPs	Internally Displaced People
IEC	Information, Education and Communication
IESE	Instituto de Estudos Sociais e Económicos (Institute for Social and Economic Studies)
IPAS	NGO Parceiros para a Justiça Reprodutiva (Partners for Reproductive Justice)
KII	Key Informant Interviews
M&E	Monitoring and Evaluation
MASC	Mecanismo de Apoio à Sociedade Civil (Foundation Support Mechanism to Civil Society)
MEAL	Monitoring, Evaluation and Learning
MTE	Mid Term Evaluation
MZN	Mozambique Metical (currency)
NCG	Nordic Consulting Group
ORERA	Associação Redes de Raparigas em Acção (Association of Girls' Networks in Action)

PEA	Political economy analysis
PEA	Political Economy Analysis
PESOD	Plano Económico e Social e Orçamento Distrital (District Economic and Social Plan and Budget)
PESOE	Plano Económico e Social e Orçamento do Estado (Economic and Social Plan and State Budget)
PQG	Plano Quinquenal do Governo (Government Five-Year Plan)
PREDIN	Programa de Resiliência e Desenvolvimento Integrado do Norte
PSC	Programme Steering Committee
RUSI	Royal United Services Institute (UK)
SAMIM	SADC's Mission in Mozambique
SCO	Swiss Cooperation Office
SCP	Civil Society for Social Cohesion Programme
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goals
SRHR	Sexual and Reproductive Health and Rights
ToR	Terms of Reference
UNAC	União Nacional de Camponeses (Mozambique's National Union of Peasants)
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
USD	United States Dollar (currency)
VDA	Village Development Association
VDO/CDA	Village Development Organisation (Comité do Desenvolvimento da Aldeia)
WB	World Bank

Executive Summary

This external evaluation assesses the Civil Society for Social Cohesion Programme (SCP) 2021–2025, funded by the Swiss Agency for Development and Cooperation (SDC) and implemented in Northern Mozambique by Centre for Democracy and Human Rights (CDD), Mechanism for Support to Civil Society (MASC), and Institute for Economic and Social research (IESE). This external, final evaluation was carried out five months before programme closure end of 2025 and focuses on the programme's relevance, effectiveness, efficiency, coherence, accountability, impact, sustainability, and lessons learned.

Programme Overview

The SCP was launched in response to effects of worsening conflicts and socio-political crises in Cabo Delgado, Niassa, and Nampula. It aimed to strengthen social cohesion by enhancing women's and youth's participation in governance and civic life, while also supporting local government responsiveness. Interventions combined community empowerment (savings groups, youth hubs, leadership academies) with evidence generation (governance and social cohesion barometers).

Two intended outcomes framed the SCP:

Outcome 1 (Supply): Improved responsiveness of local institutions to citizen demands.

Outcome 2 (Demand): Enhanced participation of youth and women in decision-making and social development processes.

Key Findings

Relevance

The programme aligned with community priorities, addressing livelihoods, governance, conflict resolution, and gender equality. It supported district administrations' participatory planning and was consistent with national decentralisation and youth empowerment agendas. Youth and women were meaningfully involved in shaping interventions, though uptake by local institutions varied across districts.

Effectiveness

The degree to which trust, civic participation and ultimately social cohesion has been established in the three Northern provinces, leading to responsible governance (as per the overall objective), is fragile and not yet consolidated.

Outcome 1 (Supply) **has been contributed to, but to a modest degree**, given the low capacity by local governments to respond to demands and request by their citizens through participative planning and community engagement processes. Capacity-building of local authorities was achieved, but institutional responsiveness remains weak, largely due to low resources and limited government ownership. Examples exist of service improvements (water supply, schools, electricity) following community advocacy, but systemic uptake of participatory methods is not consolidated.

Outcome 2 (Demand) **has been substantially contributed to** as the main pillar of intervention of the SCP. The most notable achievements lie in empowering youth and women. 130 savings groups,34 community associations were established, alongside 7 youth hubs, 41 youth cooperatives, and 6 transformational leadership academies. These platforms increased confidence, civic engagement, and community activism, though sustainability of youth cooperatives remains uncertain due to incomplete registration and limited access to finance.

Conflict Sensitivity and Gender Mainstreaming

Conflict-sensitive programming was well integrated, with beneficiaries actively mediating disputes and reducing violence at community level. Gender equality was promoted through training, safe

spaces, youth hubs and savings groups, leading to greater formal inclusion. However, evidence of transformative change in gender relations is limited, with risks of reinforcing traditional roles.

Programme Efficiency and Governance

The consortium model of implementation proved fragmented and inefficient. Coordination among the three partners (CDD, MASC, IESE) was minimal, with separate reporting systems, weak joint monitoring, and lack of a unified programme identity. Rotational governance structures diluted accountability, and information-sharing was inconsistent.

Accountability, Coherence, and Inclusion

The programme created new spaces for citizen–government engagement, strengthening horizontal social cohesion. Beneficiaries reported improved recognition of their needs, and local authorities valued community mapping and participatory planning. Yet vertical accountability remains fragile, as government responsiveness is constrained by structural and financial limitations.

The Swiss contribution towards the high ambition in the overall objective is modest, given the fragile and not yet consolidated trust, civic participation and ultimately social cohesion in the three provinces, not least in view of the generally low level of confidence in authorities.

Impact

At community and individual levels, the SCP contributed to increased trust, civic participation, and local solidarity. Women gained higher social status through savings groups, and youth emerged as agents of change through hubs and cooperatives. Some districts integrated community priorities into official development plans. However, systemic institutional impact at government level remains limited, particularly outside Cabo Delgado.

The SCP has made a meaningful contribution to civic engagement and local-level social cohesion in the target areas. Its principal strength lies in empowering youth and women as change agents. However, the programme has not achieved its intended institutional responsiveness at the supply side, reflecting structural constraints within local governments.

A **fundamental and important change** attributed to the SCP's Youth interventions is that **Youth are recognised as agents of change**, in some districts with complex political & social dynamics, where the image of youth has **changed from destabilising, not relevant, to valid and appreciated**.

The second fundamental and important change attributed to the SCP's community interventions is that the Village Savings Groups (GPs) have reduced economic dependency of women, leading to women having a stronger decision-making power and position in the communities and families.

Sustainability

The programme's sustainability is at best fragile, with emerging dynamics between citizens and the state, with clear indications of goodwill, commitment and some progress in terms of active social participation and integration in district plans of community needs and requests. While community-level structures (GPs, CJs, ALTs, CDAs) show strong ownership and are likely to endure, youth cooperatives and broader institutional engagement risk collapse without continued external support. Given the authorities' limitations in resilience, in institutionalisation of positive results and effects of the programme, and in particular the limited outreach and financial resources, the SCP and its impacts cannot yet be deemed sustainable beyond the current financial support from Switzerland.

Lessons Learned and Good Practices

The evaluation found that acceptance and success of interventions hinged on early and continuous involvement of community, religious, and traditional leaders. Their engagement enhanced community acceptance, promoted peace messages, and supported interfaith dialogue,

Methodological flexibility, with a focus on participatory processes from diagnosis to implementation, was a key factor in fostering local ownership. The programme partners have been creative and adaptive in adjusting their interventions to the evolving context and difficulties.

Participatory Planning and mapping through community mapping are effective tools for integrating citizen voices into planning.

Careful Screening and Vetting of CJ Applicants ensured representation of marginalised groups, including internally displaced persons (IDPs), while mitigating risks of recruiting radical elements.

A Neutral, Non-Partisan Approach across ethnic, political, and religious lines, adapted to local cultural calendars and sensitivities, supported broad-based participation.

Youth as Proactive Agents of Change: CDD's CJ and ALT equipped youth with leadership, civic engagement, and mediation skills, enabling them to influence decision-making and foster social cohesion. This has been widely practiced in communities.

Youth cooperatives, though not originally foreseen, demonstrated good innovation by CDD responding to demand, but require structured long-term support.

Gender-Sensitive Spaces: Creation of women-only spaces within CJs and GPs encouraged open discussion of sensitive issues, boosted self-confidence, and increased women's leadership roles. Women's savings groups are socially and economically transformative, though dependent on revolving funds.

Evidence-based tools (Social Cohesion and Governance Barometers by IESE) hold great potential but were insufficiently integrated into programme delivery.

The consortium model hindered efficiency and limited strategic collaboration between the partner organisations. A stronger, more integrated governance arrangement will be required for future programming.

Recommendations

Recommendations for implementing partners under the current Social Cohesion programme until end 2025:

1 The three implementing SCP partners, supported by SDC, are recommended to ensure that an updated M&E Matrix is produced at the end of project

2 As an **alternative monitoring model for the SCP, Participatory Outcome Harvesting** could be recommended

3 MASC is recommended to ensure that the rotating funds are disbursed to the remaining Savings Groups (GPs), as a matter of priority, before the closure of the SCP

4 CDD is recommended to ensure the registration and legalisation of the 41 cooperatives or social enterprises created, as a matter of priority, before the closure of the SCP

Recommendations made to SDC for the Swiss cooperation programme, 2026-2030 (In case SDC decides to continue supporting a new version of a Social Cohesion Programme in Northern Mozambique)

5. Consider supporting local authorities with capacity building and some level of competitive financing in a selected, small number of districts/municipalities, where the programme has been operating until 2025 (to capitalise on investments already made, and the positive, but embryonic social changes)

6. Consider continued core funding support to selected civil society organisations, to ensure:

a. Production of action research on social cohesion, and the complex security, governance and socio-political and economic challenges (similar to the Social Cohesion and Governance Barometers, produced by IESE)

b. Capitalisation of the achievements made by partner CSOs on strengthened community engagement and participatory governance

7. Consider a new support modality for a more focussed, coherent Social Cohesion programme

8 Continue to seek co-financing for a new more focussed, coherent Social Cohesion programme with like-minded donors, such as Sweden, to avoid a new stand-alone engagement from 2026

9 Ensure complementarity of the engagement and alignment with other donors and actors in the targeted districts

Recommendations made to local authorities

10 Build upon the community consultation and participatory planning models tested and made available by the SC programme to expand and strengthen local district planning, based on community engagement, ensuring that community needs and priorities are better incorporated in government priorities and district plans.

1 Introduction

The present final external evaluation of the Civil Society for Social Cohesion Programme, 2021-2025, has been commissioned by the Swiss Cooperation Office (SCO) in Maputo, Mozambique. The evaluation was undertaken 5 months before the programme ends. This draft evaluation report is prepared by the Evaluation Team (ET) from Nordic Consulting Group (NCG), Denmark, as the second deliverable of the assignment.

This chapter presents the overall purpose and objectives of this evaluation (Section 1.1), gives a brief introduction to the Civil Society for Social Cohesion Programme (Section 1.2), presents the Theory of Change, its challenges and the validation workshop during the evaluation (Section 1.3), and analyses the main context and challenges to the SCP (Section 1.4).

1.1. Evaluation purpose and objectives

The purpose of this external evaluation is to provide an independent assessment of the Civil Society for Social Cohesion Programme (2021–2025), implemented in Northern Mozambique, and funded by Swiss Development and Cooperation (SDC) in Mozambique. The evaluation was designed to serve multiple purposes, aligned with the SDC's strategic interests in learning, accountability, and evidence-based programming.

This final evaluation focused on the project objectives and integrates SDC's transversal themes **conflict-sensitive programming and gender mainstreaming.**

The evaluation considered three key areas:

i. Context evolution and socio-political events and dynamics;
ii. Process, implementation, management and delivery (by the three implementing organisations), and potential for replication in other districts;
iii. Theory of Change (ToC) and its fulfilment, including implementation timeline.

The overall purpose of the evaluation was:

- Assess the degree of achievement of the programme's objectives.
- Analyse the effectiveness, efficiency, relevance, coherence, impact, and sustainability of the programme.
- Identify lessons learned, good practices, and the sustainability of results.
- Inform the design of future partnerships between the Swiss Embassy and Mozambican civil society organisations working in similar thematic areas.

The Evaluation Team noted that SDC, during the Inception phase, emphasised three aspects, which the ET assessed as part of the evaluation:

- The dynamic and fragile context and socio-political challenges in the targeted three Northern provinces of Mozambique.
- The governance of the programme itself by the three implementing partner organisations, about which SDC has some concerns.
- The reporting to and accountability towards beneficiaries and stakeholders by the implementing partners.

The **overall objectives or goals** of the final evaluation were as follows:

Learning: The evaluation assessed the programme's theory of change, effectiveness, and operational steering to understand what worked, what didn't, and why—highlighting factors that influenced outcomes and drawing lessons for partners and stakeholders.

Building Evidence: It provided robust evidence on the programme's relevance, efficiency, impact, and sustainability, identified implementation challenges and innovations, and evaluated how well the programme reached its target groups, particularly youth (14–28) and women.

Accountability: The evaluation measured the results achieved and the significance of Switzerland's contribution, ensuring transparent reporting to beneficiaries, stakeholders, and the Swiss public, while confirming the programme's alignment with the 2022–2025 Swiss Cooperation Programme for Mozambique.

The specific, original evaluation questions can be found in the Terms of Reference (Annex 5). Reference is also made to the revised Evaluation matrix, Annex 1, proposed by the evaluation team.

1.2 Context and main socio-political challenges

Since 2017, the conflict in Cabo Delgado has intensified, with more recent outbreaks also reported in Niassa and Nampula, leading to mass displacement, loss of life, and the destruction of basic infrastructure. As of February 2025, the IOM Displacement Tracking Matrix (DTM) recorded 609,243 people still displaced across the three provinces, while 701,462 had returned—reflecting both gradual returns and ongoing volatility. Cabo Delgado continues to bear the brunt of the crisis, hosting 70% of all IDPs and 94% of returnees. Agricultural production, particularly in the northern districts of Cabo Delgado, has been severely disrupted, further aggravating food insecurity.

At national level, political dynamics have further compounded fragility. Following the 2024 presidential elections, protests against electoral results were repressed by security forces, heightening grievances and weakening citizen trust in institutions. Rising unemployment and cost of living, combined with political repression, have deepened socio-economic fragilities.

1.2.1 *Drivers of conflict*

A 2025 study on Crime, Terror and Insecurity in Northern Mozambique[1] described a multi-layered system of local-level insecurity, particularly in Cabo Delgado which is most affected by the unfolding crisis, with the experienced key harms varying across both time and place. The study found that endemic corruption was consistently identified by citizens as the central enabler of insecurity, facilitating kidnapping, trafficking, burglary and undermining trust in the state. Everyday insecurity such as petty crime, police abuse, and poor service delivery was perceived by communities as more pressing than terrorism, except in Pemba. Political and economic marginalisation was strongly associated by communities with poverty, exclusion, corruption, and lack of jobs, particularly for youth and women, while resource wealth is seen as disproportionately benefiting outsiders. Importantly, respondents in this study expressed a deep-seated antipathy to state authority and a breakdown of trust between communities and the state. In addition, historical roots of violence from colonial repression to the civil war continue to shape fragile state–society relations.

1.2.2 *Factors of resilience*

The Government of Mozambique launched the Plano de Reconstrução de Cabo Delgado (PRCD, 2021–2024) and the Programa de Resiliência e Desenvolvimento Integrado do Norte – PREDIN (2022), officially approved by the Council of Ministers[2]. PREDIN provides the political framework for donor

https://www.rusi.org/explore-our-research/publications/whitehall-reports/crime-terror-and-insecurity-mozambique. 2025 British Royal United Services Institute, Whitehall report 1-25, financed by Norway, with the cooperation of CDD. "Crime, Terror and Insecurity in Northern Mozambique"

[2] Resolução n.º 31/2022

coordination, but places more emphasis on stabilisation and development than on addressing root causes.

In contrast, the Estratégia de Resiliência e Desenvolvimento Integrado do Norte – ERDIN (2021), explicitly identified internal drivers of extremism such as poverty, exclusion, inequalities, land expropriation, unmet expectations around natural resources, and shrinking civic space. ERDIN was never approved because the framing contradicted the official narrative that prioritised external drivers. Community coping strategies include solidarity networks, informal justice systems, and civil society initiatives. International and regional military interventions (by Rwanda, SADC's Mission in Mozambique (SAMIM) have reclaimed districts such as Mocímboa da Praia, enabling the rollout of stabilisation programmes.[3]

1.2.3 Insights from social cohesion research

The Social Cohesion Barometer surveys carried out by IESE in 2022, 2024 across Chimbunila, Cuamba, Montepuez, Chiúre, Moma, and Angoche show moderate but fragile cohesion. Community solidarity and trust in religious leaders act as resilience factors, but inequalities of opportunity, weak trust in political institutions, political intolerance, and low civic engagement — particularly of youth and women — undermine cohesion.

Living Conditions and Inclusion: In Chimbunila and Cuamba, most respondents in the Social Cohesion Barometer Surveys rate their living conditions as fair or good, with young people more optimistic and farmers more pessimistic (. In Montepuez, Chiúre, Moma and Angoche, dissatisfaction is more pronounced, with up to half rating their conditions as poor or very poor. Across all districts, there is a widespread perception of unequal access to opportunities, especially regarding public employment, private jobs, and government funds, often linked to political affiliation, ethnicity, or religion.

Safety and Protection: In Chimbunila and Cuamba, perceptions of safety are relatively high, though residents fear insurgent expansion. In Montepuez and Chiúre, security is much weaker as communities are directly exposed to violent extremism and internal displacement. In Moma, most feel safe, though conflicts arise around land, water, livestock, and artisanal mining, including tensions with Tanzanian miners. In Angoche, 51% the respondents feel secure, but communities express concerns about youth recruitment into extremist groups (Al-Shabaab) (A common pattern across all five districts is fear of crime, land disputes, and insurgency-related violence.

Trust in Others: Community solidarity remains strong in all districts, particularly within family and neighbourhood structures. However, distrust of outsiders, strangers, IDPs, and foreigners is widespread. Political intolerance is consistently high, with 25–33% of respondents unwilling to interact with people from other parties. In Moma, youth display greater trust in religious leaders than in local authorities, creating heightened risks of radicalisation. In Angoche, political affiliation, more than ethnicity or religion, is the strongest social divider.

Trust in Institutions: Education and health services are the most trusted across all districts. Water services, the police, and the National Electoral Commission (CNE) consistently score the lowest levels of trust. Religious leaders stand out as the most trusted authorities, followed by secretaries and leaders. Trust in the President and Governors remains relatively high, though people highlight corruption, unfulfilled promises, and political favouritism as concerns.

Political Representation: In all five districts, the majority believe the Government is underperforming or needs major improvement. However, many also believe that an opposition party would govern equally or worse. The perception that politicians and parties only engage with communities during elections is dominant. Local secretaries and traditional leaders are consistently seen as closer and more responsive to communities than elected officials.

[3] UNDP, Immediate Stabilization and recovery in Cabo Delgado Province, Mozambique ProDoc, 2022

Civic Engagement: Civic participation is weak in all districts. Chimbunila and Cuamba show slightly higher levels of participation in community meetings and savings groups. Montepuez and Chiúre report very limited engagement, often constrained by fear of reprisals. Moma reflects very low involvement of women and youth in decision-making, with many reporting they lack the capacity to express opinions. In Angoche, civic engagement remains weak, while police harassment and extortion further suppress activism. Across all districts, religious organisations and savings groups are the main spaces for engagement, while youth and women's associations remain marginal.

Gender equality: Complementing this evidence, IESE's 2024 Gender Equality study of the SCP highlights that, despite the programme's intention to integrate gender equality, participation often remains top-down and invited, limiting the autonomy of women and girls. Mechanisms such as Savings Groups (GPs), Village Development Committees (CDAs), Youth Centres (CJs) and Transformational Leadership Academies (ALT) provide entry points for engagement by women but frequently reinforce traditional roles and fail to challenge discriminatory social norms.

The study warns of the risk of "evaporation" of gender intentions, as monitoring systems inadequately capture changes in women's power and autonomy. It concludes that the programme contributes more to formal inclusion than to transformative change, recommending a feminist and intersectional approach that prioritises the leadership of girls and young women, participatory methodologies, and stronger coordination among partners.

1.3 Brief introduction to the programme

In 2018, the Swiss Embassy commissioned three in-depth studies on the dynamics driving social cohesion[4]. The results of these studies guided the design of the Civil Society for Social Cohesion programme (SCP) in Northern Mozambique. The SCP is implemented by by three Civil Society Organisations; Centre for Democracy and Development (CDD), the Mechanism for Support to Civil Society (MASC), and Institute for Social and Economic Studies (IESE). The SCP aims ataddressing some of the structural factors behind and the effects of the worsening and multi-dimensional conflicts and crises. These factors include, but are not limited to: A low level of trust in authorities (state and local institutions); Weak representation by the population in elected bodies (municipal, district and provincial councils); Lack of access to credit, employment and livelihood options (especially for marginalised groups); Social and ethnic fragmentation; Weak civic engagement; social, political and economic exclusion of youth and women; Restrictive and increasingly closed civic space, with restrictions on freedom of expression and on human rights activists and civil society in general.[5]

Against this backdrop, the overall objective of the programme (goal) is **to strengthen social cohesion in the three northern provinces of Mozambique (Cabo Delgado, Nampula, Niassa) by fostering youth and women's civic engagement in inclusive social, political, and economic spaces to promote accountable governance.**[6] The intervention design was built around a two-pronged approach – with two outcomes that respectively address both the **demand side**—empowering youth, women, and community-based organisations (CBOs)—and the **supply side**—enhancing the capacity and responsiveness of local government institutions:

4 Study on Leadership, Youth and Social Cohesion in Mozambique, prepared by the Centre for Democracy and Human Rights (CDD);
Social Cohesion and Political Violence: Notes for Programmatic Research in Northern Mozambique, prepared by the Institute for Social and Economic Studies (IESE);
and Mapping and Analysis of Spaces for Dialogue and Participation in Northern Mozambique, prepared by the Foundation Support Mechanism to Civil Society (MASC).

[5] Context analysis, Programme Document for "Civil Society for Social Cohesion in Northern Mozambique", p 9. (2021)

[6] The project's impact indicators are defined as: % of citizens feeling improved responsiveness of district and municipal governments to citizens' needs; % of women reporting engagement in institutions and service delivery mechanisms; % of women´s reporting improved livelihoods (by sex, age); % of trust between host communities and internally displaced populations (risk violence)

Outcome 1 (Supply): Improved responsiveness of local formal and informal decision-making institutions to youth and women's community proposals for improved local development and governance.

Outcome 2 (Demand): Improved youth (14-28) and women's participation in decision-making and social development processes at the local/community level.[7]

The SCP incorporates an adaptive learning framework, combining action research and continuous context analysis through tools such as the Political Economy Analysis (PEA) and the Social Cohesion Barometer.[8] According to the programme document, it was also built upon and strengthens existing community assets (Village Development Organisations (VDOs or CDAs), and created Savings Groups (SGs), and Youth Hubs (CJs).

The primary target groups are youth and women as potentially both individual and collective civically engaged 'agents of change' for the common good of the community. Collective change agents also include public institutions (from local to national) that have interest, capacity and ideas to contribute to economic, political and social inclusion, improve State responsiveness and service delivery.

The SCP unfolds in a highly volatile and conflictual context in 3 municipalities and 3 districts of the three Northern provinces:

Province	Districts / Municipalities
Nampula	Angoche District & Municipality, Moma District
Niassa	Cuamba District & Municipality, Chimbunila District
Cabo Delgado	Montepuez District & Municipality, Chiúre District

The Social Cohesion programme has an initial 3-year implementation phase, which was extended by a fourth year by SDC until end-2025, in view of the on-going formulation of Swiss Cooperation Programme for 2026-2030. The SCP is financed mainly by Switzerland through core contributions from SDC to the three implementing organisations, each holding an individual contract. The Embassy of Sweden only supports IESE's Social Cohesion Barometer studies since 2024, but also in the form of core contribution to the institute.[9]

A governance structure was established between MASC, CDD and IESE, with pre-defined coordination and monitoring mechanisms among the partners with the following responsibilities:

- **CDD** - Empowering youth through Youth Hubs (CJs), Transformational Leadership Academies (ALT), and policy dialogues.
- **MASC** - Supporting women's Savings Groups (SGs), Village Development Organisations (CDAs), and promoting community-level dialogue.
- **IESE** - Political Economy Analyses, development of district-level 'Social Cohesion Barometer', Local Governance Barometer' studies, adaptive learning, evidence generation for advocacy.

The management and governance of the programme has proven to be problematic, as it has not functioned as intended (please refer to section 3.3, Programme Efficiency and Governance).

The programme established an initial Monitoring, Evaluation, and Learning system to drive evidence-based adjustments and learning, developed by an external consultant hosted by IESE (paid from SDC's budget).

[7] Annex 2 contains an overview table with objective, outcomes and outputs. Please also refer to the detailed LogFrame, Annex 7

[8] IESE also conducts a series of Municipal Governance Barometer studies, not financed under the SCP programme, to the knowledge of the ET. During the first 2 years of the programme, Social Cohesion and Local Governance studies were funded by SDC, but from 2024 funded by Sida.

[9] A joint, operational, detailed budget for the SCP appears not to be available. During this evaluation, only an overall budget per organisation (CDD, MASC, IESE) was available, with SDC's and other donors' contribution to core or specific funding of the three CSOs. The SCP is part of the contracts between SDC and each of the three CSOs

1.2.1 Proposed programme document for a future phase

In August 2024, the three implementing partners as a joint exercise reflected on the first three years of implementation. This resulted in a revised programme document, including a new Theory of Change as well as adjustments in the programme governance[10]. After assessing the proposal, SDC concluded that development of a possible second phase would have to await a) Developing the future 2026-2030 Swiss Cooperation Programme for Mozambique; b) Findings and recommendations by the present final evaluation. Consequently, SDC extended the present programme until end of 2025.

1.3 Theory of Change

The programme's original Theory of Change (as per the programme document) defines the causal logic as a classic If-Then-Because algorithm. (see diagram 1 below). The ToC combines both the Demand and the Supply side of social cohesion interventions.

Two main assumptions were stated in the programme document:

Outcome 1 assumption (Supply): "There will be a continued process of decentralization supported by relevant stakeholders such as the Swiss Cooperation program, as well as United National Development Program (UNDP) and German International Development (GIZ) all contributing towards increased accountability" *(p 15, programme document).*

Outcome 2 assumption (Demand): "That youth, women and community will be undertaking direct actions for the common good of the community as an exercise of civic engagement provides opportunities for individual practice of leadership skills, group recognition and increased confidence to engage with targeted authorities on behalf of community interests". *(Ibid, p 16)*

The ET notes that these two assumptions were not integrated in the Theory of Change model in the programme document. Instead, a model for pathways to change (Building Social Cohesion – From context to drivers of change) was proposed, which integrates a number of contextual factors, limitations and implicit assumptions about entry points to drivers of change.

The ET finds that Assumption 1 above (Decentralisation process) formally hold true, since Switzerland financially supports the World Bank, UNDP, UNCDF in the 'Decentralisation for inclusive development ' in Northern Mozambique[11], aiming to "Contribute to the improvement of wellbeing of northern Mozambique's most vulnerable population by fostering inclusive, participatory, accountable socio-economic development, sustainable urbanization, social cohesion and peace". The links and coherence between the present programme and the decentralisation programme could not be verified during field work in Niassa and Cabo Delgado, but there is obviously coherence at a higher level. Further, the Swiss embassy supports policy dialogue with the Government, mainly through the Decentralisation Working Group (a donor coordination platform that includes World Bank and other key development partners).Assumption 2 on Civic engagement can be confirmed as correct and an important impact of the programme.

Redesign of the central intervention logic

In 2023, the design of the programme was modified by the implementing partners and approved by SDC, based on experience from the first year. These adjustments were considered and assessed by the 2023 Mid-Term Evaluation (MTE) Report. The programme design (Overall Impact and Outcome indicators, and several at Output level), was updated and adjusted, importantly by adding key

[10] The proposal was received by the ET at the end of field work but was not available as part of the preparation for the ToC Validation on 10 July. Since SDC has not accepted the proposal, the suggested ToC and design has not been taken into consideration by this evaluation.

[11] https://www.eda.admin.ch/deza/en/home/projekte/projekte.filterResults.html/content/dezaprojects/SDC/en/2019/7F10037/phase2?oldPagePath=/content/deza/en/home/projekte/projekte.html
Swiss contribution is 9,93 million CHF to phase II (01-2024-12-2025). Programme partners are: Private sector, Swiss Academic and Research Institution, UNDP, UNCDF, Université Fribourg, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

assumptions. Relevant and timely adjustments of the design were thus made to the credit of the partners. The Logical Framework also introduced two pillars of Sub-Outputs under Outcome 2, to be managed and delivered on by MASC and CDD respectively.

(See section 1.2 above and refer to Annex 7, revised LogFrame for details).

1.3.1. Theory of Change Validation

The three partner organisations and SDC validated the ToC at a*n overall, principal* level: The value added by citizens' engagement (Outcome 2) and the importance of improved services and better response by local government (Outcome 1). The programme was overall seen by the partners as both valid and relevant, bringing hope, engagement, even transformation at individual, group and community level. Local and provincial government actors have been capacitated and have positively engaged, also at times of high political tensions and civic unrest. A strong sense of belonging and joint activism is also evident amongst beneficiaries and activists in the different target groups. The programme has enabled prioritisation of local needs and awareness of where and how possible external support can be found, but also how the communities themselves can contribute.

As such, the construction is theoretically *considered* correct and valid, however the ToC validation workshop highlighted several critical issues of what has - and has not - worked during implementation.

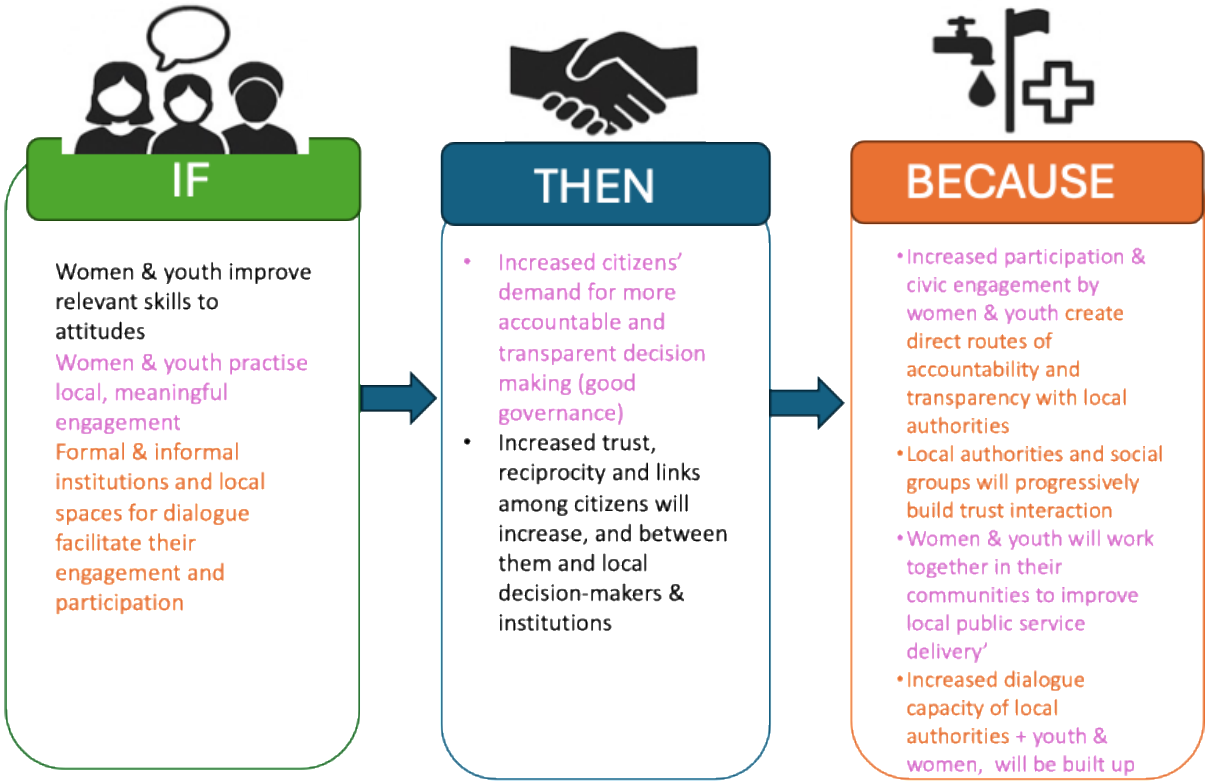
Significant behavioural changes are noted at community level (youth, women, local informal institutions) and at local government level. Relationships have improved, trust has been created and there is engagement at basic, quite low level by local government.

Outcome 1 assumptions are quite focussed on formal institutions, but the informal ones are not well considered. This is in particular the case for youth activism, where it has been difficult to create spaces for young people.

What is absent in the process is meaningful work with and real engagement by local level government, whereas the districts visited in Cabo Delgado do show a better engagement and some level of uptake of participative models from the SCP.

The SCP partners CDD and MASC have provided in-kind and financial support to the district authorities for their active participation in social cohesion interventions at many levels. When such resources are provided, officials do engage and appreciate the process, make use of the inputs and provide some level of feedback. When there are no such resources, the engagement remains very low.

Diagram 1 : Theory of Change (based on Programme Document 2021 and Mid-Term Evaluation report, 2023)



Assumptions, Outcome 1 (Supply)

- Constructive, evidence-based engagement by CSOs/media/youth/women motivates local government involvement.
- Better evidence helps citizens/CSOs join policy discussions.
- Broader service access across social divides drives participation.
- Gradual government buy-in for dialogue, budget monitoring, and citizen engagement
- Local authorities (gradually) appropriate and integrate citizen engagement and participative methods in their practice

Assumptions, Outcome 2 (Demand)

- Community groups can represent citizens' needs and challenge government
- Access to information boosts citizen participation.
- Constructive engagement by CSOs/media/youth/women encourages govt response

Note: Assumptions in red added by the Evaluation Team

In summary, the validity of the assumptions under Outcome 1 above is more than questionable, which the ET finds in part undermines the relevance of the programme. If local governments do not have resources or capacity to respond to the requests and needs of the communities, the programme will over time risk doing more harm than good. The overall objective of 'promoting accountable governance' requires a minimum level of supply by local government that has not materialised.1.3.2 ToC Conclusions

The evaluation concludes that the ToC in Diagram 1 was relevant and valid at the time of designing the programme intervention logic. **Outcome 2 Demand has convincingly led to behavioural changes**, **community engagement** and a basic, but quite low level of engagement by local government authorities. However, the **interventions under Outcome 1 Supply have not, after 3 ½ years, led to a consistent supply capacity by local authorities**, to be able to respond to and integrate demands and proposals from communities and youth activists. (with a more solid and consistent engagement and emerging uptake of social cohesion models in Cabo Delgado, compared to Niassa). **Assumptions in the model under Outcome 1 have not held true.**

If rewritten in 2025, the ToC model would essentially concern preconditions, interventions and effects related to Outcome 2, but not Outcome 1 (with emerging capacity and engagement in one province, but not all). The overall objective would be less ambitious, and assumptions would be much more specific.

The fulfilment of the Theory of Change and the level and degree of implementation will be assessed in section 3 Effectiveness and 4 Impact below, where conclusions are presented on what has worked well and what not, and why.

2 Evaluation Methodology

In this chapter, the main elements of our methodology are presented, while 2.1 describes the limitations encountered.

As per our proposal to SDC, the Evaluation Team has used **Contribution Analysis** as a theory-based framework for the evaluative analysis and process, in order to answer evaluation questions related to effectiveness, impact, accountability, and sustainability.[12]. This was used to test causal pathways between the interventions as reported and observed and the overall programme design. We have analysed if the SCP interventions plausibly contributed to the desired changes in the ToC, based on the observed and reported changes (and on available project documentation). The ET analysed with the partners, target groups, and stakeholders what has worked and not worked well, and whether the modifications of interventions made along the way have led to improved effects and results on the ground.

Based on this, overall lessons learned, and emerging good practices have been drawn out. Conflict sensitive programme management and gender mainstreaming was also analysed to the extent possible.

The ET has based its overall assessment of the programme's effectiveness, impact and sustainability on:

1 **Identified drivers of conflict** and threats to social cohesion (based on the above documents and observed and reported threats and drivers during fieldwork).

2 **Factors of resilience**, such as emerging vertical social cohesion between local authorities and civic engagement groups, the limited uptake of models and tools by these authorities, and not least horizontal social cohesion between different target groups, as reported, and observed achievements and successes during fieldwork.

Evaluation process

i) Inception Phase substantial desk analysis, collection of partner data, and an Inception report to SDC (revised and submitted in July, 2025).

ii) Analysis and Fieldwork in Maputo, Niassa and Cabo Delgado provinces 30. June - 11. July. The ET carried out a wide range of Key Informant Interviews (KIIs) with relevant national and local stakeholders, partner staff at national and local level, as well as a number of Focus Group Discussions (FGDs) with direct project beneficiaries. Field work in Niassa was done by the core evaluation team, and a national consultant undertook concurrent fieldwork in Cabo Delgado.

This phase included further interviews in Maputo, debriefing session and a ToC validation session with SDC and partners, testing validity of the modified ToC, its assumptions, risks and the degree of its fulfilment

iii) Synthesis and reporting phase, analysing collected evidence, synthesising findings and submitting the present report to SDC.

The original programme design was premised on substantial research by the three partners IESE, MASC and CDD into the effects of the worsening and multi-dimensional conflict and crises affecting the Northern provinces. A combination of a range of factors is threatening social cohesion, including a low level of trust in authorities, social and ethnic fragmentation, weak civic engagement and social, political and economic exclusion of youth and women.

[12] Please refer to the ET's Inception report to SDC, July 2025, for details

The ET has based its desk research on the very solid analysis in the programme document from 2021, as well as subsequent studies by IESE (2023 Baseline Study as well as Social Cohesion Barometer reports and Governance Barometer reports, Gender equality study, 2024). We have also drawn on external sources to the extent possible, as well as a large amount of data from project implementing partners and SDC.

In practical terms, the evaluation has used the revised, updated Evaluation Matrix proposed in the Inception report as key reference document for interviews (see Annex 1). Given the large number of evaluation questions, the ET developed practical interview guides for key groups of informants, including FGDs. As it were, time and logistic constraints made it difficult to cover all criteria, leading the ET to focus on overarching and priority questions (see below).

2.1 Evaluation limitations

Certain limitations were some anticipated in the Inception Report, while others emerged during fieldwork. These constraints affected the efficiency of the process, the breadth of data collected and analysis as follows:

Coordination and preparation at provincial level

The implementing partners facilitated contact with relevant stakeholders and scheduled interviews. However, the ET experienced insufficient preparation and coordination of meetings between the consortium members. This process consumed significantly more time than planned and reduced time available for data collection and preparation for field work. The ET

Weak documentation preparation and sharing

The preparation and sharing of documentation for the evaluation was inconsistent and insufficient, reflecting broader coordination challenges within the consortium, which did not function as a unified programme. In practice, most documentation was received progressively during the evaluation, either in response to specific requests from the evaluation team as new information needs arose, or when the partner deemed it pertinent to share additional material. The limited coordination and sharing of information further undermined efficiency and coherence in the preparation process.

Impact on fieldwork schedule and scope

Due to the fragmented preparation, the fieldwork programme in both Niassa and Cabo Delgado was suboptimal. The partners struggled to produce and advise on a coherent field programme that aligned with the selected locations and groups. Several times, there was insufficient time and unnecessary travel back and forth between distant sites. Logistical shortcomings also resulted in the cancellation of some planned meetings with beneficiaries. In Cabo Delgado, one of the locations selected by the partners — Ocua, located 47 km from Chiúre — was in an area deemed unsafe by the evaluation team and had to be cancelled.

It was a challenge that fieldwork in Cabo Delgado was conducted only after the Niassa mission, owing to scheduling conflicts with the local consultant. Although the local consultant was available earlier and based in the province, no clear guidance had been provided on what preparatory work to carry out.

Efficiency

The ET has not been able to analyse the financial aspects of using the allocated budget and resources for the intended purposes efficiently. This was due to a) limited time and resources available to analyse financial data at partner and programme level before and during field work b) limited financial information available (only an overall budget per organisation (CDD, MASC, IESE) available, with SDC and other donors' funding of the three partners).

The monitoring & learning as well as programme governance structure have been addressed (as part of coherence), as well as accountability and transparency.

Limited time for interviews and evaluation questions

The ET had insufficient time with informants during field work in Northern Mozambique as well as in Maputo to cover the extensive number of evaluation questions. Interview guides were developed for different stakeholders, but some themes could not be covered. Efficiency and use of financial resources could not be addressed properly due to lack of data. The ET aimed to pose overarching and more cross-cutting questions, but some themes were in fact insufficiently covered, leading to weaker conclusions in view of these limitations. With the partner organisations, the ET had to request written responses to some evaluation questions after initial interviews, then following up with a second meeting.

Limited recognition of the programme as a whole

During interviews with beneficiaries, implementers, and government representatives, there was a consistent message on the value of continuing the interventions locally and even expanding them to other areas. However, the programme was generally recognised in connection with the individual implementing partners — particularly MASC and CDD — rather than as a cohesive Social Cohesion programme. References to IESE were less frequent, with most respondents identifying it only as a research institution. Some districts did recognise the value of IESE's social cohesion and local governance barometer studies.

3 Evaluation findings

Chapter three presents the main evaluation findings, according to the evaluation criteria defined in the Terms of Reference. 3.1 describes relevance of the SCP to the needs of target groups and local authorities, as well as alignment to district plans. Section 3.2 Effectiveness concludes on the degree of establishment of trust, civic participation and social cohesion in the target areas, and provides the main and detailed achievements against each outcome 1 and 2, and aspects of Community engagement, Youth Engagement, Conflict Sensitive programming and Gender Mainstreaming. 3.3 analyses programme efficiency and governance in terms of monitoring and evaluation, collaboration and coordination between partners, and the governance structure (consortium). Section 3.4 Accountability analyses horizontal social cohesion (Outcome 2), and Vertical social cohesion (Outcome 1). Lastly, 3.6 presents key findings on Coherence (to government and other donor programmes), and Inclusion in terms of participation and representation of target groups in SCP actions.

3.1 Relevance

The SCP's objectives were broadly aligned with the most pressing priorities identified by both local communities and institutional stakeholders. At community level, it addressed economic empowerment, youth leadership, gender equality, human rights, governance, democratic participation, conflict resolution, and social cohesion. Its design differentiated between rural and peri-urban contexts: In rural areas focusing on strengthening GPs, CDAs, and women's groups, and in peri-urban settings prioritising CJs, Cooperatives, and Transformational Leadership Academies (ALTs).[13]

The evaluation found (Section 1.3) that the construction of the ToC was considered correct and valid at overall, principal level. The ToC validation, however, pointed to several critical issues of what worked and did not work during implementation. It was concluded that meaningful work with and real engagement by local authorities was missing.

This being the case, the evaluation did find cases of engagement by authorities, much goodwill and positive experience with the SCP participatory processes, but generally limited resources and engagement.

Local institutions in Chiúre and Montepuez confirmed that SCP interventions supported their mandates in promoting inclusive governance, citizen participation, and collaborative problem-solving. In Cabo Delgado, as well as in Niassa, district administrations noted that the programme directly contributed to their goals for Social and Economic inclusion, District Economic and Social Plan and Budget (PESOD), and conflict mitigation. Several districts also confirmed that inputs from the community mapping exercises, undertaken under the SCP, were very useful and helped prioritise needs; they were eventually integrated into the district development plans. In Chiúre, youth and women's groups trained under the programme became active participants in drafting and monitoring district development plans.[14]. Alignment was further reinforced by periodic updating of community priorities, informed by instruments such as the Social Cohesion and Governance Barometer studies (IESE), the 2023 Baseline Study, and the 2024 Gender Study[15].

Specific needs of youth and women were identified through participatory approaches combining baseline and thematic studies with direct consultations. Implementing partners (MASC, CDD, IESE) convened public meetings, community assemblies, and open calls for project proposals[16]. Beneficiaries recalled information sessions in administrative posts and localities, peer-to-peer outreach via youth and women's networks, school-based dissemination for younger participants and structured business-plan competitions for financing. These processes ensured that the SCP targeted

[13] Information from field work in 4 districts, validated by partners and SDC, ToC Workshop July 2025
[14] Field interviews in four districts in Cabo Delgado and Niassa provinces, July 2025
[15] Confirmed during field work and by IESE, ToC Workshop, July 2025
[16] MASC and CDD district administrators, Montepuez

locally prioritised issues such as livelihood opportunities, GBV prevention, early marriage reduction, service access, and stronger community–authority relations. [17]

Target groups were actively engaged in shaping interventions. Youth Committees and CJs co-designed activities on governance, entrepreneurship, and civic participation. Women's Savings Groups defined their own income-generation priorities and business plans. ALTs adapted leadership training content to local governance challenges, while CDAs integrated community priorities into Dream Maps and action plans. Consultations were iterative, allowing adjustments during implementation[18].

The SCP incorporated provincial, district, and municipal authority priorities through continuous engagement. Authorities participated in planning sessions, workshops, and joint monitoring visits, influencing alignment with local development plans, capacity-building agendas (participatory planning, budgeting, governance tools), and inclusion of vulnerable groups such as women, youth, and internally displaced persons. In Montepuez, the district reported being engaged "from the first instance", while in Chiúre, education authorities confirmed the input shaped priorities in education, youth inclusion, and governance.

From the outset, the programme aimed to align with national and sectoral policy frameworks — decentralisation, participatory governance, gender equality, and youth empowerment, according to the SCP partners. Activities in leadership development, women's empowerment, and civic education supported the National Youth Policy, while participatory planning and budgeting processes reinforced the decentralisation agenda. Authorities in Montepuez highlighted alignment with provincial and district plans for reconstruction, stability, and youth engagement, while Chiúre officials confirmed integration of programme priorities into PESOD. In Niassa, authorities confirmed that the SCP interventions, especially community mapping (CDAs, GPS) helped them prioritise needs and demands and were used to feed into district development plans.

Alignment with provincial and district development plans was consistent. In Chiúre, programme-supported groups contributed to PESOD processes. In Montepuez, the emphasis on youth leadership and entrepreneurship mirrored district stability and reconstruction priorities. Authorities in both districts cited strengthened governance, civic participation, and economic inclusion as key contributions. MASC noted that the formation of GPs and CDAs facilitated stronger engagement with district planning and budgeting cycles.[19]

The focus on district-level authorities was reported by respondents in Cabo Delgado as having built closer links between communities and local governments. In more proactive administrations such as Montepuez, district councils and youth-led organisations actively engaged in planning and advocacy, influencing local decision-making[20]. Community priorities were incorporated into official planning processes, and programme-supported groups were invited to contribute to monitoring and evaluation of development plans.[21]

It must be noted that the ET could not verify the degree of alignment and integration of the SCP interventions into a sample of official plans and policies, due to resource limitations. However, the ET noted that uptake was uneven and not yet institutionalised in districts with limited capacity, where engagement remained basic, constraining the translation of community priorities into tangible actions. This is also a preoccupation by SDC. This will be further elaborated in 3.2 under Outcome 1.

[17] Field interviews with district authorities, representatives from GPs, Cooperatives, and MASC and CDD representatives, July 2025
[18] Idem, and interviews ALT and CDA members
[19] Interviews w districts and CDD, MASC representatives, C Delgado, July 2025
[20] Interviews Montepuez district and CDD representative
[21] Chiúre PESOD; Montepuez cooperative business review.

3.2 Effectiveness

The main achievements of the SCP are detailed below in 3.2.1 and 3.2.2.[22]

This evaluation overall concludes that the degree to which trust, civic participation and ultimately social cohesion has been established in the three Northern provinces, leading to responsible governance (as per the overall objective), is fragile and not yet consolidated. The effects of the SCP are visible at community district level, through the activism and engagement by GPs, VDAs, CJs, and ALTs. These include a wide range of community and participative planning, round tables, community dialogues, health and citizens' rights campaigns. Further, through radio, youth TV channel, as well as social accountability events such as youth-led policy dialogues and 'Town hall meetings'.

The evaluation also finds that a long process of capacity building (curriculum development as well as training) of government officials has been facilitated at local, provincial and national level throughout the SCP. Despite initial resistance by authorities in some districts, these capacitation processes have been foundational for any improved local governance and participative planning, for example, training of local authorities in participative governance and decentralization not only benefits the public officials but also reinforces their decision making capacity. This was concluded by the 2023 Mid-Term Evaluation as well.

While an updated, comprehensive aggregated set of quantitative data was unavailable for this evaluation to analyse and present quantitative numerical time-series data, the qualitative results strongly suggest positive trends in the indicators assessed by the ET. This evidence shows that the programme established 'bridging social capital' connections between different social groups at district level in the target areas. This again contributes to strengthened community engagement and improved dialogue with authorities and social accountability.

Outcome 1 (Supply) has been contributed to, but to a modest degree, given the low capacity by local governments to respond to demands and request by their citizens through the participative planning and community engagement processes introduced under SCP.

Outcome 2 (Demand) has been substantially contributed to as the main pillar of intervention of the SCP.

3.2.1 Overall outcome 1 achievements

Overall Outcome 1: Supply (Improved responsiveness of local formal and informal decision-making institutions)
Indicators
1.1 # relevant local formal and informal decision-making institutions with women´s representation
1.2 % of women and youth who feel that their interests are fairly/better represented in relevant state bodies
1.3 % of authorities attesting to relevant youth and women engagement in local government mechanisms
1.4 Uptake/replication of programme models shared during good practice workshops.

Outcome 1 has been contributed to, but to a modest degree, given the low capacity by local governments to respond to demands and request by their citizens through the participative planning and consultation processes conducted by the programme (through the GPs, VDAs, CJs, ALTs).

MASC & CDD both report Outcome 1 as achieved to a great extent[23], but the evidence collected by the ET does not support this. The outputs have been achieved by the partners, but the Outcome has

[22] It has not been possible for the ET to establish specific delivery against outcome indicators, since partners report individually including individual annual status matrices, but at output, not at outcome level. There is no overall M&E Matrix is available

[23] Annual reports 2024 CDD & MASC, information provided by both CSOs July 2025.

been partly contributed to. While there is **demand** for community engagement and a degree of openness from local governments, based on capacity building and the good experiences by district authorities during the SCP, the level of **supply** and ownership by authorities, as well as integration of local input into planning and decision-making **remains relatively low**. Engagement cannot be said to yet be effective at all levels.

Output 1.1: Sub-national government and assemblies' capacity developed for effective engagement with citizens at various levels and its three indicators, has been delivered on. The SCP delivered a solid amount of capacity building to local and central authorities. However, this has not by itself resulted in effective engagement at all levels.

Output 1.1 Status of achievement (cumulative), as reported by MASC, CDD at end of 2024[24]	
Output 1.1 Indicators:	# of training materials/manuals developed # of local government officials and assemblies' members trained (M/F) # of local government officials and assembly members conducting community visits
Curricula on Rights Based Governance (CDD) and on Local participatory governance (MASC), as well on Conducting transparent and correct elections developed (4 in total)	
Rights based governance training of officials (National 3, Provincial 1, in districts 12) Ministries, provincial, district authorities	
6 Joint training sessions (in 6 districts of provincial, district, municipal auth), on community involvement & participation, local governance	
1 specialised training of political parties, electoral commission, judges, and provincial and district authorities on electoral law and rights	
730 officials, counsellors, and CSO representatives have been trained	
Basic capacity has been built up by [solid] training of 6 district and 3 province administrations (MASC, CDD), focus on good governance, inclusion, needs assessment and links to communities	
Note: The specific # of local institutions, or % of women and youth represented cannot be established. The partners do keep a long list of community visits by local authorities, but this is not consolidated and tracked as output indicator.	

Output 1.2 Improved multi-stakeholder dialogue and joint action spaces for local governments, youth and women to advance common good, and its 7 indicators has been delivered on.

Output 1.2 Status of achievement (cumulative), as reported by MASC, CDD at end of 2024[25]	
Output 1.2 Indicators:	# of interfaces / dialogue/joint planning processes between government and communities # women and youth participating in these interfaces/dialogue/joint planning processes between state institutions (government) and communities (male/female) # of policy briefs published (CDD, IESE) # Youth engagement programs produced (CDD)[26] # Number of Youth Hubs and LA (ALT) members participating in Youth engagement programs (CDD)[27] # Online platforms promoting youth participation (CDD)[28] # of program views (CDD)
30 -50 multi stakeholder interfaces (government, communities) held, with at least 950 youth (CDD). MASC reports 2516 women & men in total	

[24] Based on data from SCP partners, July 2025
[25] Based on data from SCP partners, July 2025
[26] Indicator inserted in 2023, based on CDD's online mobilization strategy and online media channels
[27] idem
[28] idem

Output 1.2 Status of achievement (cumulative), as reported by MASC, CDD at end of 2024[25]
98 Policy Briefs (CDD)
93 online youth engagement programmes, 17 digital platforms (CDD)
A large number of interviews and radio/TV programmes produced with 1 million views by youth (CDD)

The evaluation concludes that that in 2025, the main direct achievements of SCP are:

a. solid capacity building of district and province authorities

b. community mapping, both youth-led and through GPs and CDAs

c. active participation and engagement in local governance by GPs, CDA,s CJs/Youth hubs, and ALTs, and partly by cooperatives

IESE reports that links between local service committees, district councils and the CDAs, through Dream Maps, demonstrate direct community involvement in local governance and government response.[29] This is also corroborated by this evaluation.

Respondents in this evaluation consistently noted that community-government engagement was previously non-existent, and that the programme has helped initiate new channels and platforms for dialogue and collaboration, both at municipal and local levels.

IESE conducted two rounds of its Social Barometer and Local Governance Barometer studies in all six districts. These very useful research deliverables have been applied by the other two partners CDD and MASC, albeit not systematically integrated in their practice. IE43

SE's research products have been much appreciated and seen as very useful by local authorities. IESE points out that local authorities (in the third year, 2024) have started to use the results of its research as a source of information on challenges related to social cohesion in their districts. IESE also began to receive demands to contribute to the search for strategic responses to the challenges encountered by local governments.[30]

The evaluation can confirm that beneficiaries (youth, women, citizens) interviewed overall consider their needs and interests are being taken more seriously now, and some have been integrated in District Development Plans, or directly responded to by authorities (Electricity supply, rehabilitation of water supply/new boreholes, upgrade of health posts, rehabilitation or new class rooms, roads etc). Other informants consider that authorities are not very responsive, or late in their response, while other respondents consider authorities quite passive.

IESE found evidence that local demands and advocacy have resulted in provision of specific services (Moma, Chimbunila) such as electricity supply, new boreholes. IESE also informs that social barometer research undertaken demonstrates that priorities of local communities have become much clearer through dream maps, in terms of needs of public services, and more attention by local authorities to respond to requests.

The programme does show examples of improved participative and responsive local governance, including increased participation by women and youth in local decision-making institutions (such as consultative councils, local service committees (water, schools, health).

The ET finds that all government officials interviewed consider youth and women engagement in local governance has substantially improved and is positive. Authorities inform they are more attentive to community and youth needs, and a very appreciative of community mapping, participation in local decision-making (e.g. CDAs), and social engagement by youth and women.

[29] IESE report Jan-June 2024, information provided by IESE July 2025

30 Interviews with and information provided by IESE, July 2025

"Local councils within communities are being revitalised, which is contributing to increased participation and engagement" … "Government is gradually responding to community needs identified in Dream Maps".

The district plan (2025–2030) is being developed based on these dream maps" (district official, Cuamba).

Limited capacity of local authorities

A major concern by the ET is the confirmed low level of funding and capacity by authorities to engage and respond to citizens' needs – whether youth, women or local communities. A majority of informants, including some government officials, consider that district budgets and resources available for active engagement and responding to the many requests are simply insufficient /not available. This is also confirmed by programme partners and observed during this evaluation.

The ET found that a wide range of good practice workshops and opportunities for social engagement and dialogues between citizens and government have been delivered throughout 2023, 2024 and 2025. There is little evidence of any uptake/replication of programme models by local authorities – there is much interest, and some consideration. In some cases, there have been request for direct engagement and by programme partners to lead and facilitate processes (Moma, for example), but there is not yet any level of institutionalisation. Willingness, wide recognition, and strong appreciation by municipalities, districts and province administrations of the participative public planning and consultation processes have been confirmed in all four districts visited by the ET, however, a formal adoption of the dream maps and other planning instruments depends on the approval of the provincial authority and the Ministry of Planning at central level.

All four districts visited also confirmed that community needs and requirements were now well-known (through mapping and participative processes), prioritised, and integrated into district development plans. Local authorities found the mapping and prioritisation processes very useful and appreciated social engagement by communities and youth activists. The programme also demonstrates that local government services (electricity supply to unserved localities, water wells, rehabilitation of water supply, secondary schools, rehabilitation of local health clinics, community cleaning and rehabilitation campaigns) have improved as direct results of request, demands and advocacy from community structures (CDAs, GPs, as well as Youth associations/CJs).[31]

Local authorities have become more responsive to community reports and request through concerted efforts of the programme, including formation of local service committees, public budget consultations, integration of community maps (Dream Maps) in district plans. Several districts also confirmed being more receptive to legalisation of Youth associations, which was corroborated by CJ members and partners.[32]

However, available district budgets and resources to implement initiatives remain very limited and uptake by local governments of effects of the SCP remain at a low level. District authorities seemed to be dependent on external support (financing) to be able to provide even basic community consultation.

3.2.2 Overall Outcome 2 achievements

Overall Outcome 2: Demand (Improved youth and women's participation in decision-making and social development processes)
Indicators
2.1 % youth and women reporting confidence to participate
2.2 % Youth and women's knowledge in the identified training areas

[31] Interviews with CJs, local authorities, July 2025
[32] Idem

Overall Outcome 2: Demand (Improved youth and women's participation in decision-making and social development processes)
2.3 %Youth reporting life skills
2.4 Youth participating in decision-making spaces/mechanisms (Town Halls/Municipal Councils)
2.5 # Social development projects created (Community action plans)
2.6 %/total citizens with feelings of social connectedness (m/f)

Outcome 2 has **been substantially contributed to as the main pillar of intervention of the SCP.** The four main target groups GPs, VDAs, ALTs and CJs/Youth associations, as well as the recently created youth cooperatives under the latter, have been formed, trained, and are actively embracing and engaging in community development and social cohesion processes in all six districts.

This outcome has six outputs, (see table below), but the detailed indicators are not repeated here. These outputs been delivered on by both MASC and CDD[33] and achieved to a significant degree, in some cases over-achieved. Interfaces/dialogue/joint planning processes between government & communities, level of participation by women and youth in these, number of specific- deliverables such as policy briefs, engagement programmes and on-line platforms, youth hub members etc. For details, please refer to Annex 7.

Outputs under Outcome 2
2.1.1. (MASC) : Savings Groups (SGs) and Village Development Organizations (VDOs) selected, trained in Leadership, Civic Engagement and livelihoods, and operationalised
2.1.2 (MASC) : Community needs identified, and local responses implemented in a participatory manner (Community Action Plans)
2.1.3 (MASC) : Savings Groups (SGs) and Village Development Organizations (VDOs) assisted in accessing local government decision making related safe spaces and dialogue platforms
2.2.1 (CDD) :Youth Leadership Academy members and youth activists are trained in leadership, civic engagement twenty First Century Skills & Entrepreneurship
2.2.2 (CDD) : Youth Hubs are created to advance youth active participation in their communities, enhance entrepreneurship and social development projects in districts
2.2.3 (CDD) : Youth Hubs are assisted in accessing local government decision making related safe spaces and dialogue platforms
Status of achievement of Outputs under Outcome 2 (cumulative), as reported by MASC, CDD at end of 2024[34]
Outputs 2.1.1, 2.1.2, 2.1.3 MASC: 138 GPs established, trained by MASC and functioning, with on average 20 members (approx. 2600 members, mainly women but including some men). Most of the GPs have a low level of financing and limited saving capacity, but rotational funds have been introduced by MASC (not yet rolled out in all target communities) 34 CDAs created/operationalised by MASC with approx. 475 members
Outputs 2.2.1, 2.2.2, 2.2.3 CDD: 7 CJs/Associations created and trained as agents of change by CDD, with 292 active members intervening in 6 districts, sometimes beyond. Youth associations are in the process of legalisation 41 youth cooperatives established in 6 districts, with 293 members (135 women, 158 men). These are still not institutionalised /legalised 34 ALT members trained and active as youth change agents

[33] The ET has received the reported status of contribution to the two Outcomes and status of delivery against the specific outputs (end of 2024) from CDD and MASC. This does not allow for a cumulative achievement against the outcome indicators

[34] Based on data from SCP partners, July 2025

It has not been possible for the ET to systematically establish the status of achievement of all indicators against outcomes and outputs (in a matrix format), given that partners operate and report individually.

The outputs are underpinned and informed by research from IESE. Since the programme start in 2022, IESE produced a range of relevant and appreciated research studies (Social and Governance Barometers in all 6 target districts, as well as the 2023 Base Study and a solid Gender Equality study 2024).

The SCP has been widely publicized with events and debates in all communities, but many participants expected immediate gains and gave up engaging[35].

3.2.2.1 Youth engagement (CDD)

A high level of enthusiasm to engage in social change and local problem solving is noticeable, especially amongst the **youth activists and ALT members**. Feedback from youth confirms a major change in image and role of youth as change agents at community and district level. This is confirmed by district and provincial authorities.[36]

Youth in local communities are often engaged in conflicts such as ethnic, religious, social or gender norms, IDPs, access resources or access to health or social services etc. Both CJ members as well as ALT alumni work to mitigate conflicts and thus reduce violence. A large number of youth interviewed confirmed being engaged and working actively with their communities to address challenges, conduct consultations, discuss publicly (via radio, Social Media) or promote advocacy and suggest improvements. Many youths interviewed confirmed that they consider local authorities are more attentive to and consider their needs and interest, compared to before the SCP, although they were not all satisfied with the response or support provided. Several youths joined formal governance structures like CDAs or local service committees.[37]

CJs and ALT, as well as the youth cooperatives, have had some level gender transformative effects on their young female members, although it could not be ascertained whether this was more formal than real. Some young women become managers of the cooperatives they created, supported by the SCP. (see further below under Application of Gender Mainstreaming)

A typical response to the ET was:

"Before, I did not know how to express myself, I was timid and did not want to speak. I'm now able to take the floor in meetings, even in front of elders or officials" (CJ member, female, Cuamba).

3.2.2.2 Cooperatives

In total, 41 youth cooperatives with 293 members (135 women, 158 men) have been established through the CJs in 6 districts. These cooperatives were not planned by CDD, and not part of the project design. The ET considers these to be an innovative engagement by CDD, based on the strong need for employment and income generation that emerged among youth activists in all districts, as the CJs came into being during 2022. Young people associated with the CJs in all six districts were very interested in starting up own enterprises, or simply gainful employment, where the possibility of starting cooperatives were an opportunity that many of them grabbed.

The mid-term-evaluation 2023 also pointed to this emerging need:

"The most important expectations of young people and women lie fundamentally in the issue of livelihood generation and entrepreneurship." (MTR, December 2023, p 24)"

Creation of the youth cooperatives took place in a very short, intensive period of time in 2022. CDD informs that, it was an inclusive process, where a large number of proposals were received and

[35] Interviews, C Delgado, July 2025
[36] Idem
[37] Interviews with ALTs, CJs and youth associations, July, 2025

processed in a short time. CDD had to assume responsibility for supporting the cooperatives approved, which included seed funding, or start-up kits, as well as technical assistance and business start-up support. The ET also notes that while the youth involved are keen, some groups of youth have a very basic level of education, requiring additional, hands-on support in some cases.[38]

The ET found that CDD documentation on cooperatives at district level (Cuamba) was poorly organised, with original beneficiary proposals missing. While some financial records and proposals were well-prepared and attributed to youth members of the cooperatives, their quality and level of organisation appeared unusually high given the generally low education levels and limited capacity in such remote contexts. This raised concerns about the actual origin of some documents. CDD at central level did not have the originals too.

CDD has helped organise 6 youth entrepreneurship fairs in the six districts, boosting cooperatives' visibility, providing a platform for exchange, linkages to other private sector operators, and to local government. This is positive and also appreciated by those interviewed.

The ET notes that some cooperatives received 150,000 MZN (3 disbursements of 50,000 MZN) as seed funds (approx. 1,855 CHF), whereas others received official start up kits (in kind equipment) from the Ministry of Youth through CDD, based on proposals submitted. While at the CDD offices in Maputo, the files show disbursements to the cooperatives, none of the cooperative members indicated that they received both seed funds and start-up kits. In fact, in Cuamba, the participants of the meetings were surprised when the ET asked about the use of the money, contrary to Chimbunila.[39] Time constraints did not allow the ET to do a detailed analysis and triangulation of information, but random selection of files showed complete processes of disbursement (with the exception of the original proposal).

Almost all cooperatives interviewed considered the funding and access to credit as problematic and very small, and the start-up process as difficult. All were very satisfied in succeeding to create a viable enterprise. Many use social media as marketing tools, boosting their sales and providing links to customers.

Formally, according to CDD, the cooperatives are social or micro enterprises, as recommended by the Ministry of Justice, with joint ownership (each has a small association behind it). At the time of this evaluation, none of the cooperatives were yet formally institutionalised and registered. The legalisation and financing processes are still incomplete. This is a concern by the ET, since the consolidation and institutionalisation of these enterprises will require time and continued support from CDD. With four months left of the project, this exposes the enterprises to risks and is evidently a sustainability issue. The ET also raised with CDD the concern that Mozambique lacks a legal framework for social enterprises. To the ET's knowledge, this type of enterprise is not legally recognized. The closest applicable frameworks are those for commercial companies (under the Commercial Code and related regulations), cooperatives (under the Cooperatives Law), and associations or foundations (under the Civil Code).

See recommendations 3: CDD is recommended to ensure the registration and legislation of these 41 cooperatives or social enterprises as a matter of priority, before the closure of the SCP

[38] Interviews w CDD staff, July 2025

[39] Typical type of enterprises were fish mongers, chicken breeding, butchers, mobile cell phone services, motorcycle taxis, construction materials /concrete blocks, hair or beaty saloons, bakeries, a lock smith, welding, photocopying services, catering, processing agricultural products, small scale agriculture and similar.

3.2.2.3 Community and local citizen engagement (MASC)

CDA and GP members demonstrate strong commitment and engagement at their level in terms of self-organising, engaging with authorities and active participation in community participative planning and local advocacy.[40]

It must be noted that all target communities underwent a needs mapping by MASC at the beginning of the programme. GPs, when created, go through a long process of basic economic literacy training, leadership, constitution of GPs, provision of materials, manuals, safe box. GPs are supervised and assisted in this process by MASC local district administrators and other trainers. Similarly, both CDAs as well as GPs are trained and provided support in leadership, participatory planning, basic citizens' rights, and developing local action plans and dream maps. (see annex 7).

This evaluation can confirm that Savings Groups (GP) *have empowering, possibly transformative, effects on women – both in economic terms, but also on their gender roles and status.* Women interviewed informed that savings from the GPs were used to invest in education for their children, improvement on own houses, for starting own micro business. Some members even were able to buy motorbikes or TV sets from profits. Several GP members said that they had a higher status and were more respected by their husband and other family members.

According to MASC, "…the revolving fund initiative continues being carried out to boost women's businesses, currently with around 76 Micro-concessions to SGs. The revolving fund strategy has been a great success in communities as they are able to implement their businesses, generate profits and then pass the capital on to the next drawn groups."[41]

The process of establishing SGs appears cumbersome and long, passing through several stages. The revolving funds (25,000 MZN for each group) are eventually disbursed by lottery among the groups in the presence of local authorities, to ensure greater accountability. Each GP then has one month only to repay the revolving fund loan, which is then passed on to the next GP. According to MASC, 27 GPs benefited from revolving funds until end 2024.[42]

The ET has some concerns around saving capacity of GPs without rotating funds, since this appears to be very low, according to feedback from some GP members and MASC staff. Some members said they could only save some 100 MZN/months. The MTE 2023 also raised this issue, which was one of the reasons why MASC introduced the principle.

MASC is recommended to ensure that the rotating funds are disbursed to the remaining Savings Groups (GPs), as a matter of priority, before the closure of the SCP (Recommendation 2).

CDA and GP members stated the following type of social and community level changes:[43]

- *Our girls used to be married very early – now we ask them to wait (strong local tradition of initiation and marriage after girls' first menstruation)*
- *Dream maps are developed by us in the village, they help us prioritise needs (with participation from local authorities). The maps and requests for improving services are then sent to districts*
- *We are able to write petitions (letters) to district authorities. This was not possible before, we didn't know how, were even afraid of the authorities (petitions on literacy training, water supply rehabilitation, provision of new water wells, secondary school buildings)*

[40] The interviews conducted in July 2025 by the ET included a mixture of GP and CDA members, which is common – Active GP members become elected to CDAs. This made it difficult to separate effects and achievements, notably in terms of community participation.
[41] MASC Annual progress report, p 17
[42] MASC informs that the GP cycle consists of consolidating the level of confidence between the women, of training in various technical aspects, supported in planning of micro-businesses, and operationalisation of the first level of internal savings in the group. The second step consists of assessing the capacity of each SG, which implies the valuation of businesses identified by them, which are then selected to be financed.
[43] The statements could not be verified by the ET but were triangulated from several CDA and GPs. There might be cases of over-reporting bias in the list, so some impacts or effects may be exaggerated

- *Domestic violence was a big problem, women had no idea that violence was a crime, [the project] helped us to improve our relationships within families*
- *Removal of illicit charges in hospitals, especially from pregnant mothers*
- *Before there was a fundamental issue of religious discrimination in our neighbourhood, Christians did not communicate with Muslims, and we did not participate in funerals or festivals of the other groups.*

3.2.3. Conflict Sensitive Programming

MASC and CDD have integrated Conflict Sensitivity actively in the curricula and training towards their main target groups. Conflict resolution and sensitivity is part of the Life Skills training by CDD, while MASC applies this as part of their training and on-going support to CDAs and GPs. As far as can be established by the ET, conflict resolution is part of interventions on social development, accountability, inclusion and community awareness. IESE's Social Barometer and Governance Barometer research studies integrate conflicts and trust towards other social groups and authorities as a key element.

Conflict sensitivity and the ability to resolve conflicts is a key element in building up social cohesion, applicable both horizontally between communities and intra-community, including Internally displaced and host communities, as well as vertically between authorities and citizens. The programme partners can thus be said to have actively applied and integrated conflict resolution in their programmatic approach.

Both GPs and the VDA members interviewed confirmed that in their community and participative planning, particularly during community meetings, conflict resolution and improved understanding between social and ethnic groups were key elements. The GPs in particular have demonstrated that they are mediators and agents of promotion of social cohesion. Please see above.

Some typical responses related to Youth's role in conflict resolution include:

"Some youth call upon us to assist in supporting them in resolving conflicts between fathers and boy or girl friends, or between parents and youth. We are also doing community activities on preventing and saying no to gender-based violence, even to prevent early marriage. (male youth activist, Cuamba)"

We notice a major reduction in violence since the CJ training. In our community, there is less violence – we have some skills in conflict resolution (female member, CJ Cuamba).

"We are recognised for this [resolving conflicts] – and called upon to mediate in conflicts – both female and male youth from our CJ are called upon. E.g. organise meetings girls/boys to resolve conflicts. We also support in reporting cases of GBV." CJ member, Chimbunila.

"We even intervene in cases of domestic violence, involving the local 'secretaria do bairro'". (male member, Chimbunila CJ).

Also, ALT candidates confirmed that their interventions as agents of change in communities were sometimes related to resolving conflicts between social groups, religious groups, or related to family /generation conflicts. [44]

3.2.4 Gender mainstreaming

The SCP partner organisations MASC and CDD have integrated gender equality actively in the curricula and training delivery related to their specific targets groups, notably the GPs, (MASC), and the CJs and ALTs (CDD). 21st century or Life Skills (including civic rights, gender equality, conflict sensitivity) form part of the curriculum developed and used by CDD, while MASC actively integrates gender equality and promotion of women's role in their training. IESE in its Social Barometer studies also uncovered

[44] Interviews w ALT candidates in Montepuez, Chimbunila

variations in levels of trust between women and men in government and authorities, in IDPs, other ethnic and religious groups etc, which have informed the interventions of the other partners.

Also, MASC and CDD throughout the three years of implementation have provided solid support in participative planning and governance, decision-making, social development, accountability, inclusion and gender equality to the same target groups, as well as government representatives at all levels. This has built up beneficiaries' own confidence, notably promoting women and young girls to become more active, voice their needs and concerns, and to participate actively in decision-making, in particular in formal and informal local decision-making institutions. In the CJs, female units (núcleos femininos) were created, providing a space for young women to discuss issues difficult to share openly – and which are appreciated and used by the young female members. Savings Groups are in themselves safe spaces for women to socialise, discuss, provide support and encouragement, strengthen bonds etc.

According to feedback from target groups, many women, also young ones, actively participate in local decision-making through community mobilisation, participative planning, advocacy, petitions, local radio, awareness campaigns on e.g. SRHR, citizens' rights etc. ALT graduates often act as change agents within SRHR interventions in schools/communities. Youth hub activists also conduct awareness campaigns on SRHR and against early marriages.

A significant part of interviewees stated that the role of (young) women has changed significantly in their communities, to accepting women on equal terms, and by many especially young women acting as change agents and role models for others. There are still resistance and conservatism, obviously, and most women are still afraid of or incapable of speaking up publicly or say 'no'.

Some level of transformative change is notable in the GPs, viz. enhanced economic independence by women, ability to make own decisions in the families and communities, and in leadership and higher self-confidence, as well as integration of women in local decision-making bodies. (see above under Community and local citizen engagement).

The partners through IESE, commissioned a Gender Study of the SCP (2024) which carries a wide range of testimonies from beneficiaries on the changed role and perception of women in the communities. The study highlights that, despite the programme's declared intention to integrate a gender perspective, in practice it still reproduces top-down and invited forms of participation that limit the autonomy of women and girls. The absence of spaces led by them, combined with the tendency to homogenise categories such as "women" and "youth," obscures diverse barriers to participation and reduces the programme's transformative potential. While mechanisms such as GPs, VDAs, CJs, and ALTs provide entry points for engagement, they often reinforce traditional roles and fail to address the social norms that underpin gender inequalities. The study further points to the risk of "evaporation" of gender intentions, as monitoring and evaluation systems inadequately capture shifts in power and autonomy.

Overall, the report concludes that the programme contributes more to formal inclusion than to a substantive transformation of gender relations, recommending a feminist and intersectional approach that prioritises the leadership of girls and young women, participatory methodologies, and stronger coordination among implementing partners.

"All the women and men we spoke to, highlighted the difference the training made in their lives, particularly how it changed their view of the world and themselves, something they described as 'eye-opening', 'awakening', 'stopping being covered up'. In general, women showed greater awareness of their rights, increased self-confidence, and better preparation to engage in dialogue with public authorities." (Katia Taela, Gender study, 2024, p 21).

Some typical statements from youth activists in Niassa on changes reported between men and women in the CJs include:

"The Youth Association/CJ changed a lot in our lives. Women never used to be able to speak publicly, now women are much more vocal."

"We (girls) felt very intimidated even in this group. When we created 'Núcleo feminino', this was a space for girls to talk."

"We didn't have an open mind as women. And there was very low patience – we almost felt that we had no voice. Before the boys used to not consider us as women – now we have a voice, and we have a role. The boys have started to accept to include us."

"When we came here, I considered violence as normal – didn't know better. We were thinking that women did not have any rights, they just worked the fields and houses. We realised they also had rights." (male member).

"We were not aware that we could take technical training" (young female member, studying technical mechanic).

"We used to think that women had no ideas, no capacity, and were slow etc. We have come to accept and include women in our activities. We have learned that the women actually bring also" (young male member of a cooperative).

"All cooperatives are mixed, and women have an active role [a few have women managers]".[45]

The ET notes that the feedback from this cohort of beneficiaries as well as from the women members of GPs are very similar and probably speak to formal inclusion rather than being transformative. The ET cannot conclude whether the observed effects are formal or transformative, but the Gender Study concludes that it is mainly formal, not challenging norms and perceptions.

3.3 Programme efficiency and governance

The SCP programme document, 2021, in section 5.2 Programme Management, defines that the programme will be "managed by the three implementing partners through a continuous internal coordination and strategic and operational dialogues with key stakeholder". The programme document defines a Programme Steering Committee (PSC, or CODIP), and further details the management in its Annex 6. The programme document does not mention a Consortium, just the overall PSC and three provincial PSC for the three target provinces. The Consortium construction has been introduced at a later stage.[46] According to IESE, which was the first of the three partners to act as lead of the consortium for the first year, the PSC defined the mandate of the consortium as being:

- Ensure effective collaboration with the members of the Consortium and ensure that information on the progress of the Programme is made available in a timely manner to the Programme Steering Committee PSC/CODIP ;
- Coordinate the submission of general annual reports of the Programme at Consortium level to the PSC/CODIP and SDC ;
- Lead the development of a joint communication and visibility plan for the program and ensure buy-in.
- Ensure the joint production of information, education and communication (IEC) materials, etc., as agreed by the Steering Committee;

3.3.1 Coordination and Collaboration

The evaluation mandate specifies that the consortium construction, functioning and collaboration between the partners should be assessed. Across all sources, there is consensus that this consortium

[45] Interviews with youth hub and cooperative members in Chimbunila, Cuamba, July 2025

[46] An annex 1 to the partner agreement (between the three partners) is entitled " Parceria do Programa "Coesão" ANEXO I. COMITÉ DE DIRECÇÃO DO PROGRAMA (CODIP) (undated). The document defines the mandate of the programme management committee, which includes the three partners, the SDC, and a permanent M&E technical assistant (acting as a secretary to the CODIP). This document determines the main functions and mandate of the consortium of partners.

has not functioned as a unified implementation structure.[47] Instead, the three implementing partners - CDD, MASC, and IESE - operated largely as separate entities delivering their own projects under the umbrella of the Social Cohesion Programme. Coordination was limited to a small number of joint planning seminars and two to three meetings per year, usually focused on preparing public events rather than on operational integration.

The partners' different geographic areas, methodologies, and institutional cultures significantly shaped coordination and delivery. IESE's role centred on research, documentation, and critical analysis, while CDD and MASC emphasised community-level mobilisation and practical implementation. These complementary strengths could have been leveraged to build a stronger, more coherent approach. However, in practice, the lack of a shared operational framework meant that differences in pace, style, and priorities often reinforced fragmentation rather than collaboration.[48]

SDC has throughout the implementation period aimed at introducing more transparent and participatory processes in SCP meetings to alleviate these tensions, including pressing for the SCP to become more functional. This seems to have improved the collaboration, especially during the last year of the SCP.[49]

The three partner organisations inform that they do hold annual planning and reflection retreats, rotating between the three provinces, where a joint overall plan for the year is developed, progress and challenges discussed, and joint monitoring visits to selected districts are done. District and provincial coordinators of MASC and CDD have a cordial and regular interaction throughout the year, but implementation is done by each organisation by itself.

Examples of more effective collaboration include joint public advocacy events, such as the *Barómetro da Governação* launch, and certain provincial- and district-level events where partners coordinated messaging and community engagement. In some districts, such as Montepuez, collaboration between CDD and MASC contributed to integrated youth entrepreneurship initiatives, with local government reporting improved transparency and accountability mechanisms in supported cooperatives and GPs.[50]

By contrast, less effective examples include the failure to establish a shared M&E system (see below), the absence of consolidated implementation reports, individual implementation plans, and the lack of a centralised partner database at provincial level (MASC). The rotational leadership system compounded these weaknesses, limiting strategic follow-up and continuity.

Monitoring and Evaluation

The Monitoring and Evaluation (M&E) set-up illustrates this fragmentation. Despite three years of technical assistance from SDC through IESE, there is still no common database or real-time system. Each partner reports separately to SDC on its activities, based on which the former M&E person hosted at IESE integrated inputs from each partner into one joint matrix. Stakeholder interviews confirm that this separation hindered efficiency, with duplication of efforts and missed opportunities for synergy[51].

Tensions were particularly visible in the early stages when the M&E focal point /assistant, paid by the programme and hosted at IESE, assumed coordination and managerial functions, creating friction with CDD and MASC. The M&E system did become operational, including manuals and regular updating of the main M&E Logical Framework, but this was apparently not used by the partners in their planning and implementation.

A main shortcoming in the M&E system is the partners' use of detailed indicators at output level, measuring deliverables (such as training courses, number of persons trained or reached, or number

[47] Position of SDC, confirmed by the three partners, interviews and ToC Workshop, July 2025
[48] ET's conclusions. Shared by SDC and MASC, July 2025
[49] Partner interviews, July 2025
[50] According to CDD and MASC district coordinators, July 2025
[51] Interviews with partners, and confirmed by SDC, July 2025

of papers or media events). This evaluation has not found evidence of the outcome indicators being tracked or reported on by the three partners. Monitoring is based on outputs and activities only.[52] The evaluation has aimed to verify the degree of contribution to the two main outcome areas in section 3.2, including requesting CDD and MASC to update their detailed output monitoring matrices.

See Recommendation 1: The three implementing SCP partners, supported by SDC, are recommended to ensure that an updated M&E Matrix is produced at the end of project

See Recommendation 2: As an alternative monitoring model for the SCP, Participatory Outcome Harvesting could be recommended.

3.3.2 Programme Governance Structure

The governance structure, based on annual rotation of the consortium lead role, has not proven efficient and was regarded as inefficient and ineffective by partners and SDC. Meetings are infrequent and primarily focus on planning public events rather than on strategic or operational integration. Furthermore, as each organisation holds a separate contract with SDC, linked to its own strategic plan, there is no contractual obligation to jointly implement activities. Rather than fostering shared ownership, this disrupted continuity and diluted accountability. Each lead organisation focused primarily on its own portfolio, and the rotation process itself consumed time without producing measurable gains in coordination. This was compounded by the lack of prior experience among the partners in running a consortium, strong organisational personalities, and the top-down nature of the consortium's creation.

Stakeholders, including SDC, noted that without a dedicated Programme Implementation Unit (PIU) with authority and resources, the consortium could not operate as a single programme entity.

The ET considers that for possible future phases of a programme like SCP, either an independent PIU with a single budget, reporting and audit structure should be established, or the 'consortium model' should be replaced with three separate, directly managed projects.

Recommendation 5: SDC is recommended to consider a new support modality for a more focussed, coherent Social Cohesion programme, (should it be decided to continue with a new phase).

3.3.3 Programme Efficiency and Resource use

One of the key constraints in this evaluation was the limited financial information available (See Limitations, section 2.1). The three partner organisations operate based on individual contracts with SDC, and on core institutional funding, not project specific funding. Since no detailed operational budget for the SCP exists, the financial aspect of efficiency could not be properly analysed. It was not possible for the ET to analyse efficiency based on the general core funding budget. The ET could not assess items such as budget execution, unit costs (per beneficiary) or expenditure by year or organisation, not even periodisation.

In view of the governance structure being neither very efficient nor effective, the conclusion must be that the three SCP partners have used the financial and human resources available for coordination and planning in a less efficient manner, compared to a properly functioning governance and coordination set-up.

The three partners operate as autonomous organisations, maintaining the annual coordination and planning events, participating in regular PSC meetings. At the provincial level, only MASC has offices, which are not shared with CDD, although CDD uses the space when needed. At the district level, the opposite is the case: MASC is the one without offices.

[52] Annex 7, Overall updated logical Framework refers. The MTE in 2023 did track the Outcome indicators, but no update is available since then.

From a programmatic perspective, this setup does not promote efficient use of resources. Since each partner receives core funding to implement its own institutional strategic plan, each organization focuses on its own priorities, which do not necessarily align. When financing programs with a similar implementation and management structure, it is essential to assess such aspects to avoid duplication of resources; otherwise, each partner will prioritise fulfilling its individually approved and contracted plan.

3.4 Accountability

The Swiss contribution to the overall goal (Overall Objective) hinges on the high level of ambition in the project design. The Goal of the SCP must be assessed in view of the relatively fragile and not yet consolidated trust, civic participation and ultimately social cohesion in the three provinces. This goal has been contributed to in a modest way, not least in view of the generally low level of confidence in authorities.

The programme has advanced solidly in horizontal social cohesion (Outcome 2 (Demand) with tangible effects in the target districts. Vertical social cohesion, (Outcome 1 (Supply) demonstrates some government engagement and much willingness, but limited delivery on and uptake of social accountability mechanisms. Given that Switzerland is the main SCP donor[53], with Sweden providing some core support towards IESE's research, the Swiss government can thus be said to have contributed to foundational elements of social accountability, ultimately leading to improved social cohesion in the target areas in the three provinces.

Some stakeholders were aware of the Swiss cooperation financing the SCP, but generally respondents were only aware of the social cohesion programme and its three partners. Not much credit was provided to Switzerland, based on feedback from stakeholders in the field.

Accountability for the outcomes and impacts of the SCP by partners towards SDC is not very clearly defined. The partners are accountable to SDC based on their individual contracts. The three contracts are core funding arrangements, with the SCP programme document appended. It is understood that the three partners commit to implement the SCP programme, and reports to the SDC on its progress.[54]

Accountability to authorities is mainly through the programme interventions, and not by any formal reporting. Government representatives interviewed consistently reported a close and on-going positive relationship with the implementing partner representatives. District authorities were invited and attended a range of community mapping and other participatory sessions in their jurisdictions. IESE's presentation of Social Cohesion Barometer studies were also mentioned.

Interaction with the partner organisations have mainly been in the form of attending or hosting such meetings and sessions. Any systematic reporting by SCP partners to the authorities does not seem to take place. Only Cuamba district confirmed having received individual reports from the partners, while in Chimbunila, the district received manuals (not specified) from the partners for their further use.

3.5 Coherence and Inclusion

3.5.1 Coherence

The SCP demonstrates overall partial alignment with relevant Government of Mozambique (GoM) priorities, including the five-Year Government Plan (PQG) and sector strategies in education, economic

[53] All three partners have a range of core funding or project funding donors, including Finland, Sweden, Netherlands, Norway, EU, FORD foundation and others. The SCP is financed by SDC by core funding contracts with CDD, MASC and IESE, and a contribution from Sweden towards IESE's research

[54] Contracts are between the Swiss Confederation, represented by the Swiss Federal Department of Foreign Affairs (FDFA), acting through the SDC in Mozambique – and CDD, MASC and IESE, respectively. Contracts are Core Contributions to the general functioning and Strategic Plans 2021-2024. The partners were only required to provide information, communication systems and report special moments of the project, good audio-visuals etc. according to the contracts). The partners have implemented the SCP as three projects, under the auspices of the CODIP and requirements of SDC. The partners have not assumed responsibility for SCP's overall objectives and impact level results.

development, and social inclusion, as well as the Northern Resilience and Integrated Development Strategy (ERDIN) an ambitious 2.5 billion USD programme, co-financed by the GoM, the World Bank, African Development Bank, and the UN.[55]

The Social Cohesion programme is directly aligned to the 2022-2025 Swiss Cooperation Programme for Mozambique, under its broad portfolio outcomes:

1: "Improved access to gender-responsive quality basic services, including in emergencies",
2: "Enhanced sustainable employment and income for young men and women and the economically disadvantaged"[56]

The ET notes that the SDC Credit Approval Document (2021) indicated that during the implementation of the current phase of the SCP, " for project sustainability, especially concerning government's longer term involvement at various levels and small social cohesion grants, has to be strategically ensured, also in cooperation with other donors"[57]

UNDP operates a Northern Resilience and Integrated Development Programme (PREDIN), part of the ERDIN strategy, which is concentrated in the coastal areas of Cabo Delgado, mainly focused on security and rehabilitation of infrastructure and public services. UNDP is currently preparing a new strategy for its engagement in Northern areas, which is being finalized with inputs from three provinces, to be guided by a reference document. Coordination with the World Bank and the relevant ministry is also a key aspect of this process. Alignment with existing proposals will be important.[58]

In terms of donor coordination, there is no specific group for coordination of Civil Society support, but a newly formed donor group will focus on governance (European Union, Sweden, Switzerland, Ireland and Germany). This group will coordinate efforts to support inclusive policy dialogue.

Some level of local coordination takes place between SCP and the UNDP operated Northern Resilience and Integrated Development Programme (PREDIN) at district level. For example, CDD in Montepuez collaborates with PREDIN on local governance and community development, and MASC participates in fora where PREDIN is present[59]. Apart from this, there is no evidence of a structured or formal coordination mechanism between the two programmes.

The Global Community Engagement and Resilience Fund (GCERF) intervene in Northern Mozambique since 2023, under the PREDIN. The fund currently finances three consortia of implementing CSOs, of which MASC implements one project on Peace and Resilience (1,2 million USD, from 2024-2026).[60] [61]

Beyond PREDIN, partners engage with a variety of other actors. MASC works with organisations such as GCERF, Aga Khan Foundation, Foundation for Community Development, (FDC), and WaterAid and local organisations[62], while CDD collaborates with We Effect, Plan International, the Catholic Church, and 45 local organisations, of which 15 are active partners. Engagement has also been noted with EU-funded GIZ decentralisation activities. However, no consolidated mapping of donor interventions exists, and coordination is largely ad-hoc.

[55] UNDP, Immediate Stabilization and recovery in Cabo Delgado Province, Mozambique ProDoc, 2022
[56] Swiss Cooperation Programme-Mozambique 2022-2025, p 15-16
[57] Civil Society for Social Cohesion, Decision of the Operations Committee on the Credit Approval (in Operationskomitee EZJ\ Auszug Protoko11 - 26.08.2021, 7F-1 0034.01).
[58] Information from UNDP's Governance and Social Cohesion office, July, 2025
[59] Information from CDD Montepuez and MASC
[60] https://www.gcerf.org/mozambique/
[61] Information from MASC, August 2025. The target districts are in Cabo Delgado (Macomia, Quissanga), Nampula (Memba), and Niassa (Mecula). "Construção de Paz e de Resiliencia" aims at contributing to preventing and countering violent extremism, by improving young people's livelihoods, reduce mistrust and frustration between citizens and government, prevent violent extremism, and strengthening community resilience
[62] Such as AJOPCIPA, IPAS, UNAC

The SCP is aligned to the District Development Plans in all six target districts, which according to authorities are informed by community mapping and requests from citizens, as a result of the SCP.[63].

In reality, contributions from the Government are limited to in-kind contributions (Start-up kits to a limited number of youth-led cooperatives/Small enterprises) by the Ministry of Youth, and the engagement by district and provincial authorities, participation in some national events), as well as cooperation with Ministry of Defence and Ministry of Justice on single interventions. The evaluation has not found evidence that any government funds have been made available at district level.

So far, the Embassy of Sweden is the only co-financing donor in the SCP (since 2024), in the form of core funding to IESE, specifically for its Social Cohesion Barometer research[64]. Switzerland thus remains the main donor of SCP.

Complementarity between the three implementing partners remains limited. CDD operates mainly in urban areas and focuses on youth empowerment (CDD); MASC works predominantly in rural areas with adult women, while IESE leads research activities, such as the Governance and Social Cohesion Barometers, and used to manage M&E functions as an additional area. While there are good examples of joint activities (including policy dialogues, roundtables, and civic rights training[65]) and annual national conferences[66] such as a the national Potential of Social Cohesion Conference in November 2023[67]. Operational integration is weak and collaboration is described as "far from effective" at programme level.[68]

Coordination efficiency varies. At the district level, both CDD and MASC maintain constructive relationships with local authorities, occasionally co-hosting events, but there is no systematic joint implementation. Each partner reports only on its own outputs, without a common programme report, and separate fieldwork planning sometimes causes delays. Positive practices include shared office space (e.g., MASC using CDD's facilities in Chiúre occasionally)[69] and collaborative radio debates, as well as presence by one partner representatives and some activists during interventions by the other partners. In Chimbunila, the ET noted that CDD's office building has several empty rooms, while the MASC district coordinator does not have an office. Less effective aspects include the absence of a shared M&E framework, weak leadership in the rotational consortium model, and tensions between partners that limit operational synergy.

3.5.2 Inclusion

The programme shows strong sensitivity to political, ethnic, and religious dynamics. CDD employs a neutral, non-partisan approach, ensuring representation across ethnic and religious groups, and adapts activities to cultural and religious calendars. MASC's approach includes comprehensive community mapping that identifies all political, religious, and traditional stakeholders, followed by separate consultations with each social segment. This mapping is used as a guiding tool for interventions, allowing the programme to adapt to local contexts and reduce potential tensions.

Participation mechanisms are designed to be inclusive. Both CDD and MASC conduct open public meetings to present the programme and allow communities to elect their own CDA representatives Women interested in joining Savings Groups express interest individually. CDD's Youth Hubs and civic agents replicate training sessions to reach excluded or marginalised groups, and the programme provides safe spaces, flexible schedules, and local facilitators to encourage participation.

[63] According to officials in districts visited, while this could not be verified by the ET
[64] Embassy of Sweden, July 2025. The contribution to IESE is likely to continue into 2026
[65] Idem, MASC and CDD
[66] Conference "Explorando o Potencial da Coesão Social nos Processos de Desenvolvimento: As Experiências do Norte de Moçambique", Nampula, 14 e 15 de Novembro de 2023; Conference "Iniciativas de coesão social em contextos de conflito: lições para o Norte de Moçambique", 6 e 7 de Novembro, Cidade de Pemba.
[67] "Exploring the Potential of Social Cohesion in Development Processes: The experiences of Northern Mozambique", involving national authorities, the three provinces, target districts, NGPOs, researchers and others.
[68] Interviews with partners, July 2025
[69] Information from MASC and CDD

Diversity among participants is notable, with representation from women (including teenage mothers), internally displaced youth, youth with disabilities, and individuals from various political, ethnic, religious, and socio-economic backgrounds[70]. Selection processes are generally described as open and transparent, using public calls and competitions for cooperative membership.[71] CDA elections are validated by communities, while community leader screening is applied to ensure safety and prevent integration of radical elements.[72]

While these mechanisms promote inclusivity, some challenges remain. Affinity-based membership formation in Savings Groups, while fostering cohesion, can unintentionally exclude displaced women who have not yet integrated host communities[73]. Similarly, young people in remote areas or without timely access to information or means of transportation have occasionally been excluded from participating in Youth Centres.[74]

Overall, the SCP has made clear progress in promoting inclusive participation and representation across diverse groups, while coordination between implementing partners and alignment with other relevant initiatives remains fragmented and largely dependent on individual relationships at the local level rather than formalised systems.

[70] Idem, and interviews with target groups July 2025
[71] Interviews w cooperatives, ALTs, July 2025
[72] MASC and CDD interviews, July 2025
[73] MASC
[74] CDD

4 Impact

This chapter presents the overall impact findings at overall objective level, before in 4.1 analysing impacts at local government, and in 4.2 at community, and in 4.3 at individual level. 4.4. draws out unintended effects or outcomes of SCP.

The evaluation concludes that the overall objective of the Social Cohesion Programme ("Strengthen social cohesion in three Northern provinces by fostering youth and women's engagement (….) to promote accountable governance") **has been contributed to a limited degree,** after 4 years of implementation. This is the case under pillar one (Outcome 1: Supply), whereas Pillar two (Outcome 2, Demand) is more advanced with specific changes at community level.

The fundamental prerequisite for social cohesion is, on one hand, that a level of trust be established horizontally between communities, intra-communities and between different ethnic, social and religious groups; and on the other, that some confidence vertically between citizens and authorities be developed. The SCP has advanced solidly in horizontal social cohesion (Outcome 2 (Demand) with tangible effects in the six districts. In the domain of vertical social cohesion, (Outcome 1 (Supply), there are good examples of government engagement, and much willingness, but limited delivery and uptake of social accountability mechanisms.

The ET notes that the four impact indicators in the SCP's Logical Framework at this stage are not measured and reported against by the three partners (please refer to section 1.3.1).[75]. Thus, any specific level of contribution cannot be verified by this evaluation, since there is no overall M&E Matrix.

This evaluation concludes that overall, in the 3 provinces, beyond the direct target communities, there is a quite low level of confidence in authorities by the population, with substantial variation by groups and location (ethnicities, faith, women, men, youth, IDPs etc). General distrust persists between the IDPs and host communities, as well as between the different social and ethnic groups. This is confirmed in IESE's 2023 base study, as well as in the Governance and Social Cohesion Barometers from 2022 and 2024. Reference is also made to the 2025 British report on Crime, Terror and Insecurity in Northern Mozambique, in which dissatisfaction with the state and endemic corruption were seen as far more serious than armed violence and insecurity.[76]

Against this backdrop, the effects and impacts of the SCP are first of all modest and at the level of the six target districts with some variation between these, especially related to resources and engagement of local authorities, with links to provinces and some national authorities (Ministry of Justice, Ministry of Defence, Ministry of Interior and Ministry of State Administration). At district level, the programme has generated **notable, but still early-stage impacts**, particularly in strengthening **community engagement, improving dialogue** with local governments, and encouraging **participatory governance and not least social accountability** (at least in some districts).

On the other hand, an uptake of social cohesion and participatory planning models proposed by SCP is limited and cannot be said to have taken root yet. Consistent feedback from local authorities and partners confirmed that available district budgets and resources to implement initiatives remain very limited. District authorities are very thinly resourced, with a quite low resilience. The local authorities interviewed seemed to depend on external support (financing) to be able to provide even basic community consultations.

[75] The MTE in 2023 included a matrix of achievements against indicators. Indicator 1 (% of citizens feeling improved responsiveness of district and municipal governments to citizens' needs) was at 65,9 % (M) 58,5 % (F), # 3 (% of women´s reporting improved livelihoods) was at 23,6%, and # 4 (% of trust between host communities and internally displaced populations (risk violence) was at 53% for MASC and 27 % for CDD.

[76] Please refer to section 1.4, Context and Socio-political challenges

An important conclusion from this evaluation is if local governments do not have resources or capacity to respond to the requests and needs of the communities, the programme will over time risk doing more harm than good. The Social Cohesion programme **should not create demands that the supply-side cannot accommodate** due to lack of resources or political engagement from the authorities, as this may undermine trust in local government.

4.1 Impacts at local government level

Within these limitations, some preliminary impacts at government level were noticeable:

"The accountability [of the district] has improved, with higher awareness of the need for continuous improvement of services, engagement and joint work. Greater citizen participation, transparency, data and information sharing. Continued pressure from young people has indeed improved our accountability and public service performance." [77]

In Cuamba, district officials confirmed that *"The government is gradually responding to community needs identified through Dream Maps (undertaken by CDAs and GPs), and that these needs are being fed into the district plan (2025–2030). The authorities are considering replicating the dream map approach at provincial level, involving other administrations for experience sharing, but there has been no formal interest expressed yet."*

In Montepuez, the programme has enhanced visibility and the active role of youth, as recognised by the district council and administration, as well as by the Ministry of Defence (in relation to reducing youth recruitment by non-state armed groups).[78]

Dissemination of results of the Social Cohesion Barometer surveys among district authorities brought greater clarity on priorities and needs of local populations in terms of public services, as well as greater attention by local authorities in responding to community demands[79]. However, in all districts, district governments were unanimous in stressing that they do not have sufficient financial resources to respond positively to all community demands. The districts found that participatory planning with communities, as well as IESE's Social Cohesion Barometer studies, were very helpful in prioritising local needs and requests.

It must also be recognised that a number of examples exist of improved service delivery to communities. These are the results of active engagement by communities (youth, women, in rural as well as peri-urban areas) in the six districts, and through formal and informal decision-making bodies such as CDAs and local service committees. These infrastructure improvements were direct results of requests, demands and advocacy from community structures.[80]

Although no complete data exists, a number of young women and men who have gone through CJ or ALT training have been elected to consultative councils or local service committees (education, health, or community safety).[81] MASC reports that 34 CDAs have been revitalised during the SCP, counting 475 members, many of whom are also members from GPs and local communities.

The evaluation thus concludes that an evolving dynamic between citizens and the state has emerged, but there are also **limitations in resilience, institutionalisation and sustainability**.

4.2 Impacts at community level

In communities visited, an emerging and growing understanding of the importance of engaging in dialogue with local governments was evident. Initially, however, the programme partners experienced resistance and suspicion from local authorities of the added value of a social cohesion programme.

[77] District official, Montepuez, July 2025
[78] Reported by CDD, confirmed by district (July, 2025)
[79] ET's conclusions, and information from IESE, July 2025
[80] Confirmed by authorities as well as a wide range of respondents during ET's field work, July 2025
[81] Confirmed by district interviews and information from CDD, July 2025

MASC and CDD inform that in 2022 a long range of meetings with district and provincial authorities were held to overcome the reticence. This was also reported by the MTE as a major problem, which caused delays in implementation.

"Reservations on the part of government entities regarding the intentions of the programme conditioned delays of just over half a year. This situation was only partly overcome after several meetings with local government authorities, and with changes in implementation approach. The authorities now have a voice in decisions about the initiatives to implement the programme and share positions on agendas of the relevant events". MTE report, Nov. 2023, p 26.

Two more years into the SCP, local authorities have become more receptive to the legalization of associations and the formation of committees, as well as responding to community reports and requests. Identification of community needs and priorities. Letters with requests and petitions to local authorities, and not least follow-up by communities, have yielded concrete results in addressing local problems. This is particularly clear in the linkages between district councils and the CDAs and GPs, through the dream map processes. Similar community mapping has been done by youth activists, resulting in 12 youth-led community action. 30 multi stakeholder interfaces were organised by youth activists, promoting joint planning and inclusive decision -making.[82] MASC reports that in total, 48 dialogues and round table sessions with local authorities and communities had been organised until end 2024.

"The CDAs, similar to the discussions in the District Councils, put pressure on the government to solve the demands of the communities".[83]

In many cases, feedback from government is through its presence and listening to feedback on mapping or community challenges – recognition is oral, not in writing. Several respondents noted on a rather long response time from districts (sometimes with no response at all). CDA and GP members also confirmed that they often had to follow up with local districts on response to written petitions and letters. [84]

The ET notes that a range of specific local service provisions were reported, as a result of the SCP interventions, in particular related to community mapping: Provision of energy, water supply rehabilitation or new wells, school rehabilitation or reconstruction, health clinic rehabilitation, road construction, establishment of water and health committees where none existed, resolution of illicit charges in hospitals, reporting and follow-up of cases of child marriages.[85]

There were also reports on integration of IDPs in host communities, but initially with cultural, religious tensions and material expectations and challenges. Some GP and CDA members in one case in Niassa reported that the previous tensions and lack of interaction between Muslims and Christians had been overcome. None of these statements could be verified, however.

A **fundamental and important change** that can be attributed to the SCP Youth interventions under Outcome 2 is that **Youth are recognised as agents of change**, in some districts with complex political and social dynamics, where the image of youth has **changed from destabilising, not relevant, to valid and appreciated**. [86]

"We can say that youth is today much more active in communities, participate in demonstrations, public consultation. Here in Lichinga, the youth have become more aware of their rights. Before, there was a certain fear to contradict persons, speak in public, engage in debates etc."[87]

[82] Reported by CDD, July 2025.
[83] Local government representative, July, 2025
[84] Feedback from CDA, GP, CJ members and SCP partner representatives, July 2025.
[85] Based on feedback from communities and authorities in four districts, July 2025
[86] Corroborated from respondents across ALTs, CJ members and district and provincial representatives, July 2025.
[87] ALT candidates, Lichinga, July 2025

Local authorities acknowledge the dialogue with and skills of youth as valid, recognising them as active citizens:

"The organisations formed by youth and women (CJs/Youth Hubs) were instrumental in promoting cohesion in the context of the insurgency and demonstrations. The training of young people in citizenship and activism was and is visible, and at the time of the demonstrations the dialogue with young people was open and relevant"

"Nowadays young people know how to speak, articulate, engage and pressure us as a government using the law and formal mechanisms, because of the programme"

"There is a better participation from citizens, sharing of data and information. The continuous pressure from Youth, in fact, improved our performance, accountability and public service"[88]

The second fundamental and important change that can be attributed to the SCP community interventions under Outcome 2 is that the GPs have reduced economic dependency of women, leading to women having a stronger decision-making power and position in the communities and families. The women members of GP have a much higher self-confidence, some exercising leadership. Women have better access to information and have been seen to create social and community-self-help groups, in case some other women in their communities need help. The GPs have further facilitated women's integration and election to local decision-making bodies, such as CDAs or service committees. [89]

4.3 Changes at individual level

The ET collected a large number of testimonies from beneficiaries, youth and women activists, GP members and community representatives. The majority of respondents reported direct and, in some cases, profound changes in attitude, behaviour, improved skills and engagement capacity. Several examples of personal and behavioural change are provided in section 3.2.2 above.

A few additional poignant examples:

"[The programme] has unlocked my potential, opened me up to seeing and thinking about business, and got ideas of my own. This space changed my mentality a lot. I was always waiting for help from others, but nowadays I can make my applications and apply for job interviews. Participating in public discussions (palestras) for me was a big step. I was motivated to do business."[90]

"We as GP members are all influencers in solving our problems, and we are more active. Now we know how the government works, it is not enough to write letters, the government takes its time to respond, but we sometimes have to go there to check the status of the letters."[91]

4.4 Unintended outcomes or effects

According to MASC, GPs in Cuamba district, Niassa have inspired other, non-target communities to replicate the GP model on their own initiative, creating a total of 9 new GPs.[92]. Whether these GPs function without any external support was not clear. This demonstrates that GPs are replicable and have some scale-up potential. There are concerns about their institutionalisation and sustainability, however.

[88] District representative, Montepuez,
[89] As reported by MASC and corroborated by field interviews in Cabo Delgado and Niassa, July 2025
[90] Interview, Cooperative member, Chiure, July 2025
[91] GP "Wiwanana", Montepuez, July 2025
[92] This could not be verified by the ET, but the GP interviewed also claimed this was the case

In districts outside the target areas, youth created associations or initiatives similar to the CJs, inspired by these, imitating methodologies and tools, creating their own mobilisation and dialogue spaces, even without external funding or support.[93]

Reportedly, some level of institutional recognition and civic inclusion of Youth by districts and municipalities has been established. Authorities have been seen to systematically include youth representatives in public consultation processes, planning and accountability sessions. This is an early indicator that the youth associations and inclusion of youth in social accountability and participative governance are in fact scalable.[94] Again, institutionalisation and sustainability are doubtful.

IESE reports that its Social Cohesion Barometer studies (and an accompanying guide to implementation) have attracted attention and interest as a useful tool by other organisations, including IOM, the International Organisation of Migration, for further replication in other areas.

5 Sustainability

This chapter presents the main sustainability conclusions at programme level, as well as for the different target groups CJs, ALTs, GP, and CDAs.

This evaluation overall finds that SCP **programme sustainability is at best fragile, with emerging dynamics between citizens and the state**, with clear indications of goodwill, commitment and some progress in terms of active social participation and integration in district plans of community needs and requests. Given the authorities' limited outreach and financial resources to institutionalise and integrate some of the social engagement and participatory planning models of the programme, **the SCP programme and its impacts cannot yet be deemed sustainable** beyond the current financial support from Switzerland. IESE, given its support from the Embassy of Sweden to the Social Cohesion Barometer studies, will be able to continue these interventions beyond 2025.[95] The ET cannot determine to which degree IESE's research will inform policies and strategies beyond the SCP, but there have been some examples of uptake and use of Social Cohesion Barometer studies by districts already in 2024, which is positive.

It must be acknowledged that four years (2022-2025) is a too short implementation period for a social change programme like SCP. Social cohesion cannot be expected to have materialised, given the modest level of financing and the resources available to partners. More time would be necessary for SCP to become more viable, in particular in view of the very limited government capacity and financial resources.

As demonstrated above in sections 3.2 Effectiveness and 4 Impact, a **strong willingness, engagement, and ownership is evident by youth, women, local groups, and beneficiaries** across all four districts visited, and indeed in all six target areas in Northern Mozambique (based on SCP partner reports and data, and the 2023 MTE).

However, ensuring the long-term viability of income-generating initiatives within savings groups and youth associations remains a key challenge. The financial support provided was limited and did not sufficiently develop participants' management skills. Consequently, many beneficiaries have expressed the need for further training in fundamental areas such as accounting, finance, and taxation.

A particularly critical issue is the lack of support for the legal formalization of income-generating initiatives. This has emerged as one of the most empowering components for young people and women. Without legal recognition and institutional support, these initiatives may struggle to grow or survive, highlighting the importance of targeted follow-up to ensure long-term sustainability.

[93] Information from CDD, could not be verified by ET
[94] Idem, could not be verified
[95] Information from IESE and Embassy of Sweden, July, 2025

The various social accountability and participation mechanisms created **(CJs, ALTs, GPs) thus remain financially and institutionally fragile**, since they depend on support (technical assistance, monitoring, financial support) from CDD and MASC. All beneficiaries and activists in these mechanisms almost unanimously claim that they intend to continue their activities beyond the SCP, even without financial support. While the commitment and engagement is well noted and impressive, the **evaluation has concerns about the longer-term sustainability**, especially amongst the youth activists. Even if the legal process of registering the CJs is completed, the mechanisms would depend entirely on voluntarism and minimal members' fees. Also, youth tend to migrate or seek other opportunities outside their localities if opportunities arise (for studies, work, or family reasons). The present cohort of youth activist will very likely change, requiring recycling of CJ and ALT training over time.

GPs are community-based structures, a social cohesion construction that in essence are based on self-interests, commitment to save and mutual trust. All GP members interviewed claimed they would definitely continue after the SCP. Even these mechanisms depend on monitoring, external guidance and financial support, for instance to be able to partake in social accountability and governance sessions outside their localities (currently paid for by MASC). In addition, the process of establish the revolving funds with the remaining GPs is cumbersome and require close monitoring and vetting by communities and local authorities. This process is not yet completed for all GPs, with 4 months left of the SCP. (**See recommendation 2).**

CDAs are formal consultation structures, so their institutionalisation is not problematic. The question remains, however, if the voluntary engagement by communities and GP members will be sustained in the longer term, since the authorities will very likely be unable to support or encourage these mechanisms beyond 2025.

The ET notes that the **41 cooperatives (or micro-enterprises with joint ownership) have not yet been formally institutionalised or registered**. This process is still incomplete, requiring attention and continued support by CDD and its district representatives. constituting a concern. The ET also notes that legally, cooperatives require a minimum of 10 constituting members, the registration of which needs to be done in the capital. Whichever form of enterprise may be suitable to these cooperatives will need to be resolved quickly, so that the process can be completed. With four months left of the project, this exposes these enterprises to risks, perhaps even making them institutionally unsustainable. **(See recommendation 3).**

6 Emerging lessons learned

The evaluation revealed that acceptance and success of interventions hinged on early and continuous involvement of community, religious, and traditional leaders. This was evident from the community mapping carried out by SCP partners, and the realisation that local community leaders are important pathways towards improved accountability by formal authorities (this is also a good practice, see point 2 below under 7). The first round of IESE's Social Barometer studies discovered that there was a much higher level of trust amongst social groups in religious leaders. Thus, CDD and MASC systematically included religious leaders in their interventions, which facilitated broader acceptance and better response. The same phenomenon was observed by the Social barometer studies on the very low level of confidence by social groups towards IDPs. The two other partners were thus much more attentive to integrating IDPs in their activities.[96].

Methodological flexibility, with a focus on participatory processes from diagnosis to implementation, was also a key factor in fostering local ownership.

[96] ET's conclusions, and information from IESE, July 2025, confirmed by MASC and CDD

7 Good practices

The evaluation finds that the programme partners have been **creative and adaptive in adjusting their interventions** to the evolving context and difficulties. The initial resistance from district and provincial governments that was overcome during 2022 is one example.

Based on our evaluation findings (chapter 3) and impacts (chapter 4), the ET identified the following good practices.

1. Participatory Planning and Mapping

Dream Maps proved to be an effective, low-cost, and replicable tool for participatory community mapping, enabling communities to identify, prioritise, and present their needs to district authorities. They strengthened ownership and integration of community priorities into district development plans.

2. Inclusive Engagement Strategies

Systematic Engagement of Religious Leaders by MASC and CDD enhanced community acceptance, promoted peace messages, and supported interfaith dialogue, aligning with IESE's research findings on trust-building.

Careful Screening and Vetting of Youth Hub (CJ) Applicants ensured representation of marginalised groups, including internally displaced persons (IDPs), while mitigating risks of recruiting radical elements.

A Neutral, Non-Partisan Approach across ethnic, political, and religious lines, with activities adapted to local cultural calendars and sensitivities, supported broad-based participation.[97]

3. Empowerment of Change Agents

Youth as Proactive Agents of Change: CDD's Youth Hubs (CJs) and Transformative Leadership Academies (ALT) equipped youth with leadership, civic engagement, and mediation skills, enabling them to influence decision-making and foster social cohesion. However, the process requires substantial preparation, technical support and careful screening of candidates. It is thus not easily replicable.

Gender-Sensitive Spaces: Creation of women-only spaces within CJs and GPs encouraged open discussion of sensitive issues, boosted self-confidence, and increased women's leadership roles. While these fora are not exactly gender transformative, they do provide a safe place for opening up to sensitive issues in an otherwise conservative and male dominated culture.

4. Community-Based Economic Empowerment

Savings Groups (GPs) enhanced women's economic independence and community leadership. Transparent fund disbursement—often in the presence of authorities—built trust and accountability.

Youth Cooperatives, initiated by Youth Hub members, addressed youth livelihood needs by providing seed funding, start-up kits, and visibility through entrepreneurship fairs, strengthening market linkages.[98]

5. Conflict Sensitivity Integration

Embedding Conflict Resolution in training of CJs and ALTs equipped youth and community members with tools to mediate disputes, including family, interfaith, and political conflicts, strengthening resilience and social cohesion. This has been widely practiced in communities, also through CDAs

[97] CDD engagement strategy, interviews July 2025
[98] This was a specific recommendation by the 2023 MTE, addressed by CDD

6. **Research-Driven Adaptation**

Use of Evidence for Programme Adjustments: IESE's Social Cohesion and Governance Barometers informed targeted engagement strategies, such as prioritising religious leader involvement and refining youth recruitment processes.

8 Recommendations

No	Recommendation	Justification - Background
Recommendations for implementing partners under the current Social Cohesion programme until end 2025		
1	The three implementing SCP partners, supported by SDC, are recommended to ensure that an updated M&E Matrix is produced at the end of project	A risk exists of the three partners submitting their final report individually, with no partner being responsible for compiling the data into a consolidated matrix
2	As an alternative monitoring model for the SCP, Participatory Outcome Harvesting could be recommended	Outcome harvesting is designed to collect evidence of change ('outcomes') and then work backwards to assess whether or how an organisation, programme or project contributed to that change. This approach involves community members, partners, and authorities working together to identify and verify significant changes (outcomes) caused by the programme. It is particularly well-suited to capturing transformative impacts within themes such as participatory governance and social cohesion.[99] The monitoring system should go beyond output monitoring (e.g., the number of training courses) to develop methodologies for tracking the long-term sustainability of outcomes and impact level effects These could be the viability of income-generating initiatives or the continued functionality of structures like CDAs and youth hubs beyond the project cycle, or changes in trust in authorities or between communities, religious or ethnic groups
3	MASC is recommended to ensure that the rotating funds are disbursed to the remaining Savings Groups (GPs), as a matter of priority, before the closure of the SCP	The saving capacity of GPs without rotating fund is very low; although the repayment period is extremely short (1 month), the funds boost the lending capacity of GPs and the purchasing power of members fast
4	CDD is recommended to ensure the registration and legalisation of the 41 cooperatives or social enterprises created, as a matter of priority, before the closure of the SCP	Lack of registration and legalisation constitutes a risk to the enterprises

[99] A simple Outcome Harvesting model is proposed by INTRAC, UK: https://www.intrac.org/resources/outcome-harvesting/

No	Recommendation	Justification - Background
Recommendations made to SDC for the Swiss cooperation programme, 2026-2030 (In case SDC decides to continue supporting a new version of a Social Cohesion Programme in Northern Mozambique)		
5	Consider supporting local authorities with capacity building and some level of competitive financing in a selected, small number of districts/municipalities, where the programme has been operating until 2025 (to capitalise on investments already made, and the positive, but embryonic social changes)	Based on 1) the positive results of the programme in terms of strengthening community engagement, improving dialogue with local governments, and encouraging participatory governance; and 2) An evolving dynamic between citizens and the state, with clear signs of progress, but also limitations in institutionalisation and sustainability
6	Consider continued core funding support to selected civil society organisations, to ensure: A. Production of action research on social cohesion, and the complex security, governance and socio-political and economic challenges (similar to the Social Cohesion and Governance Barometers, produced by IESE) B Capitalisation of the achievements made by partner CSOs on strengthened community engagement and participatory governance	
7	Consider a new support modality for a more focussed, coherent Social Cohesion programme.	This can be in the form of a combination of core support (recommendation #6), and a specific call for proposals to national CSOs for a future engagement programme on Social Cohesion. The call should be on strengthened community engagement and participatory governance, in a limited number of districts /municipalities already targeted under the current SCP. Specific Terms of Reference are to be developed for the Call for Proposals for management of phase 2. These should include: 1 Mandate, with a clear governance structure (Project implementation unit, or a lead organisation responding to SDC), 2) responsibilities, 3) reporting against outcomes, outputs, 4) specific timeline, 5) budget aligned to output and outcome achievements, and 6) other specific deliverables. A consortium model should be avoided, given the lessons learned from the current phase, where each organization has a specific contract directly with SDC. Consortiums will function when formally established with clear

No	Recommendation	Justification - Background
		management structure and indications of responsibilities of each partner in the implementation of a programme. A consortium lead should be responsible for implementation.
8	Continue to seek co-financing for a new more focussed, coherent Social Cohesion programme with like-minded donors, such as Sweden, to avoid a new stand-alone engagement from 2026	One of the weaknesses of the programme has been its single-donor financing, until the Swedish Embassy co-financed IESE's research. Beyond the current phase, SDC should use the Swedish contribution as leverage to attract other donors interested in expanding or upscaling the programme over the next 3-5 years
9	Ensure complementarity of the engagement and alignment with other donors and actors in the targeted programme districts	Other active donors include GCERF, GIZ, EU, as well as private sector operators, mainly in Cabo Delgado Province), as well as UNDP's upcoming Stabilisation programme in Northern provinces
Recommendations made to local authorities (GoM)		
10	Build upon the community consultation and participatory planning models tested and made available by the SC programme to expand and strengthen local district planning, based on community engagement, ensuring that community needs and priorities are better incorporated in government priorities and district plans.	District authorities gradually need to transition from a passive "receptive" role to an active "facilitative" and "responsive" one. This requires changes in internal processes, staff capacity development, and pathways allowing community-generated initiatives feed into planning and be integrated into practice and dispensation, e.g. using Dream Maps

Annex 1 Revised Overall Evaluation Matrix

Note: Main changes (compared to the original Evaluation Matrix) are in red

Evaluation questions /Subquestions		**Analytical methods**	**Judgment criteria + observations**
EQ 1 **Relevance: is the intervention doing the right thing**			
1 Relevance General	1.1 Did the programme identify and respond to the main socio-political problems in the northern provinces of Mozambique? (To what extent was the project relevant to the national development priorities and to CH priorities). 1.2 To what extent did the programme objectives respond to the demands and needs of institutions and society, as well as to the country's sectoral policies and strategies? 1.3 Which aspects of the programme could have been better designed to respond to those demands and needs? 1.4 Was the focus on district-level authorities effective?	Content analysis of key programme documents, MTE, Programme document, background documentation	Actual development /achievements vs. ToC and initial programme design
2 Coherence: how well does the intervention fit?			
2 Coherence General *2. Coherence-Partnership approach:*	2.1 Was the intervention strategy of selecting implementing partners with perceived complementary work effective? 2.2 To what extent did the coordination and collaboration between implementing partners enable efficient and effective implementation of the programme? 2.3 How did the organisations' individual approaches impact the coordination and delivery of the programme? 2.4 Are there examples where the partnership worked better and others where it did not as much? 2.5 What are the partnership's strengths and weakness?	Content analysis of documents Contribution analysis KII with partners	Actual development /achievements vs. ToC and initial programme design
2. Coherence Programme governance:	2.6 Did the programme's governance structure work efficiently and effectively? 2.7 Did the rotating system contribute to the good governance of the programme?	Content analysis of documents, response from KIIs	
2. Coherence Objectives setting / Programme design	~~2.8 Were the objectives and outcomes of the programme designed in a manner that could meet the demands and needs of the target groups (youth and women)?~~ 2.8 Could the implementing partners have done more to align the objectives /interventions with the demands and needs? 2.9 Have good practices and lessons learned been taken into account in the adaptation of programme activities?	Content analysis of documents Contribution analysis Analysis of patterns of response of FGDs/KIIs	Actual development /achievements vs. ToC and initial programme design EQ 2.8 overlaps with relevance - deleted *EQ 2.9, 2.10 moved from*

Evaluation questions /Subquestions		Analytical methods	Judgment criteria + observations
	2.10 What could have been done to improve the quality, usefulness and applicability of the programme's lessons and good practices?		*Sustainability for better fit with EQ Coherence*
2Coherence Conflict-sensitive programme management:	2.11 Did the project continuously analyse and mitigate potential conflicts it might create in particular with regard to relationships (between people as well as institutions)?	Content analysis of documents Contribution analysis Analysis of patterns of response of FGDs/KIIs	Actual development /achievements vs. ToC and initial programme design
2 Coherence Inclusion:	2.12 Did the selection of the beneficiary communities take into account different political, ethnic, religious and other sensitivities? 2.13 Did the methodologies used to foster participation enable the inclusion of all groups? 2.14 To what extent were the women and youth selected as beneficiaries represent different segments of society? 2.15 Were the selection mechanisms inclusive?	Content analysis of documents Contribution analysis Analysis of patterns of response of FGDs/KIIs	Actual development /achievements vs. ToC and initial programme design
2 Coherence CDD	~~2.17 To what extent did CDD's approach enable dialogue and between institutions and youth at different levels?~~	Content analysis of documents Contribution analysis Analysis of patterns of response of FGDs/KIIs	Actual development /achievements vs. ToC and initial programme design *Suggest that EQ 2.17 be rewritten and moved to 3.9 Effectiveness for better fit*
2 Coherence IESE	~~2.18 To what extent does IESE's choice of research activities enable the achievement of the general goal of the intervention?~~		Actual development /achievements vs. ToC and initial programme design *Suggest that EQ 2.18 be rewritten and moved to 3.11 Effectiveness for better fit*
2 Coherence MASC	~~2.19 Did framing MASC's intervention as a social cohesion project have a different impact compared to when it forms part of a traditional local development programme?~~		Actual development /achievements vs. ToC and initial programme design *2.19 ~~(text striked through)~~ belongs to IMPACT and is very difficult to answer, given time and resources.*

Evaluation questions /Subquestions		Analytical methods	Judgment criteria + observations
			Suggest 2.19 be rewritten and moved EQ Coherence for better fit
3 **Effectiveness: is the intervention achieving its objectives** ?			
3 Effectiveness General	3.1 Did the intervention deliver the outputs set out in the credit proposal?/ programme document? 3.2 Did the intervention contribute to achieving the outcomes set out in the credit proposal/ programme document? 3.3 How was the relationship between the Maputo-based implementers, and the various groups developed (youth hubs CJs, transformational leadership academies ALTs ,savings groups GPs, village development organisations VDOs) and district-level institutions? 3.4 How did the partners' individual leadership styles impact the achievement of results?	Content analysis of documents Contribution analysis Analysis of patterns of response of FGDs/KIIs	Actual development /achievements vs. ToC and initial programme design EQs 3.9, 3.11, 3.14 moved from Coherence
3 Effectiveness CDD	3.7 Are CDD's mechanisms effective in building young people's capacity to engage effectively socially and politically and in a manner that's appropriate to the context? 3.8 How did CDD integrate findings from IESE's outputs in its work? 3.9 To which extent did CDD approach, working with CJs and ALTs, enable improved responsiveness to youth and women's interest by decision-making institutions at different levels?		
3 Effectiveness IESE	3.10 Did IESE's research outputs actually feed into the recurring adaptation of the programme? 3.11 To which extent did IESE's choice of research activities contribute towards the overall objective of the programme?	Content analysis of documents Contribution analysis Analysis of patterns of response of FGDs/KIIs	
3 Effectiveness MASC	3.11 How did MASC integrate findings from IESE's outputs in its work? 3.12 Does MASC's assumption that the economic security provided through the saving groups (GPs) leads to better participation in local development projects hold? 3.13 To which extent did MASC's approach, working with VDOs and GPs, enable improved responsiveness to youth and women's interest by decision-making institutions at different levels? 3.14 Did the savings groups (GPs) lead to women having a more active and effective participation in community processes?		
4 Efficiency: How well are resources being used?			
4 Efficiency General	4.1 Have the allocated budget and resources (financial, human, organisational) been used for the purposes for which they were	Analysis of budget and financial resources,	Actual development

Evaluation questions /Subquestions		Analytical methods	Judgment criteria + observations
	intended? 4.2 Can the allocated budget justify the results achieved? 4.3 Did the monitoring and evaluation mechanism function independently? 4.4 What methodological aspects of programme monitoring could be improved? 4.5 What other monitoring models could be proposed for the programme?	MERL system, Programme doc	/achievements vs. ToC and initial programme design 4.1 and 4.2 rewritten for clariity
4 Efficiency CDD	4.6 To what extent were resources allocated to entrepreneurship used in an efficient manner?	Content analysis of documents Analysis of response of FGDs/KIIs	Actual development /achievements vs. ToC and initial programme design
4 Efficiency MASC	4.7 Did the intervention strategy allow for a sustainable use of the resources allocated to the savings groups (GPs)? 4.8 What about the accountability/transparency in the use of those resources? 4.9 What were the power relations within communities that led to the allocation of those resources? 4.10 Could that mechanism have a countereffect actually and perpetuate exclusion?	Content analysis of documents Analysis of response of FGDs/KIIs	
5 **Impact: what difference does the intervention make?**			
5 Impact General	5.1 To what extent did the intervention have an impact on the communities it targeted directly? 5.2 To what extent did the intervention have an impact beyond the communities it targeted directly (e.g. at district level)? 5.3 Did the intervention have an impact on the ways district-level institutions involve the community in their work, in particular with regard to service delivery? 5.4 Did the intervention improve the responsiveness of local formal and informal decision-making institutions *(district councils, provincial councils,local and state authorities)* to community concerns and initiatives led by young people and women to improve public services, local development and governance? 5.5 Did the intervention increase the participation of young people (14-28) and women in decision-making and social development processes at local/community level?	Content analysis of documents Contribution analysis Analysis of patterns of response of FGDs/KIIs	Actual development /achievements vs. ToC and initial programme design EQ 5.6 added for completeness

Evaluation questions /Subquestions		Analytical methods	Judgment criteria + observations
	5.6 Are there any unintended negative or positive results? Please specify		
5 Impact CDD	5.6 In what ways do the transformational leadership academies (ALTs) and youth hubs (CJs) have a long-lasting impact on their participants' ability to engage effectively politically and socially?		
5 Impact MASC	5.7 Are members of savings groups (GPs) and village development organisations (VDOs) better able to voice their needs within the community and with institutions as a result of the intervention?		
6 Sustainability : will the impacts last ?			
Sustainability General	6.1 Are the various participation mechanisms created (CJs, GPs, VDOs, ALTs) been institutionalised in a way that will enable them to continue operating without the financial and technical support from the implementing partners? 6.2 Is there ownership of those mechanisms within the community? ~~Have good practices and lessons learned been taken into account in the adaptation of programme activities?~~ ~~What could have been done to improve the quality, usefulness and applicability of the programme's lessons and good practices?~~ 6.3 To what extent will positive results from the programme leave a footprint after the end of the programme?	Content analysis of documents Contribution analysis Analysis of patterns of response of FGDs/KIIs	Level of uptake of approaches, mechanisms and response by formal local institutions EQs with ~~strikethrough~~ moved to EQ Coherence for better fit
6** Sustainability **IESE	6.4 Have results from IESE's research been produced and delivered in a way that can inform policies and strategies at different levels beyond the lifespan of the programme?	Content analysis of documents Contribution analysis Analysis of patterns of response of FGDs/KIIs	Level of uptake of approaches, mechanisms and response by formal local institutions 6.5 added for better fit with EQ sustainability and role of partner 6.6 added for better fit with EQ sustainability and role of partner
6** Sustainability **CDD	6.5 Have CDD's interventions (CJs, ALTs) been delivered in a way that enable beneficiaries and local institutions to continue operating without external financial and technical support ?		
6** Sustainability **MASC	6.6 Have MASC's interventions (GPs, VDOs) been delivered in a way that enable beneficiaries and local institutions to continue operating without external financial and technical support ?		

Annex 2: Overview of objective, outcomes and outputs

Overall Objective	Impact indicators
To strengthen social cohesion in the three northern provinces of Mozambique (Cabo Delgado, Nampula, Niassa) by fostering youth and women's civic engagement in inclusive social, political, and economic spaces to promote accountable governance.	% of citizens feeling improved responsiveness of district and municipal governments to citizens' needs % of women reporting engagement in institutions and service delivery mechanisms % of women´s reporting improved livelihoods (by sex, age) % of trust between host communities and internally displaced populations (risk violence)
Outcomes	**Key Indicators (updated 2023)**
Outcome 1 (Supply): Improved responsiveness of local formal and informal decision-making institutions to youth and women's community proposals for improved local development and governance	1.1 # relevant local formal and informal decision-making institutions with women´s representation 1.2 % of women and youth who feel that their interests are fairly/better represented in relevant state bodies 1.3 % of authorities attesting to relevant youth and women engagement in local government mechanisms 1.4 Uptake/replication of programme models shared during good practice workshops
Outcome 2 (Demand): Improved youth (14-28) and women's participation in decision-making and social development processes at the local/community level.	2.1 % youth and women reporting confidence to participate 2.2 % Youth and women's knowledge in the identified training areas 2.3 %Youth reporting life skills 2.4 Youth participating in decision-making spaces/mechanisms (Town Halls/Municipal Councils) 2.5 # Social development projects created (Community action plans) 2.6 %/total citizens with feelings of social connectedness (m/f)
Output 1.1 Sub-national government and assemblies' capacity developed for effective engagement with citizens at various levels	● # of training materials/manuals developed ● # of local government officials and assemblies' members trained (M/F) ● # of local government officials and Assembly members conducting community visits
Output 1.2: Improved multi stakeholder dialogue and joint action spaces for local governments, youth and women to advance common good	● # of interfaces/dialogue/joint planning processes between government & communities ● # of women and youth participating in these interfaces/dialogue/joint processes between state institutions (Government) and communities (male/female) ● Number of policy briefs published (CDD, IESE) ● # Youth engagement programmes (CDD) (Radio, FB) ● # of youth hubs and ALT members participating in Youth engagement programmes ● # of on-line platforms promoting youth participation (CDD)# of programme views (CDD)
Outputs 2.1.1-2.1.3: MASC (Savings Groups, Village Development Organisations)	Outputs & indicators at this level are not repeated here. Kindly refer to Annex 7 for full details
Outputs 2.2.1-2.2.3 CDD (Youth Hubs, Youth Leadership Academies)	

Annex 3 List of persons met - internal only

Organisation	Name	Title
MAPUTO		
Embassy of Switzerland in Mozambique	Laila Sheikh Rüttimann	Head of Cooperation
Embassy of Switzerland in Mozambique	Marta Lopes	Head of Governance Domain
Embassy of Switzerland in Mozambique		Programme officer
MASC Foundation		Executive Director
MASC Foundation		Project Manager
MASC Foundation		Sr Adviser
CDD		Executive Director
CDD		Programme and Finance Coordinator
CDD		Finance
CDD		Cooperatives
IESE		Executive Director
IESE		M&E coordinator
WE Effect		Country Representative
UNDP Mozambique - Governance and Social Cohesion Unit		Team Leader
Embassy of Sweden in Mozambique		Programme officer
NIASSA		
Lichinga		
Niassa Provincial Government - Directorate of Industry and Commerce		Provincial Director
MASC		MASC Provincial Coordinator Niassa
CDD		CDD Provincial coordinator CDD Nampula
FONANGNI		President of the Management Board, FONANGNI
ORERA		Vice-President
Cuamba		
Cuamba district		Head of the Administrator's Office
Cuamba district		District Permanent Secretary
CDD		District Coordinator, Cuamba
CDD/CJ mixed	17 youth (9 from cooperatives), ALT, CJ:	FGD #1 District Youth Association leaders/members (former CJs)

Organisation	Name	Title
CDD/Cooperatives	13 youth (8 cooperatives), Names to be added:	FGD #2 - members of youth cooperatives benefiting from financing in Cuamba
MASC	Anabella Gregório	Cuamba District Coordinator
MASC	CDA and GP members, 11 female, 3 male: **CDA** **GP**	FGD # 3 Malapa, Cuamba district – Titimane Locality (Seat)
MASC	VDAs members 3 female, 2 male:	FGD # 4 Etatara, Cuamba district

Organisation	Name	Title
Chimbunila		
CDD		District Coordinator, Chimbunila
Chimbunila district Administration		District Permanent Secrety
Chimbunila district		District Planner
Chimbunila district		Education District Director
Chimbunila district		Agriculture District Director
CDD/CJ mixed	19 male, 10 female (5 cooperatives), ALT, CJ:	FGD #5 líderes/membros da associação juvenil distrital (antigos CJs)
Chimbunila Bairro OUA	4 female and 1 male GP:	MASC Savings Group (GP) FGD #7
CDD/ALT	ALT members (2 male, 2 female):	FGD #9
CABO DELGADO		
Montepuez		
District Administration of Montepuez		District Administrator
Helton Services		
Associação Ovanela (Diálogo)		
ALT Montepuez		ALT Líder
CDD Montepuez		District Coordinator

Organisation	Name	Title
CDD - Blocos do Norte– Bairro Ncorripo		
MASC Montepuez		District Coordinator
CDA de Merigi – MASC Montepuez -		President
Instituto de Comunicação Social (ICS) - Rádio Girimba -		District Delegate
Matuto 03-Seralharia Matuto – 03		
Montepuez District Secretariat		Permanent Secretary of Montepuez District
CDA de Napaia		President
Grupo de Poupança Wiwanana - Matunda		
MASC- Niuhula - Grupo de Poupança – Mulheres Voluntárias		
Wiwanana Savings Group- Montepuez - Matunda		Members
Chiúre		
District Administration of Chiúre		
Chiúre District Education Services		District Director
CDD - Associação Wettiha Muajage -2		Members
CDD - Cooperativa Juvenil de Avicultura		Member

Annex 4 Evaluation field work programme - internal only

Work programme Maputo - 30th June to 11th July 2025

Date	Time	Place	Subject	Address	Contact	Participants	Status

Annex 5 Terms of Reference (from SDC)

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Federal Department of Foreign Affairs FDFA
Embassy of Switzerland in Mozambique

Terms of reference
External Evaluation of the Civil Society for Social Cohesion programme 2021-2025

---

1 Background and rationale

Switzerland's current involvement in the area of social cohesion in Mozambique is rooted in the 2019 peace agreement process. At the time, we recognised that despite positive developments leading to the cessation of hostilities, increasing inequalities, shrinking space for civil society and newly emerging conflicts threatened social cohesion and stability in Mozambique. With a programme on social cohesion, we aimed to contribute to strengthening the social contract through stronger citizen participation, inclusive leadership and constructive, solution-oriented dialogue between all actors. The vision was for civil society, citizens, and responsive institutions to develop a joint future based on inclusive local processes.

In 2018, the Swiss embassy commissioned three in-depth studies in order to better understand the dynamics driving social cohesion:

a) Study on Leadership, Youth and Social Cohesion in Mozambique, prepared by the Centre for Democracy and Human Rights (CDD);
b) Social Cohesion and Political Violence: Notes for Programmatic Research in Northern Mozambique, prepared by the Institute for Social and Economic Studies (IESE); and
c) Mapping and Analysis of Spaces for Dialogue and Participation in Northern Mozambique, prepared by the Foundation Support Mechanism to Civil Society (MASC).

The results of the studies guided the design of the first phase of the Civil Society for Social Cohesion Programme. The programme started on 1 October 2021 and will last until 31 December 2025. As the Swiss embassy embarks on the design of its next cooperation programme (2026-2029), now is the time to assess past approaches and take stock of achievements. An external and independent evaluation of the Civil Society for Social Cohesion programme will enable us to assess the degree of achievement of the programme's objectives, its lessons learned, good practices and the sustainability of the results achieved. Results will inform future partnerships between the Swiss embassy and Mozambican civil society organisations in similar areas of work.

2 Project objectives and target groups

The objective of the programme was to contribute to strengthening social cohesion in the three volatile provinces of northern Mozambique by promoting the civic participation of young people and women in more inclusive social, political and economic spaces in order to promote good governance. In order to achieve this objective, the programme sought to achieve two outcomes:

- Improving the responsiveness of local formal and informal decision-making institutions to community concerns and initiatives led by young people and women to improve public services, local development and governance;
- Increasing the participation of young people (14-28) and women in decision-making and social

development processes at local/community level.

The programme **is** being implemented in selected vulnerable municipalities and districts: Chiure and Montepuez (Cabo Delgado), Angoche and Moma (Nampula), and Cuamba and Chimbonila (Niassa).

3 Evaluation: goal, scope and approach

The goal of the project final evaluation is three-fold for SDC and its partners:

- **Learning**: to assess the programme theory and provide information on the realisation of project objectives as described in the project document; what worked, what did not and why; appraise the effectiveness and efficiency of the strategic and operational steering mechanisms; identify key factors which enhanced or hindered performance and results achievement; draw lessons for different project partners;
- **Building evidence**: to allow decision making on relevance, effectiveness, efficiency, impact and sustainability; identify management and implementation problems, good practices and innovative approaches, in particular to inform similar future partnerships between Switzerland and Mozambican civil society organisations; assess the reaching of the target groups;
- **Accountability**: to assess results achieved and the significance of the Swiss contribution to the overall goal of the programme, report and communicate results to beneficiaries, other programme stakeholders and the wider public in Switzerland.

The evaluation focuses on the project objectives, the integration of transversal themes (conflict-sensitive programme management and gender mainstreaming). Three evaluation areas should be considered:

i. Assessment of the context evolution at local and national levels in terms of socio-political events and dynamics related to core objectives of the project;
ii. Assessment of the process, implementation management and delivery and the extent to which the programme's approach and methods should be replicated in other districts;
iii. Results: assess the theory of change and its fulfillment as well as the level of implementation with regard to the duration of the project.

The evaluation approach is based on DAC criteria. The embassy has developed a set of questions for the evaluation which can be found in Annex 1 of these terms of reference.

4 Consultant(s) profile

In addition to knowledge and experience in carrying out similar evaluations, the consultant should also be very familiar with the context and its sensitivities, while remaining independent. We therefore foresee the evaluation to be carried out by a team consisting of an international consultant (acting as team leader) supported by a second consultant (working in coordination with the team leader). The team leader will be responsible for coordinating the entire process up to and including the timely drafting and finalisation of the review report. The team leader must have a proven track record of successfully completing similar tasks. The second consultant must have an in-depth knowledge of the context and of power dynamics in Mozambique.

5 Process

The methodology used should be robust. Consultants should be clear in their proposal on evaluation approach and methods (design, data sources and procedures, data analysis and procedures). Beneficiaries should be interviewed to the extent possible.

The contract will cover a maximum of 42 days during the period 10.03.2025 to 30.05.2025. The consultant is expected to present a table with actual time spent.

Deliverable	Suggested timeline	N° days
Preliminary report detailing the methodology and based on the desk research	Two weeks after signing the contract	Up to 10

Meeting to discuss the preliminary report and prepare for the fieldwork	1 week after receipt of the preliminary report	Up to 0.5
Fieldwork/interviews with key players	By end of April	Up to 15
Draft final report	Mid-May	Up to 15
Meeting to discuss the provisional version of the final report	One week after submission of draft report	Up to 0.5
Delivery of the final version of the report	One week after meeting	Up to 1
	Total number of days	**42**

Table 1: Schedule of Evaluation Activities

5 Reference documents

- Project document, including logframe
- Credit Proposal
- Annual workplans
- Annual reports
- Mid-term evaluation report

Please submit your application (proposal no longer than 2 pages and CV) by 5 March 2025, 23:59 Maputo time to Mr. Nobre Canhanga (nobre.canhanga@eda.admin.ch).

Date: …… Signature: ……

Annex 1: Evaluation questions

Relevance: is the intervention doing the right thing?	
General	• Is the programme aligned with the SDGs? • Is the programme aligned the Mozambique's 2020-2025 Five Year Plan and the Economic and Social Plan and State Budget (PESOE)? • Did the programme identify and respond to the main socio-political problems in the northern provinces of Mozambique? • To what extent did the programme objectives respond to the demands and needs of institutions and society, as well as to the country's sectoral policies and strategies? • Which aspects of the programme could have been better designed to respond to those demands and needs? • Was the focus on district-level authorities effective?
Coherence: how well does the intervention fit?	
General	• **Partnership approach**: Was the intervention strategy of joining implementing partners with perceived complementary work effective? To what extent did the coordination and collaboration between implementing partners enable efficient and effective implementation of the programme? How did the organisations' individual approaches impact on the coordination and delivery of the programme? Are there examples where the partnership worked better and others where it did not as much? What are the partnership's strengths and weakness? • **Programme governance**: Did the programme's governance structure work efficiently and effectively? Did the rotating system contribute to the good governance of the programme? • **Objectives setting**: Were the objectives of the programme designed in a manner that could meet the demands and needs of the target groups (youth and women)? Could the implementing partners have done more to align the objectives with the demands and needs? • **Conflict-sensitive programme management**: Did the project continuously analyse and mitigate potential conflicts it might create in particular with regard to relationships (between people as well as instutitions)? • **Inclusion**: Did the selection of the beneficiary communities take into account different political, ethnic, religious and other sensitivities? Did the methodologies used to foster participation enable the inclusion of all groups? To what extent did the women and youth selected as beneficiary represente different segments of society? Were the selection mechanisms inclusive?
CDD	• To what extent does CDD's approach enable dialogue between institutions and youth at different levels?

IESE	• To what extent does IESE's choice of research activities enable the achievement of the general goal of the intervention?
MASC	• Did framing MASC's intervention as a social cohesion project have a different impact compared to when it forms part of a traditional local development programme?
Effectiveness: is the intervention achieving its objectives?	
General	• Did the intervention deliver the outputs set out in the credit proposal? • Did the intervention contribute to achieving the outcomes set out in the credit proposal? • How was the relationship between the Maputo-based implementers, and the various groups developed (youth hubs, transformational leadership academies, savings groups, village development organisations) and the district-level institutions? • How did the partners' individual leadership styles impact on the achievement of results?
CDD	• Are CDD's mechanisms effective in building young people's capacity to engage effectively socially and politically and in a manner that's appropriate to the context? • How did CDD integrate findings from IESE's outputs in its work?
IESE	• Did IESE's research outputs actually feed into the recurring adaptation of the programme?
MASC	• How did MASC integrate findings from IESE's outputs in its work? • Does MASC's assumption that the economic security provided through the savings groups leads to better participation in local development projects hold? • Did the savings groups lead to women having a more active and effective participation in community processes?
Efficiency: how well are resources being used?	
General	• Have the resources allocated to the programme been used for the purposes for which they were intended? Does the budget allocated to the programme justify the results achieved? • Did the monitoring and evaluation mechanism function independently? What methodological aspects of the monitoring of the programme could be improved? What other monitoring models could be proposed for the programme?
CDD	• To what extent were resources allocated to entrepreneurship used in an efficient manner?
MASC	• Did the intervention strategy allow for a sustainable use of the ressources allocated to the savings groups? What about the accountability/transparency in the use of those resources? What were the power relations within communities that led to the allocation of those resources? Could that mechanism have a countereffect actually and perpetuate exclusion?
Impact: what difference does the intervention make?	

General	• To what extent did the intervention have an impact on the communities it targeted directly? • To what extent did the intervention have an impact beyond the communities it targeted directly (e.g. at district level)? • Did the intervention have an impact on the ways district-level institutions involve the community in their work, in particular with regard to service delivery? • Did the intervention improve the responsiveness of local formal and informal decision-making institutions to community concerns and initiatives led by young people and women to improve public services, local development and governance? • Did the intervention increase the participation of young people (14-28) and women in decision-making and social development processes at local/community level?
CDD	• In what ways do the transformational leadership academies and youth hubs have a long-lasting impact on their participants' ability to engage effectively politically and socially?
MASC	• Are members of savings groups and village development organisations better able to voice their needs within the community and with institutions as a result of the intervention?
Sustainability: will the benefits last?	
General	• Are the various participation mechanisms created (youth hubs, savings groups and village development organisations) been institutionalised in a way that will enable them to continue operating without the financial and technical support from the implementing partners? Is their ownership of those mechanisms within the community? • Have good practices and lessons learned been taken into account in the adaptation of programme activities? • What could have been done to improve the quality, usefulness and applicability of the programme's lessons and good practices? • To what extent will positive results from the programme leave a footprint after the end of the programme?
IESE	• Have results from IESE's research been produced and delivered in a way that can inform policies and strategies at different levels beyond the lifespan of the programme?

Annex 6 List of documents, Bibliography

List of Documents Received or Consulted

Nr.	DATE	Organization	Type of Document	Title
1.	n.d.	CDD	Annual Report	"AÇÕES DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (Coesão) - Relatório Anual de Resultados do Projeto: Janeiro de 2023 - Dezembro de 2023 5 (5º RELATÓRIO DE PROGRESSO)
2.	n.d.	CDD	Annual Report	"ACÇÕES DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (Programa Coesão) - Relatório de Progresso: de Janeiro a Dezembro de 2024 6 (6º RELATÓRIO DE PROGRESSO)
3.	n.d.	IESE	Annual Report	Relatório de Actividades 2024 - Word
4.	n.d.	IESE	Annual Report	"ACÇÃO DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (Coesão) - Relatório Annual de Resultados do Projeto (Janeiro a Dezembro de 2022) - PDF
5.	Maio 2024	IESE	Annual Report	Relatório de Implementação do Plano de actividades 2023
6.	Março 2022	IESE	Survey	Barómetro de Coesão Social, Angoche, Chimbunila e Montepuez - Relatório Preliminar de Resultados do Inquérito
7.	2022	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Ribaué
8.	2022	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Marrupa
9.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Malema
10.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Metangula
11.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Angoche
12.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Cuamba
13.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Ilha de Moçambique
14.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Mandimba
15.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Monapo

Nr.	DATE	Organization	Type of Document	Title
16.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Chiúre
17.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Montepuez
18.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Chimbunila
19.	2023	IESE	Research	Barómetro da Governação Municipal 2022, Distrito de Moma
20.	21 de Fevereiro 2019	CDD (ADS)	Proposal	Estudo sobre Liderança, Juventude e Coesão Social em Moçamnbique, Proposta Técnica e Financeira
21.	n.d.	IESE	Inception Report	Inception Report - Social cohesion and political violence: notes for a programmatic research in Norther Mozambique
22.	Junho 2023	IESE	Baseline	Programa Coesão - Acção da sociedade civil para a coesão social no norte de Moçambique, Coesão Social e Engajamento Cívico entre os Participantes do Programa Coesão nos Distritos de Chimbunila, Cuamba, Chiúre, Montepuez, angoche e Moma
23.	n.d.	MASC	Inception Report	Inception Report - Building Social Cohesion: Mapping and Analysis of Spaces of Dialogue and Participation in Norther part of Mozambique
24.	Junho 2024	MASC	Annual report	MASC-Annual Results Report-SC-2024_VF
25.	Março 2023	MASC	Annual Report	MASC Relatório de Progresso_Fundação Janeiro a Dezembro 2023 1Março V2 ENG
26.	Junho 2024	Kátia Taela	Research	Estudo sobre Género no Programa Coesão Social
27.	15 Dezembro 2023	Padil Salimo	Mid-Term evaluation	Relatório de avaliação de Meio-Termo, Projecto de acção da Sociedade Civil para a Coesão Social, "Programa Coesão", Relatório Final
28.	16 Agosto 2023	IESE	Mail	Mail - [EXTERNAL] Avaliação - Programa COESÃO - Propostas técnicas detalhadas para comentários
29.	n.d.	SDC	Evaluation Guide	SDC Guidance for Evaluation
30.	Junho 2021	CDD, IESE and MASC Foundation	ProDoc	Civil Society Action for Social Cohesion in Northern Mozambique, Prepared for the Swiss Agency for Development and Cooperation

Nr.	DATE	Organization	Type of Document	Title
31.	n.d.	SDC	ProDoc	Swiss Cooperation Programme Mozambique, 2022-2025
32.	n.d.	CDD	Database	Base de Dados Geral dos Alumnis da Academia de Liderança Transformacional 2025
33.	n.d.	CDD	List	Jovens Líderes que participavam Activamente nas Actividades dos Youth Hubs
34.	n.d.	CDD	List	Composição e Nomes das Cooperativas Juvenis: Niassa e Cabo Delgado
35.	n.d.	CDD	Annual Report	"AÇÕES DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (CSASC), Relatório Anual de Resultados do Projeto: Janeiro de 2022 - Junho de 2022
36.	n.d.	CDD	Report	Programa Coesão Social Para o Norte de Moçambique, Relatório Anual - 2022
37.	n.d.	CDD	Annual Report	"Ações Da Socieadade Civil Para A Coesão Social" (COESÃO). Relatório Anual de Resultados do Projeto: Julho de 2022 - Dezembro de 2022
38.	29 de Abril de 2025	IKWELI	Article	Juventude, Estado e Coesão Social no Norte de Moçambique: Um Caminho para a Esperança in IKWELI, Nampula
39.	December 2019	CDD	Study	Study on Leadership, Youth and Social Cohesion in Northern Mozambique (Cabo Delgado, Nampula and Niassa), Draft report
40.	n.d.	Social Cohesion Partners	Proposal	Draft Prodoc-proposal-phase 2-partners-200824
41.	n.d.	IESE	Annual Report	"ACÇÃO DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (Coesão), Relatório Anual de Resultados do Projecto (Outubro a Dezembro de 2021)
42.	n.d.	IESE	Annual Report	"ACÇÃO DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (Coesão), Relatório Anual de Resultados do Projeto (Julho a Dezembro de 2022)
43.	n.d.	IESE	Six-monthly report	"ACÇÃO DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (Coesão), Relatório Semestral de Resultados do Projecto (Janeiro a Junho de 2022)
44.	n.d.	IESE	Planning	Programa de Fortalecimento da Coesão Social no Norte de Moçambique – anexo 1: Planilha de Produtos e Atividades IESE. Período do relatório: Julho – Dezembro de 2022
45.	15 Dezembro de 2023	MASC, CDD and IESE	Mid-Term Evaluation Report	Projecto de Acção da Sociedade Civil para a Coesão Social "Programa Coesão". Relatório de Avaliação de Meio-Termo, Relatório Final

Nr.	DATE	Organization	Type of Document	Title
46.	Junho de 2023	IESE	Baseline	Programa Coesão - Acção da Sociedade Civil para a Coesão Social no Norte de Moçambique, Coesão Social e Engajamento Cívico entre os Participantes do Programa Coesão nos Distritos de Chimbunila, Cuamba, Chiúre, Montepuez, Angoche e Moma, Estudo de Base
47.	n.d.	IESE	Six-monthly report	"Acção da Sociedade Civil para a Coesão Social" (Coesão), Relatório Semestral de Resultados do Programa (Janeiro a Junho de 2024)
48.	n.d.	IESE	Annual Report	"Acção da Sociedade Civil para a Coesão Social" (Coesão). Relatório Anual de Resultados do Programa (Janeiro a Dezembro de 2023)
49.	n.d.	IESE	Annual Report	"Acção da Sociedade Civil para a Coesão Social" (Coesão), Relatório Anual de Resultados do Projeto (Janeiro a Dezembro de 2022)
50.	2025	MASC	Database	Base de Dados das Mulheres Integradas nas Aulas de Alfabetização em Ocua-Chiúre 2025
51.	2024	MASC	Database	BASE DE DADOS DO DISTRITO DE CHIÚRE - POSTO ADMINISTRATIVO DE KATAPUA - 2024
52.	2023	MASC	Database	BASE DE DADOS DO DISTRITO DE CHIÚRE - POSTO ADMINISTRATIVO DE KATAPUA - 2023
53.	2024	MASC	Database	BASE DE DADOS DO DISTRITO DE CHIÚRE - POSTO ADMINISTRATIVO DE KATAPUA - 2024
54.	2023	MASC	Database	BASE DE DADOS DO DISTRITO DE CHIÚRE - POSTO ADMINISTRATIVO OCUA - 2023
55.	2024	MASC	Database	BASE DE DADOS DO DISTRITO DE CHIÚRE - POSTO ADMINISTRATIVO OCUA - 2024
56.	2023	MASC	Community Letters	Chiúre - Carta Micolene
57.	2023	MASC	Community Letters	Chiúre - Carta Tutua .pdf
58.	2025	MASC	Community Letters	Chiúre - MONITORIA DAS CARTAS 2025
59.	2025	MASC	Needs Assessment Form	Chiúre - Ficha de Levantamento de Necessidades dos Grupos de Poupança – Grupo de Poupança Unidade Nmage
60.	2024	MASC	Dream Maps	Chiúre - Mapas de sonho 2024
61.	2025	MASC	Dream Maps	Chiúre - Mapas de sonho 2025

Nr.	DATE	Organization	Type of Document	Title
62.	2023	MASC	List	Chiúre – Ocua/Katapua - ESPAÇOS DE TOMADA DE DECISÃO - A tabela demonstra a participação dos VDO's nos espaços de tomada de decisão existentes na comunidade: Comité de água, comité de co-gestão, comité de saúde, conselho de escola, comité de gestão de RN, conselho consultivo do distirto, do posto administrativo, da localidade, da Povoação, Clube de Paz, Comité de Sustentabilidade, Comité de Gestão de Terra (adcionar sempre que necessário)
63.	2025	MASC	List	Chiúre – Ocua - ESPAÇOS DE TOMADA DE DECISÃO - A tabela demonstra a participação dos VDO's nos espaços de tomada de decisão existentes na comunidade: Comité de água, comité de co-gestão, comité de saúde, conselho de escola, comité de gestão de RN, conselho consultivo do distirto, do posto administrativo, da localidade, da Povoação, Clube de Paz, Comité de Sustentabilidade, Comité de Gestão de Terra (adcionar sempre que necessário)
64.	2024	MASC	List	Chiúre – Katapua - ESPAÇOS DE TOMADA DE DECISÃO - A tabela demonstra a participação dos VDO's nos espaços de tomada de decisão existentes na comunidade: Comité de água, comité de co-gestão, comité de saúde, conselho de escola, comité de gestão de RN, conselho consultivo do distirto, do posto administrativo, da localidade, da Povoação, Clube de Paz, Comité de Sustentabilidade, Comité de Gestão de Terra (adcionar sempre que necessário)
65.	2024	MASC	Activities List	Chiúre - Planos e Acção para os Grupos de poupança
66.	2025	MASC	Activities List	Chiúre - Planos e Acção para os Grupos de poupança
67.	2024	MASC	Activities List	Chiúre - Planos e Acção para os Grupos de poupança
68.	2025	MASC	Database	BASE DE DADOS DO DISTRITO DE MONTEPUEZ - POSTO ADMINISTRATIVO DE MONTEPUEZ SEDE & MIRATE
69.	2025	MASC	Database	BASE DE DADOS DO DISTRITO DE MONTEPUEZ - POSTO ADMINISTRATIVO DE MONTEPUEZ SEDE
70.	2025	MASC	Needs Assessment Form	Montepuez - Ficha de LEVANTAMENTO DAS NECESSIDADES E PLANO DE ACÇÃO 2025
71.	2023	MASC	Needs Assessment Form	Montepuez - Ficha de LEVANTAMENTO DAS NECESSIDADES E PLANO DE ACÇÃO 2023
72.	2023	MASC	Action Plans	Montepuez - TABELA 2 - BALANÇO DOS PLANOS DE ACÇÃO DOS GRUPOS DE POUPANÇA - 2023

Nr.	DATE	Organization	Type of Document	Title
73.	2024 (?)	MASC	Dream Maps	Mapa de Sonho da Localidade de Mirige-Montepuez
74.	2025	MASC	Dream Maps	Mapas de Sonho 2025
75.	2023	MASC	Dream Maps	Mapas de Sonho 2023
76.	n.d.	MASC	Dream Maps	Mapas de sonho
77.	2025	MASC	Monitoring	TABELA 6 - MONITORIA DOS CRÉDITOS ATRIBUIDOS AOS GRUPOS DE POUPANÇA - Montepuez
78.	2025	MASC	Form	Montepuez – Ficha Informativa dos Grupos Informais para Acesso a Pequenas Subvenções
79.	2024	MASC	Form	Montepuez – Ficha Informativa dos Grupos Informais para Acesso a Pequenas Subvenções – Voda Nova
80.	2024	MASC	Community Letters	Carta de advocacia de N'coripo - Montepuez
81.	2024	MASC	Community Letters	Carta de advocacia do grupo das mulheres poderosas de Niuhula - Montepuez
82.	2024	MASC	Community Letters	Cartas de advocacia do bairro de Napai - Montepuez
83.	2024	MASC	Community Letters	Cartas de Mirige - Montepuez
84.	2025	MASC	Community Letters	Cartas de Niuhula - Montepuez
85.	2023	MASC	Community Letters List	TABELA 1 - ADVOCACIA ATRAVÉS DAS CARTAS - MONTEPUEZ
86.	2023	MASC	Community Letters	Cartas de Mirige - Montepuez
87.	2023	MASC	Literacy List	Alfabetização - Lista das Mulheres integradas - Montepuez
88.	2024	MASC	Literacy List	Alfabetização - Lista das Mulheres integradas - Montepuez
89.	2025	MASC	Literacy List	Alfabetização - Lista das Mulheres integradas - Montepuez
90.	2025	MASC	Government Officials visits to communities	LISTA DOS FUNCIONÁRIOS PUBLICO QUE VISITARAM AS COMUNIDADES

Nr.	DATE	Organization	Type of Document	Title
91.	2025	MASC	Government Officials visits to communities	LISTA DOS FUNCIONÁRIOS PUBLICO QUE VISITARAM AS COMUNIDADES 2025
92.	2024	MASC	Government Officials visits to communities	LISTA DOS FUNCIONÁRIOS PUBLICO QUE VISITARAM AS COMUNIDADES 2024
93.	n.d	MASC	Case Studies	Estudos de Casos do Projecto Coesão- Distrito de Montepuez
94.	n.d	MASC	Database	CONTACTOS DOS LIDERES DOS GRUPOS DE POUPANÇA E CDAS – Chimbonila, Montepuez, Cuamba, Angoche, Moma, Chiúre
95.	2023	MASC	Community Letters	Carta Localidade Mutucuti_Angoche - 2023
96.	2023	MASC	Community Letters	Carta Moria B_Angoche - 2023
97.	2023	MASC	Community Letters	Carta Regulado Murrupo_Angoche - 2023
98.	2023	MASC	Community Letters	Carta regulado Naine_Angoche - 2023
99.	2023	MASC	Community Letters	CARTA REGULADO DE MEPEPULA_Moma - 2023
100.	2023	MASC	Gov Letter	CONVITE DO GOVERNO DE MOMA PARA PARTICIPAR DO CCD_Moma - 2023
101.	n.d	MASC	Needs Assessment Form	LEVANTAMENTO DAS NECESSIDADES DOS GRUPOS DE POUPANÇA COROMA_Angoche
102.	n.d	MASC	Needs Assessment Form	LEVANTAMENTO DAS NECESSIDADES DOS GRUPOS DE POUPANÇA Nacuca_Angoche
103.	n.d	MASC	Needs Assessment Form	LEVANTAMENTO DAS NECESSIDADES DOS VDO-MUAMUIHA_Moma
104.	n.d	MASC	Needs Assessment Form	LEVANTAMENTO DAS NECESSIDADES DOS VDO-MUTUPO_Moma
105.	n.d	MASC	Needs Assessment Form	LEVANTAMENTO DE NECESSIDADE GRUPO DE POUPANÇA POUCO POUCO VAI LONGE_Moma
106.	2023	MASC	Needs Assessment Form	GP2 Nacuenha - Chimbonila
107.	2023	MASC	Needs Assessment Form	GP4_Mussa - Chimbonila

Nr.	DATE	Organization	Type of Document	Title
108.	2023	MASC	Needs Assessment Form	VDO_Machomane - Chimbonila
109.	2023	MASC	Needs Assessment Form	VDO_Mussa - Chimbonila
110.	2023	MASC	Needs Assessment Form	VDO_Naconda - Chimbonila
111.	n.d	MASC	Needs Assessment Form	LURIO FICHA DE LEVANTAMENTO DAS NECESSIDADES DOS VDOs_Cuamba
112.	n.d	MASC	Needs Assessment Form	TITIMANE FICHA DE LEVANTAMENTO DAS NECESSIDADES DOS GRUPOS DE POUPANÇA_Cuamba
113.	n.d	MASC	Dream Maps	Mapa dos sonhos_Angoche
114.	2023	MASC	Dream Maps	MAPAS DE SONHOS_Moma
115.	n.d	MASC	Action Plans	PLANO DE ACÇÃO PARA OS GRUPOS DE POUPANÇA Coroma_Angoche
116.	n.d	MASC	Action Plans	PLANO DE ACÇÃO PARA OS GRUPOS DE POUPANÇA Nacuca_Angoche
117.	n.d	MASC	Annual Report	"AÇÕES DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (Coesão), Relatório Anual de Resultados do Projeto: Janeiro de 2022 - Dezembro de 2022 - 3º RELATÓRIO DE PROGRESSO
118.	n.d	MASC	Six-monthly report	"AÇÕES DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (CSASC) - Relatório Anual de Resultados do Projeto: Janeiro de 2022 - Junho de 2022 - 1º RELATÓRIO DE PROGRESSO
119.	n.d	MASC	Annual Report	AÇÕES DA SOCIEADADE CIVIL PARA A COESÃO SOCIALl" (CSASC) - Relatório Anual de Resultados do Projeto: Outubro de 2021 - Dezembro de 2021 - 1º RELATÓRIO DE PROGRESSO
120.	n.d	MASC	Annual Report	"AÇÕES DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (Coesão) - Annual Project Results Report: January to December 2023 - 5th ANNUAL PROGRESS REPORT
121.	n.d	MASC	Six-monthly report	"AÇÕES DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (Coesão) - Relatório Semestral de Resultados do Projeto: Janeiro de 2023 - Junho de 2023 - 4 RELATÓRIO DE PROGRESSO SEMESTRAL

Nr.	DATE	Organization	Type of Document	Title
122.	26th April 2023	Swiss Embassy in Mozambique	Comments to Report	Swiss Embassy in Mozambique Comments on Operational Report 2022, Financial Report 2022, Audit report 2022
123.	18th September 2023	Swiss Embassy in Mozambique	Comments to Report	Swiss Embassy in Mozambique Comments on Operational & Financial Reports: January-June 2023
124.	n.d	MASC	Six-monthly report	"ACÇÕES DA SOCIEADADE CIVIL PARA A COESÃO SOCIAL" (Coesão) Relatório Semestral de Resultados do Projecto: Janeiro de 2024 - Junho de 2024 - 6 RELATÓRIOS DE PROGRESSO SEMESTRAL
125.	25st April 2024	Swiss Embassy in Mozambique	Comments to Report	Swiss Embassy in Mozambique Comments on Operational Report 2023, Financial Report 2023, Audit report 2023 and activity plan for 2023
126.	25st April 2024	Swiss Embassy in Mozambique	Comments to Report	Swiss Embassy in Mozambique Comments on Operational Report 2023, Financial Report 2023, Audit report 2023 and activity plan for 2023 (2024-April_SDC-MASC_Rspostas SDC 10.05.2024)
127.	n.d	MASC	Annual Report	"CIVIL SOCIETY ACTIONS FOR SOCIAL COHESION" (Cohesion) Project Annual Results Report: January to December 2024 - 6 ANNUAL PROGRESS REPORTS
128.		Swiss Embassy in Mozambique	Comments to Report	Swiss Embassy in Mozambique Comments on MASC's Mid-Year Operational and Financial Reports
129.	n.d.	Swiss Embassy in Mozambique	Comments to Report	Swiss Embassy in Mozambique Response to Comments on MASC's semi-annual operational and financial reports
130.	25st April 2024	Swiss Embassy in Mozambique	Comments to Report	Swiss Embassy in Mozambique Comments on Operational Report 2023, Financial Report 2023, Audit report 2023 and activity plan for 2023.
131.	19th May 2025	Swiss Embassy in Mozambique	Comments to Report	Swiss Embassy in Mozambique Comments on Operational Report 2024, Financial Report 2024, Audit report 2024 and activity plan for 2025

Nr.	DATE	Organization	Type of Document	Title
132.	2025	MASC	Literacy List	LISTA DE BENEFICIARIAS DE (AEA)- ALFABETIZAÇAO E EDUCAÇAO DE ADULTOS NOS GRUPOS DE POUPANCA EM ANGOCHE - 2025
133.	2025	MASC	Database	BASE DE DADOS DO DISTRITO DE ANGOCHE - POSTO ADMINISTRATIVO DE ANGOCHE - SEDE
134.	2025	MASC	Database	BASE DE DADOS DO DISTRITO DE ANGOCHE - POSTO ADMINISTRATIVO SEDE & LOCALIDADE DE MUTUCUTI
135.	n.d	MASC		MAPA DE INTEGRACAO DOS CDAS E GP NOS ESPACOS DE TOMADA DE DECISAO-MUTUCUTE
136.	2024	MASC	Database	DINAMICA DAS POUPANCAS NO DISTRITO DE ANGOCHE NO ANO 2024
137.	2024	MASC	Database	TABELA DAS POUPANÇAS-ANGOCHE
138.	n.d	MASC	Database	TABELA DE PROJECTOS PARA FINANCIAMENTOS
139.	n.d	MASC	Government Officials visits to communities	FUNCIONARIOS PUBLICOS QUE VISITARAM AS COMUNIDADES E INTERAGIRAM COM O PROGRAMA - Mutucute
140.	n.d	MASC	Database	PONTO DE SITUAÇAO DE (AEA)- ALFABETIZAÇAO E EDUCAÇAO DE ADULTOS NOS GRUPOS - MOMA
141.	2025	MASC	Database	BASE DE DADOS DO DISTRITO DE MOMA - POSTO ADMINISTRATIVO DE MOMA SEDE
142.	2025	MASC	Database	BASE DE DADO DOS GRUPOS DE POUPANÇA -MOMA 2025
143.	n.d	MASC	Community Letters List	Assuntos resolvidos de 2023-24
144.	2024	MASC	Community Letters	CARTA DE ADVOCACIA REGULADO MEPEPULA 2024
145.	2024	MASC	Community Letters	CARTA DE ADVOCACIA REGULADO MUAMUIHA 2024
146.	2024	MASC	Community Letters	CARTA DE ADVOCACIA REGULADO MUTANA 2024
147.	2024	MASC	Community Letters	CARTA DE ADVOCACIA REGULADO MUTUPO 2024
148.	2024	MASC	Community Letters	CARTA DE ADVOCACIA REGULADO NAMURUA 2024
149.	2024	MASC	Community Letters	CARTA DE ADVOCACIA REGULADO SAVARA 2024

Nr.	DATE	Organization	Type of Document	Title
150.	2023	MASC	Community Letters	Assuntos resolvidos 2024-2025
151.	2025	MASC	Community Letters	CARTA REGULADO DE MEPEPULA_Moma
152.	2025	MASC	Community Letters	CDA MUTANA
153.	2025	MASC	Community Letters	CDA MEPEPULA 2025
154.	2025	MASC	Community Letters	CDA MUAMUIHA 2025
155.	2025	MASC	Community Letters	CDA MUTUPO 2025
156.	2025	MASC	Community Letters	CDA SAVARA 2025
157.	n.d	MASC	Community Letters List	ASSUNTOS RESOLVIDOS 2022-2023
158.	n.d	MASC	Community Letters List	ASSUNTOS RESOLVIDOS 2023-2024
159.	n.d	MASC	Community Letters List	Assuntos resolvidos 2024-2025
160.	2023	MASC	Community Letters List	CARTA DE ADVOCACIA CDA MEPEPULA CARTA 2023
161.	2023	MASC	Community Letters List	CDA MUAMUIHA CARTA 2023
162.	2023	MASC	Community Letters List	CDA MUTANA CARTA 2023
163.	2023	MASC	Community Letters List	CDA MUTUPO CARTA 2023
164.	2023	MASC	Community Letters List	CDA NAMURUA CARTA 2023
165.	2023	MASC	Community Letters List	CDA NAMURUA CARTA 2023
166.	2023	MASC		CONVITE DO GOVERNO DE MOMA PARA PARTICIPAR DO CCD_Moma.pdf
167.	2025	MASC	Dream Maps	MAPAS DE SONHOS_Moma

Nr.	DATE	Organization	Type of Document	Title
168.	2025	MASC	Database	TABELA DE GRUPOS FINANCIADOS MOMA
169.	2024	MASC	Database	TABELA DE POUPANÇAS DOS GRUPOS DE POUPANÇA MOMA
170.	n.d	MASC	Database	TABELA DE FUNCIONARIOS PUBLICOS QUE VISITARAM AS COMUNIDADES – MOMA - Jangoma
171.	n.d	MASC	Guides and Training	CAPACITAÇÃO AOS MEMBROS DAS ASSEMBLEIA PROVINCIAIS E FUNCIONÁRIO (MASC Pre).
172.	n.d	MASC	Guides and Training	CAPACITAÇÃO AOS MEMBROS DAS ASSEMBLEIA PROVINCIAIS E FUNCIONÁRIO. (Coesão Social)
173.	Novembro de 2023	MASC	Guides and Training	Guião Metodologico sobre Governacao e construção da Coesão Social (MASC 2023 Versao revista) - Governação Descentralizada e a Construção da Coesão Social
174.	Outubro de 2023	MASC	Training Report	Relatório da Capacitação Nampula Niassa e Cabo Delgado MASC - Capacitação de funcionários Públicos em descentralização, inclusão e participação comunitária nos processos de tomada de decisão (Nampula, Niassa e Cabo Delgado)
175.	Novembro, 2022	MASC	Guides and Training	GUIA DE CORRECCAO_MODULO 3 - MASC: FORMACOES VDOs e GP Prestação de Serviços
176.	Novembro, 2022	MASC	Guides and Training	GUIAO DE CORRECCAO_Modulo 1 - MASC: FORMACOES VDOs e GP Gestão de Conflitos e Comunicação
177.	Novembro, 2022	MASC	Guides and Training	GUIAO DE CORRECCAO_MODULO 2_Participacao Politica_23.11.22 - MASC: FORMACOES VDOs e GP Participação Politica
178.	Novembro, 2022	MASC	Guides and Training	POS TESTE_MODULO 2_Participacao Politica_23.11.22 - MASC: FORMACOES VDOs e GP Participação Politica
179.	Novembro, 2022	MASC	Guides and Training	POS TESTE_MODULO 3_PRESTACAO DE SERVICOS - MASC: FORMACOES VDOs e GP Prestação de Serviços
180.	Novembro, 2022	MASC	Guides and Training	PÓS TESTE_Modulo_4_MERCADOS_2022 - MASC: FORMAÇÕES VDOs e GP MERCADOS

Nr.	DATE	Organization	Type of Document	Title
181.	Novembro, 2022	MASC	Guides and Training	POS TESTE_Modulo1_Gestao de Conflitos_14.11.22 - MASC: FORMAÇÕES VDOs e GP Gestão de Conflitos e Comunicação
182.	Novembro, 2022	MASC	Guides and Training	PRE TESTE_MODULO 3_ PRESTACAO DE SERVICOS - MASC: FORMACOES VDOs e GP Prestação de Serviços
183.	Novembro, 2022	MASC	Guides and Training	PRÉ TESTE_Modulo_4_MERCADOS_2022 - MASC: FORMAÇÕES VDOs e GP MERCADOS
184.	Novembro, 2022	MASC	Guides and Training	PRÉ TESTE_Modulo_4_MERCADOS_CORREÇÃO - MASC: FORMAÇÕES VDOs e GP MERCADOS
185.	Novembro, 2022	MASC	Guides and Training	PRÉ TESTE_Modulo1_GESTAO DE CONFLITOS_14.11.22 - MASC: FORMACOES VDOs e GP - Gestão de Conflitos e Comunicação
186.	Novembro, 2022	MASC	Guides and Training	PRE-TESTE_MODULO 2_Participacao Politica_23.11.22 - MASC: FORMACOES VDOs e GP Participação Politica
187.	n.d	MASC	Guides and Training	Final_Guião do(a) Formador(a)_MASC_Final – Mondlane, Samuel, GUIÃO DE FORMADOR EM GESTÃODE CONFLITOS, DIREITOS HUMANOS, GÉNERO, COMUNICAÇÃO, LIDERANÇA, PARTICIPAÇÃO POLÍTICA E ACESSO A SERVIÇOS PÚBLICOS, MASC
188.	n.d	MASC	Guides and Training	MODULO 1 MEDIAÇÃO E GESTÃO DE CONFLITOS-2024 - GUIÃO DE FORMADOR EM MEDIAÇÃO E GESTÃO DE CONFLITOS
189.	n.d	MASC	Guides and Training	MÓDULO 2 PARTICIPAÇÃO POLÍTICA-2024 - GUIÃO DE FORMADOR EM PARTICIPAÇÃO POLÍTICA
190.	n.d	MASC	Guides and Training	MODULO 3 SERVIÇOS BÁSICOS-2024 - GUIÃO DE FORMADOR EM SERVIÇOS BÁSICOS

Nr.	DATE	Organization	Type of Document	Title
191.	n.d	MASC	Guides and Training	MODULO 4 MERCADOS-2024 - GUIÃO DE FORMADOR EM MERCADOS
192.	Setembro de 2023	MASC	Guides and Training	RELATORIO FINAL_TOT (MASC) - PROGRAMA MASC - SEMM- Consultoria & Serviços - CONSULTORIA PARA A CONDUÇÃO DE FORMAÇÃO DE (CO)-FORMADORES E TREINAMENTO DE COMUNIDADES VDO'S & GPs- Nampula, Cabo Delgado e Niassa
193.	n.d	MASC	Planning	PROGRAMA DE FORTALECIMENTO DA COESÃO SOCIAL NO NORTE DE MOÇAMBIQUE - Anexo 1: Planilha de Produtos e Atividades MASC
194.	n.d	MASC	Planning	Tabela de Monitoria _ espaços de tomada de decisão e cartas submetidas
195.	n.d		ProDoc _LogFrame	Annex 2_Logframe 2023 - Civil Society Action for Social Cohesion in Northern Mozambique - LOGFRAME (modified 2023)
196.	n.d		ProDoc _LogFrame	Annex 2_LogframeUpdated with MidTerm ResultsEn - FIRST DRAFT MID TERM Eval 06.11.2023 - Updated LogFrame - Civil Society Action for Social Cohesion in Northern Mozambique
197.	June 2021	CDD, IESE AND THE MASC FOUNDATION	ProDoc _LogFrame	LAST_Social Cohesion ProDoc 22.06.2021 - CIVIL SOCIETY ACTION FOR SOCIAL COHESION IN NORTHERN MOZAMBIQUE PREPARED FOR THE SWISS AGENCY FOR DEVELOPMENT AND COOPERATION
198.	n.d	MASC	Inception Report	BUILDING SOCIAL COHESION: Mapping and Analysis of Spaces of Dialogue and Participation in Northern part of Mozambique
199.	2022	Swiss Agency for Development Cooperation		Swiss Cooperation Programme Mozambique 2022–2025
200.	01/01/2024	SDC /Evaluation and Controlling Unit (E+C)	Evaluation	Independent Evaluation of SDC's Engagement in the Field of Good Governance and Rule of Law from 2017 to 2022, January 2024
201.	Jan/24	UNDP		UNDP, Human Development Report 2023/24 – Breaking the Gridlock- Reimagining cooperation in a polarized world

Nr.	DATE	Organization	Type of Document	Title
202.	September 2021	SDC	Topic Paper	Luckham, Robin. Do Autocracy and Fragility Connect?
203.	June 2020	Danida	Tool	Fragility Risk and Resilience Analysis Tool (FRRAT)
204.	February 2023	WFD and FCDO	Report	Cheeseman, Nic and Desrosiers, Marie-Eve. How not to Engage with Authoritarian States
205.	June 2025	RUSI	Whitehall Report	Haenlein, Cathy et all. Crime, Terror and Insecurity in Mozambique, a Bottom-Up Analysis of Local Perceptions
206.	May 15, 2022	CDD	Article	Beula, Emídio. Northern Resilience and Integrated Development Strategy to cost USD 2.5 billion
207.	3 de Agosto de 2022	GoM	Legal	Boletim da República, 03 Agosto 2022, I Série-No 149, Programa de Reseliência e Desenvolvimento Integrado do Norte de Moçambique.
208.	21 February 2023	UNDP	ProDoc Mozambique	Immediate Stabilization and recovery in Cabo Delgado Province, Mozambique

Annex 7 Updated Logical Framework, 2023/ 2025

CIVIL SOCIETY ACTION FOR SOCIAL COHESION IN NORTHERN MOZAMBIQUE

Hierarchy of objectives Strategy of Intervention	Key Indicators	Baseline report 2023
IMPACT (Overall Goal)	**Impact Indicators**	
Strengthen social cohesion in the three volatile provinces of northern Mozambique by fostering youth and women´s civil engagement in more inclusive social, political and economic spaces to promote accountable governance.	● % of citizens feeling improved responsiveness of district and municipal governments to citizens' needs[100] (Data Sources: Baseline and Endline)	***MASC*** *48,2 %* ***CDD*** *65,9 % (M)* *58,5 % (F)*
	● % of women reporting engagement in institutions and service delivery mechanisms (Data Sources: M&E System – applicable only to MASC)	***0***
	• % of women´s reporting improved livelihoods (by sex, age) [101] (Data Sources: Baseline and Endline Evaluations applicable only to MASC)	***MASC*** *23,6%*
	● % of trust between host communities and internally displaced populations (risk violence) 102 (Data Sources: Baseline and Endline	***MASC*** *52.8%* ***CDD*** *27,6% (M)* *26,5% (F)*

Hierarchy of objectives Strategy of Intervention	Key Indicators	Baseline report 2023
OUTCOME 1	Outcome Indicators	
Improved responsiveness of local formal and informal decision-making institutions to youth and women´s community proposals for improved local development and governance	# relevant local formal and informal decision-making institutions with women´s representation (Data Sources: Annual Report – applicable only to MASC)	*0*

[100] Value of adding the "trust a lot" and "trust a lot" categories to the answers to the questions. E1d.in education services, E1e. in health services, E1f. in water services and sanitation, E1i. on the District Advisory Council

[101] Value of adding the "very good" and "good" categories of answers to question B1. How would you describe your current living conditions?

[102] Average value of adding the categories "trust a lot" and "trust a lot" of the answers to questions D3a (family), D3b (neighbors), D3c (colleagues), D3e (ethnicity) and D3f (religion).

Hierarchy of objectives Strategy of Intervention	Key Indicators	Baseline report 2023
	% of women and youth who feel that their interests are fairly/better represented in relevant state bodies[103] (Data Sources: Baseline and Endline)	*MASC 51.7%* *CDD* *44 % (M)* *23% (F)*
	% of authorities attesting to relevant youth and women engagement in local government mechanisms. (Data Sources: Baseline and Endline	*0* *0*
	Uptake/replication of programme models shared during good practice workshops. (Data Sources: Baseline and Endline)	*0* *0*
OUTPUTS (Outcome 1)	**OUTPUT Indicators**	
Output 1.1 **Sub-national government and assemblies' capacity developed for effective engagement with citizens at various levels**	# of training materials/manuals developed Data source: M&E System	*n/a*
	# of local government officials and assemblies' members trained (M/F) Data source: M&E System	*n/a*
	# of local government officials and Assembly members conducting community visits Data source: M&E System	*n/a*
Output 1.1 deliverables (2025) **(***On indicators 1.1* the specific # of local institutions, or % of women and youth represented cannot be established)	Curricula on Rights Based Governance (CDD) and on Local participatory governance (MASC), as well on Conducting transparent and correct elections developed (4 in total) Rights based governance training of officials (National 3, Provincial 1, in districts 12) Ministries, provincial, district authorities 6 Joint training sessions (in 6 districts of provincial, district, municipal auth), on community involvement & participation, local governance 1 specific training of political parties, electoral commission, judges, and provincial and district authorities on electoral law and rights 730 officials, counsellors, and CSO representatives were trained). Basic capacity has been built up by solid training of 6 district and 3 province administrations (MASC, CDD), focus on good governance, inclusion, needs assessment and links to communities[104]	
Output 1.2 **Improved multi stakeholder dialogue and joint action spaces for local governments, youth and women to advance common good**	# of interfaces / dialogue/joint planning processes between government and communities Data source: M&E System	*n/a*

[103] Average value of adding the categories "always" and "most of the time" of the answers to questions F5a (District Government) and F7 (Neighborhood Secretary). On defending citizen's interests
[104] Based on data from SCP partners, July 2025

Hierarchy of objectives Strategy of Intervention	Key Indicators	Baseline report 2023
	# women and youth participating in these interfaces/dialogue/joint planning processes between state institutions (government) and communities (male/female) Data source: M&E System	*n/a*
	# of policy briefs published (CDD, IESE) Data source: M&E System	*n/a*
	# Youth engagement programs produced (CDD)[105] Data source: M&E System	*n/a*
	# Number of Youth Hubs and LA members participating in Youth engagement programs (CDD)[106] Data source: M&E System	*n/a*
	# Online platforms promoting youth participation (CDD)[107] Data source: M&E System	*n/a*
	# of program views (CDD) Data source: M&E System[108]	*n/a*
Output 1.2 deliverables (2025)	30 -50 multi stakeholder interfaces (government, communities) held, with at least 950 youth (CDD). MASC reports 2516 women & men in total 98 Policy Briefs (CDD) 93 online youth engagement programmes, 17 digital platforms, with a large number of interviews and radio/TV programmes produced with 1 million views by youth (CDD)	
OUTCOME 2	**Outcome Indicators**	
Improved Youth (14-28) and Women's participation in decision making and social development processes at the local/community level (M/F). v	● % youth and women reporting confidence to participate[109] (Data Sources: Baseline and Endline)	***n/a***
	● % Youth and women knowledge in the identified training areas Data source: M&E System	***n/a***

[105] Indicator inserted in 2023 given CDD's online mobilization strategy through its multiple online mass media channels that enable online youth civic engagement
[106] idem
[107] idem
[108] idem
[109] Average value of adding the "very well" or "very" categories of the answers to questions G6a (Aware of the problems), G6b (presents community meeting) and G6c. (it presents community meeting).

Hierarchy of objectives Strategy of Intervention	Key Indicators	Baseline report 2023
	● %Youth reporting life skill's[110] (Data Sources: Baseline and Endline)	***n/a***
	● Youth participating in decision-making spaces/mechanisms (Town Halls) ● % of women reporting engagement in institutions and service delivery mechanisms (by sex, age))	***n/a***
	● # Social development projects created (Community action plans)	***n/a***
	● %/total citizens with feelings of social connectedness (m/f)[111] (Data Sources: Baseline and Endline	***n/a***
OUTPUTS (Outcome 2)	**OUTPUT Indicators**	
Deliverables (2025) **Output 2.1.1., 2.1.2, 2.1.3, 2.2.1, 2.2.2., 2.2.3 (see below)**	138 GPs established, trained by MASC and functioning, with on average 20 members (approx. 2600 members, mainly women but including some men). Most of the GPs have a low level of financing and limited saving capacity, but rotational funds have been introduced by MASC (not yet rolled out in all target communities) 34 CDAs created/operationalised by MASC with approx. 475 members[112] 7 CJs/Associations created and trained as agents of change, by CDD counting 292 active members intervening in 6 districts, sometimes beyond. Youth associations are in the process of legalisation 41 youth cooperatives established in 6 districts, with 293 members (135 women, 158 men). These are still not institutionalised /legalised 34 ALT members trained and active as youth change agents[113]	
MASC Output 2.1.1 : Savings Groups (SGs) and Village Development Organizations (VDOs) selected, trained in Leadership, Civic Engagement and livelihoods and operationalised	● # Savings Groups (SGs) and of Village Development Organizations (VDOs) operationalised (MASC) ● # Youth Hub Centers operationalised (CDD 2.2.1)	***n/a***
	● # of training manuals (for Savings Groups and VDOs), and other training materials developed ● # of training manuals, modules other materials developed (AL &CJ)	***n/a***

[110] H1B_guide, H1C_suggest activities, H2A_group activities, H2D_negotiate, H5D_consider impact.

111 Average value of adding the categories "trust a lot" and "trust a lot" of the answers to questions D3a (family), D3b (neighbors), D3c (colleagues), D3e (ethnicity) and D3f (religion).

[112] Based on data from SCP partners, July 2025

[113] Based on data from SCP partners, July 2025

Hierarchy of objectives Strategy of Intervention	Key Indicators	Baseline report 2023
	● # of trainings provided (MASC,CDD)	***n/a***
	● # SG & VDO members trained in leadership, civic engagement, & livelihoods (knowledge & Skills) ● # Youth male and female Leaders trained in leadership, civic engagement, twenty First Century Skills & Entrepreneurship (knowledge & Skills) (Youth Academic and community leaders)	***n/a***
MASC 2.1.2 Community needs identified, and local responses implemented in a participatory manner (Community Action Plans)	● # of persons involved in SG and VDOs as active members ● # Young people involved in Youth Centres as active members	***n/a***
	● # SG and VDOs Needs Assessment Reports MASC ● # Youth-led needs assessments CDD	***n/a***
	● # SG and VDOs Community Action Plans MASC ● # SG and VDOs Micro credits	***n/a***
	● # Community Awareness Campaigns conducted MASC	***n/a***
MASC 2.1.3. Savings Groups (SGs) and Village Development Organizations (VDOs) assisted in accessing local government decision making related safe spaces and dialogue platforms	● # of meetings with relevant local government decision making related mechanisms (MASC)	***n/a***
	● # community actors (youth, women and other marginalised groups) participating in local government decision making related mechanisms (MASC)	***n/a***
	● Proposals for planning GP and VDO policies presented to local authorities (position papers) MASC	***n/a***
	● # Proposals for planning GP policies and VDOs adopted (in full or partially) MASC	***n/a***
CDD Output 2.2.1 Youth Leadership Academy members and youth activists are trained in leadership, civic engagement twenty First Century Skills & Entrepreneurship	● # of training materials/manuals developed ● # of trainings provided ● # Youth male and female Leaders trained in leadership, civic engagement, twenty First Century Skills & Entrepreneurship (knowledge & Skills) (Youth Academic and community leaders) ● # and type of engagement and development opportunities alumni access (through coaching and mentoring) ● # of training materials/manuals developed ● # of trainings provided	

Hierarchy of objectives Strategy of Intervention	Key Indicators	Baseline report 2023
CDD Output 2.2.2 Youth Hubs are created to advance youth active participation in their communities, enhance entrepreneurship and social development projects in districts	● # Youth Hubs established and fully functional ● # Young people involved in Youth Centres as active members ● # Youth-led needs assessments ● # Community Action Plans (Social Development Plans for Youth Centers) ● # Entrepreneurship/social development projects of the Youth Centers (YH) # of Community Awareness Campaigns	
CDD Output 2.2.3 Youth Hubs are assisted in accessing local government decision making related safe spaces and dialogue platforms	● # of meetings with relevant local government decision making related mechanisms (Town Hall) ● # Female and male youth participating in local government decision making related mechanisms (Town Hall) ● # Policy planning proposals submitted to local authorities ● # Policy planning proposals adopted (whole or partly)	

Management response to the External Evaluation of the Civil Society for Social Cohesion programme 2021-2025

Management Response

The Management Response (MR) states the position of the SDC on the recommendations of the External Evaluation of the Civil Society for Social Cohesion programme 2021-2025. The MR provides a solid basis for strategic decision-making. The relevant stakeholders should be consulted.

Assessment of the evaluation

The evaluation was conducted by the Nordic Consulting Group A/S in accordance with international standards. The evaluation process was well managed and included involvement of the SDC's reference group comprising Nobre Canhanga and Marta Lopes.

The main objectives – to assess the degree of achievement of the programme's objectives, its lessons learned, good practices and the sustainability of the results achieved – have been met by the evaluators.

The report's analysis and resulting recommendations are considered to be useful for strengthening the strategic orientation of any other similar intervention.

Main findings

The SDC appreciates the high quality and comprehensiveness of the evaluation report, which provided a sound analysis of key elements of the SDC's performance in Civil Society for Social Cohesion programme 2021-2025. The methodological reference framework, based on the OECD criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability, provided merit and objectivity in understanding the results achieved, lessons learned and good practices.

Out of the ten recommendations, 4 are 'fully agreed' (green), 5 are 'partially agreed' (orange) and 1 is not agreed ('disagree' - red) – see table below. The SDC agrees to seize this opportunity to improve its results by taking specific measures in line with the recommendation.

1. The three implementing SCP partners, supported by SDC, are recommended to ensure that an updated M&E Matrix is produced at the end of project.	
2. As an alternative monitoring model for the SCP, Participatory Outcome harvesting could be recommended.	
3. MASC is recommended to ensure that the rotating funds are disbursed to the remaining Savings Groups (GPs), as a matter of priority, before the closure of the SCP.	
4. CDD is recommended to ensure the registration and legalisation of the 41 cooperatives or social enterprises created, as a matter of priority, before the closure of the SCP.	
5. Consider supporting local authorities with capacity building and some level of competitive financing in a selected, small number of districts/municipalities, where the programme has been operating until 2025 (to capitalise on investments already made, and the positive, but embryonic social changes).	
6. Consider continued core funding support to selected civil society organisations, to ensure: A. Production of action research on social cohesion, and the complex security, governance and socio-political and economic challenges (similar to the Social Cohesion and Governance Barometers, produced by IESE). B Capitalisation of the achievements made by partner CSOs on strengthened community engagement and participatory governance.	

7. Consider a new support modality for a more focussed, coherent Social Cohesion programme.	
8. Continue to seek co-financing for a new more focussed, coherent Social Cohesion programme with like-minded donors, such as Sweden, to avoid a new stand-alone engagement from 2026.	
9. Ensure complementarity of the engagement and alignment with other donors and actors in the targeted programme districts.	
10. Build upon the community consultation and participatory planning models tested and made available by the SC programme to expand and strengthen local district planning, based on community engagement, ensuring that community needs and priorities are better incorporated in government priorities and district plans.	

Fully agree	Partially agree	Disagree

Overview of recommendations, management response and measures

Recommendation 1		
The three implementing SCP partners, supported by SDC, are recommended to ensure that an updated M&E Matrix is produced at the end of project.		
Management response		
Fully agree	**Partially agree**	Disagree
The SDC agrees that it would be helpful to receive a matrix at the end of the project that compiles all results to better understand the programme's impact. In fact, SDC insisted throughout the project for partners to carry out joint M&E, as such a monitoring matrix would have enabled systematic monitoring and allowed for adjustments whenever necessary. Given that partners were not able to deliver such a matrix during implementation, we are not convinced that they will be able to do so at the end of the project.		
Measures	Responsibility	Timing
n/a		

Recommendation 2		
As an alternative monitoring model for the SCP, Participatory Outcome harvesting could be recommended.		
Management response		
Fully agree	**Partially agree**	Disagree
The SDC does not believe that it would be sensible to change the monitoring system at the end of the project. However, the proposed model may be considered for other similar programmes.		
Measures	Responsibility	Timing
A discussion with the entire SDC team about this model and its potential use will be organised as a follow-up to this recommendation.	CANNO	30.06.2026

Recommendation 3		
MASC is recommended to ensure that the rotating funds are disbursed to the remaining Savings Groups (GPs), as a matter of priority, before the closure of the SCP.		
Management response		
Fully agree	Partially agree	Disagree

The SDC fully agrees that this is a priority and will monitor this action specifically.		
Measures	Responsibility	Timing
Communication to MASC	CANNO	17.10.2025
Monitoring visit to verify the status of implementation of the recommendation and reinforce the urgency if needed.	CANNO	31.10.2025
Verification in final report	CANNO	30.04.2026

Recommendation 4		
CDD is recommended to ensure the registration and legalisation of the 41 cooperatives or social enterprises created, as a matter of priority, before the closure of the SCP.		
Management response		
Fully agree	Partially agree	Disagree
The SDC agrees that implementing this recommendation would improve the chances that the youth centres can continue their activities even after the programme has ended. As this process is included in CDD's 2025 activity plan, the SDC will monitor the status of implementation before the end of the project.		
Measures	Responsibility	Timing
Communication to CDD	CANNO	17.10.2025
Monitoring visit to verify the status of implementation of the recommendation and reinforce the urgency if needed.	CANNO	31.10.2025
Verification in final report	CANNO	30.04.2026

Recommendation 5		
Consider supporting local authorities with capacity building and some level of competitive financing in a selected, small number of districts/municipalities, where the programme has been operating until 2025 (to capitalise on investments already made, and the positive, but embryonic social changes).		
Management response		
Fully agree	**Partially agree**	Disagree
Through our various governance programmes, the SDC reached the same conclusion regarding its work with local authorities. However, as part of a new area-based approach, the focus will likely be on different localities.		
Measures	Responsibility	Timing
n/a		

Recommendation 6		
Consider continued core funding support to selected civil society organisations, to ensure: A. Production of action research on social cohesion, and the complex security, governance and socio-political and economic challenges (similar to the Social Cohesion and Governance Barometers, produced by IESE). B Capitalisation of the achievements made by partner CSOs on strengthened community engagement and participatory governance.		
Management response		
Fully agree	**Partially agree**	Disagree
We agree that research is very important, not only within the scope of the civil society programme for social cohesion, but also for other programmes implemented by the SDC. The research carried out as part of this programme allowed to understand the environment in which the SDC operates, while identifying opportunities and issues relating to conflict sensitive programme management. The SDC will continue to support research on the social, economic and political environment in		

order to inform the design and implementation of future programmes. However, the modalities of such support cannot be defined in advance.		
Measures	Responsibility	Timing
Definition of the modalities of support to IESE and other relevant research organisations as part of the Swiss Cooperation Programme Mozambique 2026-29.	LOPEM/CANNO	31.12.2025

Recommendation 7		
Consider a new support modality for a more focussed, coherent Social Cohesion programme.		
Management response		
Fully agree	**Partially agree**	Disagree
The current implementing structure has not been effective, as it has not enabled internal nor external coordination and collaboration between the three partners. The SDC understands that a different organisational set-up and contractual arrangements should have been put in place to enable the complementarity that was sought between the various partners' interventions. We also agree that the topic remains relevant and the evaluation demonstrated positive results that should be capitalised on. However, we will need to consider whether this topic will be prioritised under the Swiss Cooperation Programme Mozambique 2026-29, which adopts a different approach and has few financial means.		
Measures	Responsibility	Timing
Dissemination of evaluation report to the SDC team in Mozambique.	CANNO	31.10.2025
Organise an internal discussion to discuss the findings of the evaluation and identify next steps.	CANNO	30.11.2025

Recommendation 8		
Continue to seek co-financing for a new more focussed, coherent Social Cohesion programme with like-minded donors, such as Sweden, to avoid a new stand-alone engagement from 2026.		
Management response		
Fully agree	Partially agree	**Disagree**
Co-financing is desirable, as collaboration between funders can reduce duplication, maximise impact and reduce risks such as political exposure. However, the SDC is redefining its approach to the topic of social cohesion and will consider this recommendation once it has established its strategy.		
Measures	Responsibility	Timing
Dissemination of evaluation report to the SDC team in Mozambique.	CANNO	31.10.2025
Organise an internal discussion to discuss the findings of the evaluation and identify next steps.	CANNO	30.11.2025

Recommendation 9		
Ensure complementarity of the engagement and alignment with other donors and actors in the targeted programme districts.		
Management response		
Fully agree	Partially agree	Disagree
We fully agree with this recommendation and the SDC strives to seek to implement this recommendation generally. However, the international cooperation context in Mozambique has made donor dynamics in Mozambique more complex in the last few years.		
Measures	Responsibility	Timing

The SDC will carry out assessments to identify existing initiatives in targeted geographic areas.	SDC	Continuous

Recommendation 10		
Build upon the community consultation and participatory planning models tested and made available by the SC programme to expand and strengthen local district planning, based on community engagement, ensuring that community needs and priorities are better incorporated in government priorities and district plans.		
Management response		
Fully agree	Partially agree	Disagree
The SDC fully agrees to integrate lessons learned and effective methodologies into future programming.		
Measures	Responsibility	Timing
Consider including the participation and dialogue structures created, such as Youth Hubs, Village Development Organisations and Saving Groups, in the process of formulating the next cooperation programme if and when appropriate.	CANNO	ad hoc