

THE SALVATION ARMY MOZAMBIQUE  
WORTH HIV/AIDS PROGRAMME  
BN: 10477; PD2252

END-TERM EVALUATION REPORT

**1. WORTH PROGRAMME BACKGROUND**

The WORTH Program began in 2004 as a women's empowerment project. In 2006 it grew to include adult literacy responding to a request from women as they realized that sustainable empowerment had to be through education starting with literacy and numeracy, their much needed skills to communicate with market clients and manage their business. The WORTH program is jointly funded by Salvation Army Norway and NORAD since 2004.

WORTH expected results

**1.1. The long-term overall development goals that WORTH Programme was set to contribute to were as follows:**

To offer a modest but significant contribution through Adult Education, literacy and numeracy to the implementation of the Government of Mozambique's Poverty Reduction Strategy Paper (PARPA 2001-2005) that states the following determinants of poverty in Mozambique: (1) slow economic growth until the middle of the 1990s; (2) poor levels of education of economically active members of households, especially women; (3) high dependency rates in households; (4) low productivity in the family agricultural sector; (5) lack of employment opportunities in the agricultural sector and elsewhere; (6) poor development of basic infrastructure in rural areas. This project will address four of the six determinants of poverty in Mozambique.

The project aimed at mitigating the negative consequences of the HIV/AIDS epidemic including facilitating community based responses for HIV/AIDS education and prevention, encouraging voluntary counselling and testing, care and support for PLWA, and care and support of OVCs.

**1.2. The project goal(s) (effects) were as follows:**

- to reduce illiteracy in Mozambican women
- to empower women through savings education and small business principles
- to train women in community health, especially HIV/AIDS
- to assist orphans and vulnerable children with resources from within the community
- to assist PLWA with resources from within the community

**1.3. The concrete results the project aimed to achieve were:**

- a. Identification of communities to participate in the project (this includes extensive consultation with communities and local authorities)
- b. Identification of partner NGOs and CBOs
- c. Adaptation and translation of the Women in Business Series for the Mozambican context
- d. Develop a detailed implementation plan that will be followed for the subsequent 4 years.
- e. Collect baseline data on the proposed project participants and fully document change in individual and community life.

**1.4.1. Empowering 12,000 women to build self-confidence and take charge of their own development, including:**

- Enabling women to teach themselves and each other basic literacy and numeracy
- Supporting women to create their own village banks
- Expanding women's abilities to undertake and grow micro enterprises
- Educating women about community health, especially to respond to HIV/AIDS
- Facilitating the process whereby women undertake family and community activities to reduce the prevalence and spread of HIV/AIDS and assist their community deal with the growing consequences of HIV/AIDS.

**1.4.2. Key-Activities/inputs meant to produce the results**

- Adapt *Women in Business* series to suit local language and cultural context, drawing on local resources.
- Hire and train core staff on program methodology and materials and the steps for introducing them.
- Select and consult with the communities to participate in the program in 2005
- Identify and recruit local NGO partners and conduct orientation workshops on WORTH program goals and methodology, and appreciative planning and action framework for conducting workshops and training.
- Develop a Management Information System (MIS) to collect feedback about group and member progress
- Develop an HIV/AIDS module for neo literates

**1.4.3. Key-indicators to be used to measure whether the project is achieving its goals and producing results:**

- A Management Information System (MIS) will be developed to manage the progress of the project.

Data on the following information will be stored in the MIS to assist project staff evaluate progress and readjust goals if necessary:

- Number of small groups formed and then number women in each group
- Basic personal information about participants and socio-economic data (age, marital status, children, source of income etc)
- Contributions made to savings plan (amount and frequency)
- Community responses to different issues (HBC, OVC, women's rights, environmental issues etc)

Total funded provided to WORTH Programme was as follows: USD\$26,000.00 in 2004, 105,597.00 in 2005, (68,058.00) in 2006, (22,225.00) in 2007, (56,852.00) in 2008 and (62,549.00) in 2009.

## **2. EVALUATION OBJECTIVES**

The evaluation is designed to enable the stakeholders to learn from phase one of the project and use the lessons to inform the design of phase two of the WORTH HIV/AIDS PROGRAMME in a way that will consolidate the gains and increase the future sustainability of the women's empowerment.

### **1. Specific Assessments to be carried out**

- Number of women who benefited from the project in phase one who become literate
- Number of women that initiated businesses or other forms of income generating projects as result of the programme
- HIV/AIDS awareness among women beneficiaries and their families as well as concrete response measures at individual, family and community levels
- Document some success stories and lessons learnt, positive and negative to inform the design of phase two of the WORTH PROGRAMME.
- Provide clear recommendations on how to move forward in phase-two

### **2. Key question to be explored**

- *What are the outputs, outcomes and indicators seen as result of the project?*
- *How do these results relate to the project objectives?*

- *What are the measurable changes are seen within the beneficiaries, monitors, and the Salvation Army through the influenced by the project?*
- *What are the concerns for the project? How are they being overcome?*
- *How is the project impacting the community?*
- *What do stakeholders think should continue or changed in the project?*
- *How is the project contributing towards the HIV/AIDS pandemic?*
- *How are the lessons learnt being transferred to other locations?*

### **3. METHODOLOGY AND PROCESS**

The consultant, the Salvation Army program director and the WORTH project director had a long period of evaluation terms of reference design, clarification of the evaluation expectation, outcomes and deliverables. This led to the signing of the contract.

The consultant had quality time for key-project document review such as the project document, Adult Literacy Centers reports, annual report from the WORTH project director and the Salvation Army program director.

The consultant formed an evaluation team with the Salvation Army staff composed by Mr. Virgilio Joaquim Suande and Mrs. Ruth Manjate, Program director and WORTH project director respectively.

The team conducted participatory evaluation sessions using several organizational development (OD) tools such as appreciative inquiry, fish bowl, brainstorming, timelines and interviews with individuals and groups.

The participatory sessions enabled both Salvation Army and WORTH beneficiaries to review past, present and future, look critically and project inputs, outputs and outcomes. Lessons learned and future expectations.

The evaluation exercise was also meant to facilitate a post-project baseline and needs assessment review in order to design a WORTH 2 project.

The evaluation team formed by Mr. Virgilio Suande and Mrs. Ruth Manjate, Program Director and Adult Literacy Program Officer respectively and led by Mr. Alfredo Mazive an external organizational development consultant and certified professional facilitator, visited Vilankulo (Mukoke and 29 de Outubro centers) and Maxixe (Sahane and Nhamaxaxa) districts in Inhambane Province where they met, Salvation Army captains, adult literacy students and teachers. In Maputo province they visited the several WORTH centers such as Bagamoyo, Luis Cabral, Mavalane and Inhagoia interviewing and meeting the same stakeholders as in Inhambane. In total the evaluation team interviewed nearly 100 WORTH trainees, teachers and local captains.

At the end of the evaluation the team interviewed Major Pululu and Colonel Eliason at Salvation Army Headquarters in Maputo to gather their expectation, insights and recommendations to build on the design of WORTH phase 2 project.

#### 4. FINDINGS on Achievements vs Planning

- The Salvation Army Adult Literacy Department has been successful in maintaining a network of adult literacy centers in five out of eleven Mozambican Provinces.
- Although the WORTH program was initially designed to target and empower women it is also attracting and serving men as well children that haven't had space in the public education system. This open an opportunity to widen up the target groups in WORTH 2 as the project realizes that if men are not benefiting from education along with women, they may block their advancement fearing to lose control and power.
- Given the visible success and growing demand of the program, the Salvation Army leadership is seeking new partnerships to consolidate and expand the WORTH Program to fulfill the grassroots demand for more adult education offer. The demand comes from beneficiary family and friends, church and community leaders and government officials as well.

##### 4.1. Outputs

- The WORTH Programme is working in 32 Centers distributed in four provinces: Maputo (8), Gaza (2), Inhambane (16), and Nampula (6).
- Beneficiaries per province: Maputo (328), Gaza (60), Inhambane (495) and Nampula (170).
- Teachers per province: Maputo (11), Gaza (3); Inhambane (17) e Nampula (8);
- Drop-out students per province: Maputo (29); Gaza (31), Inhambane (9) and Nampula (0)
- In July 2009 the WORTH Program had 52 classes of which 27 for level 1, level 2 with 16 classes and level 3 with 9 classes. The total beneficiaries enrolled this year are 1178. Of these only 1130 remain in classes. The 48 students that dropped out are said to allege too much work at home, inconvenient time for classes or not willing to be part of mixed gender classes. The adult education monitors are 43. Some, but few have more than one class at a time.

#### Aggregated data of the project:

Enrolments, Drop-out, Failed and Passes from 2007-2008

Level 1	Level 2	Level 3
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	Enrolled	Dropped-out	Failed	Passes	Enrolled	Dropped-out	Failed	Passes	Enrolled	Dropped-out	Failed	Passes
2003	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	0	0	0	0
2006	198	0	0	0	0	0	0	0	0	0	0	0
2007	198	7	18	174	32	0	2	30	16	1	3	12
2008	367	34	12	321	176	11	33	132	30	0	2	28

The WORTH Program begun in 2003 as a women's empowerment project. In 2006 it grew to include adult literacy responding to a request from women as they realized that sustainable empowerment had to be through education starting with literacy and numeracy, their much needed skills to communicate with market clients and manage their business. During the first three years(2003-2006) the focus was empowering women through savings and 4 groups of 25 women were formed .

### The WORTH Program currently offers the following resources:

- Teacher's planning material;
- Black board and chalk;
- Additional on-the-job Teacher's training
- Teacher's supervision and technical support;
- Gender/ HIV/AIDS awareness, prevention and mitigation training to women in the WORTH classes to practice community activism;
- Women and child trafficking awareness and prevention;
- Integral mission and rural development encouraging women to take action and lead in solving their problems;
- Training in small business entrepreneurship starting with savings in women aided self-support groups. Thanks to this approach, some women are successfully sending their children to school, building houses and buying furniture;
- Monitoring and pedagogical support services to the adult education monitors;

### Resources from the Ministry of Education

- Adult Literacy Teacher's Training;
- Monthly Living Allowance of 550.00 Meticais (equivalent to USD18.00) per adult education monitor;
- Supply of books. Unfortunately they are not enough for all;
- Teacher's Psychological and Pedagogical support;
- Black board and chalk;

### From the beneficiaries

- Commitment and quality time;
- Exercise books;

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- Pencil and rubber;
- Some voluntary in-kind donations to the teachers.

### 4.1. Women benefited from WORTH Program and actually literate

- More than 99.9% of WORTH beneficiaries are women. In more than hundred beneficiaries that met with the evaluation team, only 5 were men;
- Almost all beneficiaries in level two and three are able to read and write. The evaluators witnessed some of them reading and writing from on the black board;
- They also proudly exhibit their numeracy skills and boast to be able to make simple calculations that help them in sales and domestic economy management role.
- Some women in Salvation Army have excelled themselves that after three years in the Program they are able to read the Bible, participate in the finance and management committees and play a great role as treasurers and secretaries keeping records of finances and minutes.
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### 4.2. Women benefited from WORTH Program that started businesses or income generating activities

- Women in visited areas have more than one income generating activity. For example, in Vilankulo they work in agriculture in the morning and sell in the market in the afternoon. The same pattern is found in Maxixe and Inhambane and to some extent in Maputo;
- Many of them, as a matter of fact were doing business before enrolling into the adult education WORTH Program. The major change they see is the efficiency and effectiveness of the way they do it now compared to the time they were illiterate. The claim to be able to plan, budget and run their business better and have gained negotiation skills through mastering the Portuguese language for communication and mathematics for accounting and general management.

#### Women starting Income Generating Activities

	Gardening	Sewing	Business	TOTAL
2003	0	0	0	0
2004	0	0	0	0
2005	0	0	100	100
2006	21	1	79	101
2007	18	1	12	31
2008	78	2	30	108

### 4.3. HIV/AIDS awareness among women beneficiaries and their families as well as concrete response measures at individual, family and community levels

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- Above 90% of the women and men interviewed in the program were able to articulate how HIV/AIDS is prevented and what can be done to mitigate. The remaining 10% are the elderly that responded not being sexually active any longer but have been sensitized as well and help their children and grandchildren with information of how to prevent the pandemic. 100% of the respondents stated that their behavior changed after the sensitization and after seeing their friends and relatives dying of HIV/AIDS. They reduced the number of casual partners and if need be they use condoms to protect themselves and their partners as well. In most of the communities the husbands work in South African mines and come home once a year. So the WORTH HIV/AIDS sensitization program is helping them to cope with the pandemic by adopting a less risky behavior.

### 4.4. Success Stories and Lessons Learned

#### Positive

The WORTH program produced a Salvation Army treasurer in Mavalane. **Mrs. Alcinda Cossa** She is over 50 years old and joined the Salvation Army when she was totally illiterate in the year 2000. She enrolled in the WORTH program in 2006 because she suffered from low self-esteem as she could not read the Bible and sing through the hymn book with others. This made her promise to herself that she would learn to read and count like the other members in her corp. Because of her determination she graduated to level 3 in 2008 as one of the best students. Since 2007 she has been appointed to be the treasurer of the local corp. and the leader of the women home league responsible for keeping up with the church finances and records;

**Mrs. Emerciana** from Bagamoyo joined the WORTH Program in 2007. The need to officially marry and become part of her husband's growing construction business made her join the adult literacy program. She had two goals in life: (1) one to be able to sign her name in the marriage record book and the second was to be able to control the accounts and book keeping in her family business. Now she proudly signs the bank cheques and manages her own business that has grown further since she graduated from level 2 to level 3 in 2008 and she was able to sign her name in her marriage .

Mrs. **Hortencia Lourenço** said that she came from a broken family and during the civil war in Mozambique her family could not provide her with education till she got married. Her husband would as well not allow her to go to adult literacy classes till the WORTH Program was established by the Salvation Army in her area. It was when the husband with pressure from the women's league allowed her to enroll. Now she is able to write and count and manage the family affairs such as buying grocery, paying electricity and water bills, helping the children with school home work. She said that since passed to level 3 her self-esteem has improved and she can engage in Portuguese conversation with family members and friends in her community.

#### Negative

*One woman is being asked to leave her home because the husband wouldn't allow her to be educated more than him. According to her the husband fears that he will lose control on her or she may leave him for a better choice. The Worth Coordinator with help from the local officers is undertaking efforts to bring the husband to the adult education program as well, so that they may grow together both*



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*spiritually and well as in literacy. The officers visit the family regularly to coach and mentor the family throughout the process. They are now part of an income generation group as part of helping the husband to see the long-term benefits of education and socio-economic development.*

**1. How do these results relate to the project objectives?**

*The results relate to the WORTH program objectives. Women are being empowered and information on HIV/AIDS is being disseminated through the program.*

*The WORTH Program is changing lives!*

**2. What are the measurable changes are seen within the beneficiaries, monitors, and the Salvation Army through the influenced by the project?**

**The measurable changes seen by the WORTH beneficiaries**

Many beneficiaries report significant changes in their lives as result of the WORTH program. The changes are both qualitative and quantitative:

As qualitative changes, beneficiaries pointed out that they are now able to read, write and confidently speak Portuguese in public. The evaluators are witnesses as the interviews were done in Portuguese with very little translation needed.

100% of the level 3 interviewees declared that that they have signed Identity Cards as result of their enrolment in the literacy program. And more than 50% of them said that they were able to read medical prescriptions and follow through the doctor's instructions when taking the drugs at home. 25% of the young women in the groups are willing to join as cooperative and open hairdresser. 75% of the women in Vilankulo started their own home-based business selling grocery, vegetables and cookies. 80% in level 2 and 3 are able to read longer texts. 40% of the women completed the adult literacy program and are in the process of enrolling into the formal high school level.

**The measurable changes seen by the WORTH Monitors**

The WORTH program brought benefits and change also the monitors. 100% of them declared that they were unemployed and now have this part-time employment that offers them 100% of their current income allowing them to pursue with their high school education and provide for the family.

35% of the monitors built improved houses with corrugated roof and 10% bought new furniture such as a bed and a plastic table with few chairs.

**3. What are the concerns for the project? How are they being overcome?**

- *The concerns for the project is to keep it resourced and with quality delivery as there is a growing demand for it to expand services to new areas;*
- *There are already difficulties to offer enough books and educational materials the beneficiaries that enrolled the program already;*
- *The monitors although motivated they experience delay in getting their living allowances that are not attractive;*
- *The elderly would like to learn lifelong skills to help them with their income generating activities and there is no funding yet to address this need;*

*To address these concerns the Salvation Army is seeking to expand partnerships and resource mobilization locally, nationally, regionally and globally. This will include strengthening relationships with the Ministry of Education and the Education Sector Wide Support Partner.*

**4. How is the project impacting the community?**

*The evaluation team collected some first-hand accounts of the WORTH impact in the community:*

90% women who completed levels 2 and 3 in the WORTH program are able to read, write and count. They participate in community decision making process expressing themselves openly in Portuguese without need for translation. Some of them jokingly said that the husbands can no longer cheat on them because they can now read their cellular phones messages. The same is happening with their teenagers who now answer the calls away from them because they know that they understand Portuguese and will pick the topics of the conversation and react to it.

Adult education is impacting behavioral change of the beneficiaries, family and community members around them as they are now reachable by most media community radio, newspapers, posters and leaflets produced by the civic education activists.

A group of 40 women started a vegetable production cooperative that is feeding their families and supplying the Vilankulo market.

85% of the women in the WORTH started a self-help credit scheme called "Xitike" and are able to buy food, send the children to school, buy furniture, build or improve their houses.

2 women became successful in business, one selling construction material and the other sewing clothes to the neighbors.

***Impact for the Salvation Army Perspective***

The living standards of people are improving. Sanitation, 40% families improved nutrition through vegetable production and better ways of cooking and consuming these vegetables, 50% of the women improved the management of their home economics by preparing a list of needed grocery thus managing well their savings, having better control of the consumption of the electricity and water bills, making phone calls using the phone book and controlling the credit;

75% of the youth engaged in WORTH teaching have shown growth in attitude, maturity, social and financial development. This improves the living standard of their respective families. Some were shy before becoming teachers and now are outspoken. They are also mastering the teaching skills including planning, teaching, evaluating student performance and reporting to the education department.

***5. What do stakeholders think should continue or changed in the project?***

*Stakeholders are delighted with current WORTH Program management and results. They want the program to be consolidated in terms of having qualified and motivated teachers, plenty of books and relevant educational materials for all, and extend the WORTH Program to all the territorial areas where the Salvation Army is present;*

*They want to attract their husbands and sons by having gender positively discriminated classes and teachers, that are age conscious and make the classes flexible in terms of time, week days and content to include the discussion of lifelong learning and income generating skills chosen by the different group of interest;*

*They want to have access to class or community library with beginner's books covering lifelong learning issues including religion, agriculture, animal husbandry, culture, cookery, sewing, health, sanitation, home economics and entrepreneurship;*

*They want to have demand driven vocational training incorporated into the adult education program. Each class will decide on the needs and priorities of such training.*

***6. How is the project contributing towards the HIV/AIDS pandemic?***

- *WORTH beneficiaries of all ages show a great understanding of HIV/AIDS awareness and prevention messages;*
- *They have different mitigation strategies depending on age, location, social, cultural and religious values and social status. In general they point poverty as the key constraint to effectively deter the propagation of HIV/AIDS as many rural poor and illiterate women turn to sex as an alternative source of income when the life gets tough.*

**7. *How are the lessons learnt being transferred to other locations?***

- Salvation Army officials and teachers report cases of communities that request the WORTH program adult education classes to be extended to their community;
- There are two case of the Catholic church that hearing about the program from their members, offered rooms in their missions for the WORTH Program to open new classes.

**5. CHALLENGES**

- Men both old and young are not joining the program as expected. The stakeholders see it as a treat to the development and empowerment of women in the program. Uneducated men will not offer enough support to their women to pursue their growth dreams and expectations. This will call for a positive discrimination of men and women in separate classes to cater for their specific needs, fear, ego and self-esteem. The African traditional values still make it difficult for men to admit and expose their weaknesses publically and above all in front of their women and children;
- The growth of the program will stretch Salvation Army capacity in terms of human resources, finances and mobility to monitor and offer back-up support to the program. This will call for a strategy to mobilize partners and resources locally, regionally and globally;
- Some beneficiaries don't understand the value of education. They expect some kind of encouragement and external motivation to attend classes. Others have some cash but would not buy books with it choosing to expend in less useful needs. The officials should dedicate more time to talk about the benefits of education and share good examples and invite role models to interact with the WORTH Program beneficiaries;
- The government established and managed teacher's living allowance of USD\$18.00 some (MZM550.00) is one third of the national minimum wage. It's even bellow the salary of agricultural workers. Most of time is paid three to six months late. This may be a good reason to keep many potential candidates away from willing to be adult educators.
- The WORTH Program is now covering a vast extension of territory. There is only one coordinator and one vehicle to offer technical back-up, monitor the activities, to provide coaching and mentoring services to the educators and Salvation Army officials that manage the program in the field.
- Some of the participants are aged and experience visual impairment. The WORTH program needs to link them up to the visual welfare program run by the Ministry of Women and Social Welfare to benefit from eye care;
- Absenteeism has been a problem during harvest and heavy agricultural season. The program may have to be flexible to fit into local economics dynamic.

**6. CONCLUSIONS**

- The WORTH Program is a success and all stakeholders are happy with the results and proud of it;
- The government of Mozambique at different levels encourages the Salvation Army to extend the program to new areas. The challenge that makes the SA reluctant is that as the program grows it becomes difficult for the SA to supervise and offer quality monitoring and evaluation support regularly done by the Vilankulo local captain of Sector Pastor. One idea advanced was to co-opt the OVC local coordinator to oversee the WORTH program as well to offer quality supervision and monitoring support.

### **Current Numbers of Women in the WORTH Programme in 2007-2008**

	Level 1	Level 2	Level 3
2007-2008	578	208	46

## **7. RECOMMENDATIONS**

- WORTH Program is a success story. It should be consolidated where it is already established in terms of maximizing access of both women and men and improve quality of adult education delivery, and should be expanded to new areas as human, financial resources and Salvation Army logistical capacity to provide back-up support is available;
- WORTH Program should make use of the opportunity to expose the adult education beneficiaries to an integrated and holistic approach to public health awareness covering quality discussions of HIV/AIDS, malaria, cholera and tuberculosis. These are the poor killer diseases and claim many lives in Mozambique. Knowing how to prevent and mitigate all will have a great impact in improving the quality of livelihood;
- WORTH Program should associate adult literacy with some demand-driven vocational training to build a ground to income generating initiatives. This will serve as attraction to the classes as many adults find it a time wasting to learning without seeing the benefit of it at the end of the day. In order to implement the vocational training WORTH Program will have to include a budget line for demand driven vocational activities;
- As the task of adult education is enormous, involve Hugh sums of funds over a longer period of time, the Salvation Army should seek new strategic partners locally and internationally to support the WORTH Program as it consolidates and expands;
- Salvation Army need to conduct a yearly Adult Education Induction Program at the beginning of the season to expose the officials (captains) to the program. They are the ones that make it happen in terms of motivating both teachers and students. In the induction they will discuss and plan the overall WORTH objectives, expected results, yearly goals for each official zone, choose and prioritize vocational needs, indicators, means of verification, risks and mitigation measures;

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- Salvation Army needs to improve the beneficiaries' access to books and educational material. To achieve this will have to establish a network of educational libraries to support adults in their learning needs. The library should be demand driven as different groups may have different needs and interests;
- Salvation Army needs to promote exchange and motivational visits to attract more adults, men and women to the WORTH Program, facilitating exchange and motivational visits by adults that having gone back to school at an older age, have succeeded in making it through to earning a college degree, a high job or starting a successful business;
- WORTH Program should be managed as a program with the many others ideas are seen as projects.

Alfredo Mazive, RODC;CPF

External Evaluator

And

Virgílio Suande, Program Director- Salvation Army.

Ruth Manjate, WORTH Coordinator- Salvation Army.

July, 2009.

Appendix:

1. Evaluation Terms of Reference

**Terms of Reference  
for Evaluation**

**3. Introduction**

The Salvation Army in Mozambique is in the final stage of the implementation of the WORTH HIV/AIDS PROGRAMME, a Model Based on Literacy, HIV Awareness and Community-Based Interventions in *Maputo city and Province, Inhambane province, Vilanculo District, Maxixe District, since 2004*, and wants to undertake a participatory evaluation process involving all stakeholders to learn collectively from phase one experience, results, outputs and outcomes in order to inform a phase two project design process.

**4. Background information**

The Salvation Army in Mozambique with funding from NORAD has been implementing the WORTH HIV/AIDS PROGRAMME to develop the capacity of women in their families and communities, through literacy, and other means. Many women have small businesses, but are unable to run them as efficiently as they could because they do not have the capacity to read, write or do simple maths. The literacy element is teaching them these basic skills, which will enable them to develop their business. This in turn will enable them to better the standard of living of their family, which will have its impact in the community.

The project also aims to mitigate the negative consequences of the HIV/AIDS epidemic including facilitating community based responses for HIV/AIDS education and prevention, encouraging voluntary counseling and testing, care and support for People Living With Aids (PLWA), and care and support of Orphans and Vulnerable Children (OVC's), working in partnership with other projects that The Salvation Army has in Mozambique

**5. Purpose for the Evaluation**

The evaluation is designed to enable the stakeholders to learn from phase one of the project and use the lessons to inform the design of phase two of the WORTH HIV/AIDS PROGRAMME in a way that will consolidate the gains and increase the future sustainability of the women's empowerment.

**6. Specific Assessments to be carried out**

- Number of women who benefited from the project in phase one who become literate
- Number of women that initiated businesses or other forms of income generating projects as result of programme
- HIV/AIDS awareness among women beneficiaries and their families as well as concrete response measures at individual, family and community levels
- Document some success stories and lessons learnt, positive and negative to inform the design of phase two of the WORTH PROGRAMME.

- Provide clear recommendations on how to move forward in phase-two

### **7. Key question to be explored**

- *What are the outputs, outcomes and indicators seen as result of the project?*
- *How do these results relate to the project objectives?*
- *What are the measurable changes are seen within the beneficiaries, monitors, and the Salvation Army through the influenced by the project?*
- *What are the concerns for the project? How are they being overcome?*
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- *How is the project contributing towards the HIV/AIDS pandemic?*
- *How are the lessons learnt being transferred to other locations?*

### **8. Methodology for data collection**

The consultant and lead evaluator, after reading all programme documents, will team up with Salvation Army WORTH programme staff, and through an agree evaluation plan and questionnaire, conduct group and individual Interviews with the Salvation Army leaders, Project Director, Worth Coordinator and WORTH stakeholders in the implementing areas. At community level, the evaluation team will conduct interviews and visual check-ups with beneficiaries, leaders, pastors and beneficiaries' families to measure progress and changes in livelihood as a result of the WORTH programme.

### **9. Reporting**

The evaluation report will be made available to the stakeholders of the WORTH Programme within the country for their learning purpose and to the Salvation Army Leadership at National and International level, to NORAD and the Norwegian Salvation Army.

### **10. Team**

The Evaluation Team will be made of three members, being the external consultant the lead evaluator responsible for the report and recommendations. He/she will be seconded by the Salvation Army TSA Projects Director and the WORTH Project coordinator.

### **11. Evaluation Schedule and Timeline**

The evaluation will be carried out between May and July

#	Activities Description	Number of days
1	Contact with the leadership, contract overview, ToR clarifications, evaluation team preparation and development of guidelines to be used in the field, field visits program elaboration. Preparation of logistics	3
2	Projects documents reading + baseline and reports	2
3	Salvation Army leadership and project staff interviews in Maputo,	3



	beneficiaries interviews in 3 communities in Maputo( Matola, Bagamoio, Machava)	
4	Trip for field visits to Inhambane and vilanculos for the evaluation work	3
5	Trip to Maxixe for field visits and back to Maputo	3
6	Report draft in Portuguese and final report with comments and recommendations in Portuguese	4
7	English report development	3
8	Total Numer of Days	21 Days

### **12. Quality Control**

The Salvation Army will have a final say in terms of accepting the quality of the report and findings. Funds will be controlled by the Salvation Army financial department and other activities will be controlled by the project director and his team. Final payment will be against deliverables namely: (1) an evaluation report with clear recommendations and, (2) a WORTH phase two project's proposal.

### **13. Follow up**

The Salvation Army Mozambique will be responsible for the project follow up which will comprise a design of phase two incorporating the lessons learnt and experiences from beneficiaries, as well as recommendations from the consultant and the donor partner.

### **14. Documents Available**

- Project description
- ToR
- Project reports
- Evaluation guidelines

### **2. List of Interviewees**

	Name	AL Center	Date
<b>Maputo Province</b>			
1	Virgilio Joaquim Suande	SAM Program Director	8/7/2009
2	Ruth Manjate	AL Project Director	8/7/2009
<b>Inhambane- Vilankulo</b>			
3	Paulo Ernesto Macamo-Teacher	Vilankulo-Mukoke	8/7/2009
4	Adriano Francisco Mufumo-Teacher	Vilankulo- Mukoke	8/7/2009
5	Fatima Alioso- SA Captain	Vilankulo	8/7/2009
6	Floriana Lacitela Mahece	Vilankulo- Mukoke	8/7/2009
7	Florinda Alfeu Banze	Vilankulo- Mukoke	8/7/2009
8	Sonia Fabiao Chivide	Vilankulo- Mukoke	8/7/2009
9	Evelina Alexandere Siteo	Vilankulo- Mukoke	8/7/2009
10	Graça Jose Francisco Sambo	Vilankulo- Mukoke	8/7/2009
11	Luisa Agostinho Vilankulo	Vilankulo- Mukoke	8/7/2009

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12	Judite Elias Muabsi	Vilankulo- Mukoke	8/7/2009
13	Delfina Amosse	Vilankulo- Mukoke	8/7/2009
14	Luisa Elias Muabsi	Vilankulo- Mukoke	8/7/2009
15	Candida Eduardo	Vilankulo- Mukoke	8/7/2009
16	Dorca Afonso Mboene	Vilankulo- Mukoke	8/7/2009
17	Etelvina Alberto	Vilankulo- Mukoke	8/7/2009
18	Graça Joaquim Nhamungue	Vilankulo- Mukoke	8/7/2009
19	Cacilda Macachulane	Vilankulo- Mukoke	8/7/2009
20	Gilda Bernardo Mazive	Vilankulo- Mukoke	8/7/2009
21	Manuel Daimone Alioso	Captain-CCM President	9/7/2009
22	Zelia Alexandre Cossa	OVC Field Project officer	9/7/2009
23	Isabel Arnaldo Guambe	19 de Outubro-Vilankulo	9/7/2009
24	Rosita Ernesto Ngomacha	19 de Outubro-Vilankulo	9/7/2009
25	Gloria Carolina Zivane	19 de Outubro-Vilankulo	9/7/2009
26	Inora Adriano Xitumba	19 de Outubro-Vilankulo	9/7/2009
27	Florinda Pedro Ndlozi	19 de Outubro-Vilankulo	9/7/2009
28	Rita Menato Pacule	19 de Outubro-Vilankulo	9/7/2009
29	Vitoria Daniel Chicoevele	19 de Outubro-Vilankulo	9/7/2009
30	Anita jose Manhiça	19 de Outubro-Vilankulo	9/7/2009
31	Raquel Afanete magule	19 de Outubro-Vilankulo	9/7/2009
32	Zaida janete Mboene	19 de Outubro-Vilankulo	9/7/2009
33	Marta Zefanias Muhabsi	19 de Outubro-Vilankulo	9/7/2009
34	Rosa Feliciano Vilamkulo	19 de Outubro-Vilankulo	9/7/2009
35	Ana Aminosse Macia	19 de Outubro-Vilankulo	9/7/2009
36	Ana Alfredo Matsinhe	19 de Outubro-Vilankulo	9/7/2009
37	Admira Confiança Nhamire	19 de Outubro-Vilankulo	9/7/2009
38	Amélia Samuel Baloi	19 de Outubro-Vilankulo	9/7/2009
39	Hortênciã Januário Vilankulo	19 de Outubro-Vilankulo	9/7/2009
40	Helena Joaquim Mavuvely	19 de Outubro-Vilankulo	9/7/2009
41	João Ernesto Gomes	19 de Outubro-Vilankulo	9/7/2009
42	Xavier Nhamue	19 de Outubro-Vilankulo	9/7/2009
43	José Geraldo Cuinhane	19 de Outubro-Vilankulo	9/7/2009
<b>Maxixe</b>			
44	Adelino Cassamo	Sahane/Nhamaxaxa	10/7/2009
45	Laurinda Cassamo	Sahane/Nhamaxaxa	10/7/2009
46	Julieta Nguila	Sahane/Nhamaxaxa	10/7/2009
47	Nalia Faife	Sahane/Nhamaxaxa	10/7/2009
48	Regia Maiva	Sahane/Nhamaxaxa	10/7/2009
49	Judite Jorge	Teacher- Sahane	10/7/2009
50	Amelia Pedro	Sahane/Nhamaxaxa	10/7/2009
52	Carolina Caetano	Sahane/Nhamaxaxa	10/7/2009
53	Beatriz João	Sahane/Nhamaxaxa	10/7/2009

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54	Maria Manguiza	Sahane/Nhamaxaxa	10/7/2009
55	Artur Henrique	Sahane/Nhamaxaxa	10/7/2009
56	Cristina Zacarias	Sahane/Nhamaxaxa	10/7/2009
57	Maria Pedro	Sahane/Nhamaxaxa	10/7/2009
58	Ondália Miguel	Teacher-Nhamaxaxe	10/7/2009
59	Maria Artur	Sahane/Nhamaxaxa	10/7/2009
60	Azarina telma Miguel	Sahane/Nhamaxaxa	10/7/2009
61	Lúcia Samuel	Sahane/Nhamaxaxa	10/7/2009
62	Esébio Rafael	Secretário Bairro	10/7/2009
63	Ernesto Alberto-Youth	Sahane/Nhamaxaxa	10/7/2009
64	Egídio dos Santos-Youth	Sahane/Nhamaxaxa	10/7/2009
65	José João-Youth	Sahane/Nhamaxaxa	10/7/2009
<b>Inhambane</b>			
66	Carlos Guivunda Jasse	Muelé-Capitão	11/7/2009
67	Carolina Manuel	11/7/2009	11/7/2009
68	Aida António	Nhamossa	11/7/2009
69	Arminda Lucas	Nhamossa	11/7/2009
70	Joaquina Arone	Nhamossa	11/7/2009
71	Beatriz Fernando	Nhamossa	11/7/2009
72	Graça Jeremias Cherinda	Nhamossa	11/7/2009
<b>Maputo</b>			
73	Amelia Pedro	Bagamoyo- 3 <sup>rd</sup> Level	13/7/2009
74	Helena Pita	Bagamoyo	13/7/2009
75	Amelia Jossias Novela	Bagamoyo	13/7/2009
76	Hermenigilda Armindo	Bagamoyo	13/7/2009
77	Luisa Zefanias	Bagamoyo	13/7/2009
78	Luis Titos	Bagamoyo	13/7/2009
79	Marta Ernesto	Bagamoyo	13/7/2009
80	Ana Simião Xerindza	Bagamoyo	13/7/2009
81	Ermerciana Jacinto Xerindza	Bagamoyo	13/7/2009
82	Anabela Rabeca	Bagamoyo	13/7/2009
83	Sérgio Eusébio	Bagamoyo	13/7/2009
84	Camília Faustino	Bagamoyo	13/7/2009
85	Isabel Maurício	Bagamoyo	13/7/2009
86	Hortênci Lourenço Manhenje	Bagamoyo	13/7/2009
87	Célia Alberto Mambo- Teacher	Bagamoyo	13/7/2009
89	Alípio Júlio Zualo-Capitain	Nyagoya	
90	Atália Fernando Mondlane	Inhagóia	13/7/2009
91	Inocência Rosa Alfredo	Inhagóia	13/7/2009
92	Laura Eduardo Damo	Inhagóia	13/7/2009
93	Maria Job Mandlate	Inhagóia	13/7/2009
94	Juvência Samuel Munguambe	Inhagóia	13/7/2009

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95	Joana Florentina Feijão	Inhagóia	13/7/2009
96	Ailina Lourenço	Machava-Sede- 1 <sup>st</sup> level	14/7/2009
97	Vitória José Cossa	Machava-Sede- 1 <sup>st</sup> level	14/7/2009
98	Amélia Pacule	Machava-Sede- 1 <sup>st</sup> level	14/7/2009
99	Elisa Fabião Manhique	Machava-Sede- 1 <sup>st</sup> level	14/7/2009
100	Atália José Muiambo	Machava-Sede- 1 <sup>st</sup> level	14/7/2009
101	Matilde Langa	Machava-Sede- 1 <sup>st</sup> level	14/7/2009
102	Janete André	Machava-Sede- 1 <sup>st</sup> level	14/7/2009
103	Luisa Agostinho	Machava-Sede- 1 <sup>st</sup> level	14/7/2009
104	Julieta Alberto Mbiza	Mavalane-	15/7/2009
105	Dabita Pedro Covela	Mavalane-	15/7/2009
106	Alcinda Cabral Cossa	Mavalane-	15/7/2009
107	Aventura Jossai Tivane	Mavalane-	15/7/2009
108	Eneral Mabalane	Mavalane-	15/7/2009
109	Félix António Mabote	Mavalane-	15/7/2009
110	Major Celestino Pululu	Maputo-Salvation Army HQ	22/7/2009
111	Colonel Torben Eliason	Maputo-Salvation Army HQ	22/7/2009