

# Internal Midterm Review of the PREPA project, Mozambique



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## Abbreviations

CEA	Community Engagement and Accountability	PER	Preparedness for Effective Response
CDMC	Community Disaster Management Committee	PGI	Protection Gender and Inclusion
CDRT	Community Disaster Response Teams	PMER	Planning, Monitoring, Evaluation and Reporting
CVM	Cruz Vermelha de Moçambique	PPR	Participatory Project Review
IFRC	International Federation of the Red Cross Red Crescent Societies	SRC	Swedish Red Cross
NbS	Nature-based Solutions	WASH	Water, Sanitation and Hygiene

Cover page photo: Waterpoint next to solar powered borehole in Chipopópo: Photo Jesper Fridolf (SRC)

## Summary

### Overview

The Mozambique Red Cross (CVM), with support from Swedish Red Cross, is implementing the PREPA Project aimed at strengthening climate-resilient and sustainable livelihoods, disaster risk reduction, climate change adaptation, and improved health and WASH services. The project integrates Protection, Gender, and Inclusion (PGI) and Community Engagement and Accountability (CEA) approaches to ensure inclusive, participatory, and context-sensitive interventions.

The project invests in CVM's organizational and technical capacity across headquarters, provincial branches, delegations, and communities, ensuring delivery of quality community-based resilience projects for sustainable long-term change. Engagement with local authorities and stakeholders, through awareness raising and advocacy, further strengthens support for community-based resilience needs, including mitigation, preparedness, and response.

The purpose of the mid-term review is to measure progress against the project's objectives, identify lessons learned (both positive and negative) from the project implementation to date and to formulate actionable recommendations for improving the remaining part of the project.

The review was conducted internally by CVM with technical support from SRC and IFRC. A mixed-methods approach was applied to ensure a comprehensive understanding of the project's performance, outcomes, and lessons learned. Four primary data collection methods were used: 1) desktop review of key project documentation, 2) household survey in targeted communities, measuring progress against the project's key indicators, 3) Resilience Star workshops with community members, applying qualitative data collection capturing participatory assessment of resilience capacities, and 4) Participatory Project Review (PPR) structured reflection workshop with staff, volunteers, identifying key project successes, challenges and recommendations.

### Key findings by evaluation criteria

#### 1) Relevance

The PREPA project is highly relevant to the needs and priorities of target communities, with strong evidence of positive change in livelihoods, health, and disaster preparedness. Survey data and community feedback confirm widespread adoption of new practices, including climate-resilient agriculture, hygiene behaviours, and early warning systems. This is further supported by Resilience Star findings, which show consistent improvements in Risk Management, Health, and Food & Nutrition Security across nearly all communities. The project also demonstrates a clear commitment to inclusion, with women, youth, and persons with disabilities actively involved in community structures. However, participation levels vary across demographic groups, with youth and women less engaged in preparedness and mitigation activities, and persons with disabilities not systematically tracked. Resilience Star scores for Social Cohesion and Inclusion remain comparatively lower, reinforcing the need for more targeted engagement strategies. Community engagement has been a key driver of relevance, with local feedback shaping activities and priorities, though feedback mechanisms remain informal. To maintain relevance and ensure equitable impact, the project should strengthen monitoring systems, tailor outreach to underrepresented groups, and formalize accountability processes.

#### 2) Effectiveness


The PREPA project is broadly on track to achieve its objectives, with strong progress in health, livelihoods, and institutional capacity. Survey data shows widespread adoption of new practices, with 99% of respondents reporting improved economic conditions and all adopting at least one health behaviour. Resilience Star midterm scores in Health and Food & Nutrition Security corroborate these findings, particularly in communities like Mucombe, Ngurue, and Madebunhana. However, preparedness remains off track, with only 34% implementing three or more measures, and low participation among youth and women. This is reflected in lower Resilience Star scores for Social

Cohesion and Risk Management in several communities, despite improvements in early warning systems. Mitigation is progressing but uneven, with limited uptake of soil erosion control and gender gaps in adoption depth. Health outcomes are strong, though men report greater awareness of improvements. WASH infrastructure targets have been met, but knowledge and behaviour indicators lag, especially among youth and older men. Resilience Star scores in Water & Sanitation show infrastructure improvements, but also highlight gaps in hygiene practices and latrine access in some areas. Operational delays in procurement and financial management have slowed implementation, though corrective actions are underway. Overall, the project is making meaningful progress, but targeted outreach and improved delivery systems are needed to close gaps and ensure equitable impact.

### 3) Sustainability

The PREPA project is laying a strong foundation for sustainability through active collaboration with local authorities, strategic partnerships, and growing community ownership. Families are contributing to latrine construction, and WASH committees are linked to district technicians, supporting long-term infrastructure maintenance. Resilience Star scores in Infrastructure & Services and Water & Sanitation reflect this growing ownership, with several communities showing strong midterm improvements. The project's phased exit strategy focuses on continued support for community structures and CVM capacity, rather than withdrawal. Environmental sustainability is promoted through nature-based solutions, with technical input from the University of Zambezia. However, Resilience Star findings in Natural Resource Management suggest that community-level understanding and enforcement of sustainable practices remain limited, indicating a need for further environmental education and local monitoring. While delays in procurement and financial oversight have posed challenges, efforts to digitize systems and build institutional capacity are underway. Overall, the project reflects a realistic and comprehensive approach to sustainability, balancing infrastructure, local engagement, and environmental resilience.

## Recommendations

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- Recommendation 1.** Improve financial and administrative efficiency by digitizing systems, ensuring timely payments, and securing supplier agreements to avoid delays.
  - Recommendation 2.** Strengthen infrastructure and service delivery by expanding water access, promoting irrigation, and establishing maintenance plans for long-term use.
  - Recommendation 3.** Promote inclusive participation by identifying barriers through targeted sessions and ensuring women have equal access to tools, training, and decision-making.
  - Recommendation 4.** Adapt livelihood support to different age groups by offering entrepreneurship training for youth and safe, accessible options for older adults.
  - Recommendation 5.** Enhance health outcomes by using community health champions and participatory tools to link knowledge with daily routines and track behaviour change.

## Introduction

### Project background

The Mozambique Red Cross (CVM), with support from Swedish Red Cross, is implementing the PREPA Project aims at strengthening climate-resilient and sustainable livelihoods, disaster risk reduction, climate change adaptation, and improved health and WASH services. The project integrates Protection, Gender, and Inclusion (PGI) and Community Engagement and Accountability (CEA) approaches to ensure inclusive, participatory, and context-sensitive interventions.

The project invests in CVM's organizational and technical capacity across headquarters, provincial branches, delegations, and communities, ensuring delivery of quality community-based resilience projects for sustainable long-term change. Engagement with local authorities and stakeholders, through awareness raising and advocacy, further strengthens support for community-based resilience needs, including mitigation, preparedness, and response.

The project has four key outcomes, as described below:

#### Outcome 1: Disaster risks/natural hazards

- Increased community capacities to cope with, mitigate, prepare for, and respond to climate change and natural hazards.
- Evidence of adoption of early warning and preparedness measures.

#### Outcome 2: Livelihoods

- Progress in improving and diversifying climate-resilient and environmentally sustainable livelihood opportunities.
- Use of new techniques, practices, and nature-based solutions.

#### Outcome 3: Health and WASH

- Improvements in health status, nutrition, hygiene practices, and awareness of health risks linked to climate change.
- Enhanced ability to detect and respond to hazards and outbreaks at community level.

#### Outcome 4: Response and resilience programming capacities

- Strengthened technical and organizational capacities of CVM governance, staff, and volunteers.
- Integration of PGI and CEA in project design and implementation.

At midterm, the project seeks to reflect on progress, identify lessons learned, and adapt strategies for improved results in the remaining implementation period.

### Evaluation purpose and objectives

The purpose of the mid-term review was to measure progress against the project's objectives, identify lessons learned (both positive and negative) from the project implementation to date, and formulate actionable recommendations for improving the remaining part of the project.

It supports management by providing evidence to inform the design and implementation of upcoming activities. It promotes learning by identifying key lessons—both strengths and areas for improvement—that could enhance future programming and strategic direction. Finally, it serves accountability purposes by reviewing whether the project was on the right track to meet its objectives in accordance with agreed-upon standards, commitments, and the principles of the International Red Cross and Red Crescent Movement.

The findings are used for learning by CVM and SRC to strengthen the current project and inform future initiatives. Based on the findings and recommendations from this review, CVM and SRC revised the project's activity plan, budget, and/or logframe to ensure the project remains on track to achieve its objectives.

The primary audience for the review is: CVM (senior management and staff) at HQ and Manica Provincial Branch, SRC (country office staff and technical advisors at SRC HQ), and donor partners (The Swedish Embassy). Secondary users of this review include: the target communities, and CVM partners such as other Red Cross and Red Crescent Movement partners

The review assessed the PREPA project, including all its four objectives, from the start of implementation in 2023 to August 2025. In terms of geographic scope, the review encompassed all target locations where the project was implemented, including CVM HQ and the targeted communities in Sussundenga, Mossurize, and Machaze.

## Methodology

The review was conducted internally by CVM with technical support from SRC and IFRC. A mixed-methods approach was applied to ensure a comprehensive understanding of the project's performance, outcomes, and lessons learned. Four primary data collection methods were used:

**Desktop review** of key project documentation such as project monitoring reports and monitoring tools, annual reports.

**Household survey**, quantitative data collection in targeted communities, measuring progress against the project's key indicators. Data collection was done by trained volunteers and staff, using Kobo and later analysed by CVM PMER staff.

**Resilience Star** workshops with community members, applying qualitative data collection capturing participatory assessment of resilience capacities in selected communities. The Resilience Star is a participatory assessment and analysis tool developed by the IFRC. It helps communities and facilitators visualize and understand vulnerabilities, capacities, and risks across key dimensions of resilience. The tool is used in workshops with community members, where participants place cards or symbols on a star diagram to represent threats, capacities, and vulnerabilities. This visual format encourages inclusive participation and shared understanding.

**Participatory Project Review (PPR)** structured reflection workshop with staff, volunteers, identifying key project successes, challenges and recommendations. The workshop methodology takes its point of departure from the participatory project review method, a combination of methods drawing on key elements from, e.g., Empowerment Evaluation and The Most Significant Change Technique. In the workshop, participants (CVM project staff and volunteers, and SRC staff) produced and analysed the findings themselves, guided by a facilitator from IFRC. Therefore, the review itself is an activity that engages participants productively. The workshop provided a structure to elicit responses from participants in a confidential manner.

## Limitations

During the implementation of the Resilience Star exercise, a miscommunication occurred, resulting in the team selecting participants rather than using a random sampling approach from the target communities. Consequently, the results are likely to present a more favourable picture than is representative of the overall population, although it is reasonable to assume that the communities are feeling that they have a better overall resilience. To ensure the validity and reliability of the findings, it has been decided to conduct a new Resilience Star assessment in January, using a correctly drawn random sample from the communities.

## Findings

The findings of the mid-term review are presented below according to the evaluation criteria.

### Relevance

*Question 1: To what extent is the project addressing the **identified needs and priorities** of the target communities? Is there a need to change programme implementation and/or direction?*

The PREPA project is highly relevant and effectively addresses the key needs of communities facing recurring climate hazards. Its integrated approach, covering disaster risk reduction, livelihoods, water and sanitation, and community engagement and inclusion, matches well with local priorities and vulnerabilities. This is confirmed by both survey data and direct community feedback. There is no major need to change the direction of the project, but monitoring systems could be improved, especially to better track results across different groups using disaggregated data.

The household survey shows that the project is meeting the needs of target communities as well as feedback received from communities during field visits. A large majority of respondents, 96.15 percent, reported improvements in their livelihoods, and 100 percent had adopted at least one new livelihood practice. This includes agricultural techniques, livelihood diversification, and small business development, all of which reflect community aspirations. Health-related behaviours have also been widely adopted, with 98.6 percent of respondents noting positive changes, including reductions in malaria, diarrhoea, and malnutrition. The use of mosquito nets, latrines, and handwashing facilities shows that the project is responding well to public health needs.

The change stories collected during the last months further supports these findings. For example, Sara Naissonne, a 23-year-old woman, shared how the improved seeds she received from the Red Cross had better germination than the ones she used before. Despite limited rainfall, she was able to harvest good-quality maize and even save some for the next planting season. This shows how the project is helping families improve food security through climate-resilient agriculture.

Mr Chengeraï Aizeque, from Mossurize, explained how he learned to grow new vegetable varieties like onions, tomatoes, and lettuce, crops he had never cultivated before. He credited the training and seed support from the project for this change, which has expanded his farming knowledge and improved his yields.

Similarly, Mr Carlos Nguenha, also from Mossurize, described how he used to struggle to find seeds and relied on neighbours for chemical pesticides. Through the project, he received access to water, seeds, and training in agricultural techniques, including the use of local biopesticides. He now feels more independent and confident in his farming practices.

Disaster preparedness measures, such as early warning systems and participation in response teams, show that the project is addressing community concerns about risk and resilience. Climate adaptation actions like resilient housing and drought-resistant seeds are also being implemented, reflecting local environmental priorities.

The Resilience Star findings support the conclusion that the project is well aligned with community needs. Midterm scores show clear improvements in risk management, health, water and sanitation, and food security across nearly all communities. For example, communities like Mucombe and Madebunhana scored 7 or higher in these areas, indicating that interventions such as early warning systems, mosquito net distribution, and resilient seed provision are having a tangible impact. See figure below for Mucombe. However, dimensions like social cohesion and natural resource management remain weaker, suggesting that while the project direction is sound, additional emphasis on community support structures and environmental education could further strengthen outcomes.

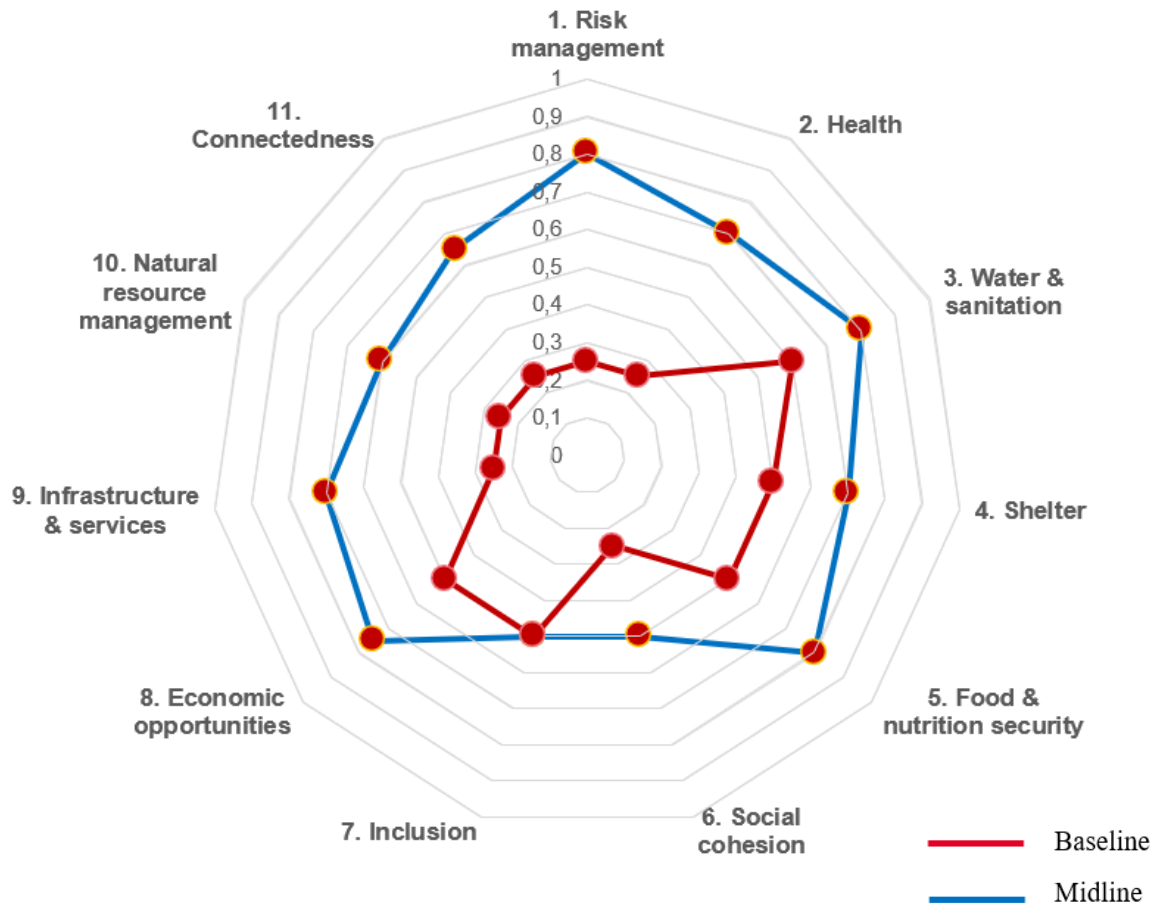


Figure 1. Resilience Star for Mucombe, with the red line indicating baseline status and blue line indicating midterm status.

Looking at the data collected, there is no indication that the project objectives need to change. Instead, the focus should be on speeding up implementation, especially for activities like simulation exercises and further livelihood diversification. The high awareness of sustainable practices, including agroforestry and organic fertilizers, confirms that the environmental components of the project are also relevant and well received. Overall, the project's activities are clearly aligned with the expressed needs and priorities of the communities.

**Question 2: How are the needs and priorities of diverse groups (e.g., women, youth, persons with disabilities) being addressed?**

The project shows a strong commitment to promoting equitable participation among diverse groups, including women, youth, and persons with disabilities. Gender and protection considerations are embedded in its design, and both men and women of all ages are actively involved in project activities. Women, in particular, hold leadership roles within community structures such as the Community Disaster Management Committee (CDMC) and Community Disaster Response Team (CDRT), frequently serving as vice directors. This reflects a positive step toward inclusive governance and community resilience.

However, the mid-term review reveals several areas where inclusivity could be strengthened. While the survey includes respondents across age groups, youth (aged 19–30) and older adults (over 71) are notably underrepresented, comprising only 20.28% and 5.94% of the sample, respectively. Additionally,

while the project includes persons with disabilities in its scope, there is no disaggregated data available to assess their specific engagement or outcomes. This lack of detailed evidence limits the ability to evaluate whether their needs are being met effectively.

Gender-specific trends also emerge in the data. Women are more likely than men to implement only one preparedness measure, which may reflect limited access to resources, differing household responsibilities, or gaps in targeted programming. Men, on the other hand, are significantly more likely to report using response kits and participating in evacuation assistance, which are critical components of preparedness. In terms of health outcomes, men are more likely to report a reduction in malaria, suggesting potential differences in exposure, access to preventive measures, or health-seeking behaviour.

When it comes to livelihood diversification, men show significantly greater awareness of practices such as beekeeping and the use of organic fertilizers. These differences may stem from unequal access to training or information. Youth and women are also less likely to implement multiple mitigation measures, with women more concentrated in the 1–2 measure range, while men show a broader spread across 1–5 measures.

The Resilience Star highlights consistent gaps in inclusion and social cohesion. Most communities scored below 6 in these dimensions, with some as low as 2.5. This suggests that while inclusive practices are part of the project design, they are not yet fully embedded in community structures. For example, decision-making often remains male-dominated, and formal support groups for vulnerable populations are largely absent. These findings reinforce the need for improved disaggregated data and targeted outreach. Strengthening the inclusion dimension within the Resilience Star tool itself could also help track progress more effectively across gender, age, and disability status.

Despite these gaps, the project's emphasis on inclusive practices such as promoting hygiene, health education, and sustainable livelihoods likely benefits persons with disabilities, even if their participation is not explicitly tracked. The widespread adoption of safe drinking water, domestic latrine use, and health education practices suggests that the project is fostering healthier and more resilient communities overall.

To enhance inclusivity, the project would benefit from improved data disaggregation by gender, age, and disability status. Tailored outreach and training for underrepresented groups, especially youth, elderly, and persons with disabilities, could help close participation gaps. Incorporating universal design principles in infrastructure and communication would ensure accessibility for all. Strengthening monitoring tools, such as the Resilience Star, to capture gender- and disability-specific insights would also provide a clearer picture of impact. Ultimately, while the project has laid a strong foundation for inclusive development, more targeted strategies and granular data are needed to ensure that all groups benefit equally.

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### ***Question 3: How are **community engagement and accountability** shaping the intervention to meet actual needs?***

Community engagement and accountability, especially through the CEA and PGI components, play an important role in shaping the project. Testimonies from workshops, field visits, and community members confirm that activities are based on local priorities and feedback. This participatory approach helps ensure that the project remains relevant and can adapt to changing needs. However, there is still room to improve how feedback is collected and used. Many mechanisms are informal and not yet systematically documented.

One example of how community feedback has influenced the project is the request for more water sources and better pump systems. These concerns have now been included in the updated plan for the remaining implementation period. Participation in early warning systems and disaster response teams also shows that communities are actively involved in preparedness efforts.

The story of Elias Jossias Mapinde, a resident of Chipopópo in Mossurize, illustrates how disaster preparedness training has made a difference. Elias shared that before the project, people did not know how to protect themselves during disasters and many suffered or even died. Now, thanks to the training and the formation of community groups, people know how to stay safe. They receive information through radio and mobile phones and help warn others to avoid risky areas during floods or cyclones. Elias explained that the community now listens and takes action, which was not the case before. This shows how knowledge and communication have improved, and how community members are taking responsibility for their own safety.

While Elias's story shows strong engagement and awareness in his community, it also highlights a minor inconsistency with the survey data. According to the survey, only 34 percent of respondents had adopted three or more preparedness measures, and participation in simulations and evacuation drills was low. This suggests that while some communities like Chipopópo may be highly engaged, others have not yet reached the same level of involvement. It points to the need for broader outreach and more consistent implementation of preparedness activities across all target areas.

Survey results also show that many people have adopted practices that improve livelihoods and health, which suggests that the project is responding well to community input. At the same time, the survey highlights areas with lower engagement, pointing to opportunities for deeper consultation and adjustment.

Resilience Star scores in risk management and connectedness show that community engagement is improving, but unevenly. While some communities like 25 Setembro and Ngurue have well-established early warning systems and trained committees, others still lack basic preparedness tools or communication access. Connectedness scores remain low in several areas, pointing to limited access to radio, TV, and internet. These gaps suggest that while community voices are shaping the project, more structured and inclusive feedback mechanisms are needed to ensure consistent engagement across all target areas.

Overall, the data and stories suggest that community voices are shaping the direction of the intervention. Continued dialogue and more structured feedback systems will help ensure that all groups are heard and that the project remains responsive to their needs.

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## Effectiveness

*Question 4: To what extent are the project's **objectives** likely to be **achieved** (as per the log frame)?*

The mid-term review of the project reveals a generally positive trajectory, even though several indicators are lagging or unevenly distributed across demographic groups. Encouragingly, the survey highlights strong behavioural shifts, with widespread adoption of new health and livelihood practices. Communities report feeling more resilient, citing improvements in both health and economic conditions. Institutional capacity has also grown, evidenced by the broad implementation of early warning systems and sanitation infrastructure. The Crisis Modifier Fund was also activated for drought response using seed vouchers, an example of adaptive programming that aligns with the project's objectives.

However, operational inefficiencies, particularly in procurement and financial management, are hampering progress. While CVM and the project team have initiated corrective measures, further administrative reforms are essential to maintain momentum and ensure timely delivery of activities.

Below is an analysis of progress in five key areas of the project: community preparedness, mitigation capacity, sustainable livelihoods, health and WASH.

## Strengthening community preparedness

This objective is currently off track. Only 34% of respondents have adopted three or more preparedness measures, far below the 75% target. Early warning systems are the most commonly implemented (68.5%), but participation in simulations (19.2%) and evacuation assistance (29.7%) remains low. These activities have only reached select communities, limiting exposure and practice. Engagement is especially low among youth and women just 16.7% of females under 18 and 23.8% of males aged 19–30 have participated. Nearly half of respondents have implemented only one preparedness measure. To improve outcomes, simulations and drills must be expanded to all communities, with tailored outreach planned for youth and women in 2026.

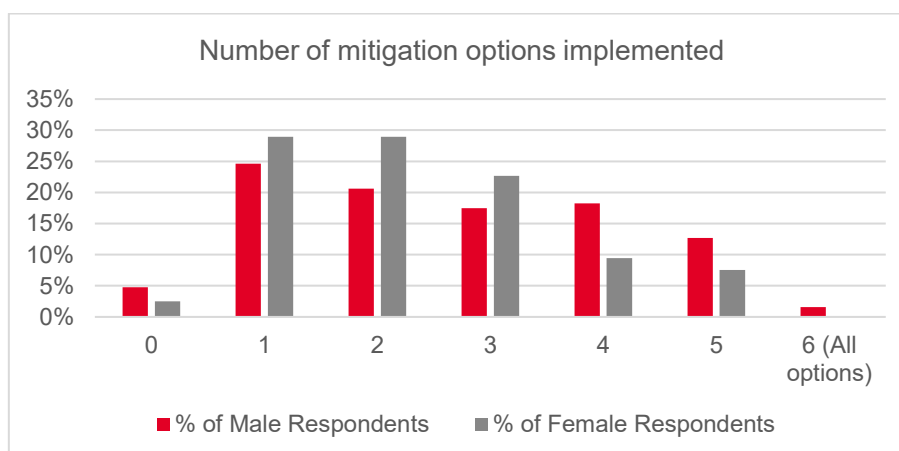
Table 1. Most commonly implemented preparedness measures

Measure	Percentage
Early warning systems	68.5%
Participation in CDRT	36.7%
Use of response kits	36.4%
Evacuation assistance	29.7%
Participation in simulations	19.2%
Distribution of materials	5.9%

The Resilience Star findings confirm that the project is making progress toward its objectives, particularly in health, livelihoods, and preparedness. Midterm scores in food and nutrition security rose significantly in most communities, supporting survey data on improved agricultural practices and economic conditions. However, preparedness remains uneven. For example, simulation participation and evacuation assistance are still low in several communities, as reflected in both the survey and Resilience Star scores. Expanding these activities and reinforcing training in underperforming areas will be key to achieving the 75% target for preparedness.

## Improving mitigation capacity

Progress on mitigation is somewhat on track. About 65% of respondents have adopted three or more mitigation measures, nearing the 75% goal. Evacuation assistance (66.4%) and latrine use (65.7%) are the most common practices. However, limited access to simulations and drills continues to hinder behavioural reinforcement. Youth and women again show lower adoption rates, and soil erosion control is nearly absent, with only 2.4% uptake. Scaling up mitigation efforts and ensuring equitable access to infrastructure and training will be key to closing these gaps.



Graph 1. Number of mitigation options implemented

Gender influences adoption levels, as shown in graph 1. Women are more likely to implement 1–2 mitigation measures. Men show a more even spread across 1–5 options, with slightly more reaching 4–5 measures.

### *Promoting sustainable livelihoods*

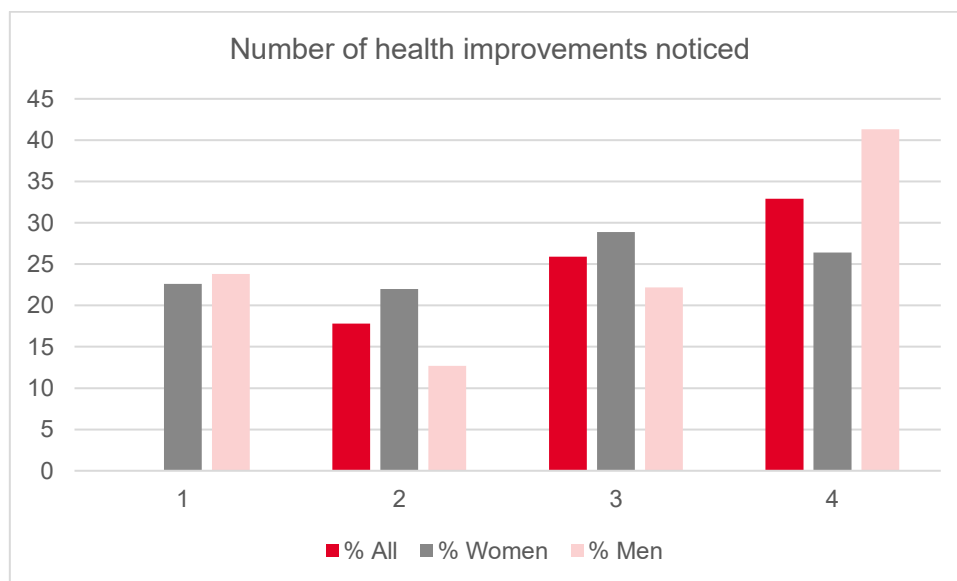
This objective is on track. All respondents in the survey had adopted at least one new livelihood practice, surpassing the 75% target, and 99% report positive changes in their economic situation. Popular practices include new agricultural techniques (59.8%) and small savings initiatives (38.5%). Nonetheless, business creation remains low among youth and the elderly, and there’s a gender gap in awareness of certain diversification methods, with males showing greater familiarity. Despite these challenges, the strong adoption and positive perceptions suggest this goal is well within reach.

*Table 2. Overall adoption of sustainable livelihood practices*

Practices Adopted	Percentage
0	4.5%
1	40.9%
2	22.0%
3	14.7%
4	13.6%
5	3.8%
6	0.3%

### *Improving health outcomes*

Health-related objectives are also on track. Every respondent has adopted at least one new health practice, and all report improvements in their health status—exceeding the 90% target. Malaria reduction (82.9%) and decreased incidence of diarrhoea (75.9%) are the most commonly noted benefits. However, disparities persist. Males report greater awareness of malaria improvements, and perceptions of diarrhoea reduction vary significantly by age. Still, the high levels of adoption and perceived benefits indicate solid progress.



*Graph 2. Number of health improvements noticed*

The graph illustrates clear gender differences in how respondents perceived health improvements. While most respondents noticed multiple improvements, men were significantly more likely than women to report all four listed improvements (41.3% of male respondents compared to 26.4% of female respondents). Women were more likely to report noticing two or three improvements, suggesting that while they are experiencing positive changes, they may not be perceiving the full range of benefits to the same extent as men. This gap could reflect differences in access to health information, services, or decision-making roles within households due to cultural norms in these communities. The findings highlight the importance of ensuring that health interventions are equally visible, accessible, and relevant to both women and men.

### *Enhancing WASH Practices*

Progress on WASH (Water, Sanitation, and Hygiene) is mixed. Infrastructure targets have been met or exceeded 100% of respondents report access to safe drinking water and domestic latrines. However, knowledge and behaviour indicators are lagging. Handwashing knowledge stands at 74%, malaria signs awareness at 62%, bed net usage at 56%, and malnutrition signs knowledge at just 39%. These figures fall short of their respective targets. Bed net usage is particularly inconsistent among youth and older men where culturally women and children are prioritized to sleep under nets. To address these gaps, continued targeted reinforcement through community health volunteers and inclusive education campaigns is needed.

*Table 3. Overall bed net usage*

<b>Response</b>	<b>Percentage</b>
All slept under bed nets	55.9%
Majority slept under bed nets	19.6%
Few slept under bed nets	17.1%
None slept under bed nets	7.3%

Over half of households reported full bed net usage, but nearly a quarter had few or no members using them. When looking at how malaria awareness effects bed net usage, the survey findings showed that those who did not use bed nets were more likely to have low malaria awareness: 62% of non-users had low awareness, compared to 36% among users. The difference is not statistically significant, but it's close to the threshold.

### **Sustainability**

**Question 5: To what extent is *collaboration with local authorities and partners* laying a solid foundation for improved project *sustainability*?**

The PREPA project continues to demonstrate potential for sustainability through a combination of community engagement, institutional collaboration, and strategic planning. One of the most promising indicators is the growing sense of community ownership over WASH infrastructure. Families are actively contributing to latrine construction by building superstructures themselves, which not only reduces costs but also fosters a deeper commitment to maintaining these facilities. WASH committees, meanwhile, are being linked to district water technicians, creating a reliable support system for ongoing maintenance and technical assistance.

To further strengthen infrastructure longevity, the recent learning workshop emphasized the importance of developing maintenance plans and community contribution mechanisms for boreholes and water systems. These plans are critical to ensuring that infrastructure does not deteriorate once external support tapers off. The project's approach to sustainability is also reflected in its exit strategy, which is framed not as a withdrawal but as a transition toward continued support for community structures and CVM

capacity. This phased approach acknowledges the realities of long-term development and prioritizes local ownership and institutional resilience.

The Resilience Star shows that infrastructure and service-related dimensions have improved in most communities, with scores rising from below 3 to above 7 in places like Mucombe and 25 Setembro. This suggests that collaboration with local authorities is translating into tangible improvements. However, natural resource management scores remain low, indicating that environmental sustainability is still an area to focus on. See example from Chaiva community Resilience Star below. Strengthening partnerships focused on ecological education and enforcement of resource use norms could help address this gap and ensure long-term resilience.

Challenges to sustainability remain. Delays in procurement and financial management have been flagged as risks, and while digitization and training are underway to address these issues, they require ongoing attention. The temporary absence of a CVM Finance Director during 2024 also impacted financial oversight, highlighting the need for succession planning and boosting of internal systems.

Environmental sustainability is another key focus area. The project is promoting nature-based solutions such as agroforestry and erosion control using native species. Collaboration with the University of Zambezia has ensured that these species are locally appropriate, reducing the risk of introducing invasive flora and enhancing ecological resilience.

Collaboration with local authorities and partners is laying a solid foundation for improved project sustainability. Partnerships with the Swedish Red Cross, Eduardo Mondlane University, and local governments are helping to build durable systems for risk reduction and response. The introduction of digital financial and administrative systems like Red Rose is increasing efficiency and transparency, while capacity-building efforts in financial management and project monitoring are equipping institutions to carry forward the work beyond the current project cycle

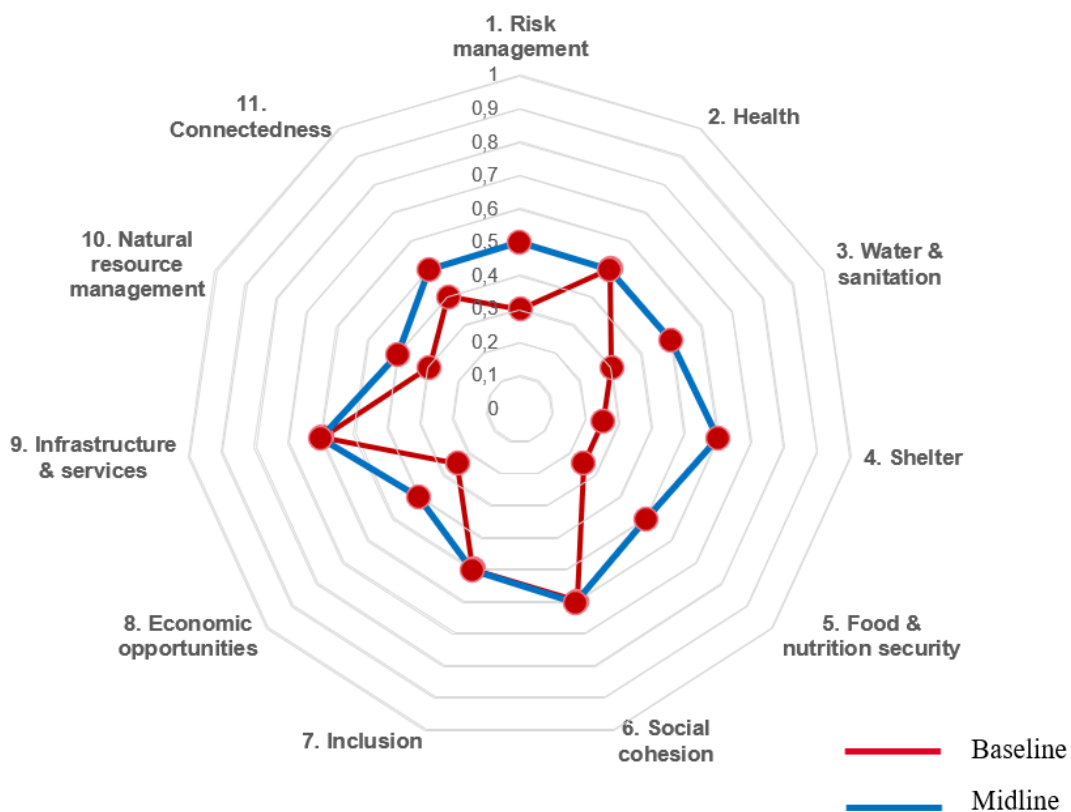


Figure 2. Resilience Star for Chaiva, with the red line indicating baseline status and blue line indicating midterm status.

## Recommendations

Based on the findings of the mid-term review, a set of recommendations were developed:

**Recommendation 1. Improve financial and administrative efficiency by digitizing systems, ensuring timely payments, and securing supplier agreements to avoid delays.**

*Rationale: The review highlights delays in procurement and financial management as key risks, and recommends digitization (e.g. RedRose system), timely disbursement of funds, and pre-contractual agreements to improve efficiency and continuity of activities.*

**Recommendation 2. Strengthen infrastructure and service delivery by expanding water access, promoting irrigation, and establishing maintenance plans for long-term use.**

*Rationale: Communities requested expanded water access and irrigation support, and the learning workshop emphasized the need for maintenance and sustainability plans for WASH infrastructure to ensure long-term functionality and ownership.*

**Recommendation 3. Promote inclusive participation by identifying barriers through targeted sessions and ensuring women have equal access to tools, training, and decision-making.**

*Rationale: The review found that women and youth are less engaged in preparedness and mitigation activities and recommended targeted PGI and CEA sessions to identify barriers and promote equitable participation.*

**Recommendation 4. Adapt livelihood support to different age groups by offering entrepreneurship training for youth and safe, accessible options for older adults.**

*Rationale: Survey data shows lower engagement in livelihood diversification among youth and elderly, and the report recommends tailoring support to age-specific needs to improve inclusion and impact.*

**Recommendation 5. Enhance health outcomes by using community health champions and participatory tools to link knowledge with daily routines and track behaviour change.**

*Rationale: The review identifies gaps in health knowledge and behaviour (e.g. handwashing, malaria awareness) and recommends using community health workers and participatory methods to reinforce behaviour change and improve adoption.*

## Annexes

### Logframe with updated actual

Objective/Outcome/Output	Indicator	Baseline	Target	Achievements	
				Midterm 2025	Deviation
<b>General objective</b>	% increase observed and exemplified in community-prioritized community resilience dimensions according to the Roadmap for Resilience Tools	3000	100%	NA	
<b>Outcome 1: Disaster risks / natural hazards</b>	% of women, men, girls and boys who have implemented at least 3 preparedness and response measures	0	75%	42%	-44%
	% of women, girls, men and boys who have implemented at least 3 mitigation measures related to climate change adaptation and disaster risks	0	75%	69%	-8%
<b>Output 1.1</b>	Number of women, men, girls, and boys participating in EVCA (including risk mapping) in each community	0	150	150	0%
	% of target communities that have implemented small-scale sustainable mitigation measures, including NbS, from their community action plans	0	100%	100%	0%
<b>Output 1.2</b>	% of target communities with contingency plans developed with the support of local CVM volunteers	0	100%	100%	0%
	Number of community-based disaster response teams (CDRT) trained in the use of tools and equipment	9	15	15	0%
<b>Output 1.3</b>	Number of women, men, girls, and boys who participated in early action simulation exercises implemented in their communities	0	270	180	-33%
<b>Outcome 2: Livelihoods</b>	% of women, men, girls and boys who perceive a positive change in their livelihoods due to new practices and/or techniques	0	75%	100%	33%

				Achievements	
Objective/Outcome/Output	Indicator	Baseline	Target	Midterm 2025	Deviation
	% of women, men, girls and boys who have adopted at least one new practice and/or technique aimed at strengthening sustainable livelihoods	0	75%	100%	33%
<b>Output 2.1</b>	# and examples of livelihood initiatives taken in target communities	0	5	5	0%
<b>Output 2.2</b>	% of women, men, girls and boys who can identify three ways to diversify livelihoods in an environmentally sustainable way	40%	90%	92%	2%
<b>Output 2.3</b>	# and example of new practices and techniques made available to target communities	0	5	5	0%
<b>Outcome 3: Health and WASH</b>	% of women, men, girls and boys who perceive a positive change in their health status due to the adoption of new behaviours	0	90%	100%	11%
	% of women, men, girls and boys who have adopted at least one new practice aimed at improving their health status	0	75%	100%	33%
<b>Output 3.1</b>	% of women, men, girls and boys in the target communities who have access to safe drinking water	51%	80%	69%	-14%
	% of women, men, girls and boys in the target communities consuming safe drinking water	45%	80%	100%	25%
	% of women, men, girls and boys in the target communities who have access to a domestic latrine with handwashing facilities	41%	100%	41%	-59%
	% of women, men, girls and boys in the target communities using domestic latrines	41%	100%	100%	0%
<b>Output 3.2</b>	% of women, men, girls and boys who can correctly identify at least three critical moments for handwashing	66%	90%	71%	-21%
	% of women, men, girls and boys who can correctly identify at least 3 signs of malaria	48%	90%	68%	-24%
	% of households members who have access to bed nets	48%	100%		-100%

				Achievements	
Objective/Outcome/Output	Indicator	Baseline	Target	Midterm 2025	Deviation
	% of households reporting all member households slept under a hammock the night before	48%	100%	53%	-47%
<b>Output 3.3</b>	% of women, men, girls and boys who can correctly identify 3 signs of malnutrition	45%	90%	43%	-52%
<b>Outcome 4: Response and resilience programming capabilities</b>	% of improved PER benchmarks within the 37 components reviewed in the CVM response system cyclical assessment	N/A	50%		-100%
	% of CVM's headquarters and branches that improved their score in the self-assessment of the community's resilience capacity at the end of the project	N/A	100%		-100%
<b>Output 4.1</b>	The PER work plan is developed during 2023 and revised in 2025	0	2		-100%
<b>Output 4.2</b>	The Simplified Early Action Protocol on Cholera has been developed, approved, and disseminated by 2024	0	1		-100%
	Examples and Lessons Learned from the Activation of the Simplified Early Action Protocol for Cholera	0	Examples and lessons learned reported		
<b>Output 4.3</b>	Crisis modifier fund has been developed and approved until 2024	0	1	2	100%
	Examples and Lessons Learned from the Application of the Crisis Modifier Fund	0	Examples and Lessons Learned Reported		
<b>Output 4.4</b>	% of CVM's governance, employees and volunteers who participated in the Roadmap for Community Resilience training	0	70%		-100%
	# of examples of awareness/advocacy sessions with local government and other stakeholders	0	6		-100%

## Terms of Reference

# Terms of Reference (TOR) for: Internal Midterm Review of the PREPA project, Mozambique

## 1. Summary

- 1.1. Purpose:** To measure progress against the project's objectives, identify lessons learned (both positive and negative) from the project implementation to date and to formulate actionable recommendations for improving the remaining part of the project.
- 1.2. Audience:** CVM (senior management and staff) at HQ and Manica Provincial Branch, SRC (country office staff and technical advisors at SRC HQ)
- 1.1. Timeframe:** 15 August – 31 October 2025
- 1.2. Methodology summary:** A mixed-methods approach will be applied to ensure a comprehensive understanding of the project's performance, outcomes, and lessons learned. Four primary data collection methods will be used: desktop review, household surveys, Resilience Star workshops with target communities and Participatory Project Review learning workshop with CVM project staff and volunteers, as well as SRC staff.
- 1.3. Location:** Mocimboa do Batuque - Maputo - Manica Province – Chimioio – Sussundenga – Mossurize - Machaze

## 2. Background

The Mozambique Red Cross (CVM), with support from Swedish Red Cross, is implementing the PREPA Project aimed at strengthening climate-resilient and sustainable livelihoods, disaster risk reduction, climate change adaptation, and improved health and WASH services. The project integrates Protection, Gender, and Inclusion (PGI) and Community Engagement and Accountability (CEA) approaches to ensure inclusive, participatory, and context-sensitive interventions.

The project invests in CVM's organizational and technical capacity across headquarters, provincial branches, delegations, and communities, ensuring delivery of quality community-based resilience projects for sustainable long-term change. Engagement with local authorities and stakeholders, through awareness raising and advocacy, further strengthens support for community-based resilience needs, including mitigation, preparedness, and response.

The project has four key outcomes, as described below:

### *Outcome 1: Disaster risks/natural hazards*

- Increased community capacities to cope with, mitigate, prepare for, and respond to climate change and natural hazards.
- Evidence of adoption of early warning and preparedness measures.

#### *Outcome 2: Livelihoods*

- Progress in improving and diversifying climate-resilient and environmentally sustainable livelihood opportunities.
- Use of new techniques, practices, and nature-based solutions.

#### *Outcome 3: Health and WASH*

- Improvements in health status, nutrition, hygiene practices, and awareness of health risks linked to climate change.
- Enhanced ability to detect and respond to hazards and outbreaks at community level.

#### *Outcome 4 (Enabling): Response and resilience programming capacities*

- Strengthened technical and organizational capacities of CVM governance, staff, and volunteers.
- Integration of PGI and CEA in project design and implementation.

At midterm, the project seeks to reflect on progress, identify lessons learned, and adapt strategies for improved results in the remaining implementation period.

### **3. Evaluation Purpose & Scope**

#### **3.1. Purpose**

The purpose of the mid-term review is to measure progress against the project's objectives, identify lessons learned (both positive and negative) from the project implementation to date and to formulate actionable recommendations for improving the remaining part of the project.

It will support **management** by providing evidence to inform the design and implementation of upcoming activities. It will promote **learning** by identifying key lessons—both strengths and areas for improvement—that can enhance future programming and strategic direction. Finally, it will serve **accountability** purposes by reviewing whether the project is on the right track to meet its objectives in accordance with agreed-upon standards, commitments, and the principles of the International Red Cross and Red Crescent Movement.

The findings will be used for learning by CVM and SRC to strengthen the current project and inform future initiatives. Based on the findings and recommendations from this review, CVM and SRC may revise the project's activity plan, budget, and/or logframe as needed to ensure the project remains on track to achieve its objectives.

The primary audience for the review is:

- CVM (senior management and staff) at HQ and Manica Provincial Branch
- SRC (country office staff and technical advisors at SRC HQ)

Secondary users of this review are:

- The target communities
- Donor partners (The Swedish Embassy)
- CVM partners such as other Red Cross and Red Crescent Movement partners

#### **3.2. Scope**

The following will be assessed in the review: the PREPA project, including all its four objectives, from the start of implementation 2023 to August 2025. In terms of geographic scope, the review will encompass all target locations where the project is implemented, including CVM HQ and the targeted communities in Sussundenga, Mossurize and Machaze.

## 4. Evaluation Criteria & Questions

### 4) Relevance

*Question 1: To what extent is the project addressing the **identified needs and priorities** of the target communities? Is there a need to change programme implementation and/or direction?*

*Question 2: How are the needs and priorities of **diverse groups** (e.g., women, youth, persons with disabilities) being addressed?*

*Question 3: How are **community engagement and accountability** shaping the intervention to meet actual needs?*

### 5) Effectiveness

*Question 4: To what extent are the project's **objectives** likely to be **achieved** (as per the log frame)?*

### 6) Sustainability

*Question 5: To what extent is **collaboration with local authorities and partners** laying a solid foundation for improved project **sustainability**?*

## 5. Evaluation Methodology

The review will be conducted internally by CVM with technical support from SRC and IFRC. A mixed-methods approach will be applied to ensure a comprehensive understanding of the project's performance, outcomes, and lessons learned. Four primary data collection methods will be used:

**Desktop review** of key project documentation such as project monitoring reports and monitoring tools, annual reports.

**Household survey**, quantitative data collection in targeted communities, measuring progress against the project's key indicators. Data collection will be done by trained volunteers and staff, using Kobo and later analysed by CVM PMER staff.

**Resilience Star** workshops with community members, applying qualitative data collection capturing participatory assessment of resilience capacities in selected communities. The Resilience Star is a participatory assessment and analysis tool developed by the IFRC. It helps communities and facilitators visualize and understand vulnerabilities, capacities, and risks across key dimensions of resilience. The tool is used in workshops with community members, where participants place cards or symbols on a star diagram to represent threats, capacities, and vulnerabilities. This visual format encourages inclusive participation and shared understanding.

**Participatory Project Review (PPR)** structured reflection workshop with staff, volunteers, identifying key project successes, challenges and recommendations. The workshop methodology will take its point of departure from the participatory project review method, a combination of methods drawing on key elements from, e.g., Empowerment Evaluation and The Most Significant Change Technique. In the workshop, participants (CVM project staff and volunteers, and SRC staff) produce and analyse the findings themselves, guided by a facilitator from IFRC. Therefore, the review itself is an activity that engages participants productively. The workshop provides a structure to elicit responses from participants in a confidential manner.

## 6. Deliverables and proposed timeline

Time Schedule	Activities	Deliverables
15 August – 5 September	KOBO collection of data and Resilience Star	KOBO data set for project indicators.

11-12 September	Participatory Project Review workshop	Updates Resilience Stars for each community. PPR workshop report.
15–26 September	Data analysis and compilation of draft reports	Survey report with key findings presented. Draft report.
29 September – 17 October	Drafting mid-term review report	
20-24 October	Inputs from key staff on draft report.	
27-31 October	Finalizing mid-term review report	Final report ready.

## Household survey questionnaire

### General Information

**Question:** Gender of the respondent

**Question:** Age of the respondent in years

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### Preparedness Measures

**Question:** What preparedness measures have you implemented

- Participation in the CDRT
  - Use of response kits
  - Participation in simulations
  - Early warning systems information follow-up
  - Participation in the distribution of materials
  - Assistance in the evacuation of people
- 

### Mitigation Measures

**Question:** What mitigation measures have you implemented

- Participation in the CDRT
  - Use of response kits
  - Participation in simulations
  - Early warning systems information follow-up
  - Participation in the distribution of materials
  - Assistance in the evacuation of people
  - Use of latrines
  - Usage of hand washing facilities
  - Soil erosion control participation
- 

### Perceptions and Practices

**Question:** Do you perceive a positive change and/or techniques

**If yes,**

**Question:** What new practices and opportunities have you adopted

- Implementation of new agricultural techniques
- Creation of small business
- Business expansion
- Small cash savings
- Diversification of livelihoods by combining activities
- Diversification of livelihoods by combining activities (1)
- Diversification of livelihoods by combining activities (2)

**Question:** Do you perceive a positive adoption of new behaviors

**Question:** If yes, which results have been adopted

- Reduction of malnutrition
  - Reduction of malaria diseases
  - Reduction of cases of diarrhea
  - Improvement of the household environment
- 

### Health and Hygiene Practices

**Question:** What new practices and habits have you adopted

- Good practices of individual and collective hygiene
  - Early use of health services
  - Good nutritional practices
  - Consuming safe drinking water
  - Proper use of sanitation facilities
- 

### Environmental Knowledge

**Question:** How many ways to diversify sustainable practices do you know

- Reforestation in case of tree cutting
- Agriculture and forestry (agroforestry systems)
- Beekeeping and agriculture

- Manufacture and use of organic fertilizer
- 

### **Water and Sanitation**

**Question:** Are you consuming safe drinking water

**Question:** Are you using domestic latrines

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### **Critical Hygiene Moments**

**Question:** How many critical moments from the list below do you know

- After defecating
  - After handling faeces or cleaning the child
  - After cleaning the nearby environment
  - Before preparing food
  - Before eating food
- 

### **Malaria Awareness**

**Question:** How can you correctly identify the signs of malaria

- Fever and weakness with headache
  - Body ache
  - Chills
  - Abdominal pain
  - Back pain
  - Dizziness
  - Nausea and vomiting
- 

### **Bed Net Usage**

**Question:** How did members of your household use bed nets last night

- All slept under bed nets
  - Majority slept under bed nets
  - Few slept under bed nets
  - None slept under bed nets
- 

### **Malnutrition Signs**

**Question:** Which signs of malnutrition from the list below do you recognize

- Dryness of the skin and mouth
- Blemishes on the body
- Joint pain or bruising
- Hair loss
- Brittle nails
- Night blindness

## Participatory project review workshop presentation

# Revisão participativa do projeto (PPR)

Guia passo a passo



## Conteúdo

- Introdução ao método de revisão participativa de projetos
- Como fazer uma PPR
  1. Cronograma
  2. Sucessos
  3. Desafios
  4. Recomendações e planeamento de ações



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## Revisão participativa do projeto (PPR)

- Abordagem participativa para a recolha de dados qualitativos que podem ser quantificados.
- **Questões-chave**
  - O que aconteceu?
  - Que diferenças ou mudanças isso causou?
  - O que deve ser feito no futuro?
- Os participantes analisam coletivamente as respostas para identificar resultados, conclusões e recomendações.



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## Revisão Participativa do Projeto

### Pontos fortes

- Pode ser usado para informar a implementação do projeto – ou para avaliar os resultados do projeto (início, meio ou fim do projeto)
- Promove a compreensão e a apropriação
- As recomendações identificadas têm mais probabilidades de ser bem-sucedidas.

### Pontos fracos

- Inadequado para uma avaliação «objetiva» e independente
- Inadequado para populações com baixos níveis de literacia.
- Pode ser dominado por vozes mais poderosas no grupo (o que pode ser reduzido com técnicas de facilitação).

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## Quatro passos



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### Passo 1. Linha do tempo histórica

- Cada participante recebe duas folhas de papel
- **Escreve um evento significativo que ocorreu no projeto** (um em cada folha). Pode ser uma atividade ou um resultado, algo que considere digno de nota.
- Não escreva nomes nos cartões.
- Cole os seus cartões na parede, ao longo da linha do tempo.

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## Passo 2: Sucessos

- Cada participante recebe duas folhas de papel
- **Escreva um sucesso significativo com o qual se pode aprender neste projeto** (um por folha).
- Não escreva nomes nos cartões.
- Cole os seus cartões na parede

Public



## Passo 3: Desafios

- Cada participante recebe duas folhas de papel
- **Escreva um desafio significativo com o qual aprendeu neste projeto** (um por folha).
- Não escreva nomes nos cartões.
- Cole os seus cartões na parede

Public



## Passo 4a: Recomendações

- Cada participante recebe duas folhas de papel
- **Analise os sucessos e desafios priorizados. Se você fosse realizar um projeto semelhante no futuro, qual seria a sua recomendação?** (uma por folha). **Para uma avaliação intercalar: qual seria a sua recomendação para a continuação do projeto?**
- Não escreva nomes nos cartões.
- Cole os seus cartões na parede

Public



## Passo 4b: Planeamento de ações

- Para cada recomendação, os participantes desenvolvem as ações necessárias, descrevendo claramente:

- A ação necessária
- Pessoa responsável
- Prazo de execução

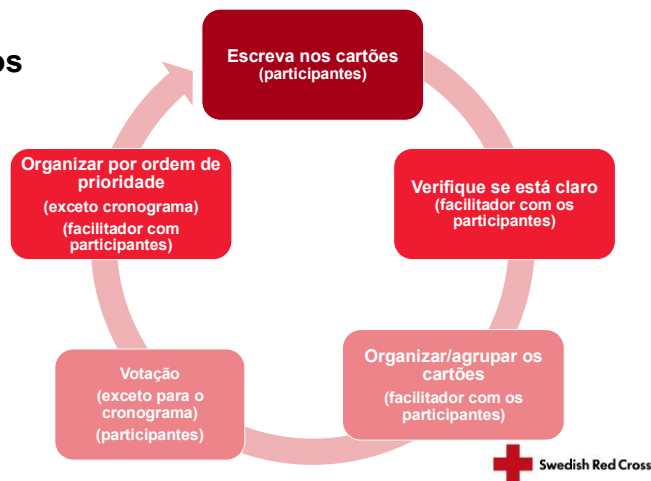
Recomendação	Ação a ser tomada	Pessoa responsável	Prazo
R1	Ação 1	Nome	Dia Mês Ano
R2	Ação 2	Nome	Dia Mês Ano
R3	Ação 3	Nome	Dia Mês Ano

- **Para um projeto em andamento:** O plano de ação é então usado para atualizar/rever os documentos de planeamento do projeto, conforme necessário.
- **Para um projeto que já foi concluído:** O plano de ação é utilizado para abordar questões para um projeto futuro ou novo.



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### Como implementar os passos 1- 4



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## Resilience Star questions

Each community assessment covers the following **11 dimensions of resilience**:

1. **Risk Management** – Community knowledge and systems for managing risks.
2. **Health** – Access to health services, disease prevention, and traditional practices.
3. **Water & Sanitation** – Availability of clean water, latrines, and hygiene practices.
4. **Shelter** – Housing quality, materials, and construction knowledge.
5. **Food & Nutrition Security** – Agricultural practices, food access, and storage.
6. **Social Cohesion** – Community support structures and mutual aid.
7. **Inclusion** – Participation of women, youth, elderly, and persons with disabilities.
8. **Economic Opportunities** – Livelihoods, market access, and income generation.
9. **Infrastructure & Services** – Access to public services like schools, health posts, and roads.
10. **Natural Resource Management** – Sustainable use and protection of natural resources.
11. **Connectedness** – Access to communication tools and information networks.

For each dimension, the following types of information are typically collected:

- **Score (0–10)**: A numeric rating of resilience for that dimension.
- **Reasoning for Score**: A qualitative explanation of why the score was assigned.
- **Vulnerabilities and Capacities**: Listed using coloured cards (e.g. pink for vulnerabilities, green for capacities).
- **Summary and Discussion Points**: Narrative insights from community discussions.