



## Fact Sheet

# Evaluation of the Swiss Cooperation Strategy Mozambique 2012 – 2016

### 1. Evaluations at SDC

The Evaluation and Corporate Controlling Division is responsible for the execution of independent thematic and institutional evaluations, country and regional strategy evaluations with participation of peers and for drafting effectiveness and accountability reports.

### 2. Objectives and Scope of the Evaluation

This evaluation analyses Switzerland's cooperation with Mozambique as defined in the related Swiss Cooperation Strategy (CS) 2012 - 2016. Its overall goal is "Switzerland supports Mozambique in its fight against poverty and its transition to a politically and economically inclusive society through the promotion of rural employment and income, domestic fiscal resource mobilization, improved delivery of quality public service, and reinforcement of civil society".

The total CS Mozambique 2012 - 2016 budget amounts to around CHF 163.0 million which includes interventions in Economic Development, Local Governance, Health and General Budget Support.

Additionally, the Mozambique programme includes SDC's Global Programmes in food security, climate change, water and health, as well as various global initiatives of SECO in the domain of macroeconomic support

The main objectives of the cooperation strategy evaluation are to assess the relevance and coherence of the Swiss development cooperation with regard to national development priorities and the Parliamentary Message on Switzerland's International Cooperation.

### 3. Methodology

The strategy evaluation is in line with SDC's evaluation policy and its related concept.

The evaluation report is structured according to the four Evaluation Areas (EA): EA1 Context analysis, EA2 Relevance and appropriateness of program portfolio, EA3 Implementation of

the CS and its portfolio, and EA4 Results of the CS in relation to the results at the country level.

The terms of references define 11 standard questions which are addressed in all cooperation strategy evaluations.

Additionally, the Embassy/Swiss Cooperation Office and the East and Southern Africa Division suggested priority questions such as the consequences of the "boom" in natural resources exploration or the relevance of the complementary measures financed by SECO.

### 4. Main Results of the Evaluation

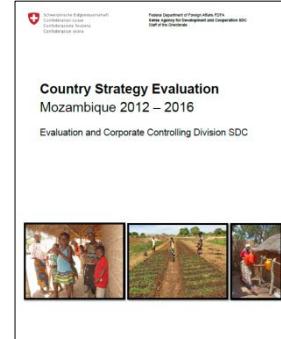
EA1: The CS Mozambique is highly aligned with country priorities and policies.

The political context is characterized by mounting tensions in the FRELIMO-RENAMO conflict over power sharing after two decades of relative peace, by internal power struggles in the ruling party, and by the near total control of FRELIMO over politics, administration, and the economy.

The economic situation is challenged by rising inequality despite a decade of strong GDP growth, the accumulation of significant debt burden due to expansive investment behavior and increasing commercial lending. Global developments in the extractive sector and in Foreign Direct Investment (FDI) in agriculture increasingly influence Mozambique's economy.

EA2: The local governance domain portfolio is in an advanced state and shows a high level of consolidation.

The health domain heavily relies on the Health Sector Common Fund common fund (Prosaude) (75% of the budget). The need for reform of the common fund is acknowledged among SWAp partners but opinions differ on the prospect for success.



Private sector development moves towards a relevant agricultural portfolio, including policy engagement, on which the strategy can build in the future.

General Budget Support (GBS) has contributed to increased public spending in social sectors. The openness of Government of Mozambique to discuss policy issues appears to have declined, and the emphasis has shifted more and more towards a TA-oriented cooperation.

EA3: The SCO faced high staff turnover at NPO and management level. Cooperation with global programs is limited so far and could be expanded with mutual benefit.

EA4: The program is characterized by solid and consistent engagement and shows relevant achievements in all three domains. A number of innovations have emerged and some program components have good potential for up-scaling. The most relevant sustainability risks across the portfolio are the uncertainty how political support for decentralization will evolve.

## 5. Main Recommendations

The evaluation concludes with the following main recommendations:

Strengthening the strategic focus on decentralization and social accountability as the guiding thread can heighten the profile of the cooperation program and Switzerland's contribution.

The effectiveness of the health operations could benefit from (i) integrating health into a 'basic services' line of intervention together with WatSan; (ii) replacing (or at least significantly reducing) the Prosaude engagement through a more targeted facility to support district health services.

Considering the expected resource boom and the fast growing extractive sector, it is recommended to intensifying policy dialogue and technical assistance related to natural resource management, revenue management and reinvestment; (ii) gradually reducing GBS and exploring the potential transition to new lines of intervention such as e.g. sub-national budget support or municipal infrastructure; (iii) moving towards a more programmatic approach to addressing the challenges of large scale resource extraction at local, regional and national level.

Further strengthening management processes will support the implementation of the country program, including reinforcing monitoring and

steering mechanism, investing in NPO promotion, and proactively pursuing synergies with global programs and SDC thematic networks.

## 6. Implication for SDC

The head of SDC's regional cooperation and SECO's head of operations South East acknowledges the pertinent conclusions and recommendations of the evaluation. They recognize that the evaluation team was able to assess the strength, deficiencies, potential and risk of the Mozambique country programme.

The concerned operational units, under the lead of the East and Southern Africa Division, will be tasked to develop the new co-operation strategy taking into account agreed recommendations of the evaluation report.

## 7. Evaluation Team

Fritz Brugger and Rolf Kappel (ETH/NADEL) and the two SDC peers Ursula Läubli and Christoph Graf conducted the evaluation.

The evaluation has been published in the Swiss federal administration's database of external studies

(<https://www.admin.ch/gov/en/start/documentat ion/studies.html>). The publication of the evaluation report is intended to account for SDC's activities and share experiences with other development actors.