

**POST PROJECT EVALUATIONS
FOR THE
UNITED NATIONS DEMOCRACY FUND**

EVALUATION REPORT

**UDF-18-MOZ-794
Raising the Social and Political Profile of Youth in Mozambique**

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Disclaimer

The views expressed in this report are those of the evaluator. They do not represent those of UNDEF or any of the institutions referred to in the report. All errors and omissions remain the responsibility of the author.

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I. OVERALL ASSESSMENT

This report evaluates the project "Raising the Social and Political Profile of Youth in Mozambique". It was implemented by the Association Gender Links Mozambique (GLM), from 1 November 2020 to 31 October 2022, and benefited from a UNDEF grant of USD 198,000, including USD 18,000 allocated for monitoring and evaluation.

The project's main purpose was to increase the voice and enhance the engagement and representation of young people, particularly young women, in social and political platforms and decision-making processes within Mozambique. To achieve its objective, the project centred its interventions on local councils and developed partnership agreements with the municipal authorities in the provinces of Gaza, Sofala, Manica and Inhambane, thereby creating focal points in each province, represented by the Mayors and the Local Councillors.

The project focused on empowering 100 young people, aged 16 to 25, as youth councillors and enhance their skills to develop youth platforms and actively participate in key social and political discussions. This approach aimed to boost youths' self-confidence, inspire their peers, and transform young people's perception of their roles, and potential impacts, within their communities and national institutions. The initiative also sought to motivate youth councillors to join political parties and to persuade political platforms and government entities to welcome the perspectives of young individuals, supporting their active engagement in social and political dialogues. The project was implemented ahead of municipal elections which took place in October 2023.

Overall, the project had a very positive impact, successfully achieving its intended goals. Its strongest points are its relevance, impact, and sustainability. The evaluation identified a few aspects that may have been improved in the design phase, some shortcomings regarding the beneficiary selection and additional recommendations that may be used in future exercises.

The project was **relevant** and addressed a real need by empowering young individuals, particularly women, to enhance their participation in political decision-making processes and social debates. However, areas for improvement in the project design phase include the strategy for beneficiary selection, the measures anticipated to mitigate beneficiary turnover, and the level of involvement of political parties.

The project strategically aligned with the objectives of Gender Links Mozambique and demonstrated **coherence** with external frameworks focused on youth empowerment in the country. Furthermore, it introduced innovative approaches to the organization concerning youth empowerment in local governance processes.

The project activities successfully achieved the objectives and were executed as planned. The project **effectively** contributed to empowering young people to engage in social and political debates addressing youth challenges and exploring potential solutions. This led to notable shifts in perspectives on leadership models, understanding of governance structures, and dynamics within political parties.

The evaluation gathered evidence that fostering dialogue with municipal authorities and political parties heightened the interest and self-confidence of young individuals, encouraging their involvement in social and political platforms. Additionally, promoting dialogue between young individuals and government bodies, as well as political actors,

effectively motivated political entities to engage more actively with youth. This success is exemplified by the registration of 89 project beneficiaries (out of 100) with political parties during the project's implementation.

Despite the COVID-19 pandemic challenges and delays caused by travel restrictions and governmental sanitary regulations, the project objectives remained unaffected and even yielded unexpected outputs, contributing to enhanced results. Participants actively engaged in council activities, including community awareness campaigns led by local authorities, strengthening connections with mayors and local councillors, thus boosting the success of subsequent project activities.

The project **efficiency** and cost-benefit ratio were very satisfactory. The grantee was able to optimize existing resources and reduce costs. The activities were delivered on time and within the proposed budget. Moreover, the project was led by a qualified team known for its expertise in the field and solid experience in the project provinces and local authorities.

The project has generated positive **impact** by enhancing youth representation in social and political arenas at the local level. It has reshaped perceptions regarding youth potential to influence policy-making processes, resulting in the establishment of various platforms for youth participation and dialogue. Additionally, stakeholders widely recognize the project's role in influencing local authorities' perspectives on empowering youth for future leadership roles. As an unintended, yet positive, consequence stemming from the project's implementation, community radios have launched new programs dedicated to discussing political and social issues pertinent to youth, led by young individuals, thereby amplifying youth voices in public debate.

Sustainability was a key component of the project, with efforts made to ensure the lasting impact of its activities beyond the implementation period. Noteworthy examples of project sustainability include the ongoing integration of youth in municipal activities, and consultation groups (e.g., steering committees, municipal annual activity plans), as well as their active participation in political parties.

Overall, the "UNDEF brand" enhanced credibility and bolstered the legitimacy of local and political stakeholders, thereby motivating and strengthening their engagement in project activities. Due to its neutral standpoint and solid reputation, UNDEF contributed to empowering youth engagement in governance processes and influenced local authorities to adopt inclusive and participatory approaches towards youth involvement.

Some of the main recommendations and lessons learned identified in the evaluation are as follows:

- In the project design phase, involve the project's focal points at the province level in the development of the beneficiary selection process. Additionally, establish clear and objective selection criteria, and implement tools and mechanisms to track the application of these criteria across all project sites.
- Regular follow-up with project partners to monitor key activities, such as beneficiary selection, ensures accountability and maintain alignment with project objectives.
- The inclusion of political parties in the development and planning of activities during the project design phase could have further enriched the initiative's relevance and ensure a broader and more inclusive platform for youth participation in Mozambique's democratic development processes.

- Identify qualitative and quantitative indicators and baseline data that are specific, measurable, achievable, relevant and time-bound (SMART) at all levels (activities, outputs, outcomes and impact).
- The challenges posed by an unexpected event, such as the COVID-19 pandemic, underscored the importance of fostering strong connections with project stakeholders, adaptability, and proactive engagement.
- To ensure a shared understanding and alignment among all parties about project approaches and deliverables, establish clear Terms of Reference outlining project objectives and activities tailored to each stakeholder. This includes local partners, beneficiaries, and external consultants.
- In future projects, maintain the engagement of external observers to verify project milestones, enhancing accountability and ensuring continued empowerment of youth engagement in governance processes.

II. PROJECT CONTEXT AND STRATEGY

(i) Development context

In Mozambique, the youth¹, particularly young women, face significant challenges in accessing representation and decision-making roles within governmental and political institutions. Despite constitutional provisions and international commitments aimed at fostering gender equality and youth engagement², resistance to women's and youth participation in politics persists. Patriarchal norms and the entrenched practice of gerontocracy in political parties hinder young people's and women's involvement in politics, marginalizing and excluding them from formal political processes and structures.

Even though 79% of Mozambique population is below the age of 35³, youth representation in parliament currently stands at 16% of the Members of the National Parliament, with only 40 members out of 250. This disparity underscores the limited opportunities for young voices to advocate for youth-related issues, emphasizing a lack of inclusion in democratic institutions. While formal spaces for youth involvement in politics exist, such as youth parliaments and municipal community forums, these initiatives are often led by older members. This perpetuates the hindrance of youth influence and contributes to reduced self-confidence among young people in the political arena and decision-making.

“Despite being a significant part of the population, young people have not been proportionally represented in decision-making bodies, which means that their interests are not considered. The situation is even more serious when it comes to the representation of youth in democratically elected institutions which calls into question inclusive and participatory democracy.”

Institute for Multi-Party Democracy

Institute for Multi-Party Democracy, *MozParks newsletter - Club of Mozambique*, 18 August 2022.

¹ According to the National Youth Policy (*Boletim da República de Mozambique/2013*), youth are considered those between ages 15 and 35 years.

² Such as the CEDAW - Convention on the Elimination of All Forms of Discrimination Against Women.

³ Census 2017, National Institute of Statistics, Mozambique, 2017.

While women's representation in the national parliament has increased from 34.8% in 2007 to 42% in 2022⁴, disparities persist across different levels of government. Ministerial positions and notable roles at the federal and central levels may be occupied by women, yet their leadership at provincial and district levels remains disproportionately limited. At the district level, women hold only 21% of positions, while only 9% of municipal president positions are held by women, underscoring the enduring challenges⁵ of gender inequality in political representation.

Moreover, gender inequalities within Mozambican culture marginalize young women, hindering their active participation in social and political spheres. Despite governmental commitments to protecting women's rights, expressed through the ratification of the main international instruments and enactment of national legislation⁶, legal norms often fail to address the harsh realities faced by young women in society. High illiteracy rates, particularly among women⁷, hinder their access to opportunities and perpetuate their marginalization. Social norms that prioritize boys' over girls' education further compound these disparities, limiting young women's agency and participation in decision-making processes.

(ii) The project objective

The Association "Gender Links Mozambique" (GLM)⁸ implemented, from 1 November 2020 to 31 October 2022, the project "Raising the Social and Political Profile of Youth in Mozambique". The project addressed the lack of representation and opportunities to participate, particularly for young women, in key social and political platforms and decision-making processes. The grantee collaborated directly with local councils in four provinces - Gaza, Sofala, Manica and Inhambane. The total budget allocated for this project was USD 198,000, including USD 18,000 for monitoring & evaluation.

The major objective of the project was "to increase mobilization and engagement of young people, with a particular emphasis on women, in the participation in political decision-making processes and leadership of social and political debates and campaigns, on local and national issues, and to strengthen young people's voices on social and political platforms." The project contributed to the advancement of Sustainable Development Goals (SDGs) 5, 10, and 16.

More specifically, the project aimed to address systemic barriers by acknowledging the persistent lack of recognition and equal opportunities for youth and women. Young individuals, especially women, require enhanced skills, information, confidence, and opportunities to engage meaningfully in leadership and political decision-making at local and national levels.

⁴ Inter-Parliamentary Union (IPU) (www.ipu.org), Mozambique - Proportion of seats held by women in national parliaments, 2022.

⁵ Gender assessment for USAID/Mozambique - Country Development Cooperation Strategy, USAID, page 51, 2019.

⁶ Such as the principle of gender parity provided for in the Article 36 of the Constitution of the Republic; the southern African Development Community (SADC) Protocol on Gender and Development post 2015; the CEDAW - Convention on the Elimination of All Forms of Discrimination Against Women.

⁷ According to the 2017 Mozambican population census, the illiteracy rate stands at 39% out of a total population of 27,909,798 inhabitants. Of this population, 13,348,446 are men, with an illiteracy rate of 27.2%, while 14,561,352 are women, with an illiteracy rate of 49.8%.

⁸ The organization name changed, in December 2020, to "Gender and Sustainable Development Association (GSDA), GSDA – Development association (gsdassociation.org.mz).

To achieve its objective, the project centred its interventions on local councils and developed partnership agreements with the municipal authorities in the four provinces. The project focused on training young people as youth councillors in those project communities and enhance their skills to develop youth platforms and actively participate in key social and political discussions. This approach aimed to boost youths' self-confidence, inspire their peers, and transform young people's perception of their roles and potential impacts within their communities and national institutions.

The project also aimed to encourage the youth councillors to register in political parties and encourage political platforms and governmental bodies to be more open to the views of young people and to support their direct involvement in social and political discussions. The project was implemented ahead of municipal elections which took place in October 2023.

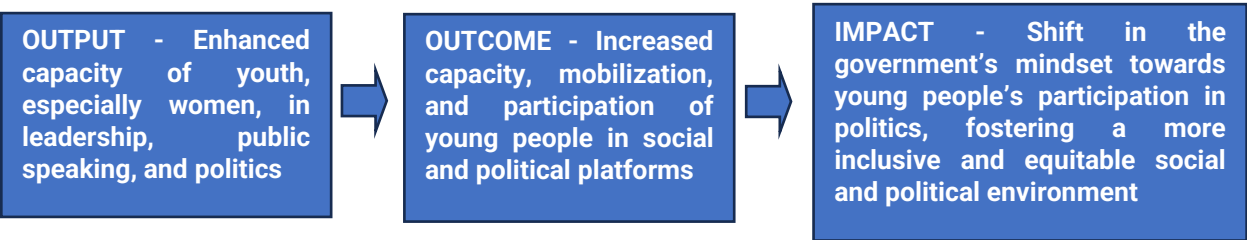
(iii) Project strategy and approach

Combining the different elements captured from the project documentation and consultations with the grantee, it is possible to reconstruct the project’s implicit Theory of Change (ToC) below in Figure 1.

The overarching premise of this ToC is that enhanced capacity of young individuals, especially women, in domains such as leadership politics, gender awareness, public speaking, and social media, further strengthened by their participation in key social and political debates, can enable them to engage effectively in social and political platforms, inspire their peers and change perceptions among young people and governmental bodies about their roles and potential impacts. This may lead to improved representation of youth in both local and national policies and decision-making processes.

This change was reached through training groups of young people as youth councillors, supporting their participation in radio debates and promoting engagement with political parties and local authorities. The project also sought to promote the integration of youth councillors into the activities of municipal authorities to support the inclusion of young people in municipal activities and the political arena.

Figure 1: Implicit Theory of Change



- Assumptions**
1. Youth and women are willing to have a voice in political sphere and influence decision-making.
 2. Local communities, government bodies, and political leaders in project areas are receptive to youth and women participation in social and political platforms.

The project included the following activities:

- **Youth councillor workshops** aiming at empowering youth by equipping them with the knowledge and skills necessary for effective engagement in social and political platforms.
- **Radio Discussion Forums** led by youth councillors.
- **Campaigns and local awareness events** run by youth councillors.
- **Support for youth political engagement** encouraging youth councillors to register with political parties and actively participate in political decision-making processes.
- **Video diaries** of youths to map qualitative changes in the attitudes of young people, towards actively participating in social and political debates and campaigns.

It had a geographical focus on four provinces of Mozambique: Gaza, Sofala, Manica, and Inhambane, specifically four local councils: Mandlakazi Village Council, Beira City Council, Chimoio City Council, and Massinga Village Council. The project beneficiaries were 100 prospective youth councillors (aged 16 to 25), ensuring that 80% of them were women.

III. METHODOLOGY

This evaluation draws on data collected from project documentation and relevant reports, supplemented by 17 Key Informant Interviews (KIIs) using a semi-structured guide; two Focus Group Discussions (FGDs) with 16 project beneficiaries from Sofala and Gaza provinces; and an online survey distributed among 40 project beneficiaries from the four project provinces. Different groups of stakeholders were involved in the evaluation, such as the grantee team, municipal authorities, project beneficiaries, and community radio managers.

The document review included the initial project document, Milestone Verification Reports (MVR) – prepared by a monitoring team from the local United Nations Resident Coordinator Office (RCO), as well as the project's narrative progress and financial utilization reports. Additionally, the desk review examined the needs assessment questionnaires, used by the grantee to select project beneficiaries, training manuals for prospective youth councillors, and reports from project consultants.

Despite the logistical challenges posed by Mozambique's vast geographical distances, the evaluation covered the four project provinces and the province of Maputo, where the grantee's headquarters is located. KIIs and FGDs were carried out in-person in Sofala, Gaza, and Maputo, while phone interviews covered Inhambane and Chimoio. The selection of Sofala and Gaza for on-site assessments was influenced by their distinct political and leadership contexts: Sofala is governed by an opposition party, while Gaza stands out as one of the five municipalities led by a woman. In Maputo province, the evaluator had the opportunity to meet with the grantee's project team and the UN's monitoring team from the RCO in Mozambique.

The online survey, aiming to assess the effectiveness and impact of the project activities across the four provinces, was launched via WhatsApp and email one week prior to the field mission, and collected responses over two weeks. The survey response rate was 57%, with representation from Manica, Inhambane, and Gaza provinces at 35%, 26%, and 35% respectively, while Sofala had a lower representation at 4%.

The grantee and local councillors supported the evaluator with the arrangement of interviews and FGDs, nevertheless they were not present during the discussions to allow key

stakeholders to share their experiences freely. The field mission included a presentation of the preliminary findings and conclusions to the grantee, inviting their active involvement in refining the evaluation's final conclusions and recommendations.

The evaluation faced a couple of limitations such as the unavailability of political party representatives and challenges in recruiting informed participants for the FGD⁹ in Gaza province. This was linked to the departure of some youth councillors from the province for education or work.

IV. EVALUATION FINDINGS

The evaluation findings presented below are based on a comprehensive analysis of the KIIs, FGDs and responses from the online survey. The evaluation focused on key questions anchored on the UNEG/DAC's evaluation criteria of effectiveness, sustainability, relevance, coherence, efficiency, and impact, supplemented by UNDEF's value added (see Annex 1: evaluation questions).

(i) **Relevance**

The evaluator gathered substantial evidence that **the project objectives addressed a real need by empowering young individuals, particularly women, to enhance their participation in political decision-making processes and social debates**. Moreover, the project's timing, launched prior to the municipal elections¹⁰, was particularly relevant. Nevertheless, the evaluation identified a few areas for improvement, notably in the strategy for selecting beneficiaries and the political parties' involvement during the project design phase.

All stakeholders unanimously acknowledged that the project addressed a real need identified by young people, local authorities, and political parties. The project beneficiaries confirmed a keen interest of youth to participate and be included in political and decision-making processes, while local authorities emphasized the importance of having skilled and informed young interlocutors to engage with. Therefore, the project efforts to foster a dynamic environment, promoting ongoing dialogue and synergies between youth and governmental authorities, were considered highly relevant.

Through a wide range of activities, the project aimed at reinforcing the youth's and young women's capacities in areas such as political leadership, national politics, economy, public speaking, campaigning, and social media. Furthermore, the project provided opportunities to participate in municipal activities led by the local councillors, interactions with political party representatives, and debates of ideas (e.g., on the radio) regarding youth concerns and possible solutions. Initiatives aimed at addressing the identified gap in youth representation and opportunities within the political arena were considered very relevant by the project stakeholders interviewed.

The project's implementation timeline proved particularly relevant as the municipal elections took place in October 2023, one year after the project closure, representing a real opportunity to foster a more vibrant and inclusive democratic process in Mozambique.

⁹ See relevance section, page 8.

¹⁰ Municipal elections took place in October 2023, one year after the end of the project.

As outlined in the project document, the selection of project beneficiaries was based on a needs assessment questionnaire, with a focus on specific criteria including age, gender, education, and motivation. Although the needs assessment questionnaire was developed by the grantee, its distribution was delegated to the project focal points at the province level (the Mayor and the Local Councillors), who oversaw the final beneficiary selection process.

The evaluation identified inconsistencies in the application of beneficiary selection criteria across the project provinces. Some councils prioritized factors such as gender and education level, while others emphasized specific age groups or representation from different council neighbourhoods. The municipalities which established low age tranches as criteria experienced high level of participant disengagement. In one of the project's councils, approximately half of the beneficiaries were replaced during project implementation, suggesting that the age-based criteria may not have adequately accounted for other factors influencing participant engagement and retention.

“The age group we define (16-25) meant that several of the young people we selected (14 individuals) completed high school during the project implementation and left the municipality to go to the university. Consequently, we had to replace them.” (*Project stakeholder*).

The grantee foresaw the risk of dropout outlined in the project document and implemented a proactive strategy: requiring each council to select 5 alternates during beneficiary selection. This measure aimed to effectively mitigate potential dropouts. However, despite these efforts, the mitigation measure proved insufficient to fully address the impact caused by the high turnover rate, as evidenced by the challenges observed during a FGD with youth councillors.

To convene this FGD, the project focal points faced challenges in gathering an adequate number of beneficiaries who had been involved in all project activities. Among the nine participants, only three were fully involved in all project activities, while the other six demonstrated limited memory of the activities, suggesting their lower levels of participation. Furthermore, survey responses from the four project provinces further underscored this challenge, revealing varying degrees of participation among respondents: 43% of respondents stated they had participated in three or more activities, 43.5% in two, and 13% in only one.

Moreover, some project beneficiaries noted that enhancing the participation of political parties in the development of the project activities during the design phase could have further enriched the initiative's relevance and ensure a broader and more inclusive platform for youth participation in Mozambique's democratic development processes.

“The project could have incorporated activities with political parties, for example, involving youth councillors in some of the parties' activities, similar to the approach taken with local councillors. This approach would have offered young people practical experience in participating in political life”.

Project beneficiary, FGD

(ii) Coherence

The evaluation found substantial evidence that that **the project strategically aligns with the objectives of GLM and external frameworks¹¹ focused on youth empowerment in the country.** Moreover, the project highlights innovation within the organization's interventions, introducing pioneering approaches aimed at actively engaging young people in local governance processes.

GLM was established in 2016, and despite its young age, it has become a prominent organization in the country, advocating for the rights of women and girls. Its focus areas include combatting early marriage, addressing gender-based violence, and promoting women's rights and economic empowerment. KIs have revealed that GLM is a well-known and well-regarded organisation, positioning it as a credible voice within civil society.

The project has capitalized on the grantee's established reputation by leveraging its networks and credibility with local authorities and communities, fostering synergies with existing initiatives. This has involved active engagement with platforms such as the Municipal Youth Forums¹² and the groups of youth community leaders, which were already established spaces for dialogue with the youth. By forging these connections, the project enabled beneficiaries to participate in ongoing municipal initiatives alongside its own activities.

While the project aligns with the grantee's previous interventions¹³, it represents an innovative approach for GLM as it focuses on empowering young people for future leadership roles in local decision-making bodies. "It was an innovative project for GLM. We had never implemented a project of this nature before. In political affairs, projects are typically designed for older, more responsible, and wiser people. Normally, we do not think that we need to prepare young people to occupy local councillor positions and give them opportunities to imagine themselves as such." (*GLM project team*).

In addition, the project is coherent with the priorities established in the 2017-2021 *United Nations Sustainable Development Assistance Framework for Mozambique*, where outcome 7 is "adolescents and youth actively engaged in decisions that affect their lives, health, well-being and development opportunities" and output 7.2 is "adolescent and youth capacity strengthened to actively participate in economic, social, cultural and political development."¹⁴

(iii) Effectiveness

The data and testimonies collected during the evaluation demonstrate that **the project achieved its intended results, exceeding initial expectations, particularly in empowering youth to engage in political campaigns and debates.** Moreover, it fostered positive changes in the approaches of local authorities to governance and leadership models. However, certain shortcomings were identified in the formulation of target indicators and baseline data, as well as the lack of specific strategies to support the integration of new beneficiaries into project activities. Despite some challenges posed by the Covid-19 pandemic, **the project was implemented as planned, with the activities significantly contributing towards the achievement of outcomes.**

¹¹ Such as the 2017-2021 United Nations Sustainable Development Assistance Framework for Mozambique.

¹² Municipal Youth Forums are annual meetings held by municipalities with young people from the different neighbourhoods to discuss municipal programs and priorities that concern youth.

¹³ Initiatives such as the *Workshop on youth participation in the local development process in the provinces of Chimoio, Manica and Gaza*, held in 2019.

¹⁴ In United Nations Development Assistance Framework Guidance, Mozambique, 2017 (<https://unsdg.un.org/>)

All specified outputs under Outcome 1 - enhancing the capacity of young people to engage in leadership and political decision-making processes - were successfully achieved as outlined in the project document. Based on document review, analysis of participants lists, and testimonies from project stakeholders the evaluation confirmed that the project effectively focused on and encouraged young women to participate, achieving the target of 80% women participation in most of the project activities.

One notable strength of the project, supported by both KIIs and findings from the online survey (see Annex 2: Summary of on-line survey), lies in the quality of the youth councillor trainings. Project beneficiaries consistently rated the trainings as excellent, highlighting several key aspects such as the pedagogical contents, language used, and the quality of the trainers. Participants in the training sessions further emphasized that the trainings were highly inspiring and transformative. They reported experiencing a significant shift in perspective regarding their own leadership skills, understanding of governance structures, and dynamics within political parties.

“The project’s training courses have broadened our minds, instilling in us the understanding of our leadership skills and our ability to influence policy.”
Project beneficiary, FGD

The trainings effectively conveyed the message that there is indeed a space for young individuals in local governance and politics, fostering aspirations among participants to potentially become local councillors in the future.



Figure 1: Youth Councillors training

This message was further reinforced throughout the project by integrating youth councillors into local council activities and political debates, as outlined in Outcome 2, aimed at increasing the mobilization and participation of young people in social and political campaigns and debates at both local and national levels. **The evaluator gathered substantial evidence that the results of Outcome 2 were not only achieved as expected but exceeded expectations.**

The project successfully fostered safe spaces for youth to engage in discussions concerning their challenges and potential solutions at local and national levels. For instance, initiatives such as radio programs led by youth councillors (output 2.1) and the establishment of Steering Committees in the local councils, where mayors engage youth councillors for consultations on youth matters, were reported to serve as platforms for continuous dialogue between youth representatives and municipal authorities. These initiatives significantly

contributed to increasing the interest and self-confidence of young people in actively participating in local political and social structures.



Figure 2: Workshop to identify radio debates topics

The evaluation could confirm that the target indicator 2.1¹⁵ was met: *“By the end of the project there is a positive correlation between the number of youth councillors trained and the number of social and political debates they participated in”*. The gathered evidence indicates that at least half of the project participants in all provinces actively engaged in activities such as radio debates, local awareness events, and specific meetings with municipal authorities.

However, despite these observed participation rates, the target indicator lacked specific quantitative criteria to precisely measure the depth of involvement of each participant in these activities. The term “positive correlation” was too general to allow for an accurate assessment of the extent to which beneficiaries participated in various activities. Additionally, the project lacked specific mechanisms to verify this information, such as fact sheets detailing the 24 debates held, including participant names, main topics discussed, lists of attendees and minutes of steering committee meetings. This absence of detailed documentation hampers a more precise assessment of the project’s achievements under this outcome.

One of the most impressive achievements of the project, as evidenced by project narrative reports and interviews with key stakeholders, was the registration of 89 project beneficiaries (out of 100) with political parties. This accomplishment was verified by the evaluator through firsthand observation of the participants’ political party membership cards. Nevertheless, accurately measuring the effective increase of young members in political parties operating in the project provinces remains challenging due to the lack of specificity in the target indicator 2.2 and the related baseline data.

Target indicator 2.2 aimed to *increase the percentage of young people registering with political parties by 10%*. Nonetheless, the baseline data only indicates that in 2017, 6.8% of young people were affiliated with political parties, lacking important details such as the total number of young people considered. Moreover, the scope of the data, which refers to local

¹⁵ Project Document UDF-18-MOZ-794, Annex I, Results Framework.

government databases¹⁶, poses challenges for accurately assessing causality between the project and the target outcomes.

To enhance the precision of assessment, the indicator should either restrict evaluation to the project population exclusively, or incorporate detailed baseline data, such as the number of youth registered in each political party within each province in 2017. This would enable a more precise evaluation of the number of youth registered within the same provinces and parties in 2021. Nevertheless, even with this data, establishing a direct causality between these numbers and the project activities would remain challenging.

During Focus Group Discussions, project beneficiaries emphasized the project's role in bridging the gap between political parties and the youth. Participants noted that in Mozambique, political parties typically involve young individuals mainly for election campaign assistance, neglecting their potential as future leaders. Through fostering dialogue with political party representatives across various project activities to encourage youth involvement and leadership roles, the project has effectively motivated both young individuals and political entities.

"With this project, I've come to realize that politics isn't just about landing a job; it's about shaping leadership. We, as young people, have the power to influence leadership by actively engaging in politics. That's the invaluable lesson I've learned from Gender Links."

Project beneficiary, FGD

Overall, Outcome 3 - Improved mindset within the government towards the active involvement of young people in local and national debates - was successfully achieved. Through a combination of KIIs and FGDs, the evaluation uncovered robust evidence indicating a change in perspective among local authorities regarding the capabilities and contributions of youth within the community.

While the project reinforced young people's capacities to engage in political debates, municipal authorities also reinforced their capacities to better interact with youth. This was a reciprocal process that led to a shift in perspective regarding leadership models among local authorities, with an emphasis on the concept of "good leadership leaving a legacy."

Testimonies from local councillors underscored that the project not only empowered young participants but also influenced perceptions among key stakeholders, ultimately contributing to a more inclusive and youth-friendly approach to governance and decision-making processes at the local level, signifying a notable change in how authorities perceive young people's roles within the community.

Asked about the main results of the project's activities, 56.6% of the project beneficiaries that have responded to the online survey, reported an improvement in leadership skills, while 39% noted enhancements in public speaking and economic knowledge. Additionally, 35% of

¹⁶ Project Document UDF-18-MOZ-794, Annex I, Results Framework.

respondents highlighted the integration of young people into municipal decision-making processes as a key achievement of the project's activities.

Based on KIIs and FGDs, all project provinces experienced a turnover of beneficiaries, ranging from 6 to 14 replacements due to dropouts during project implementation. While alternative beneficiaries were identified during the needs assessment phase, there was a lack of specific strategies to support their integration into the project, such as conducting information sessions to outline past trainings and project activities. Consequently, participants who were only involved in one training activity encountered challenges in integrating into the other project activities.

According to the grantee, activities under Outcome 3 experienced slight delays in meeting project deadlines due to disruptions caused by the COVID-19 pandemic, compounded by cumulative delays observed across the project outputs. Travel restrictions and governmental sanitary regulations resulted in a slowdown in project activities, prompting the grantee to establish remote monitoring by focal points in the provinces. This monitoring was conducted via WhatsApp and telephone. The strong relationship between the grantee and the project focal points in the provinces was essential to maintain the motivation and engagement of project stakeholders.

Testimonies from project stakeholders indicate that, despite the challenges posed by the pandemic, the project objectives were not negatively affected. On the contrary, this period led to unexpected outputs and contributed to enhanced results. During this time, project participants actively engaged in council activities related to the pandemic, such as community awareness campaigns conducted by the local authorities. This participation strengthened connections with mayors and local councillors, thereby contributing to the success of subsequent project activities.

Furthermore, stakeholders observed that when the government lifted the lockdown, the project activities effectively adapted to the remaining restrictions. Due to the relatively small number of beneficiaries in each province (25), collective initiatives remained within the maximum participant limits mandated by sanitary regulations.

(iv) Efficiency

Overall, the project implementation was efficient, with most activities delivered on time and within the proposed budget. The financial systems in place ensured commendable accountability and transparency throughout the project's duration. Moreover, **the project achieved a very satisfactory cost-benefit ratio through effective optimization of existing resources, and cost reduction strategies.** Nevertheless, there is scope for enhancing communication and coordination among specific project stakeholders.

The documents reviewed - project budget, financial reports, and audit reports - corroborated the efficient implementation of the project, with the activities executed in accordance with the proposed budget. Moreover, the financial systems in operation demonstrated strength and robustness, ensuring transparency and accountability throughout the project's execution.

The project team unanimously acknowledged that the municipal authorities responded promptly and effectively to accounting requests, adequately justifying budget allocations for local activities. In addition, GLM's prior experience with UN Women (funding) procedures

facilitated the grantee understanding of UN financial procedures, enabling proficient compliance with UNDEF requirements.

The fluctuation of the dollar exchange rate, leading to a reduction in the local currency received, was one of the biggest challenges in budget execution. However, the grantee adeptly mitigated this obstacle by consolidating certain activities¹⁷, effectively minimizing transport costs between provinces. Furthermore, the collaborative partnership with the project municipal authorities significantly contributed to cost-saving initiatives. As an example, when possible, the Local Councils offered their premises for workshops, resulting in tangible reduction in expenses.

Additionally, the project was led by a qualified team known for its expertise in the field and solid experience in the project provinces and local authorities. GLM showcased robust project and partnership management capabilities. Stakeholders consistently highlighted the highly collaborative nature of their partnership with GLM, crediting the organization's flexibility, participatory approaches, and trust in municipal authorities for the project's success.

The review of the Final Financial Utilisation Report (FFUR) and the FFUR audited by an external audit firm, contracted by the grantee, noted inconsistencies and incomplete information within the milestone data, specifically pertaining to milestone dates and disbursement dates. Additionally, the full Audit Report, which is required as per section 10.3 of the project document¹⁸, was not delivered by the audit firm contracted by the grantee.

Through discussions with the GLM finance team and the audit firm, the evaluation discerned a miscommunication between the grantee and the audit company regarding the requirement for producing a final report with a qualitative assessment summarizing the three certification reports. The audit company expressed that such final report was not typically included in their services, as it entails additional time and resources beyond a standard certification. The Terms of Reference (ToR) included in the auditing contract were brief and followed a standardized format from past contracts, lacking specific details pertinent to this assignment, such as the requirement of the final audit report. Consequently, the audit company did not include this final deliverable in the budget for the service, resulting in its omission.

(v) Impact

The evaluation gathered evidence that **the project has generated positive effects in enhancing the representation of youth within local policies and decision-making processes.** Beyond this notable

“This project demonstrated to the local councillors that the best leadership leaves a legacy. It prompted them to recognize the need of investing in and inspiring young people, regarding them as the future councillors.”
Project beneficiary, FGD

¹⁷ Examples of activities consolidated by the grantee, to save travel costs: 2.1.1. Identify 30 local and national debates for trained 80 youth councillors to register and attend, supported by Gender Links; 2.1.3. Four (4) local radio stations will be assessed and (one from each council) will be identified (...); 2.1.4. Meetings conducted between youth councillors (facilitated by Gender Links staff) and radio stations to identify forum dates and topics for discussion.

¹⁸ The section 10.3 of Project Document UDF-18-MOZ-794 states that the external entity responsible for the audit and certification of financial reports is also responsible for the complete final project audit report.

achievement, **beneficiaries and other stakeholders have acknowledged the project's significant impact in reshaping perceptions regarding youth potential to influence the policies, resulting in the creation of various spaces for youth participation and discussion on their issues and potential solutions.** The evaluation showcases some examples illustrating the project impact across the different stakeholders involved in the project.

All the project stakeholders have emphasized the significant impact of the increased youth engagement in social and political arenas, facilitated by their active participation in radio debates, Local Council activities (e.g., steering committees), and engagement in political parties. This increased involvement has contributed to changed perspectives regarding the role of youth in political and decision-making frameworks.

Testimonials from beneficiaries highlight how participation in these dialogue spaces has empowered them, leading to a heightened recognition of their capacity to influence policy-making processes and inspire their peers. Moreover, community radio managers reported that the radio debates garnered significant audience engagement, as evidenced by the substantial number of phone calls received during the broadcasts, which included questions and comments directed to the project participants.

On the other hand, interviews with local councillors and mayors revealed a notable change in perspective fostered by the project. This shift stemmed from local authorities' recognition of youth capabilities and their potential contribution to local-level decisions. Consequently, there was a notable change in their perceptions regarding the ability to influence and prepare youth for future leadership roles.

While some municipalities had existing initiatives for youth participation, like youth municipal forums, they had not previously engaged with youth with the specific intention of leaving a legacy. The project's impact on these stakeholders is noteworthy as it challenged conventional beliefs regarding the domain of politics, often presumed to be solely for older individuals possessing wisdom.

"We young people tend to believe that politics is our parents' business, not ours. Engaging in personal conversations with councillors was something I never envisioned. This project has shifted our perspective, allowing us to view local leaders as public servants and demonstrating that there is indeed space for our voices in dialogue with them."

Project beneficiary, FGD

Additionally, as an unintended, yet positive, consequence of the project's implementation, it significantly influenced the community radios, leading them to launch new weekly programs, run by young individuals. These programs are dedicated to discussing political and social issues directly affecting youth.

Furthermore, stakeholders interviewed emphasized that project beneficiaries who registered with political parties during the project displayed significant involvement in political campaigns and activities, particularly during the October 2023 municipal elections. This active engagement of youth within political parties contributed to fostering a more vibrant and inclusive democratic process in Mozambique during the elections.

Success Stories

“Personally, this project, and particularly the training sessions, were a source of inspiration, equipping me with practical skills applicable in my daily life. After completing the training, I ventured into entrepreneurship and opened my own small business - a popcorn stand. Although I didn't pursue a career in politics, the experience improved my economic management skills and boosted my self-esteem.”

Female project beneficiary, province of Gaza

“After enrolling with a political party, one of the project's youth councillors was chosen by that party to participate in its political school in Maputo. Presently, he is an active and dynamic young member of the party, tasked with addressing youth-related issues.”

Project stakeholder

“Inspired by the project's debates, our radio station has launched a weekly program called "Youth Space," focusing on relevant topics that affect youth. The program features a debate format and is led by young individuals invited by us. Most of the programs address the topics raised during the project's training sessions.”

Project stakeholder

“We were highly impressed by the project's approach to the political process, evident in both the training sessions and the debates. Inspired by this, we initiated a new program, 'Political Debate,' which continues to thrive. Through this program, we foster interaction between young individuals and senior political figures.”

Project stakeholder

(vi) Sustainability

Sustainability was a key objective of the project's design and implementation, with efforts made to ensure the lasting impact of its activities beyond the implementation period. **Evidence confirms significant sustainability factors, with several activities continuing post-project closure, surpassing initial expectations.** Notable examples of project sustainability include the integration of youth in municipal activities and consultation groups, as well as their active participation in political parties and ongoing radio debates facilitated by community radios.

A noteworthy example of the project's efforts to ensure sustainability is the establishment of steering committees in local councils for consultation on youth matters, which continued beyond the project closure. Furthermore, the project actively encouraged the participation of beneficiaries in the dialogue spaces already established within local councils. During the evaluation, it was observed that local councillors and mayors, in visited provinces, continued to involve youth in consultation activities, notably in annual municipal planning sessions.

In response to the question "When was the last steering committee meeting you attended?" 53% of respondents answered, "between March and December 2023," a year after project closure. However, challenges to sustaining these results in the long term may arise due to turnover of local councillors following elections. Nonetheless, the inclusion of focal points for gender and youth from municipalities in the project activities, who are public

administration officials and therefore less subject to turnover, provides assurance for maintaining project results.

As highlighted in the effectiveness chapter, 89% of project beneficiaries joined political parties during the project. Beneficiary testimonies and survey responses indicate their ongoing active participation.¹⁹ Moreover, KIIs conducted in both provinces visited indicated that youth participation in the last municipal elections has improved compared to previous ones.

The establishment of new radio programs, aimed at amplifying the youth's voice and broadcasted by the community radios involved in the project as highlighted in the impact section, stands out as another impressive sustainability factor. Additionally, one of the community radios mentioned that they continue to broadcast recorded project debates "as a means to keep inspiring youth."

(vii) UNDEF value added

Overall, the "UNDEF brand" enhanced credibility and bolstered the legitimacy of local and political stakeholders, thereby motivating and strengthening their engagement in project activities. The project and its outcomes were transparently branded as supported by UNDEF, further promoting trust and confidence among stakeholders.

Due to its neutral standpoint and solid reputation, UNDEF contributed to empowering youth engagement in governance processes and influencing local authorities to adopt inclusive and participatory approaches towards youth involvement. This amplified the voices of young individuals, with a particular emphasis on women, within the political sphere, thereby fostering Mozambique's democratic development.

The involvement of UN RCO officers in milestone verification reports added accountability and value to the project results, reinforcing UNDEF's oversight role.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion	Recommendation
The project objectives addressed a real need by empowering young individuals, particularly women, to enhance their participation in political decision-making processes and social debates, highlighting the relevance of the initiatives undertaken.	N/A
The evaluation identified inconsistencies in the application of beneficiary selection criteria by various project focal points (i.e., Mayors and Local Councillors) across the participating	Engage project focal points in the development of the beneficiary selection process using participatory approaches and establish clear and objective selection criteria. Afterwards, utilize tools

¹⁹ In response to the online survey question "Do you still actively participate in the political party", 100% of the respondents replied "Yes".

provinces.	and mechanisms to track the application of these criteria across all project sites. Implementing a scoring matrix for partner selection can ensure objectivity and streamline monitoring by the grantee.
In most cases, the risks were adequately identified during the project design. However, the mitigation measure for the risk of participant dropout proved insufficient to fully address the impact caused by the beneficiary turnover rate in one of the project provinces.	In the mitigation measures aimed at tackling beneficiary dropout, define strategies explicitly aimed at reducing participant dropout rates. These strategies may include implementing mentorship programs, providing incentives for sustained participation, and conducting regular follow-up sessions to address any emerging challenges.
The project achieved its intended results, having exceeded the initial expectations. Outcomes significantly contributed to the realisation of project objectives.	Replicate the project model in the remaining municipalities across Mozambique. This will capitalize on the proven effectiveness of the project approach and maximize its outcomes on a broader scale.
The project had an effective contribution to empowering young people to engage in social and political debates concerning youth challenges and potential solutions. Moreover, it notably heightened the interest and self-confidence of young individuals, fostering their active participation in local political and social structures.	In future projects, build upon the project's demonstrated success and develop follow-up initiatives that sustain and expand upon these outcomes. This could involve establishing youth-led forums or discussion platforms for idea exchange among participants where ongoing social and political debates can continue (previously also recommended following a monitoring visit conducted by UN RCO).
The project significantly contributed to increase the number of young individuals registered in political parties.	Include indicators to monitor and evaluate the active engagement of beneficiaries in political parties' activities.
Some target indicators and baseline data lack specificity hindering an accurate assessment of the project's achievements.	Identify qualitative and quantitative SMART (specific, measurable, achievable, relevant, and time-bound) indicators to measure the project outcomes. Additionally, establish objective baseline data that includes specific details about the applicable scope, such as the total number of young people considered, which will serve as a benchmark, against which progress can be accurately measured.
The project lacked a comprehensive strategy to effectively integrate new participants replacing dropouts.	Where beneficiary turnover is predictable, implement a wrap-up activity to ensure that beneficiaries joining the project

	halfway can access the main contents and conclusions of previous activities.
Overall, the project's efficiency and cost-benefit ratio were very satisfactory. The input-output relationship of the project components was efficient.	N/A
The evaluation identified a miscommunication between the grantee and the audit company regarding the requirement for producing a final audit report in addition to financial progress report certifications, resulting in the omission of this deliverable by the external audit firm contracted by the grantee.	Establish clear Terms of Reference outlining project objectives and activities tailored to each stakeholder, including local partners, beneficiaries, and external consultants. This measure will ensure a shared understanding and alignment among all parties.
The project has had a significant impact across various stakeholders by enhancing youth representation in local policies and decision-making processes. Stakeholders have changed their perceptions of youth influence and capacities, leading to an increase in spaces for youth participation and discussion.	Sustain and strengthen partnerships with governance structures, political parties, and international organizations to integrate youth perspectives into public policies at local and national level.
The project demonstrates significant sustainability through the continuation of activities beyond the implementation period. Key sustainability factors, include the ongoing integration of youth in municipal activities, consultation groups, radio debates, and active participation in political parties.	Foster and expand initiatives that promote youth integration in municipal activities, consultation groups, radio debates, and political parties.
Due to its neutral standpoint and solid reputation, UNDEF contributed to empowering youth engagement in governance processes and influencing local authorities to adopt inclusive and participatory approaches towards youth involvement. Furthermore, the engagement of UN officers in verifying project milestones increased accountability and added value to the project results.	In future projects, maintain the engagement of UN RCO observers to verify project milestones, enhancing accountability and ensuring continued empowerment of youth engagement in governance processes.

VI. LESSONS LEARNED

1. The project experience revealed that regular follow-up with project partners to monitor key activities, such as beneficiary selection, ensures accountability and maintains alignment with project goals and objectives. In this case, the project focal

points across the provinces undertook the task of beneficiary selection without the consistent guidance and follow-up from the grantee. This led to the adoption of diverse selection criteria, some of which inadvertently contributed to higher participant turnover rates.

2. The inclusion of political parties in the development and planning of activities during the project design phase could have further enriched the initiative's relevance and ensured a broader and more inclusive platform for youth participation in Mozambique's democratic development processes. In this project, specific activities aimed at encouraging youth involvement in political parties resulted in eighty-nine percent of the project beneficiaries registering with political parties. However, the potential for even greater youth involvement in political activities could have been realized by involving political party representatives in the design of tailored activities to promote active participation and enhance engagement in party-related initiatives.



Figure 3: Training module about political parties

3. For an objective assessment of project outcomes, the results frameworks must contain target indicators and baseline data that are specific, measurable, achievable, relevant, and time-bound (SMART) at all levels (activities, outputs, outcomes, and impact).

4. Integrating project activities with existing municipality initiatives involving youth has proven to be a successful strategy for ensuring project sustainability. In addition to creating new dialogue spaces between municipal authorities and youth, this project leveraged existing platforms, such as annual meetings with the local councillors, to include youth consultation in the municipal annual activity plans. This approach fostered stronger youth participation following the project capacity-building activities.



Figure 4: Meetings to select project councils

5. The challenges posed by an unexpected event, such as the COVID-19 pandemic, underscored the importance of fostering strong connections with project stakeholders, adaptability, and proactive engagement. In this case, faced with a lockdown and the inability to conduct planned activities, the project successfully maintained its course, sustained stakeholder engagement, and capitalized on unforeseen opportunities to achieve enhanced outcomes.

6. Community radio debates have proven to be a powerful tool for amplifying the voices of youth within social and political spheres. In this project, radio debates, led by project beneficiaries, drew significant audience engagement, as indicated by the influx of phone calls received during broadcasts. This interaction facilitated meaningful dialogue among youth and boosted the self-confidence of project beneficiaries.

7. Clear communication with project stakeholders is essential to foster effective collaboration and mitigate potential misunderstandings or disputes. This should include a clear description of their roles and responsibilities, benefits, and timelines. In this project, discrepancies in the beneficiary selection and external consultant management would have been improved if all the stakeholders had received and signed specific Terms of Reference (ToR) outlining their duties, responsibilities, compensation, expected deliverables, and timeline.

8. The project has highlighted the receptiveness of municipal governance structures to the voices of young people. It is, therefore, opportune to invest in initiatives that actively incorporate youth perspectives into the development of public policies concerning youth affairs.

ANNEXES

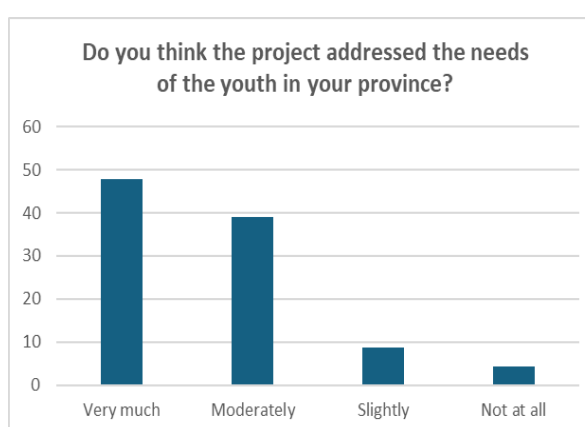
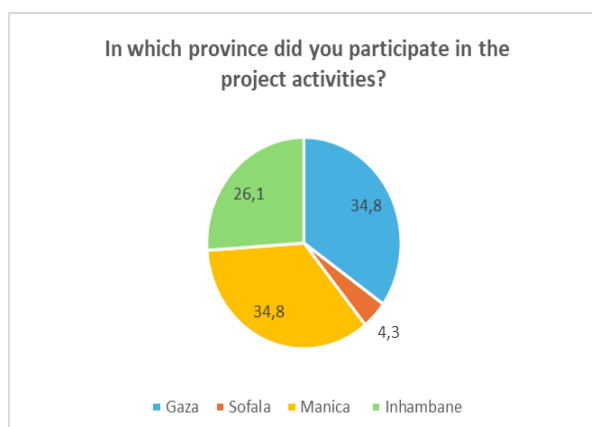
Annex 1: Evaluation questions

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the project participant, local, and national levels?	<ul style="list-style-type: none"> ▪ Were the objectives of the project in line with the needs and priorities for youth empowerment and democratic development in Mozambique? ▪ Should another project strategy have been preferred to better reflect the needs, priorities, and context? Why? ▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?
Coherence	How well did the project “fit”; i.e., to what extent was the project compatible with other projects and programmes in the country, sector, or institution?	<p>Internal coherence:</p> <ul style="list-style-type: none"> ▪ To what extent are there synergies and interlinkages between the project and other initiatives carried out by the Implementing Agency? <p>External coherence:</p> <ul style="list-style-type: none"> ▪ Is there consistency with other actors’ initiatives in the same context? ▪ To what extent is there complementarity, harmonization, and coordination between the Implementing Agency/the project and other organizations/projects working in the same context and on the same issue? ▪ To what extent is the project adding value while avoiding the duplication of efforts?
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	<ul style="list-style-type: none"> ▪ To what extent have the project’s objectives been reached? ▪ To what extent was the project implemented as envisaged by the project document? If not, why not? ▪ Were the project activities adequate to make progress towards the project objectives? ▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this? ▪ Did the COVID-19 pandemic impact the effectiveness of the project or require additional work?
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	<ul style="list-style-type: none"> ▪ Was there a reasonable relationship between project inputs and project outputs? ▪ Did institutional arrangements promote cost-effectiveness and accountability? ▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?

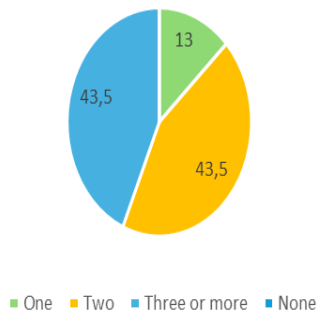
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	<ul style="list-style-type: none"> To what extent has the project raised the Social and Political Profile of Youth in Mozambique? Have the project beneficiaries experienced tangible impacts? Which were positive; which were negative? To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization? Is the project likely to have a catalytic effect? How? Why? Examples?
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	<ul style="list-style-type: none"> To what extent has the project established processes and systems that are likely to support continued impact? Are the involved parties willing and able to continue the project activities on their own?
UNDEF value added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors? And what was the specific contribution of UNDEF's Lessons Learned in this respect?	<ul style="list-style-type: none"> What was UNDEF able to accomplish, through the project that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc). Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues? To what extent did the use of UNDEF Lessons Learned (undeflessonslearned.org) support or influence project implementation?

Annex 2: Summary of On-line survey

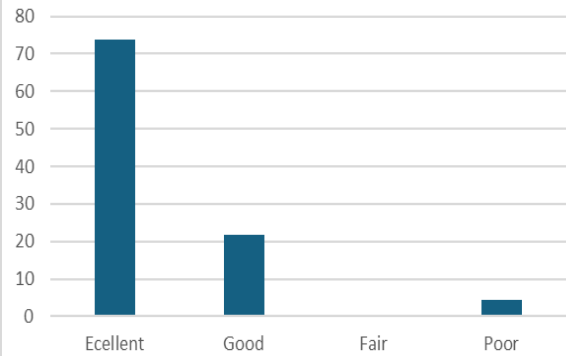
This annex presents the compiled data and the most relevant questions of the online survey responded by 23 project beneficiaries, from 22/01/2024 to 03/03/2024. All response values are presented in percentage points (%).



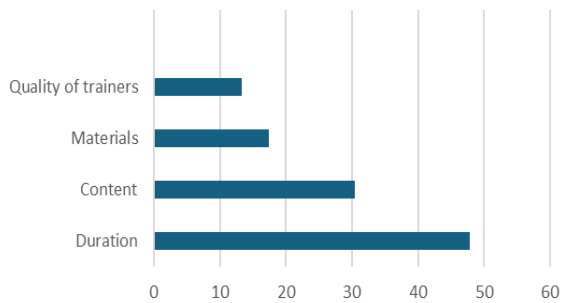
How many training sessions for Youth Councillors have you participated in?



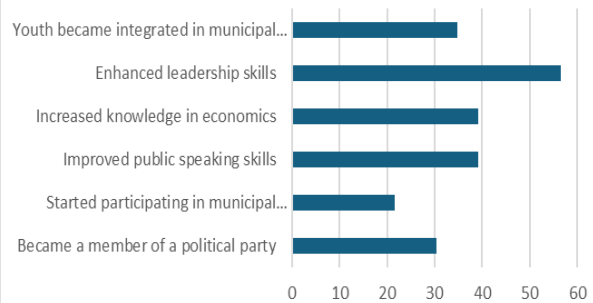
How do you rate the quality of the training sessions?



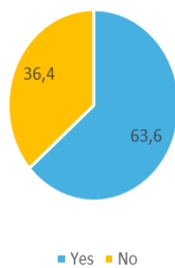
What could be improved in the training sessions for Youth Councillors?



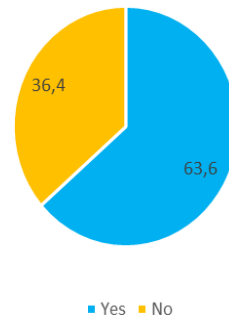
What were the main outcomes of the project for you?



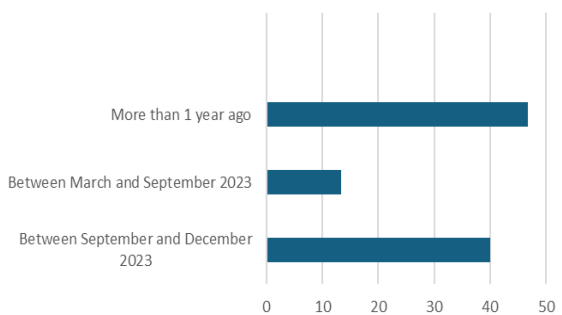
After the training, did you participate in municipal consultation groups composed of young people and councillors?



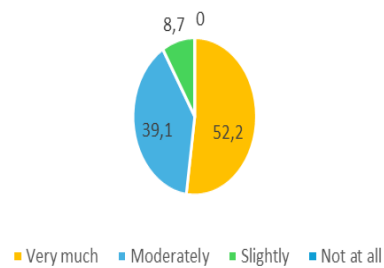
Do these consultation groups still operate?

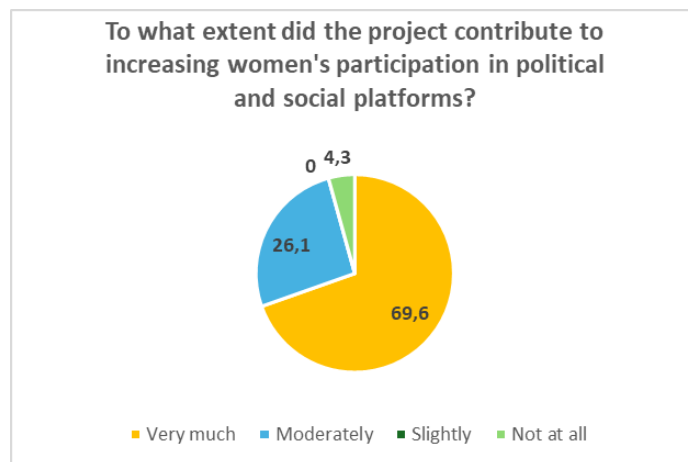
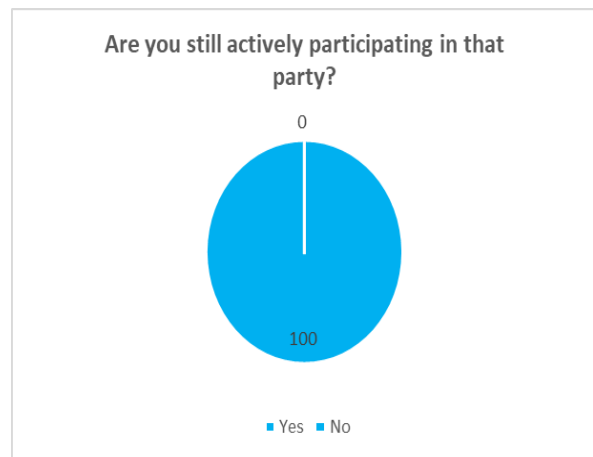
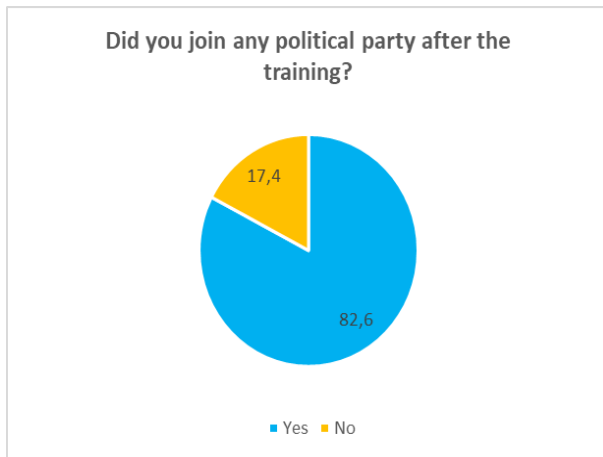


When was the last consultation group meeting?



In your opinion, are the voices of young people now more recognized by municipal authorities?





Annex 3 Documents Reviewed:

Project documentation:

- UDF-18-794-MOZ Project Document
- UDF-18-794-MOZ Budget
- UDF-18-794-MOZ Narrative Progress Reports – Milestone 2 and 3
- UDF-18-794-MOZ Financial Utilization Reports – Milestone 2 and 3
- UDF-18-794-MOZ Milestones Verification Reports 2 and 3
- UDF-18-794-MOZ Final Narrative Report
- UDF-18-794-MOZ Final Financial Utilization Report

- UDF-18-794-MOZ Auditor Report
- UDF-18-794-MOZ Project Closure Checklist
- Gender Links Mozambique, Memorandum of Understanding with Chimoio, Massinga, Beira, and Mandlakazi Councils
- Gender Links Mozambique, Needs assessment survey on the social and political profile of youth in Mozambique
- Gender Links Mozambique, Youth Councillor Training participants list
- Gender Links Mozambique, Youth Councillor Training Manual
- Gender Links Mozambique, Youth Councillors Training Reports, project external consultants (trainers)

Other documents:

- Dércio Tsandzana, The political participation of youth in Mozambique's 2019 General Elections, Journal of African Elections (www.researchgate.net/publication/362381947_The_political_participation_of_youth_in_Mozambique's_2019_general_elections)
- Institute for Multi-Party Democracy, MozParks newsletter - Club of Mozambique, 18 August 2022.
- United Nations Resident Coordinator Office and Mozambican Ministry of Foreign Affairs and Cooperation, United Nations Development Assistance Framework 2017-2020, Maputo 2016
- USAID Mozambique, Gender Assessment - Country Development Cooperation Strategy, 2019

Annex 4: Persons Interviewed

24 January 2024	
Paula Nhantumbo	Local Council, Chimoio
Tânia Gonhamo	Project consultant - trainer
28 January 2024	
Arrival, international consultant	
Sieg Abel Fumo	Security Briefing
Amelia Tunzine and Valerio Zango	M&E officers, RCO
Cesar Neves	GLM Program Manager
Raul Manhisse	GLM Finance Manager
Sheila Manjate	GLM Gender and Governance Program Manager
Alice Banze	GLM Executive Director
Natalia Zimba	Project consultant - trainer
29 January 2024	
Travel to Sofala Province	
Emiliano Mateus	Local councillor for health, social affairs and gender, Beira Council
Aurea Soares	Focal point for gender, Beira Council
Tiago Damas	Focus group participant
Maria Tima	Focus group participant
Isménio Claudio	Focus group participant
Muanacha António	Focus group participant
Maria Jequé	Focus group participant
Micaela Mueque	Focus group participant
Joardina Essalamo	Focus group participant
Adamo Amade	Community Radio Manager, Beira
Usseide Patel	Community Radio Executive Director, Beira
30 January 2024	
Travel to Gaza Province	
Maria Helena Manga	City Mayor, Mandlakazi
Issufo Assane	Local councillor for youth and sports
Imercio Manhique	Community Radio Director, Mandlakazi
31 January 2024	
Cristiana	Focus group participant
Florêncio	Focus group participant
Flavia	Focus group participant
Adenancia Cossa	Focus group participant
Edson	Focus group participant
Euclides	Focus group participant
Marciana	Focus group participant
Arlindo	Focus group participant
Natalia	Focus group participant
Travel to Maputo Province	
12 March 2024	
Constância Nhambique	Local councillor for social affairs, Massinga

Annex 5: Acronyms

FGD	Focus Group Discussion
FFUR	Final Financial Utilisation Report
GLM	Gender Links Mozambique
KII	Key Informant Interview
MVR	Milestone Verification Reports
RCO	Resident Coordinator Office
SMART	Specific, measurable, achievable, relevant and time-bound
ToC	Theory of Change
ToR	Terms of Reference
UNDEF	United Nations Democracy Fund
UN	United Nations