EXTERNAL EVALUATION - END OF PROJECT EVALUATION MOZAMBIQUE – FIRST AID

PROJECT CODE: FIRST AID 2017-2021 - 2017-09-MZ-DGD
DATE OF EVALUATION: JANUARY-MAY 2022
EVALUATOR(S): KEY AID CONSULTING (INFO@KEYAIDCONSULTING.COM)
EVALUATION MANAGEMENT TEAM (EMT):
- BRC-FL: WOUTER REBERGHEN (COUNTRY REPRESENTATIVE), DIDIER VAN AERT (HEAD OF INTERNATIONAL OPERATIONS), YOUSRI EL ADAK (EVALUATION MANAGER)
- CVM: FIDELIS SOUSA, ILIDIO NHATUVE, CRISTINA UAMUSSE

BACKGROUND INFORMATION
The evaluation is part of the programme 2017-2021 of the BRC-FL International Cooperation department financed by the Belgian Development Cooperation (DGD). The evaluation is focusing on the relevance, effectiveness, contribution, efficacy and sustainability of the First Aid (FA) program in Mozambique.

SUMMARY OF MANAGEMENT RESPONSE
We agree with the overall analysis of what we have achieved, and welcome the suggested recommendations. Apart from one minor nuance in relation to recommendation #1, we agree with and accept all recommendations.

MANAGEMENT RESPONSE TABLE

Recommendation 1: Develop a volunteer retention policy used to identify and harnesses opportunities for volunteers to grow within the organization.					
Management response: ☐ **Accepted**	**Response rationale:** Volunteers play a key role in anything Red Cross does and are at the core of the organization. Giving volunteers opportunities to grow and incentivizing them to stay with the organization are indeed a good initiative.				
Key action(s)		**Deadline**	**Responsible**	**Tracking**	
				Status	**Comments**
1.1 Draft retention policy for volunteers		Q4 2023	CVM		
1.2 Produce final version of the policy, signed by governing body		Q4 2023	CVM		
1.3 Dissemination in future projects (eg Volunteer Management & Organizational Development activities)		Q1 2024	CVM		

Recommendation 2: Formation of Peer Exchange Groups.					
Management response: ☐ **Partially accepted**	**Response rationale:** Voluntary peer exchange group meetings on a regular basis are a good initiative, but without incentives/per diems/transport support, might be difficult to implement in practice in Mozambique.				
Key action(s)		**Deadline**	**Responsible**	**Tracking**	
				Status	**Comments**
2.1 Look into developing a sustainable way to form peer exchange groups.		Q1 2023	CVM + BRC-FI		
2.2 Recruit members for peer exchange groups.		Q2 2023	CVM		

Recommendation 3: Management and optimization of volunteer databases.					
Management response: ☐ **Accepted**	**Response rationale:** Identifying synergies between its emergency response and training volunteer databases to mobilize volunteers more efficiently and effectively during emergencies should be indeed put high in the agenda in Mozambique, considering the fact that the country is prone to both man-made and natural disasters.				
Key action(s)		**Deadline**	**Responsible**	**Tracking**	
				Status	**Comments**
3.1 Install a centralized database system that makes monitoring of volunteers easier. Ensure inclusion of DM department volunteers.		Q2 2023	CVM + BRC-Fl		
3.2 Follow up usage of improved volunteer databases		Continuous	CVM + BRC-Fl		
3.3 Add in future project agreement a clause to advise our implementing partner to follow the General Data Protection Regulation directive		Q2 2022	BRC-Fl		

Recommendation 4: Strike a balance between enough trainers and not too many trainers to reach training quotas.					
Management response: ☐ **Accepted**	**Response rationale:** We agree that this balance should be planned for and monitored accordingly during the implementation of future projects.				
Key action(s)		**Deadline**	**Responsible**	**Tracking**	
				Status	**Comments**
4.1 Guidance from BRC-Fl to be developed on optimal ratio of trainers/trainees		Q3 2022	BRC-Fl		
4.2 A balance should be planned for and monitored accordingly during the implementation of future projects		Q1 2023	CVM + BRC-Fl		

Recommendation 5: Develop a strategic approach to engage with government departments.				
Management response: ☐ **Accepted**	**Response rationale:** We agree that continued dialogue must take place with government departments, as is already the case for Mozambique, which has proven very useful in the previous Action Plan.			
Key action(s)	**Deadline**	**Responsible**	**Tracking**	

			Status	Comments
5.1 Continue strategic dialogue with Government	Continuous	CVM		
5.2 Formalize structural partnerships with government departments where possible	Continuous	CVM		

Recommendation 6: Scaling FABL to volunteer training.				
Management response: ☐ **Accepted**	**Response rationale:** We agree that FABL, to reach its full potential, must be deployed on a case-by-case basis, and practical arrangements to facilitate access to the online platform should be taken into account when planning and assessing for FABL trainings, as was already the case in Mozambique.			
Key action(s)	**Deadline**	**Responsible**	**Tracking**	
			Status	**Comments**
6.1 Conduct academic research on the effectiveness of the first aid blended learning approach	Q1 2023	BRC-FI		
6.1 Continued practical arrangements to facilitate FABL trainings if necessary and where possible	Continuous	CVM + BRC-FI		

Recommendation 7: Integrate explicit efforts to encourage the participation of women in FA training as volunteers and trainers.				
Management response: ☐ **Accepted**	**Response rationale:** Gender balance should indeed be included in the FA trainings, both for volunteer participations and training development. Practical arrangements to facilitate women participation should be looked into where feasible/possible.			
Key action(s)	**Deadline**	**Responsible**	**Tracking**	
			Status	**Comments**
7.1 Continue to set gender equal criteria in the selection of volunteers for first aid activities	Continuous	CVM + BRC-FI		

Recommendation 8: Synergize the ToT and volunteer training calendar.	
Management response:	**Response rationale:**

☐ **Accepted**	We agree that the volunteer training calendar and ToT calendars should be synchronized for optimization.			
Key action(s)	**Deadline**	**Responsible**	**Tracking**	
			Status	**Comments**
8.1 Organize participatory discussions with first aid trainers to co-develop an operations calendar	Continuous	CVM + BRC-FI		