

Mid-term evaluation of the ongoing cooperation with the Eduardo Mondlane University, Mozambique



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Inhoud

List of abbreviations	3
Executive summary	4
Introduction	8
Background	9
<i>Mozambique</i>	9
<i>Eduardo Mondlane University</i>	10
<i>The VLIR-UOS University Partnership Programme</i>	12
Evaluation findings	19
<i>Individual project performance</i>	19
Project 1: Human Rights	19
Project 2: Social Rights and Social Protection	20
Project 3: Gender, Health and Family Issues	21
Project 4: Reproductive Health	22
Project 5: HIV/AIDS/STI Prevention and Treatment	23
Project 6: Capacity Building	24
Project 7: Bio-statistics	25
Project 8: Cluster Support Services	27
<i>Analysis by Key Result Areas</i>	28
KRA1: Research	28
KRA2: Education	29
KRA3: Extension and Outreach	30
KRA 4: Management	31
KRA 5: Human Resource Development	31
KRA 6: Infrastructure	34
KRA 7: Resource mobilization	34
<i>Assessment of Programme Management</i>	36
<i>Assessment of the design of the programme and its attained synergies</i>	41
<i>The position of the IUC programme as compared to the other international cooperation activities of the partner university</i>	43
Recommendations	44
Annexes	47

List of abbreviations

BTC	Belgian Technical Cooperation
CC	Cooperation Cabinet (UEM)
DAA	Departamento de Arqueologia e Antropologia
DESAFIO	Programa de Desenvolvimento em Saúde Reprodutiva, HIV/SIDA e Assuntos de Família através da Investigação Multidisciplinar Inter-universitária
EAP	English for Academic Purposes
EC	Evaluation Commission
FSC	Flemish Steering Committee
HR	Human Rights
ICT	Information Communication Technology
ICOS	Institutionele coordinator ontwikkelingsamenwerking (Institutional coordinator development cooperation)
IR	Intermediate Result
IUC	Institutional University Cooperation
JSCM	Joint Steering Committee Meeting
KRA	Key Result Area
LLM	Latin Legum Magister (Master of Laws)
MPH	Master in Public Health
NGO	Non-Governmental Organisation
PhD	Doctor of Philosophy
NICHE	Netherlands Initiative for Capacity development in Higher Education
NUFFIC	Netherlands organization for international cooperation in higher education
P	Project
PC	Project Coordinator
PE	Permanent Expert
PL	Project Leader
PLWHA	People Living With HIV/AIDS
PSU	Programme Support Unit
RH	Reproductive Health
SADC	Southern African Development Community
SRHR	Sexual and Reproductive Health and Rights
SRR	Sexual and Reproductive Rights
UEM	Universidade Eduardo Mondlane
UOS	Universitaire Ontwikkelingsamenwerking (University Development Cooperation)
VLIR	Vlaamse Interuniversitaire Raad (Flemish Interuniversity Council)
IUC	Institutional University Cooperation

Executive summary

The Terms of Reference requested the Evaluation Commission (EC) to carry out a mid-term review of VLIR-UOS cooperation programme DESAFIO with the Eduardo Mondlane University that would generate conclusions allowing VLIR-UOS:

1. to make a decision regarding the formulation of a second phase of the collaboration;
2. to formulate recommendations to all stakeholders with regard to the content and the management of the programme, including the overall policy framework and
3. to identify possible venues for the future of the programme and to comment upon them.

For the realization of this assignment the EC analyzed EC programme documents, interviewed VLIR-UOS staff and the Flemish Programme Coordinator and Project Leaders (PL) in Brussels and Gent and, during a field trip in Maputo key persons of UEM management, the Mozambican PC and PLs, students, the PSU manager and the Permanent Expert in Maputo.

The DESAFIO (Challenge) programme has as its overall academic objective “To strengthen the UEM as a developmental actor in Mozambican society in the area of Reproductive Health and HIV/AIDS” and as its developmental objective “To improve reproductive health in society and to contribute to the national fight against HIV/AIDS”. The programme envisages contributing to the realization of these objectives through 7 specific projects each of them embedded in a faculty at the UEM. The programme is being implemented through a joint undertaking of UEM staff and academic staff of different Flemish universities. An eighth project provides support services to the cluster of projects.

The programme has been designed around one common theme: Reproductive Health and HIV/AIDS. Five of the 8 projects are addressing specific aspects of the central theme:

Project 1, Human Rights; Project 2, Social Rights and Human Protection; Project 3, Gender and Family Health; Project 4, Reproductive Health; Project 5, HIV/AIDS/STI Prevention and Treatment

Two projects address cross-cutting issues geared at capacity strengthening and support to the other projects in areas that had been identified as conditions for successful implementation of the five specific projects:

Project 6, Capacity Building; Project 7, Bio-statistics and Modelling

When assessing the content of the programme one should bear in mind that the available research capacity at the UEM is limited; few staff members are senior researchers and the development of a research culture in the institution is in an initial stage.

Project level

Assessment and comparison of the separate projects shows that:

- the design of the projects follows a common pattern with emphasis on capacity development through PhD and Masters studies where the research component is linked to PhD and Masters theses and extension activities are being planned. The actual implementation of the projects shows considerable differences in performance at these different levels. Some of the projects maintain a good balance between capacity development/research and extension, for some projects however extension is at a very low level of performance. In the opinion of the EC balanced extension is crucial to create a link to the program’s/UEM’s environment, to realize outcome and to link theory to practice in view of learning;
- the variety in the level of ambition between projects is considerable especially with regard to the number of PhD and Masters students;
- performance of the projects is variable with, overall, delays in students’ progress;

- commitment of PLs is present but their actual involvement is variable from PL to PL. It looks as if the level of involvement of the Flemish PL is an important factor for progress;
- the transversal projects (P6, Capacity Building and P7, Bio-statistics and Modelling) give adequate training and support but interest of program's students is limited and below required and desired. Courses are open for other UEM staff and professionals from outside UEM and well attended;
- generally speaking ownership of the Mozambican PLs and team members is insufficient. Good examples show that this need not be so.

Programme level

Research

In this stage of the programme research results are highly dependent on progress of PhD and Masters students. Output in terms of publications and conference related contributions has been low so far but the different available studies, the ones that have been finished and those in progress together, are providing interesting and important baseline information for the themes on which one can build in the future.

The number of publications in international and national journals is limited. Most of the PhD students are not in the phase of publishing yet and Masters students who have their thesis finished have not been very active in publishing so far. This is partly due to the very limited availability of scientific journals in Mozambique but the EC is also left with the impression that the eagerness to publish may be not too big with some of the students.

The ambition of the programme is to come to a really multidisciplinary approach of research and a few interesting initiatives have been taken by projects to be jointly involved in research preparation. But in fact multidisciplinary research has not materialized so far. It will be very challenging to get a good programme off the ground in the second phase. With the research capacity that is gradually coming available the programme should start to seriously think about how to get multidisciplinary research off the ground.

Education

The major part of the projects were and are involved in the improvement and extension of the curricula of the faculties in which they are lodged and they introduced elements of human and social rights and maternal health varying from contributions to undergraduate programs, to the preparation and introduction of new Masters programmes. Overseeing these contributions it is EC's opinion that the programme is contributing considerably to the establishment of institutionalized conditions that enhance the teaching capacity of the UEM and that create a basis for quality research in the area of maternal health and HIV.

Extension and outreach

Some of the projects have taken interesting and relevant initiatives with regard to extension and outreach. For example, the human rights project has organized moot courts, a very successful initiative that turned out to be a very good instrument for the propagation of human and social rights themes. The social rights project has established an agreement with the Ministry of Justice for training and support of parliamentarians and parliamentary commissions. The gender and family project has established interesting working relations with organizations of traditional healers and the HIV/AIDS/STI Prevention and Treatment project has supported the UEM Health Clinic to improve their services related to HIV/AIDS/STI. In the opinion of the EC extension and outreach serves three purposes that ideally should all be covered: i) awareness raising/advocacy/dissemination for the propagation of themes and insights ii) application of acquired knowledge and insights by the provision of services like policy advice and consultancy for giving tangible contributions to society

and iii) practical application for learning in view of further development of knowledge and expertise. Some of the projects have been active at all levels, others have been too much concentrated on only one of these levels and are thus missing opportunities to enhance effectiveness of their project.

Human resource development

Human resource development is by far the most important component of the programme with a total of 16 PhD students and 42 Masters students of whom 8 graduated so far. The programme will give a considerable boost to the capacity of UEM and the Ministry of Health and it will also provide a basis for research in maternal health and HIV, even when taking in consideration that some of the students can be expected to drop out. Effectiveness and efficiency of this component is being negatively influenced because overall there are considerable delays due to factors like i) limited command of English, ii) overburdening of the students because they have to share their time between study, official job and sometimes additional activities to earn additional income (quite common in Mozambique), iii) insufficient support and monitoring of students and iv) time consuming procedures for ethic clearance for research protocols.

Resource mobilization

Initiatives for resource mobilization have been limited and resulted in 2008 in additional funding by the Belgian Technical Cooperation (BTC). Funding provided opportunities for 16 team members of the different projects to attend short courses or conferences abroad and to organize 2 conferences. Moot courts are co-sponsored by the Swedish Development Cooperation and the private sector. Fund raising will have to be taken up in the future to secure the continuation of research funding and thus sustainability. Within the programme team there is little experience in this field and although the assumption is that there is a second phase, the programme should take up fund acquisition in order to develop capacity for the future.

Programme management

Frequent turn-over of staff at central level of the university, more specifically at the Scientific and Pedagogical Directorates has resulted in limited integration of the programme at top level and also in the faculties. Since the nomination of the present Vice-Chancellor and his team and the establishment of the CC the situation has gradually improved and now the central organization is adequately implied in the programme. Embedding in faculties and departments has also improved.

In the initial stage of the programme the management system needed to be developed and tools like a management manual and a communication manual were developed in view of strengthening management. This had its effects and management and communication have seen an improvement over time but not sufficiently. Not only tools are required for good management but also the team members implied should use them and act in accordance to them. Until now management is not smooth enough and improvement is required.

Supervision of PhD and Masters students and monitoring their progress is not sufficient due to different factors. Programme management should give more attention to closer support and tighter monitoring of students' progress in order to make the capacity building component more effective and efficient. Apparently there are examples of other projects at the UEM that function well in this respect. The programme could take advantage of this and see whether elements can be taken over.

Timeliness and quality of planning and reporting needs improvement, generally speaking. Up to now the PSU has to give considerable support for some of the projects. The format is extensive and contains much information but reflection on results, causes for delays, strong points to be maintained, and measures and initiatives to address the challenges are in fact not present. Budget spending for the different projects shows considerable fluctuations and both in 2009 and 2010 about 5% of the available funds have not been spent. This has not only resulted in a loss of important

resources for the UEM, but it also affects program's efficiency. Improving of programme management is required and should be realized by not only addressing issues that are under the direct control of the programme but also issues related to the complex environment in which the programme is functioning. The latter should be a joint effort of programme management and UEM top management. The latter can consider the DESAFIO programme as an instrument to bring about changes in the wider UEM system.

The PSU is putting an effort in giving support to programme management but results are not satisfactory. Additional visits of the Flemish ICOS were required but some issues are still pending. Efforts to improve functioning have not led to satisfactory functioning. Reportedly deliberation on improving PSU's functioning is ongoing between the Flemish partner and the UEM.

For the second phase the EC recommends that for shifting from capacity building to research with an interdisciplinary approach the design of the programme be based on a research agenda with multidisciplinary research projects around the theme Reproductive Health and HIV/AIDS as has been worked out more in detail in chapter 3.4., and that the issue of working as a team should be addressed explicitly. The EC stresses that some form of remuneration of the Mozambican researchers should be foreseen in order to be able to shape teams with committed and available members.

Introduction

The mid-term evaluation of the IUC Partner Programme with the Eduardo Mondlane University, was commissioned by VLIR-UOS and it was carried out over the period December 2011 – February 2012 by the evaluation commission (EC) composed of Mr Ben van Baren, international consultant and Mr João Mosca, national consultant.

Terms of Reference

The Terms of Reference indicate that the mid-term evaluation has as its objective to generate conclusions that will allow VLIR-UOS:

1. to make a decision regarding the formulation of a second phase of the collaboration;
2. to formulate recommendations to all stakeholders with regard to the content and the management of the programme, including the overall policy framework and
3. to identify possible venues for the future of the programme and to comment upon them.

The EC shall report and recommend on:

- a. the present state of implementation of the programme
- b. the nature of the programme by evaluating the quality, efficiency, efficacy, impact, development relevance and sustainability of the programme;
- c. the position of the IUC programme as compared to the other international cooperation activities of the partner university (bench marking);
- d. the management of the programme, both in Flanders and locally, and formulating, if necessary, recommendations for improvement;
- e. the cooperation between all parties involved.

Evaluation methodology and procedure

As a first step VLIR-UOS staff gave an introductory briefing on the IUC Programme to the international consultant. This was followed by an analysis of the EC of documents provided by VLIR-UOS and the preparation of the evaluation framework with questionnaires. The documents that were analyzed included the report of the Programming Mission, the initial programme document including the project documents for the individual projects, Annual Activity Plans and Reports through to 2010 (including programme and project log frames and summary financial reports), the Minutes of the Flemish Steering Committee Meetings and the Joint Steering Committee Meetings and the self-assessment reports of the different projects. The evaluation team leader interviewed VLIR-UOS staff and the Flemish Programme Coordinator and Project Leaders (PL) in Brussels and Gent and the EC interviewed key persons of UEM management, Mozambican PC and PLs, students, PSU manager and Permanent Expert in Maputo. Preliminary results were presented and discussed during a debriefing meeting in Maputo and in Gent. See annex 0 for the list of persons met.

Content of the report

Chapter 2 of the report gives background information i) on Mozambique in general ii) on the Eduardo Mondlane University and the Higher Education system and iii) on the VLIR-UOS Partnership Programme in general and the Partnership Programme with the Eduardo Mondlane University in particular. Chapter 3 presents the evaluation findings for the individual projects and the performance of the Programme as a whole. Chapter 4 finally gives the recommendations.

The consultants would like to express their appreciation for the friendly welcome they received by VLIR-UOS and the DESAFIO team and for their willingness to provide the requested information and to discuss the issues that were brought up.

Background

Mozambique

Mozambique has a surface of 799.390 square kilometers and a population of 22 million that increases at a rate of about 2% yearly. About 45% of the population is younger than 15 years. Mozambique became independent on the 25th of June 1975.

After independence the civil war between the ruling party Frente da Libertação de Moçambique (FRELIMO) and Resistência Nacional Moçambicana (RENAMO) started. During the war tens of thousands of citizens lost their lives and about 40% fled the country or were dislocated, infrastructures were destroyed. The economic crisis that resulted, with inflation, deficits in the balance of payment, lack of foreign currency, external debts, difficulties to provide the local markets with products, a paralyzed economic tissue in the major part of the rural areas, hunger and poverty, forced government to establish agreements, first with South Africa to have it stop its support to RENAMO and later on with the Bretton Woods Institutions for economic support and the implementation of a programme of structural adjustment. At the same time the economic and military support from socialist countries decreased as a consequence of the changes in the European socialist countries. The conflict was finished in 1992 with the signature in Rome of a peace agreement.

After the general peace agreement and more in particular during the last decade (2001 – 2010) Mozambique has experienced high economic growth (between 6 and 8%). Considerable improvements have been realized in infrastructure, in access to health and education services, in electrification, in transport and communication. Various big projects were realized like the establishment of an aluminum industry and the exploration of natural gas, minerals and timber. The sectors that contribute most to the Gross National Product are agriculture, industry and commerce with a contribution of 25%, 15% and 14% respectively¹. Agriculture absorbs more than 70% of the labor force and less than 10% of the active population has a formal job, with the State as the principal employer. Since 1992 the creation of human capital has been considered a priority, which is being reflected in the proportion of the State budget in education (almost 20%) where emphasis is on primary and secondary education with 85% of the education budget attributed to these subsectors and 15% to higher education². Mozambique has presently about 400 PhDs in different disciplines, which is very limited, but it represents a significant evolution when compared with the 10 PhDs shortly after independence.

However, a broad critical debate is ongoing because the growth has not led to poverty reduction, decreased social inequalities, a better environment and a sustainable exploration of natural resources. It is affirmed that its growth is non-endogenous, dependent on cooperation resources and direct investments from abroad deepening patterns of accumulation centered outside the country and of which the primary beneficiaries are neither the Mozambicans nor the country. The massive extension of education (13,000 students in 2001 and almost 110,000 in 2012) was not accompanied by improved quality, on the contrary.

After the Peace Agreement significant progress has been made with the implementation of democracy and citizens' liberties and rights. There is criticism with regard to feeble governance transparency, corruption, unclear boundaries and separation between the democratic powers, between the ruling party, the State and the government and the promiscuity of politics and business. Anyhow, Mozambique is considered as one of the politically and socially stable African countries with a good economic performance.

¹ Banco de Moçambique

² Ministry of Education

Eduardo Mondlane University

The Eduardo Mondlane University exists 50 years in 2012. It was first named General Studies of Mozambique and later Lourenço Marques University, Maputo's name in the colonial time. At independence a considerable part of teaching, technical and administrative staff left the country. The majority of students, mainly children of the colonial community, also left. The number of students decreased from about 5000 to just above 1000, some faculties closed. Remained Mozambicans and children of Portuguese citizens who choose to stay in Mozambique and of whom many opted for the Mozambican nationality.

On February 3rd 1976 the name Lourenço Marques University was changed into Eduardo Mondlane University. With an effort the government kept the major part of the faculties functioning. Extensive cooperation was necessary to re-establish the teaching, technical and administrative staff. Thus agreements for inter-governmental cooperation and with "cooperantes" with an individual contract were at the basis of staff recruitment.

Until the mid-eighties there was little staff training, in the country or abroad. As from that time post graduate training started in different countries, particularly in Europe, the United States and Brazil. This process was characterized by progress, but also by difficulties with regard to management and to instability of UEM's university leading teams that compromised the efficient use of resources and the effectiveness of goals' realization.

The extension of infrastructures and the facilitation of students' access diminished the ratio number of students/teachers with postgraduate training. At the present time the UEM has around 22,000 students, which means a ratio of one PhD per 100 students. There has been considerable progress in availing infrastructures, teaching equipment (laboratories, ICT, libraries) however, at a pace that did not correspond to the evolution of the number of students. The State budget for Higher Education is very low, which obliges UEM to cooperate with the international community for institutional strengthening, in particular for postgraduate training, equipment, research and extension. The major part of the operational budget of the public universities comes from the state budget. External resources (cooperation) represent 50% of their investment budget³.

Until the first years of the nineties there were two public universities in Mozambique, the UEM and the Pedagogical University. As from then on many private universities were founded and since recently new public universities are being established. In 2010 there existed 38 universities, 4 public and 34 private, some with satellites in the provinces and recently 4 more private universities were licensed. In 2010 there were about 83,000 students of whom 75% studied at public universities. This process has been insufficiently regulated and accompanied by government, which gave room for the opening of higher education institutions without considering basic pre-established requirements. Due to this propagation, the scarcely available university teachers who were first concentrated in two institutions are now dispersed.

Presently there exist different cooperation programs of medium and longer duration, the more important ones being with Belgium, Sweden, the Netherlands, Italy and SADC. The programs do have comparable objectives in general: capacity building of human, physical and material resources that permit the strengthening and sustainability of UEM's development.

Presently the principal weak points of the UEM are:

- The decline of the ratio students/PhDs and Masters as a consequence of the accelerated growth of the number of students as compared to the number of teachers, more in particular those who hold a PhD or Masters. The present ratio is 24 students per teacher;

³ Ministry of Education

- The need to extend and modernize equipment and services (ICT, library and laboratories), area where there exist cooperation projects with the objective to reduce the backlog;
- The need for research programs that develop synergies with teaching and extension, issue addressed by the present program;
- Low level of scientific production and of participation in international networks and platforms;
- Low level of integration in international programs for training, research and innovation.

These limitations are exacerbated by the limited availability of academic staff. The majority has other activities outside and the time at UEM is limited to teaching and bureaucratic work for those who do have administrative responsibilities. Earnings at UEM are low and very much below those obtained through the activities that are developed outside the UEM. The process of progress in the academic career is very slow. For example, 35 years after independence there are only seven professors and a limited number of associate professors. A considerable percentage of staff is at Licenciatura level.

There are signs of change over the recent period. We mention those that are most important and that may positively influence the outcome of this program:

- The restructuring of the directive body with a direction for cooperation and for research with the function to define strategies and procedures and more participative working methods that coordinate the activities of the UEM;
- Raised awareness for the importance of research and the existence of programs, even if at a limited scale. A research strategy has been approved and procedures for participation have been defined;
- There are initiatives for the coordination of cooperation programs in view of synergies, coherence and alignment of administrative procedures;
- The existence of interest in research, more in particular in the scope of individual training with part of the academic staff;
- An increase in the number of young staff with PhD or Masters degree who are interested in research.

There are considerable challenges for succeeding in the development of capabilities that strengthen UEM's capacity and sustainability. Among them are the part of the state budget that is attributed to the UEM, the capacity to retain the trained teachers (relation of earnings inside and outside the UEM), attitudes and vocation for research, access to literature, integration in knowledge networks, writing culture and mastery of foreign languages.

These realities indicate the need for a continued cooperation. The priority remains with institutional capacity strengthening with an emphasis in training of teaching staff as a higher number of trained staff allows for a better balance between teaching and research.

The theme of the project is reproductive health and HIV/AIDS. Mozambique is among the countries with the highest prevalence of this disease, about 12%, and with areas with percentages above 20%. A number of factors are indicated to be of importance for fighting HIV⁴:

- Fragmented programs (linked to departments) without integration of the different sectors involved (health, education, environment, involvement of the communities and traditional authorities);
- Short time span of some programs;
- Limited socio-anthropological and interdisciplinary studies that allow the definition of integrated programs that could increase synergies, effectiveness and efficiency of the programs.

⁴ Documents of the Ministry of Health

The cooperation programme with VLIR-UOS has characteristics that provide a perspective for positive results.

The VLIR-UOS University Partnership Programme

Overall program

The Inter University Cooperation programme (IUC) that is financed by the Belgian State Secretary for Development Cooperation is managed by the Flemish Interuniversity Council – University Development Cooperation (VLIR-UOS). The overall objective of the IUC programme is “to empower the local university as an institution to better fulfill its role as development actor in society”. The realization of this objective is being strived for by implementing partnership programs between Flemish universities and 23 carefully selected universities in the South, 6 in Latin America, 14 in Africa and 3 in Asia. Each partnership consists of a coherent set of interventions geared towards the development of the teaching and research capacity of the university and to the strengthening of its organizational functioning.

Characteristics

Core characteristics of the partnership programs are:

- Arrangements for long term cooperation covering a period of at least 10 years in order to create real opportunities for the development of successful and sustainable initiatives;
- Initiatives directed at the needs and priorities of the partner universities in the South and fitting into their local policy and strategic environment;
- Striving for ownership for the southern partner through all stages of the programme, from identification through formulation to implementation of the programmed activities;
- Concentration of efforts to a limited number of well-selected partner institutions in order to create synergies between the different projects within the programme, to enhance efficiency in programme management and to broaden the impact of the intervention on the partner institution;
- Attention for donor coordination with a view to prevent duplication and to enhance effectiveness.

The average budget per partner university is € 3.480.000 for the first 5 year phase. During the second 5 year phase the annual budget gradually decreases.

Programme set up

VLIR-UOS is responsible for the programming, monitoring and evaluation of the overall programme and it delegates the overall responsibility for the implementation of a partner programme with a specific university to one of the Flemish universities - Ghent University in the present programme - that part takes in the programme and has a coordinating function. The cooperation is formalized in an agreement between VLIR-UOS, Ghent University and the partner university, the Eduardo Mondlane University. Programme implementation overall is being coordinated by a programme coordinator at both the Mozambican and the Flemish side. The coordinators are supported by a Programme support Unit (PSU) at the Mozambican side and the Institutional Coordinator for Development Cooperation (ICOS) of Ghent University at the Flemish side. Each of the separate projects, together composing the cooperation programme, has a Project Leader (PL), both at the Mozambican and the Flemish side. Programme coordinator and PLs constitute a coordinating steering committee for each partner. The two steering committees come together in a yearly organized Joint Steering Committee Meeting.

Programme content for Phase I and participating entities

The DESAFIO (Challenge) programme has as its overall academic objective “To strengthen the UEM as a developmental actor in Mozambican society in the area of Reproductive Health and HIV/AIDS” and as its developmental objective “To improve reproductive health in society and to contribute to the national fight against HIV/AIDS”. The programme envisages to contribute to the realization of these objectives through 7 specific projects each of them embedded in a faculty at the UEM. The programme is being implemented through a joint undertaking of UEM staff and academic staff of different Flemish universities. An eighth project provides support services to the cluster of projects.

The programme has been designed around one common theme: Reproductive Health and HIV/AIDS.

Five of the 7 projects are addressing specific aspects of the central theme:

- Project 1: Human Rights at the UEM Law Faculty with Ghent University as the leading partner at the Flemish side addresses the human rights aspects of reproductive health;
- Project 2: Social Rights and Human Protection carried out by the UEM Law Faculty and the University of Ghent deals with the social rights in the domain of reproductive health, including social protection;
- Project 3: Gender and Family Health of UEM’s Faculty of Arts and Social Sciences and the Free University of Brussels focuses on the gender aspect of reproductive health, together with other socio-cultural aspects such as family issues and traditional medicine;
- Project 4: Reproductive Health of the UEM Faculty of Medicine and the University of Ghent deals with the specific problems of high maternal mortality (safe motherhood) and cervical cancer;
- Project 5: HIV/AIDS/STI Prevention and Treatment of UEM’s Faculty of Arts and Social Sciences and the University of Antwerp focuses on the HIV/AIDS epidemic, including the related problem of STI.

Two projects address cross-cutting issues geared at capacity strengthening and support and support to the other projects in areas that had been identified as conditions for successful implementation of the five specific projects:

- Project 6: Capacity Building, hosted by the Scientific Directorate of UEM and carried out under the responsibility of the University of Ghent addresses ICT strengthening, support to the library, strengthening of training and research skills of staff and academic English;
- Project 7: Bio-statistics and Modelling of the Faculty of Sciences and the University of Hasselt aims towards strengthening the statistical unit of the faculty and towards conducting methodological research. It furthermore intends to give methodological support to the research activities of the thematic projects.

Objectives and envisaged results of the separate projects

Project 1: Human Rights

The human rights project aims at the enhancement of UEM’s role as a major provider of knowledge and competences on the right to health and sexual and reproductive rights in the context of HIV/AIDS and at the realization of the situation where governmental and non-governmental actors adopt a rights-based approach with respect to reproductive health and HIV/AIDS.

The following results are anticipated for the project:

- Comprehensive and updated information on Human Rights with respect to Reproductive Health and HIV/AIDS is made available and accessible to governmental and non-governmental actors;
- Improved awareness and expertise on Human Rights with respect to Reproductive Health and HIV/AIDS within the university community;
- Improved expertise, awareness raising and advocacy skills on Human Rights with respect to Reproductive Health and HIV/AIDS of the key society stakeholders and relevant professional groups;
- Improved capacity of UEM through improved academic training and qualifications of staff;
- Research and student practice on Human Rights with respect to Reproductive Health and HIV/AIDS encouraged;
- Access to justice for victims of HR violations in the sphere of Reproductive Health and HIV/AIDS improved.

The project defines intermediate results with respect to i) research, ii) capacity building and iii) extension. These are respectively:

For research

- Research and student practice on Human Rights with respect to Reproductive Health and HIV/AIDS is encouraged;

For capacity building

- Improved capacity of UEM through improved academic training and qualifications of staff;
- Improved awareness and expertise on Human Rights with respect to Reproductive Health and HIV/AIDS within the university community;

For extension:

- Comprehensive and updated information on Human Rights with respect to Reproductive Health and HIV/AIDS is made available and accessible to governmental and non-governmental actors;
- Improved expertise, awareness raising and advocacy skills on Human Rights with respect to Reproductive Health and HIV/AIDS of the key society stakeholders and relevant professional groups ;
- Access to justice for victims of HR violations in the sphere of Reproductive Health and HIV/AIDS improved.

Project 2: Social Rights and Social Protection

The social rights and social protection project aims at the positioning of the UEM as a strategic provider of knowledge and competences in social rights/social protection in general and in rights related to HIV-issues more in particular. It furthermore envisages promoting people's access to these rights.

The project foresees the following intermediate results for phase I:

For research

- The impact of certain policies for HIV-infected people is better understood. This implies that a staff member successfully completes his/her Masters in Law study, including the study-related research;
- The social issues related to particular groups infected with HIV/AIDS are better understood. This implies that a staff member successfully completes his/her Masters in Law study, including the study-related research;
- A PhD is developed on a particular topic in the field of social rights/social law health rights in general. This implies that a staff member successfully completes his/her PhD, including the

research report;

- Particular specified research topics (including Social Rights Watch report) in the field of HIV/social rights are studied and a research report is completed;

For capacity building

- The UEM curricula at the faculty of Law is adapted to integrate Social Rights contents, implying that a new Masters in Social Law is designed and implemented and that a new optional discipline on social law is integrated in the current curriculum. Course materials will be available; _
- The UEM staff is qualified to conduct research and training on social rights fields. This implies that staff members obtain the LLM and PhD degrees as mentioned under the research item;
- The UEM Legal Aid Clinic is strengthened to address social rights related challenges through the acquisition of books and ICT equipment and training of staff of the Legal Aid Clinic in Social Law;

For extension

- Paralegal centres are strengthened to provide legal aid on social security in Maputo, Beira and Nampula cities through the development of training courses and training materials.

Project 3: Gender, Health and Family Issues

The social rights and social protection project aims at the positioning of the UEM as a major provider of knowledge and competences in matters related to gender, family and health seeking behaviour. From a developmental point of view it furthermore envisages to contribute to the improvement of policies and programmes that are related to these issues.

The project foresees the following intermediate results for phase I:

For research

- The Socio–Cultural determinants of youth pregnancy are assessed;
- The strategies of gender equality promotion are documented;
- The sexual practices and meanings of women, its influence on the health and well-being are understood;
- Socio-cultural practices with an impact on fertility in patrilinear and matrilinear contexts are analysed and compared;

All research subjects are linked to Masters studies (3) and a PhD study.

For capacity building

- The UEM staff is better qualified to conduct research and teaching on gender family issues and health seeking behaviour. This will be realized through training of staff in academic English and research methodology and through three Masters and one PhD study;

For extension

- The research results are disseminated towards key stakeholders (civil society, academia, student community, government institutions,...) nationally and internationally.

Project 4: Reproductive Health

The reproductive health project aims at the positioning of the UEM as the strategic provider of knowledge and expertise in the areas of safe motherhood, cervical cancer prevention and domestic

violence in Mozambique. From a developmental point of view it furthermore envisages to contribute to the improvement of access and quality in these areas.

The project foresees the following intermediate results for phase I:

For research

- The socio-cultural determinants of institutional and community-based maternal deaths are assessed;
- The prevalence of domestic violence in pregnant women in the three hospital-based maternities of Maputo is known;
- The misoprostol use to reduce postpartum haemorrhage at community level is assessed;
- The accessibility to Maternal Health Services and its determinants are assessed in a specific rural district ;
- The new cervical cancer care programme of the MoH is assessed;
- Missed opportunities of care in postpartum period are assessed;

All research subjects are linked to Masters studies (7) and PhD studies (2).

For capacity building

- The UEM staff is qualified to conduct research and provide education on RH topics. This will be realized by 7 Masters in Public Health (4 UEM staff and 3 non-UEM staff) and 2 PhDs (1 UEM staff and 1 non-UEM staff). Furthermore at least 5 staff members will be trained in academic English, bio-statistics and/or research methodology;
- The UEM curricula at the medical faculty are updated to face RH challenges. For this purpose the Reproductive Health topics in the core curriculum for the public Health Masters and in the medical curricula will be strengthened and platforms for inter-faculty collaboration in research in Reproductive Health will be enhanced;

For extension

- New knowledge is disseminated and made available towards stakeholders, e.g. the Ministry of Health, other relevant ministries and international development partners and non-governmental organizations.

Project 5: HIV/AIDS/STI Prevention and Treatment

The project aims at the strengthening of the role of the UEM in creating multidisciplinary knowledge and competences regarding HIV/AIDS/STIs and in transferring these to students and other audiences in general. This multidisciplinary knowledge base should become more valid, reliable and useful.

The project foresees the following intermediate results for phase I:

For research

- The level and determinants of implementation of the national HIV/AIDS treatment and care guidelines are assessed;
- The level and determinants of treatment adherence among ART patients are assessed;
- The mechanisms and dynamics of social support and social capital in the care and support of PLWHA is well understood ;
- The ethical and legal issues related to unsafe sex by PLWHA are assessed;
- The patterns and determinants of sexual behaviour among students are better understood;
- The prevalence and determinants of STI and HIV among students are known and strategies for screening and treatment are developed;

All research subjects are linked to Masters studies (5) and PhD studies (3).

For capacity building

- The UEM staff is better qualified to conduct research and provide education on HIV/AIDS related issues. This will be realized by 5 Masters studies and 3 PhD studies;

For extension

- The UEM clinic providing sexual and reproductive health services for students is strengthened;
- The student blood donation programme is improved.

Project 6: Capacity Building

The Capacity Building project aims at the empowerment of the organization and staff of the UEM to achieve its primary objectives related to teaching, research and service to the community. Strengthening will be realized in the following areas: i) ICT provisions and use, ii) mastery of innovative teaching approaches, iii) mastery of innovative research approaches tools and skills, iv) being acquainted with up-to-date library skills and v) the provision of a language centre and the necessary resources and qualifications to present services related to Academic English.

The project foresees the following intermediate results for phase I:

- Upgraded capacities related to Information and Communication Technologies (ICT) in the areas i) security, ii) bandwidth and iii) student usage management of the computers;
- Upgraded capacities related to teaching through i) the introduction of new conceptions about teaching and learning, ii) starting up a PhD research programme focusing on Research-Based Teaching approaches (RBT) in the Faculty of Education, iii) setting up a cross Cutting VLIR initiative about eLearning in Africa and iv) providing the faculties with material resources in view of innovative teaching approaches (books, journals);
- Upgraded capacities in research through i) training in qualitative and quantitative methodologies, ii) the provision of material resources (books, journals) and iii) starting-up a PhD research programme focusing on Qualitative Research ;
- Upgraded capacities related to the library through i) the introduction of the eLibrary concept to staff involved in the projects, ii) M.Sc. in Library Sciences and iii) upgrading the expertise of library staff via recycling scholarships of one month.

Upgraded capacities related to Academic English through strengthening the material support for the future Self-Access Resource Centre (SARC), ii) introducing new conceptions about the teaching of English for Academic Purposes (EAP) iii) training of staff and upgrading the Language Lab Infrastructure and iv) starting-up a PhD research programme focusing on the teaching of EAP.

Project 7: Biostatistics and Modelling

The project aims at the strengthening UEM's capacity to provide quality research results by enhancing its capacity to produce sound, reliable research. To this end the project supports the researchers of the programme in appropriately designing and analysing their studies.

The project foresees the following intermediate results for phase I:

For research

- Increased research output related to collaborative research with partners in the VLIR UEM programme (transversal IR). For this purpose the project will play a stimulating role in enhancing joint collaborative research between programme partners and publish the results of these efforts;
- Increased research output related to methodological research in biostatistics (horizontal IR). For this purpose the biostatistics project team members will conduct methodological research that is relevant for the collaborative research projects of the programme. Results will be disseminated;

For capacity building

- An adequate number of sufficiently qualified academic staff is in place. This will be realized by 3 UEM lectures starting a PhD in Biostatistics and 2 UEM lecturers taking Masters of Biostatistics at Hasselt University. Furthermore all UEM team members will take the academic English course in year 1;
- Implementation of training in biostatistics and ultimately a UEM Masters of Statistics;
- Founding of a UEM Centre for Statistics;
- Adequate facilities (computational, library, ...).

Project 8: Cluster Support Services project

The overall objective of the project is to ensure that the IUC programme is successful in attaining the overall and specific objectives of the different projects and of the programme as a whole. The project is realized by a permanent expert.

- There is continued coherence among the research conducted by the different projects. This will be realized by a.o. assistance to the projects in the identification of the research topics and regular meetings with all project leaders and team members, to discuss the progress of the research projects and to ensure coherence;
- The quality of the research conducted by the different projects is guaranteed through a.o. systematic review of all research proposals and technical assistance to data analysis and report writing;
- The research results are correctly disseminated and translated for operational use;
- The capacity in conducting quality research in the area of reproductive health among UEM staff is improved through the identification of gaps in research skills among UEM staff and finding solutions for filling them;
- The coordination and management of the IUC programme is strengthened through assistance to the local coordinator and the programme manager.

Evaluation findings

Individual project performance

In assessing overall programme's performance we will start with the analysis of the separate projects. Because of the broad scope of the evaluation and the limited time available this analysis can only be limited. The broader description in this chapter should be read in combination with the annexes 1 through 7 where more detailed information is given on projects' performance against objectives, intermediate results and indicators.

Project 1: Human Rights

Background

The project is hosted by the Faculty of Law that at the time of project's start had a recently established Centre for Human Rights that is collaborating with the project. Objective of the Unit is to boost the interest in Human Rights among staff and students through teaching and research. There is also a Legal Clinic aiming preliminary at providing *pro bono* legal aid to the poor. Since 2004 the UEM Law Faculty has been engaged in a partnership relationship with the Centre for Human Rights of the University of Pretoria, aiming at teaching and carrying out research on human rights. When the project started the faculty had not yet benefitted from this cooperation in the sense that staff members had been enrolled in the programme, language reasons being the cause and a limited interest in the subject as such. As a consequence the project started with limited capacity and part of the project team were students, still without a formal link to UEM.

Core of the project is staff development through Masters and PhD studies. Research is linked to these studies as Master's thesis work and PhD research are the results foreseen in this area. Extension activities were foreseen to be realized by the project team through i) support to the existing research unit at the Faculty, ii) the involvement in the organization and participation in conferences and moot courts, iii) training on human rights for relevant stakeholders and iv) legal support to victims of HR violations.

Progress

With regard to staff development the project is proceeding albeit with a delay. Of the 5 Masters planned in the first phase one student graduated according to planning, one is about to finish with a delay and a third dropped out due to irregularities. Of the two PhDs one is in progress albeit slow reportedly. A second PhD candidate postponed the start of his study because of his English not being sufficient. Thus staff development is being realized with a delay and one drop out. In the near future one more PhD candidate and 2 Masters candidates will start their study. Participation in capacity building has been limited with arguments being that training in both academic English and research methodology needed to be more specific for application in law related issues. The EC has no insight in the level of potential candidates but is of the opinion that a strong basis should be already there before specialized courses can be effective.

The introduction of human rights in the Law Faculty was foreseen to be realized through three activities:

- Integration of Human Rights in a course together with fundamental rights;
- Integration of Human Rights in the law specialized course on health rights and SRR;
- Introduction of a Masters Programme on Human Rights in the Law School.

Human Rights has been integrated in a Fundamental Rights course and the specialized course on health rights and SRR. The Masters Programme in Human Rights has been developed and approved by the Academic Board of the University. Implementation will start in August 2012.

No articles have been published so far. The article that resulted from the one graduation still needs to

be translated from English into Portuguese. Impediment for publication was the lack of an adequate journal. This has been taken up and the first issue of the newly established journal is to be published in the near future. Apparently project's support to the research unit has been passive and limited to the provision of ICT equipment and books. Efforts in setting up a data base and providing active support seem to have been minimal.

In the area of extension the project has been successful in organizing yearly moot courts in combination with a conference and awareness raising activities. The moot court concept proved to be a good tool to create interest in human rights as a considerable number of national universities participated as well as representatives from the business community. The latter provided additional funding. This year the UEM will host the pan-African human rights moot court competition, combined with an international conference for which a broad international call for papers has been launched. It can be expected that this will considerably enhance the UEM law faculty's international profile. The project team has organized training for awareness rising on human rights, gender and HIV/AIDS issues. Unfortunately no follow up was given for monitoring effects of the training in view of developing its contents. Activities at the level of the legal clinic have not taken place apparently. In the opinion of the EC involvement of staff and students in legal clinic activities is an excellent tool to get insight in human rights functioning in Mozambique, insight that can be used for strengthening teaching and research. The indicators in the log frame on staff and student involvement in extension activities and on outputs are far from being attained.

Assessment

The EC appreciates that the initial available capacity and also the present capacity are limited and that initial ambitions were not realistic probably. But commitment to the project also seems to have been below the desired level. It is understood that this is partly due to PL changes and PL quality. The first PL has been nominated in a high position at the Prosecution Council shortly after the project started and the position at the UEM of his successor was not formalized by a contract. The quality of e.g. the self-assessment report and the 2011 activity report are below required as they are incomplete, inconsistent and sloppy. Recently the 3rd PL has been nominated and it is the impression of the EC that she is taking up the challenge seriously. At the Flemish side involvement has been distant with a low level of involvement of the PL and a presence in Mozambique that was limited to one visit per year to participate in the JSCM.

Recommendations for the remaining phase 1 period:

- Create a committed project team including interested students;
- Reconsider the planning of the activities to be undertaken giving due attention to extension as a means of learning;
- Adapt the log frame, including the indicators, in order to tune it with the available capacity. The formulation of a realistic plan enhances motivation and the commitment to realize the envisaged targets.

Project 2: Social Rights and Social Protection

Background

The Social Rights and Protection project is hosted by the Faculty of Law and was foreseen to operate through the Centre of Human Rights and the Legal Clinic. The project started with a small team of 3 persons that was partly composed of students as interest of staff members to participate was limited. When 2 persons left for study purposes the team was extended with 4 more students. The project as it has been designed has its core in capacity building, where research is mainly linked to Masters and PhD work. Two Masters and one PhD studies were foreseen and the capacity of the faculty would be strengthened by the inclusion of a Masters in social law in the Law Faculty's curriculum. Planned extension was through the strengthening of the UEM Legal Aid Clinic through the provision of

training, books and ICT equipment and support of people in social rights cases. Apart from the Legal Aid Clinic the provision of legal aid on social security had to be strengthened through support of paralegal centers in Maputo, Beira and Nampula through the provision of training and training materials.

Progress

The two Masters students have successfully finished their study and one of them is preparing for a PhD. Two more students are planned to start their Masters study. The PhD candidate is proceeding in his study albeit with some delay. The integration of the Masters study in Social Law has been approved and will be implemented as from August this year.

Publications of the theses of the Masters studies are being prepared and waiting for the launching of the Journal of the Faculty. Progress is being made by team members with the specific research topic on “Community based safe nets and micro insurances” and partial reports have been concluded which will later on be integrated in one final report. Support is systematically being given to students in the Research Centre.

Extension activities, support to the paralegal centres and activities in the UEM Legal Aid Clinic, are being implemented according to plan.

The project has taken interesting and relevant additional initiatives. The team has organized training for paralegal organizations in three districts. It furthermore organized 2 conferences, a national and a regional one. The latter was highly appreciated by the international participants and it has contributed to involving the faculty in the network of other social law research institutions in the SADC countries. It has also contributed to the strengthening of the newly established Regional Centre at the UEM that studies issues on harmonisation of law on regional integration. The project has furthermore established a training agreement for training of parliamentarians on the social rights concept and on methods to monitor social rights in the field and it has supported 2 Parliamentarian Committees on drafting legislation.

Assessment

The project is well on track and involvement and commitment from both the Mozambican and Flemish side are positive. The Flemish PL apparently plays a very active and stimulating role, among others by visiting the project three times a year and by providing opportunities for the team to become active at regional level. Both the Flemish and the Mozambican side think that the Mozambican team members should take a more active attitude to get more involved regionally. It is interesting to see that partners are very positive about the North – South cooperation and that the Flemish side is very positive about the institutional impact on their own organization, far more than in the other projects.

Recommendations

The EC recommends that the team maintains its dynamics and that the Mozambican team members put an effort in taking a more proactive attitude and gradually get in the driving seat.

Project 3: Gender, Health and Family Issues

Background

The project Gender, Health and Family Issues is hosted by the Department of Archaeology and Anthropology (DAA) of the Faculty of Arts and Social Sciences. The department has, relatively speaking, a high number of well qualified staff, a tradition of research and a network of national and international collaborating institutes. At the start of the project three Masters degrees were planned of which one was changed into a PhD.

Progress

In the initial phase one of the Masters students prepared a proposal, related to gender, that was not accepted by his department, Linguistics. He changed to P 6 and is now one of the PhD students in this project. One Masters student graduated and the second one is expected to finish in 2012. A delay was caused by the interference of the National Bio-ethics Health Committee (CNBS). The PhD student foresees to finish in 2012 and has published a co-authored and peer reviewed article in an international journal. In 2010 four additional Masters students were integrated who are expected to finish at the end of 2012. In 2011 a second PhD student was taken in. It is expected that an article can be published during phase I.

Members of the project team have organized a number of workshops with purposes like obtaining inputs for the development and realization of research and dissemination. Posters and papers have been presented at conferences and contributions have been given for a book. The project has established links with stakeholder groups, for instance on traditional medicine and an initiative has been taken to provide social counseling.

Assessment

The project is on track and after an initial period with insufficient input from the Flemish side there is good cooperation between the PLs. The Mozambican PL shows ownership, is taking the lead and has the project members work as a team. Apparently there is an active exchange of the project with stakeholders and counselling services are being provided to the public. The project is well embedded in the Department, but in spite of efforts undertaken from project's side the relation with the Faculty leaves much to be desired. Reportedly the interest shown by staff and students to participate in training and research shows that ground has been prepared for development of the theme gender, family health and HIV.

The EC recommends that the team retain its present way of working and realize its plans for the remaining period of phase I: i) to finish the ongoing training activities, ii) to work on launching a Masters study, iii) to further strengthen the cooperation with stakeholders and iv) to improve project's embedding in the Faculty.

Project 4: Reproductive Health

Background

The project Reproductive Health is hosted by the Department of Community Health of the Faculty of Medicine. The department has carried out studies related to reproductive health.

The capacity building component of the project started with the training of 2 PhD students and 7 Masters students.

Progress

Of the PhD students one dropped out and was replaced. Presently the two PhD students are progressing at an acceptable level given the high work load of their regular jobs. Of the 7 Masters students one dropped out, one graduated and the other 5 are foreseen to graduate in 2012. Early 2011 3 new members joined the team and started the MPH programme in view of extending the pool of potential future PhD students. They are working on their protocol. Students have actively been participating in research methodology training and English classes. Study is taken up in an individualistic way in general, although there is collaboration with P3 (Gender) and P5 (HIV). There are no publications by P5 so far and one publication together with P3: Article "Healers, nurses, obstetrics-gynaecologists dealing with women in the quest to become pregnant in Southern Mozambique", E. Mariano, M. Samucidine, I.B. Boaventura, C.P. Sousa, in Facts, Views & Vision in ObGyn, 2010, Monograph:43-50.

The team has developed a module on Sexual and Reproductive Health for the public Health Masters programme that is being taught yearly since 2009. A CD-rom with teaching materials and background documents was produced for the 2nd Reproductive Health module course. Material on Reproductive

Health has been produced and integrated and taught in the medical curriculum. The project has not supported the development of the Reproductive Health Masters curriculum that was foreseen initially because the Faculty of Medicine has no sufficient human resources to support development of a full Masters programme in RH.

Extension activities have been very limited as the research has not produced sufficient material for dissemination.

Assessment

The project has so far very much concentrated on capacity development, which is ongoing with a delay. One PhD dropped out, one is proceeding at an acceptable level but with a delay and one is in the process of registration. Of the Masters students so far only one of the four students who started in 2009 has graduated, the others are foreseen to graduate in 2012. There have been no publications so far and extension activities have been at a very low level.

Recommendations

The EC recommends that the project tightens the reins and pushes its students to finish successfully as soon as possible in order to have a positive results of the considerable investments made. It should furthermore put an effort in setting up dissemination and extension initiatives. Flemish team members should give full support.

Project 5: HIV/AIDS/STI Prevention and Treatment

Background

The project is hosted by the Faculty of Medicine and more specifically by the Department of Community Health. For the capacity building component initially training of 3 PhD students and of 3 Masters students was foreseen.

Progress

Presently the team is composed of the initial 3 PhD students and 9 Masters students. The PhD studies are ongoing but with a considerable delay due to a lengthy preparation process. Of the Masters students 1 dropped out in an initial stage and was replaced. So far 1 Masters student has graduated, one student has her protocol approved by the Bio-ethics Committee and is analyzing data. Of the 7 remaining students 6 are in different stages of protocol preparation, from an early stage up to awaiting approval by the Bio-ethics Committee. Experience learns that the approval process tends to take time. The last student who will study the theme "Ethical and legal issues related to unsafe sex by PLWHA" is awaiting to first enroll in the Masters course in Human Rights, a prerequisite for his theme.

Although there are attempts of the team to operate as such, the perception of the EC is that the approach is individualistic and that little added value is created. The team members have expressed their need to be pushed from outside, which is an indicated role for the Flemish partner.

There are no publications so far. The first publications of the PhD students are expected in 2012-2013. The information provided is not clear about publications related to the Masters studies. It has to be observed that publications and dissemination have not been indicated as results in the log frame.

Extension activities of the project have been concentrated on giving support to the UEM Health Clinic and the theme of blood donation. The project has improved clinics' infrastructure and contracted a nurse for HIV/AIDS and STI diagnosis and counseling during a period of three years. The Masters study that already has resulted in graduation was related to this service. The service as such is relevant and the support has led to an increase of visits by students from less than 200/year to more than 400/year. The contract of the nurse would be taken over by the UEM but this did not materialize.

Project's support to blood donation has resulted in the launching of Club 10, a student initiative for stimulating blood donation. Students are actively involved in awareness raising for blood donation, which has resulted in increased interest and actual blood donation by students. This has gone up

from an initial 50 donations per year to 400 donations per year. The extension activities are relevant and have effects in practice, this is positive. However, the EC is of the opinion that given the size of the team more could be done with regard to extension and that activities should have a clear relation to the research undertaken.

Assessment

The project is concentrated on capacity development, which is ongoing with a considerable delay in spite of the efforts of the Flemish PL to support the PhDs in particular. One has chosen to extend the number of Masters in order to create a broad pool for future PhD candidates. So far only one of the 9 Masters students has graduated, which puts effectiveness and efficiency of the project under pressure. There is the interest from the Masters students to have an external push to boost the project. Extension activities of supporting the clinic and blood donation initiatives are relevant and successful although sustainability without project support has still to be proven. Given the size of the team the scope of the extension activities is narrow and linkage to research activities insufficient.

Recommendations

As in the case of P4 the EC recommends that the project tightens the reins and pushes its students to finish successfully as soon as possible in order to have positive results of the considerable investments made. It should furthermore widen the scope of the extension activities and clearly link them to the research undertaken. Flemish team members should give full support.

Project 6: Capacity Building

Background

The Capacity Building project is a transversal project aiming at strengthening basic capacities that are required to make the 5 content related projects successful. The project has 5 components: i) ICT strengthening, ii) teaching and learning capacity building, iii) research capacity building, iv) Library related capacity building and v) capacity building for developing proficiency in academic English. The project is hosted by the Scientific Directorate of the UEM and given its diverse range of interventions it is collaborating with additional Faculties and Centers of the UEM: with CIUEM for ICT, with the Pedagogic Directorate for teaching and learning capacity building, with the Scientific Directorate for research capacity building, with the Documentation Services Directorate for the library related capacity building and with the Language Center for academic English.

In the different components there is a capacity building element. Staff members of the different entities that are involved in P6 are involved in PhD and Masters training. The project started with the intention to train 3 PhDs (1 for teaching, 1 for research and 1 for academic English) and 2 Masters students for subjects related to the library.

Progress

Assessment of progress with regard to capacity building is difficult because the data provided for the present situation (the self-assessment of the P6 team and the overview provided by the PE) are contradictory. Thus we follow the information that has been updated most recently, the overview of the PE. There are 4 PhD students presently of whom 2 are proceeding according to schedule, 1 PhD student has his proposal approved but planning and implementation of the research activities are not proceeding well, and the fourth student, who started in 2009, is still preparing her research proposal. Starting date of the latter was 2009. One of the Masters students has graduated and the second one has just started. Five local Masters students started at the UEM Faculty of Education in 2011.

There are no publications yet and given the dispersed character of the project no extension activities have been planned.

The ICT component of the project is proceeding well. Training of specialists, focal points and users has been organized as foreseen, equipment has been acquired and installed. The server that has been

installed is hardly used, because the intended users did not take training. A workshop for this purpose was cancelled and not pursued. Safety, access and quality of ICT have improved within the margins allowed by the limited budget available.

For teaching upgrading the project has organized training in Innovative Teaching for about 40 university teaching staff. Material resources for faculties to bring the innovative training in practice have not been provided yet as is difficult to assess the needs to fit a specific problem.

The project has trained a group of about UEM 35 staff members in Computer Assisted Qualitative Data Analysis. For the library, staff and users have been trained in view of getting acquainted with the eLibrary concept.

Progress in the project EAP has been confronted with considerable challenges. The provision of adequate space for the installation of the language laboratory has taken very long and the lab was only recently finished. It is understood that support by the faculty has been inadequate. Insufficient involvement of Faculty management in the preparatory phase and lacking backing up by the Vice-Chancellor's Office are mentioned as the main causes. Because of the late availability of training facilities, courses in general English have been provided by (renowned) institutes outside the UEM. The project has organized an EAP conceptual foundation workshop, attended by 20 UEM staff members, followed by a recycling training in the Sudan. Two staff members participated in at Workshop in the University of Limpopo.

Assessment

The capacity building project is addressing relevant issues and the Flemish PL has put a big effort in attaining the goals of this fragmented undertaking. In spite of this the EC is of the opinion that effectiveness of the project is low due to different reasons:

- Interest of programme members to participate in research methods and language training has been limited and in cases dedication during training was less than required. This cannot be attributed to the project but it has a negative effect;
- Envisaged attendants argued that training was not specific enough for their specialization;
- The character of the project with its many components rendered embedding difficult and it therefore needed strong backing by the Vice-Chancellor's Office. This was not provided. The EAP component is a point in case. The new team at the Vice-Chancellor's Office has shown commitment to change this situation;
- The level of ambition has been too high. Fragmentation has dispersed human and financial resources too much.

Recommendations

The EC recommends that the project pushes for adequate progress of PhD and Masters students and that full use is made of the language training facilities. For the next phase the set-up of the project should be revisited in order to get more focus. Choices should be made in order to reduce the areas covered. In the opinion of the EC the first subject to be taken out is the strengthening of the teaching capacity as the ongoing NUFFIC financed NICHE project "Introduction of Student Learning" is addressing this issue.

Project 7: Bio-statistics

Background

The project has a transversal character and envisages giving statistical support and tools to the researchers, thus enabling them to produce reliable results. The project is hosted by the Department of Mathematics and Informatics of the Faculty of Science, department with an academic staff of 6, two with a Masters degree and 4 with a Bachelors degree.

For capacity building the project planned training for 3 PhDs of whom one would finish during the first phase and two staff members would obtain a Masters in bio-statistics.

Progress

The first PhD candidate dropped out due to health problems. One Masters student graduated and is presently registering for his PhD. The two other Masters students are now in their second year. After graduation one of these will proceed with his PhD. Project members have participated in an English course.

Publications have been realized.

i) One article, *Zero-Inflated Poisson and Negative Binomial Models with an Application to Intra-Hospital Maternal Mortality in Mozambique*, is expected to be published in the South African Statistical Journal. As there are no statistical journals in Mozambique publication in local newsletters is considered. The paper on the subject appeared in the proceedings of the International Workshop on Statistical Modelling in Valencia, Spain and it has been presented there.

ii) A paper on "Incomplete Clustered Data and Non-Ignorable Cluster Size" appeared in the proceedings of the International Workshop on Statistical Modelling in Valencia and has been presented.

iii) Another paper, *Statistical analyses of maternal and infant mortality in Mozambique*, is being prepared as part of the ongoing PhD study.

Preparatory activities for the introduction for a Masters programme in Statistics are being undertaken. The curriculum is being developed and implementation is foreseen in 2013. The EC understood that the majority of the UEM students at the faculty of Science have an interest in statistics for business and banking, not so much in bio-statistics and that the Masters programme will cover these areas.

The planning of the establishment of the UEM Centre of Statistics has been tuned to the availability of the required human capacity and will thus be realized in the second phase when staff has been sufficiently trained.

For the realization of its transversal task the project has organized at least 2 workshops per year on themes in the area of statistics and modelling. Examples of themes treaded are Study Design Survey Methodology, Epidemiology and Modelling Infectious Diseases in Developing Countries. Participants were DESAFIO team members, UEM lecturers and students, staff from the Ministry of Health and international and national ngo's. Reportedly interest from team members has been limited.

Service provision to DESAFIO members by guiding them on how to set up their research data collection and analysis has been limited albeit that the interest of team members is improving. There is a certain reticence to involve "outsiders" in the different stages of the research projects, phenomenon that is not only experienced in Mozambique. This is not only disappointing because it hampers opportunities to improve research quality, it also renders data accumulation and analysis from different research projects difficult. This activity that in fact creates synergies is seen as an interesting added value of the design and approach of the programme. This should get attention.

Equipment, a simulation computer and other ICT apparel and also books have been purchased and made operational installed as planned.

Assessment

The Bio-statistics project is relevant and has a real potential to boost research quality and create envisaged synergies in the programme. The design of the project is realistic and shows a long term vision where activities are being properly tuned to the available capacity. The project has been relatively successful in its capacity development programme although it could not be completely realized due to illness of the first PhD student. The Masters study of the first student has been realized with excellent results and the two following students are expected to graduate on schedule. There is some delay of the PhD study taken up by the graduated Masters student. The project is

providing training in relevant and interesting subjects for which the interest of DESAFIO team members is limited unfortunately. The Flemish PL is playing a dynamic role both in Mozambique and Flanders to make the project successful.

Recommendations

The EC recommends that the project puts an effort in raising the interest of programme staff to actively participate in the training provided by the project and that programme PLs endorse this. The use of the support services should equally be stimulated as well as data provision for overarching research by the project.

Project 8: Cluster Support Services

Background

When the programme was designed there was a need identified for providing technical assistance in the development and implementation of research projects. In addition it was thought that technical assistance might be required for other activities such as ensuring a proper coordination among the research conducted by the seven projects and with other research projects conducted by the UEM or elsewhere in Mozambique. Assistance might furthermore be needed in ensuring a smooth proceeding of the selection and guidance of scholarship students and, in a first phase, in some of the programme management and coordination tasks. For this purpose the position for a Permanent Expert was created with a scientific background at PhD level. Because no candidate with this background could be found a PE was selected with experience in Mozambique and a Master's degree.

Assessment

The PE has been playing an active and instrumental role in supporting the programme. However, emphasis has been on supporting the PSU by giving continuous efforts for improving the joint programming and implementation of the programme, between the different projects, and between Flemish and Mozambican team members. She has been very important for making up for the gaps that occurred in some of the projects. The PE has also played a role in supporting the establishment of the International Centre for Reproductive Health (ICRH), an activity related to the DESAFIO theme and in which also other participants in the programme are involved. One can argue that this has been at the cost of attention for DESAFIO. It is difficult for the EC to judge in how far this is true, although the impression is that it is negligible. At the other hand it can be stated that there are advantages of having a link between the two initiatives, advantage that for instanced has materialized in joint research activities.

Support to the PSU was expected to be superfluous after 3 years. In fact the support is still needed. This has to be addressed but not by foreseeing the integration of a PE in the next phase, but by strengthening PSU's functioning through other measures.

Analysis by Key Result Areas

KRA1: Research

The table below presents the research output of the different projects. Details can be found in the annexes 1 through 7 in the tables on projects' achievements.

Table 1: Research output

Publication outputs	P1 ⁵	P2	P3	P4	P5	P6	P7
Articles in international peer reviewed journals			1	1			1
Articles in national peer reviewed journals							
Conference proceedings							2
Conference abstracts							2
Chapters in books		1	1				
Conference contributions (posters, lectures)			2				2

As research capacity is limited at the UEM and senior researchers are scarce the research component of the programme is linked to capacity building through PhD and Masters studies.

The table shows that outputs have been very limited so far. Only the projects Gender and Family Health (P3) and Bio-statistics and Modelling (P7) do have a reasonable production. In particular P7 shows to target quality research and to present it in publications and presentations at conferences. This approach adds to the interest of the programme for Flemish universities as publications are among the drivers for their participation.

It is striking that apparently insufficient attention is given to the publication of the results of the Masters studies. Only the project Reproductive Health (P4) has a publication by a group of Masters students, even an international one. This is the sole Masters publication so far although 7 students are graduated. It is true, there are articles being prepared and impediments like a lack of indicated journals are mentioned as a reason for not publishing, but the results so far are not satisfactory. This can be explained by the fact that publishing of results is not sufficiently pushed by the PLs. It is possible that in some cases quality of the research is not yet at a desired level but as one of the main objectives of the programme is to establish a quality research capacity one should build on this and introduce the researches in this world. Learning by doing is a good approach here and the Flemish partner with his experience should take the lead in order to come to fruitful cooperation as soon as possible.

There may be another explanation for the toilsome situation around publications. It may be related to

⁵ P1 Human Rights

P5 HIV/AIDS/STI Prevention and Treatment

P2 Social Rights and Protection

P6 Capacity Building

P3 Gender and Family Health

P7 Bio-statistics and Modelling

P4 Reproductive Health

the fact that for part of the Masters students the driver is not so much access to the world of research but more the mere obtaining of a Master's degree. The EC did not have the time to get a better insight in this matter but it needs attention. If the assumption is true the selection of candidates needs more attention and should address the question whether the candidate has a genuine interest in research and is seeing it in the perspective of his or her career.

In spite of the low output so far the different studies - the ones that have been finished and those in progress together - are providing interesting and important baseline information for the themes on which one can build in the future. The intention to come to a really multidisciplinary approach has not been materialized yet although some efforts have been made to take a first step by the projects P3, P4 and P5 by discussing research themes and approaches. The limited research capacity available may have been a hampering factor for creating a more coherent and multidisciplinary programme but this should be gradually realized with an increasing number of team members finishing their studies. The DESAFIO team should take concrete steps to come to the definition of a research agenda for the second phase of the programme in which the multidisciplinary approach is concretized.

The EC recommends that:

- Utmost attention is given to the publication and presentation at conferences of research results by PhD and Masters students with the required inputs by the Flemish partner;
- In selecting candidates for PhD and Masters studies an important criterion should be that there is a genuine interest in research and the aspiration to make research an important element in candidates' careers;
- The DESAFIO team starts as soon as possible with the development of a research agenda for the second phase in which the multidisciplinary approach is concretized.

KRA2: Education

Part of the programme activities was related to the improvement of existing curricula and courses and to the introduction of new courses.

The Human Rights project, P1, integrated human rights in an existing fundamental rights course and also in a specialized course on health rights and Sexual and Reproductive rights. It is not clear to the EC whether the project has contributed to the introduction of a Masters Programme on Human Rights in the Law school. The 2010 report states that no activities were foreseen regarding these items and the 2011 activity plan is not clear as to whether initiatives will be taken. The present newly appointed PL claims that the Masters programme has been introduced.

The Social Rights and Protection project, P2, has adapted the social rights content in the curriculum. The new curriculum was approved in 2010 by the University Senate and is being implemented. The new curriculum includes a Masters in Social Law, which will start in August 2012.

The Gender and Family Health project, P3, has organized extra-curricular courses on qualitative methods in social sciences and it has coordinated a short course on gender, health and human rights. The target group for the courses was composed of lecturers, researchers and graduate students from different UEM Faculties.

The Reproductive Health project, P4, has integrated reproductive health in the community health subject of the undergraduate programme of the Faculty of Medicine and it has prepared and implemented a module, including teaching materials, for the Public Health Masters programme. The envisaged introduction of the Masters programme in Reproductive Health has been postponed because presently the Faculty of Medicine has no sufficient human resources to support development of a full Masters programme. Therefore the activity was interrupted; a possible introduction in phase II will be discussed.

The HIV/AIDS/STI Prevention and Treatment project, P5, has not been active in the area of education.

The Capacity Building project, P6, has organized extra-curricular training activities in i) teaching, ii) research methods, iii) eLibrary and iv) academic English. Sustainability and integration in the UEM system of these subjects is foreseen through PhD and Masters training in the different areas. There are PhD studies ongoing for teaching, research methods and academic English and a Masters study for the eLibrary. The project has provided the UEM with a language laboratory for academic English.

The Bio-statistics and Modelling project, P7, is developing the curriculum for a new Masters programme of Statistics that is foreseen to start in February 2013. Equally preparations are made for the establishment of the UEM Centre of Statistics that in the future will continue the initiatives being undertaken by the project.

Overseeing these contributions of the programme it is EC's opinion that the programme is contributing considerably to the establishment of institutionalized conditions that enhance the teaching capacity of the UEM and to create a basis for quality research in the area of maternal health and HIV.

KRA3: Extension and Outreach

Extension and outreach of this programme have three functions: i) awareness raising/advocacy/dissemination, ii) application of acquired knowledge and insights by the provision of services like policy advice and consultancy and iii) learning in view of further development of knowledge. The table below gives an overview of the degree to which projects have been active in extension and outreach in relation to these functions.

Table 2: Involvement of the projects in extension and outreach activities⁶

Function	P1	P2	P3	P4	P5	P6	P7
Awareness raising/advocacy/dissemination	X	x	X	x			
Application through services		X	x		X	x	x
Learning		x	x		x		

Extension activities of **Project 1** have very much been concentrated on awareness raising and advocacy through the organization of moot courts and awareness raising music and dance sessions. Reportedly interest in the human rights theme has increased and the moot courts, in which also the private sector has participated through sponsoring and attendance, will certainly have contributed to this. The EC did not discern activities covering the service provision and learning aspects. Opportunities to be actively involved in the Legal Clinic have not been used. This is pity because it provides, along with the possibility to support poor people in getting their rights, an opportunity to be implicated in a practical way in human rights, a valuable addition to the purely academic involvement because it will deepen understanding and provide insights that can be used in teaching and research.

Project 2 has covered the awareness and dissemination aspect by – in collaboration with the Ministry of Justice – developing a brochure, explaining the new legislation on social protection in an easy and understandable way, by active support to visitors of the centre and by participating in the publication of the book “Human Rights Training for Parliaments”. The project has, in the opinion of the EC, provided very relevant services by training members of parliament, by supporting parliamentary committees in elaborating legislation and by training and supporting members of paralegal centres. Along with this they have been actively involved in the Legal Clinic. The involvement in service

⁶ X: much attention x: some/little attention blank: no attention

provision at these different levels has certainly created occasions of learning. The same will be true for the organization and the participation of the SADC conferences. Apparently there are no clear moments of stock taking to see what of these experiences can be used in teaching and research. This would add to the quality of this intervention.

Extension activities of **Project 3** have also been on the three levels with the emphasis on awareness raising and dissemination. Here relevant field research has been published as a monograph of a study on Gender, Sexuality and Vaginal practices in Tete with extra funds provided by other research partners and dissemination workshops have been organized. The project also produced a video documentary and articles in the newsletter of DAA.

Services were provided through the organization of training based on MPH results and with lecturers, researchers and graduate students of the UEM as the target group, and through the provision of a short training for health professionals, health educators and interested NGO participants.

A workshop on articulation amongst traditional and conventional health systems related to reproductive health and sexually transmittable infections had also a learning component as it was also geared at getting inputs of participants. This was also the case with two seminars on community development and women.

Extension activities of **Project 4** have been limited to short presentations of the status of the different PhD and Masters studies.

Project 5 has concentrated itself on the provision of services by giving support to the UEM Health Clinic for diagnosis, treatment, counseling and HIV testing and education, and by supporting an initiative for enhancing blood donation.

There was a learning component related to this activity as one of the Masters studies resulted in recommendations to the Health Clinic for its approach for the service to students. However, given the number of team members, involvement of the project in extension is meager and there is a lack of connection with the ongoing research activities.

Projects 6 and 7 with their transversal character and their function to support the other projects would normally not lead to extension activities. However, the support to the Language Centre of P6 and to the Centre of Statistics have the potential to create important service providers for services inside and outside the UEM. The Language Centre has become operational recently, the start of the centre of Statistics is foreseen in phase II.

In the opinion of the EC extension and outreach activities are important to make projects effective and relevant. They have to be on the three levels in order to get the maximum out of projects. Projects 6 and 7 have a slightly different position due to their character of giving support and creating conditions to the other projects. The content, mix and quantity of the extension activities of P2 and P3 are satisfactory. P1, P4 and P5 do have to intensify extension and have to find an appropriate mix of activities.

KRA 4: Management

The programme does not have any component for the managerial strengthening of the UEM or parts thereof.

KRA 5: Human Resource Development

Human resource development is by far the most important component of the programme. The strategic choice to build up a pool of researchers was logical given the fact that there were few senior researchers at the UEM and that a research culture was weakly developed. Research carried out in the programme was linked to thesis work and dissertations.

The table below gives an overview of the PhD and Masters studies for the different projects in the

programme.

Table 3: Overview of PhD and Masters students⁷

	P1		P2		P3		P4		P5		P6		P7		Total	
	PhD	M	PhD	M	PhD	M	PhD	M	PhD	M	PhD	M	PhD	M	PhD	M
Graduated/Finalized		1		2		1		1		1		1		1 ⁸		8
Ongoing	2	2	1		2	5	2	9	3	7	4	6	1	2	15	31
Awaiting	1	2								1					1	3
Total	3	5	1	2	2	6	2	10	3	9	4	2	1	3	16	42
Dropouts		1					1	1					1		2	2

There are a total of 16 PhD students in the programme and 42 Masters students. Of these 1 PhD student and 3 Masters students were selected but did not start yet. Initially the programme started with a lower planned number of students. Projects have taken in more Masters students in the course of the programme in view of creating a larger pool of Masters from which future PhD students could be selected. This was the case for the projects P3, P4 and P5 in particular.

None of the PhDs has finished yet; the first promotion is expected this year. Of the Masters students 8 graduated so far, some of them in a short time and with excellent results.

Delays are observed with most of the PhD students, some of them considerable. Of the Masters students who are ongoing, the major part has a delay. When we take a nominal period for the study of 2 years all Masters students who started in 2010 or before should have finished by now. In practice of this group of 25 there are 18 who did not graduate yet, a number of them with quite some work ahead.

So far 2 PhD and 2 Masters students dropped out. It can be expected that some more students will drop out but it is difficult to give an estimate of the expected number. In the opinion of the EC programme and project management have been too lenient for some students who in fact are dragging on and have not delivered so far. Clear deadlines should be given and decision making on continuation or terminating should not be postponed.

The delays are affecting program's effectiveness and efficiency as researchers are not available for new studies and because results on which the programme could build further are not accessible yet. There are a number of causes for the delays:

- Command of English of most of the staff is limited and for those to be involved in a PhD or an international Masters this means additional preparation time and it also adds up to the challenge of the study itself;
- There is not really a research culture at the UEM resulting in a situation where doing research is not automatically part of the work and that there are not so many likeminded persons who can give inspiration;

⁷ Source: information provided by Permanent Expert

⁸ The graduated student is now working on his PhD

- Adding up to the former point is that the PhD and Masters students are employed by the UEM or the Ministry of Health and do have responsible jobs with a high work load in general. Although UEM academic staff has 30% – 40% of their time available for research that could be used for studying purposes, practice is different. Remuneration of UEM staff is not high and it is rather common practice that people acquire additional income through other jobs like teaching at other institutions or consultancies and that it is rather common that research time is used for this purpose. The programme students encounter difficulties when they have to abandon this additional income;
- Supervision and monitoring of students' progress is not duly carried out in all cases. We elaborate more on this in chapter 3.3 on project management;
- The selection of students has not always been based upon criteria that enhance the chance for success. Elements like merit, age and availability for study purposes have not been considered systematically during selection. It is furthermore the impression of the EC that the efforts required for doing a PhD in particular have been underestimated at occasions;
- There are different views and expectations between the Flemish and Mozambican partners on what guiding of students means. The assumption at the Flemish side is that students have sufficient experience and that they are prepared to act autonomously and to take initiatives. This is true in the Flemish context but in many cases the Mozambican students should be introduced in this way of working, which is new for them;
- The procedures and planning cycle of the Ministry of Health's Ethic Committee to give clearance for research protocols has held up studies and turned out to be a real hurdle. It is understood that the UEM has the possibility to create its own committee but that no initiatives were taken for this purpose so far.

In the opinion of the EC the programme team can improve the performance of the capacity building component by explicitly addressing the factors mentioned above. It is true, for some factors related to UEM's organizational culture this will not be easy as this culture has developed over a long period of time. But it is the impression of the EC that they are too much seen as a given fact that cannot be changed and that they are too easily accepted. As a consequence quality of the UEM will stagnate on the present level and not improve. UEM's top management can use the programme to strengthen the research culture and to address hampering factors. They can for instance see to it that students are relieved from part of their tasks in order to create time for studying. The issue of the time devoted to external additional income generating activities is more complicated. One of the options is to consider remunerating students for their thesis and publication work where remuneration should be clearly linked to performance. The EC is aware that this may be controversial and that arguments about threatened sustainability will be brought up, and there is a point there. However, seen from the perspective of the program, output and outcome could be boosted if the programme would give this relatively low additional contribution. There seems to be a contradiction that big investments are being made but that their effectiveness is very much affected because this relatively low contribution for staff implied in the programme is not given. The UEM could also consider to not ask this contribution from the programme but to invest it herself. The condition should then be that studies are well integrated in the UEM development plans and in the career path of its employees. In the longer run the interest for research can be consolidated by acquiring research projects in which payment of researchers is foreseen. Top management of UEM can thus use the programme in a strategy of change of university's functioning with regard to research.

With the 16 PhD students and the 37 Masters students of whom part already graduated the programme will give a considerable boost to the capacity of UEM and the Ministry of Health and it will also provide a basis for research in maternal health and HIV, even when taking in consideration that some of the students can be expected to drop out. This is a very positive result of the programme. One of the remarks that can be made on hindsight is that possibly too much emphasis has been given to quantity and not to quality by the projects that have taken in many students. This

may have been at the cost of less attention and support with delays as a consequence. The table above shows that P2 and P7 with limited numbers of students are performing better in this respect.

The EC recommends that the human resource development component be strengthened by:

- Giving more attention to accompanying students and to closer monitoring progress;
- Apply strict criteria for students' selection in which merits and genuine interest in research are key;
- Considering possibilities to enhance students' availability by considering some form of conditioned remuneration;
- Establishing an ethic Committee within the UEM that can handle clearing of protocols.

KRA 6: Infrastructure

Investments by the project under the item "Infrastructure" have been through the provision of equipment and books and some investment in infrastructure. Most has been invested in refurbishing the UEM Clinic (P5), strengthening the ICT infrastructure (P6), the installation of a Language Laboratory (P6) and the provision of equipment for the future Centre of Statistics (P7). The table below gives the overview of the equipment provided up to 2010.

	2008	2009	2010
Server	1		
Laptops	27	6	4
Desktops	7		50
Printers	6	2	
Projectors	7	7	
Photo cameras	8	1	
Video cameras	1		
Air conditioners	7		
Books	379	358	121
Television sets	1		
DVD players	1		

KRA 7: Resource mobilization

Initiatives for resource mobilization have been limited and resulted in 2008 in additional funding by the Belgian Technical Cooperation (BTC). Funding provided opportunities for 16 team members of the different projects to attend short courses or conferences abroad and to organize 2 conferences. Moot courts have been co-sponsored by the Swedish Development Cooperation and the private sector.

The EC can understand that the need for additional funding has been limited over programme life so far but it is of the opinion that in the near future the competence in fund raising has to be developed in order to acquire funds for the financing of research programs in the future and thus for the strengthening of the sustainability of the present programme initiatives. It can be foreseen that continued involvement of the team members in research can only be secured when there are resources for providing some form of remuneration. The programme presently experiences limited availability of team members due to the pressure to acquire additional income. Now there is the satisfaction of acquiring a degree for the effort made, which compensates to a certain extent. In the future remuneration in money should be secured. The program, in a second phase, will finance

research activities. The EC does not know in how far remuneration for researchers can be built in, but expects that interest in participation of team members will be limited if remuneration in some way or another is not foreseen.

In the longer run it is of utmost importance that attention is given to the development of acquisition capacity by training in proposal writing, getting insight in financing opportunities and actual training on the job by proposing projects to financiers. This can even be required in the nearer future to keep implying the bulk of the team members in research activities and thus create outcome of the programme.

The EC recommends;

- To study how remuneration of researchers can be provided during the second phase;
- To start training on acquisition activities like proposal writing, introduction in financing opportunities and the actual submission of proposals to potential financiers.

Assessment of Programme Management

Key in programme management are the programme coordinators (PC) the Project Leaders (PLs), the PSU and the Permanent expert (PE). For embedding in the UEM organization the Cooperation Cabinet (CC) and the Faculty Heads and Department Heads of the implied faculties are essential.

Weak anchorage initially and frequent turn-over of staff at central level of the university, more specifically at the Scientific and Pedagogical Directorates has resulted in limited integration of the programme at top level and also in the faculties. The Cooperation Office could also have played a role, but it was only established by the end of 2010. The Programming Mission Report of 2006 stressed the importance of such an office that then was said to be established soon. Since the nomination of the present Vice-Chancellor and his team and the establishment of the CC the situation has gradually improved and now the central organization is adequately implied in the programme. Embedding in faculties and departments has also improved.

Involvement of PCs and PLs in the programme and different projects is mixed and varies between highly committed and distant. A high work load prevents some of the PLs from dedicating enough time to the project under their responsibility. Collaboration between the Mozambican and Flemish partners is good in general but communication is not smooth. This is partly due to language problems but there is also a lack of timely and consistently informing relevant persons implied in programme and project management. Reportedly continuous efforts have been made to improve the joint programming and implementation of the program, between the different projects, and between Flemish and Mozambican team members. As one of the measures communication guidelines have been developed with the coordination team but apparently communication remains a problem in some of the projects, very much depending on capacity and initiative taking of PLs. The PE plays an important and highly appreciated role in attenuating the existing communication problems in the programme.

The Flemish PC, a highly esteemed person in the field of Maternal Health but with an overloaded agenda is seconded by an assistant. Although coordination efforts have been made to give impulses to the overall programme there are possibilities for improvement of coordination at the Flemish side. The assistant PC has been replaced recently and this may have a positive effect. In the opinion of the EC the new PC team should put an effort in giving the programme new impetus by being more closely involved. There should furthermore be an assessment of the composition of the Flemish teams for the different project. In some of the projects of the persons presented in the programme proposal only part is actively involved in program's implementation.

Ideally project management for the different projects is a joint effort of the Mozambican and Flemish PL where the Mozambican PL should take the lead. The objective of the programme is to establish Mozambican research capacity after all, which also implies that research activities can be properly managed. The EC has observed that in most projects the Mozambican partners are not in the driving seat and that this is not due to unwillingness of the Flemish partner to give responsibilities to their Mozambican counterpart. There should be a joint effort to shift ownership to the Mozambican side. The Mozambican PLs who have leaned too much on their Flemish partner so far should take the lead and their Flemish partner should support them in this. It can be appreciated that Flemish partners take the lead in order to make progress and very laudable results have been obtained as a consequence but in the longer run this is not the solution. Taking responsibility is not only required from PLs. All team members should have an attitude of project owner and try to get the maximum out of it. Ownership should be a concern for all team members and it should be explicitly addressed during meetings and at relevant occasions.

With capacity building as the real core activity, support of students and monitoring their progress is key for management, in principle for the PLs and CCs with the PE in an assisting function. It was foreseen that a PhD would occupy the PE position in order to support PhD and Masters students with their scientific work. However, an academically qualified person at this level could not be found and

in practice the PE is much more involved in administrative and logistic activities and in giving assistance to the PSU, tasks for which she is highly appreciated at both sides. Along with this there are only few Mozambican supervisors for the PhD students and no Flemish supervisors for the Masters students. The Masters students tend not to share their research protocols with PLs and PE and do not inform them on progress. To this one can add up that the PLs are, along with their normal job, not only carrying out their PL tasks but all of them are working on their PhD. In the opinion of the EC these factors are contributing to delays that are experienced. As we have said before the lenient attitude of programme management with regard to delays is also a factor. In some cases studies are in fact dragging on without any progress. No deadlines are indicated to students apparently and a decision to stop is not taken. This creates undesired examples for other students to justify their own delays and to not give their utmost in order to succeed. Recently a measure has been introduced that PhDs regularly report on their progress using a format provided by the programme. Closer support and tighter monitoring of students' progress has to be applied in order to make the capacity building component more effective and efficient. The EC proposes that i) a Mozambican scientist be linked to one or more students to support them and to monitor their progress, ii) that clear rules be developed the pace at which students have to progress including eventual measures if progress is not satisfactory and iii) reconsider the PL set up at the Mozambican side where PLs are students simultaneously.

Planning and reporting is carried out on an annual basis and for this purpose IUC formats are being used. The planning and reporting process as such is clear and in principle the people involved are aware of what is expected from them. In practice things are not so smooth and reportedly deadlines for submission of inputs are often not being respected, and PLs still depend too much on the PSU for production of planning documents and reports, giving staff extra work. It is also understood that in cases Flemish PLs are taking the lead in this exercise.

With regard to the quality of the reports the EC observes that the format is complete but maybe too complete in details (the 2010 Annual Activity Report contains 210 pages) and poor in reflection. It further invites to copy and paste. The EC experienced that it was difficult to find specific information and to get a grasp of what progress is really being made and what can be expected in the longer run. There is no reflection on progress, causes for delays, positive experiences and what one can learn from them, and there are no well thought plans for improvement reported.

There is apparently no up to date information on projects' progress and the status of the budget. For appropriate project management the responsible persons should have up to date information in order to be able to observe deviations from planning and budget and act accordingly. In the opinion of the EC such information should be available at least every three months. This lack of close monitoring together with inadequate and untimely exchange of information and the difficult environment in which regularly much pushing is required to get things done negatively influences budget management. When analyzing the use of the budget considerable fluctuations of overspending and under spending are observed as shows the table of budgets and expenditure for the projects in the period 2008 – 2010. The 2011 data are only due for submission in October 2012.

Table 4: Overview expenditure 2008 - 2010⁹

	AP2008				AP2009				AP2010			
	budget	North	South	balance	budget	North	South	balance	budget	North	South	balance
P1	47,351	5,223	47,978	-5,850	75,855	3,423	84,512	-12,080	66,946	51,894	27,626	-12,574
P2	56,898	11,548	41,104	4,246	67,298	14,449	54,281	-1,432	74,416	6,504	34,916	32,996
P3	29,906	4,538	27,964	-2,597	72,046	4,122	43,538	24,386	63,994	13,827	46,747	3,420
P4	49,524	8,489	30,287	10,748	88,958	6,102	29,142	53,714	66,829	9,680	59,584	-2,435
P5	39,401	4,021	39,399	-4,020	65,240	4,176	102,140	-41,076	72,992	9,044	60,931	3,017
P6	56,224	16,911	45,998	-6,685	83,166	5,246	47,118	30,801	87,318	3,982	58,934	24,402
P7	38,715	23,243	21,010	-5,538	53,342	22,337	26,097	4,908	83,757	6,063	84,780	-7,086
P8	84,583	65,312	13,233	6,038	88,199	92,936	2,793	-7,529	77,515	40,866	45,567	-8,918
P9	57,098	30,477	22,346	4,274	90,896	45,681	57,822	-12,607	91,233	85,625	4,954	654
K1	15,100	15,100	0	0	22,500	22,500	0	0	22,500	22,500		0
K2	25,200		25,200	0	37,500		37,500	0	37,500		37,500	0
Total	500,000	184,863	314,520	617	745,000	220,972	484,943	39,085	745,000	249,985	461,537	33,478

The EC appreciates that expenditures according to the budget are difficult to realize and that this cannot be expected. However, there are many examples of relatively considerable deviations, more in particular of under spending. Some examples of serious under spending are P2 with 44% in 2010, P4 with 22% in 2008 and 60% in 2009, P6 with 36% in 2009. Overspending is more frequent but normally remains within the 15% VLIR guideline. P1 with 19% in 2010 and P5 in 2009 with a 57% overrun of the budget are the exceptions. Overall the deviations together partly compensate each other, but in 2009 an amount of €39.000 (5.2%) was not used and in 2010 this was € 33.000 (4.5%). Apart from a loss of important resources for the UEM these fluctuations also lead the EC to suspect that much time and energy is spent on restoring and adapting the program, which goes at the cost of effectiveness and efficiency. Part of this can be attributed to the complex environment in which the programme is operational but there are certainly possibilities for improvements. First of all by better managing the issues that are under direct control of programme management and also by systematically pushing and influencing environmental factors to the better. There should be a joint effort of programme and UEM top management to bring about changes in the wider UEM system.

The PSU has an important role in administrative and financial management of the programme. It is composed of the Programme Manager, an accountant and a secretary, and is accountable to the Programme Coordinator. In carrying out its task the PSU is partly dependent on the timeliness and accuracy of PLs and students in providing the required plans and reports and in abiding the rules and regulations of the programme with regard to travel etcetera. We have seen that with respect to planning and reporting the PSU has to do more than what can be expected. Reportedly, after about 4 years of program's functioning the reception of the required documents and information is not timely and up to standards and elements of procedures, explained in the management manual, have to be continuously explained; in particular travels are not being planned with the required antecedence, resulting in lost opportunities. This of course adds to the work load of the PSU and it affects the timeliness of their accumulated report that has to be submitted to VLIR-UOS. At an initial stage the programme had to come on stream and the rules of the game had to be developed and explained.

⁹ Source: Programme level self-assessment South

Programme management developed and introduced a management manual integrating the UEM rules and regulations and it also worked out a communication manual with indications of who had to be informed of what. The introduction of these tools has improved the situation but it is still far from what it should be. The PE has been very instrumental in giving assistance to developing planning and reporting documents and in facilitating contacts with the Flemish partner. This assistance was foreseen for a period of 3 years but is still required after 4 years for smoothening programme management.

At the other hand there are complaints from Mozambican and Flemish team members and partners on the service provision of the PSU. The ICOS as administrative responsible person encounters problems due to belated reporting, inadequate responses to requests and not correctly following the rules. This has caused the need to additional visits to Mozambique in order to settle things that went wrong (like rejected expenses) with some of the issues still pending. The 2009 external financial audit team reported that procedures were not or not properly followed and that there was a serious backlog in administrative work (bank reconciliations for example). At the time of the evaluation another external audit was/is going on but only a preliminary report is available that does not provide enough information for judging in how far problems have been solved. Reportedly part of the remarks has been followed up but there are issues that are still pending.

Generally speaking, much effort has been put in improving PSU's functioning but with results that are unsatisfactory until now. Reportedly deliberation on improving PSU's functioning is ongoing between the Flemish partner and the UEM. Apart from this specific challenge that should be solved the EC is of the opinion that creating an environment where deadlines are obeyed and rules and regulations are automatically followed is imperative in order to get a smoothly running programme.

Conclusions

The initially weak anchorage in the UEM and frequent turn-over of staff at central level of the university, more specifically at the Scientific and Pedagogical Directorates has resulted in limited integration of the programme at top level and also in the faculties. Since the nomination of the present Vice-Chancellor and his team and the establishment of the CC the situation has gradually improved and now the central organization is adequately implied in the programme. Embedding in faculties and departments has also improved.

In the initial stage of the programme the management system needed to be developed and tools like a management manual and a communication manual were developed in view of strengthening management. This had its effects and management and communication have seen an improvement over time but not sufficiently. Not only tools are required for good management but also the team members implied should use them and act in accordance to them. Until now management is not smooth enough and improvement is required.

Involvement of PCs and PLs in the programme and different projects is mixed and varies between highly committed and distant. Ideally project management for the different projects is a joint effort of the Mozambican and Flemish PL where the Mozambican PL should take the lead. In the opinion of the EC too little initiative is being taken by the Mozambican partners generally speaking. Good examples show that Mozambican ownership is very well possible. Ownership should be a concern for all team members and it should be explicitly addressed in program's approach.

Supervision of PhD and Masters students and monitoring their progress is not sufficient. This is due to i) a lack of Mozambican supervisors for PhD students and Flemish supervisors for Masters students, ii) reticence of Masters students to present thesis protocols and to provide information on their progress, iii) a lenient attitude towards students who are making insufficient progress and iv) PLs who, apart from having their job, are also studying. This overburdens them and hampers them to carry out a supervising role to peers. Closer support and tighter monitoring of students' progress has to be applied in order to make the capacity building component more effective and efficient. The EC proposes that i) a Mozambican scientist be linked to one or more students to support them and to

monitor their progress, ii) that clear rules be developed the pace at which students have to progress including eventual measures if progress is not satisfactory and iii) reconsider the PL set up at the Mozambican side where PLs are students simultaneously. Reportedly there are positive experiences with the management of the Swedish cooperation programme with the UEM. It would be interesting to see in how far these can be applied for the DESAFIO program.

Timeliness and quality of planning and reporting need improvement, generally speaking. Up to now the PSU has to give considerable support for some of the projects. The format is extensive and contains much information but reflection on results, causes for delays, strong points to be maintained, and measures and initiatives to address the challenges are in fact not present. Budget spending for the different projects shows considerable fluctuations and both in 2009 and 2010 about 5% of the available funds have not been spent. Apart from a loss of important resources for the UEM these fluctuations also lead the EC to suspect that much time and energy is spent on restoring and adapting the program, which goes at the cost of effectiveness and efficiency. Improving of programme management is required and should be realized by not only addressing issues that are under the direct control of the programme but also issues related to the complex environment in which the programme is functioning. The latter should be a joint effort of programme management and UEM top management. The latter can consider the DESAFIO programme as an instrument to bring about changes in the wider UEM system.

The PSU is putting an effort in giving support to programme management. Program's team members are not always accommodating PSU's work because of for example untimely delivery of planning and progress reports and the inadequate application of rules and regulations. Additional visits of the Flemish ICOS were required but some issues are still pending. Efforts to improve functioning have not led to satisfactory functioning. Reportedly deliberation on improving PSU's functioning is ongoing between the Flemish partner and the UEM.

Recommendations

Integrate the management function of the programme in the Vice Chancellor's Office and improve PSU functioning.

Further improve commitment and implication in the programme by UEM top management and the faculties and undertake a joint effort of UEM and programme management to fully use the potential that DESAFIO has and to make it to a complete success. See the programme as an instrument of change for the UEM.

Require full commitment of all PLs, both Mozambican and Flemish. Ensure that the PCs are intensively involved in supervising program's progress and development. Enhance ownership of the Mozambican partner by clearly addressing the issue. Ownership is a key requirement for sustainability of program's results.

Provide more intensive support and tighter monitoring of students' progress in order to make the capacity building component more effective and efficient. The EC recommends that i) a Mozambican scientist be linked to one or more students to support them and to monitor their progress, ii) that clear rules be developed for the pace at which students have to progress including eventual measures if progress is not satisfactory and iii) reconsider the PL set up at the Mozambican side by nominating scientists who are not taking part in the study programme. This function could be combined with recommended measure i).

Improve management by assessing and applying practices, in particular in supporting and monitoring PhD and Masters students, that have proven to be successful in the UEM environment.

Give more attention to planning and reporting and make it a team exercise for discussion and reflection on projects' and program's progress and future. Put also more emphasis on budgeting and monitoring (progress and finance) for a better performance and a better utilization of the available funds.

Assessment of the design of the programme and its attained synergies

The programme has been designed around the theme “Reproductive Health and HIV/AIDS” and it aims at, as the programme document states: “ improving reproductive health in society and at contributing to the national fight against HIV/AIDS. More particularly, the programme hopes to contribute to securing a quality reproductive health environment in relation to policies, programmes and strategies, observance of right to health and access to social rights. This will be done through ensuring that (i) relevant and reliable data for key stakeholders in the areas of Reproductive Health and HIV/AIDS are available; (ii) policy makers and legislators adopt a rights-based approach with respect to Reproductive Health and HIV/AIDS; and (iii) the civil society is empowered in its capacity to access human rights and social protection linked to sexual and reproductive health.”

The approach of the programme is multidisciplinary and joins different fields of expertise like Medicine, Law, Sociology and Anthropology. Of the 7 projects¹⁰ (project management related projects are not included) 5 (P1 through P5) have to contribute to the “products” that the programme intends to deliver and 2 (P6 and P7) have as their main objective to support the team members of the other projects to acquire basic skills and to be provided with the conditions to deliver quality work.

Table 5: Synergy matrix

	P1	P2	P3	P4	P5	P6	P7
P1		X				X	X
P2	X					X	X
P3				X	X	X	X
P4			X		X	X	X
P5			X	X		X	X
P6	X	X	X	X	X		X
P7	X	X	X	X	X	X	

The synergy matrix has been taken from the 2010 Annual Activity Report and shows that the bulk of the synergies is between P6 and P7 and the other projects, as can be expected given the supporting character of P6 and P7. The 2010 AR furthermore reports some collaboration between P1 and P2 and mentions the joint organization of moot courts and the production of brochures and leaflets. P3 and P4 jointly provided training courses. It is understood that P3 and P4 have also organized workshops together with the objective to define and organize research.

It is the understanding of the EC that it is program’s objective to realize research with teams of researchers with a background in different disciplines in order to get a kind of cross fertilization. Given the initial stage of the programme that is in fact concentrated on capacity building of future researches, the EC judges that the mentioned initiatives are interesting and laudable but that they can only be seen as a first step. The real challenge is to approach research subjects with multidisciplinary teams and to get to good cooperation and to the envisaged cross fertilization of

¹⁰ P1 Human Rights

P5 HIV/AIDS/STI Prevention and Treatment

P2 Social Rights and Protection

P6 Capacity Building

P3 Gender and Family Health

P7 Bio-statistics and Modelling

P4 Reproductive Health

ideas and initiatives between team members. There is much talking about interdisciplinary research but its occurrence is not widely spread, also in Europe. The more interesting is the challenge for both, the Mozambican and the Flemish partners, to get it off the ground with DESAFIO. With the gradually increasing availability of researchers the programme can shift its emphasis from the capacity building component of training PhDs and Masters to the research component in combination with the extension component.

In order to realize this shift and to come to multidisciplinary research the EC proposes that the DESAFIO team considers the following approach for the next phase of the programme. Instead of taking discipline-oriented projects as a starting point, which does not enhance multi-disciplinarity, design the programme on the basis of a research agenda with multidisciplinary research projects around the theme Reproductive Health and HIV/AIDS. There is a pool of Mozambican and Flemish researchers who are interested to participate in research projects. They are involved in the composition of the agenda with the different multidisciplinary research projects and are then invited to compose mixed (Mozambican and Flemish) teams of researchers. Each project is headed by a Mozambican and a Flemish PL. The presently crosscutting/multilateral projects can be maintained. Extension activities can be connected to the research projects and to the areas in which research is taking place, taking care that the three levels (awareness raising/advocacy – service provision – learning) are being covered. Extension activities provide as good opportunity to involve students and get them interested in research. The Programme Coordinators should play an active role in first of all make sure that good progress is being made in all projects and that there is an exchange of experiences and insights between projects.

Care should be taken that the participants in the projects operate as a team and this should be specifically addressed in the opinion of the EC. This would be the task of the PLs to take initiatives for this purpose at project level. One can think of regular meetings on projects' progress with exchanges and discussions between participants. At programme level these meetings could also be organized but less frequently.

Given the complexity of defining themes and approaches the EC suggests the DESAFIO team to start discussing possible themes and approaches for the second phase as soon as possible. This is important, not only for developing a relevant and interesting programme but it also provides a possibility to keep on board the people who have been trained and to select those who are really interested.

In order to raise interest of Mozambican researchers it is, in our opinion, almost compulsory that they be remunerated for their participation in second phase research projects, it is in fact a condition for sustainability of the results of the first phase. This issue should be addressed in order to have the great majority of them to continue in the second phase. The EC is not sufficiently knowledgeable about rules and regulations of VLIR-UOS and the UEM to assess possibilities. Another measure to enhance future sustainability is the involvement of the research teams in acquisition training and in activities to acquire financing for projects.

The position of the IUC programme as compared to the other international cooperation activities of the partner university

The information that was provided on other international cooperation activities of the UEM is not sufficient to make a real comparison. What can be said, also from experience of the EC, is that the majority of programs have duration of about 4 years, albeit that extension of the period is not excluded. Thus the 10 years period that is planned from the beginning is special and in fact an asset of the programme. Capacity building takes time and sustainability is served by the lengthiness of the agreement.

The demand-driven character with the time that is taken for programme identification and preparation is another strong point. When comparing this approach with programs of other development agencies it must be said that for instance the NUFFIC applies a comparable approach.

Striving for ownership and attention for donor coordination are laudable intentions, also present in other programs. Experience learns that in practice it is challenging to materialize them. Donor coordination has been on the agenda since a long time but real progress is difficult to discern in the opinion of the EC, especially when donors are active in the same area. With regard to ownership there are two obstacles. The first one is related to the intrinsic imbalance between partners as can be seen in the DESAFIO programme. Differences exist in expertise and capacities of partners, at occasions to a considerable extent. Hesitance of Southern partners can therefore often be observed. The advantage of the lengthiness of the programme is that this can be overcome. The second problem is the different needs and interests of the partners. International publications and scholarships are the interest of the Northern partner in general, whereas the Southern partner has capacity building as a priority. It is true, interests will converge over time when expertise and experienced have been gained by the Southern partner. Here lengthiness of the cooperation is positive again. It can therefore be foreseen that attractiveness of the programme will increase for the Flemish partner.

Recommendations

Recommendations at project level

Project 1: Human Rights

Create a committed project team including interested students.

Reconsider the planning of the activities to be undertaken during the remaining period of phase I, giving due attention to extension as a means of learning.

Adapt the log frame, including the indicators, in order to tune it with the available capacity. The formulation of a realistic plan enhances motivation and the commitment to realize the envisaged targets.

Project 2: Social Rights and Human Protection

Make sure that the team maintains its dynamics and that the Mozambican team members put an effort in taking a more proactive attitude and gradually get in the driving seat.

Project 3: Gender and Family Health

Retain the present way of working as a team and realize the plans for the remaining period of phase I:

- by giving full support to team members to finish the ongoing training activities successfully;
- by preparing and implementing a Masters study;
- by further strengthening the cooperation with stakeholders, and
- by improving project's embedding in the Faculty.

Project 4: Reproductive Health

Tighten the reins and push team members to finish successfully as soon as possible in order to have positive results of the considerable investments made.

Put an effort in setting up dissemination and extension initiatives. Flemish team members should give full support.

Project 5: HIV/AIDS/STI Prevention and Treatment

Tighten the reins and push team members to finish their study successfully as soon as possible.

Widen the scope of the extension activities and clearly link them to the research undertaken. Flemish team members should give full support.

Project 6: Capacity Building

Closely follow up and support team members involved in PhD and Masters studies.

Stimulate that full use is made of the language training facilities.

Revisit the set-up of the project for the next phase in order to get more focus. Choices should be made in order to reduce the areas covered. In the opinion of the EC the first subject to be taken out is the strengthening of the teaching capacity as there is a project ongoing, addressing this issue.

Project 7: Bio-statistics and Modelling

Stimulate active participation in training activities of UEM staff members and particularly of those involved in the programme. PLs should endorse this.

Stimulate the use of the support services by the project and address the problem of data provision for overarching research by the project.

Project 8: Cluster Support Services

Ensure that the PSU, integrated in the Vice-Chancellor's office, will be strengthened so that in the second phase no support is required by a PE and that this post can be abolished.

Recommendations at programme level

Research

Ensure that research results are published and presented at conferences by PhD and Masters students. The Flemish partner should actively endorse this.

Selection of PhD and Masters students should be based on a set of clear criteria like professional and educational merits, time available and command of English. Along with this an important criterion should be that candidate has a genuine interest in research and has the aspiration to make research an important element in his/her career.

Extension and outreach

Ensure that extension and outreach activities of the projects together cover three functions in order to enhance their effectiveness:

- awareness raising/advocacy/dissemination;
- application of acquired knowledge and insights by the provision of services like policy advice and consultancy;
- learning in view of further development of knowledge.

Human resource development

Ensure that the human resource development component be strengthened by:

- giving more attention to accompanying students and to closer monitoring progress;
- applying strict criteria for students' selection in which merits and genuine interest in research are key;
- considering possibilities to enhance students' availability by some form of conditioned remuneration;
- establishing an ethic Committee within the UEM that can handle the clearing of protocols

The coordination team should have the competencies and mandate to guide the students scientifically and pedagogically and to monitor progress. They should have close links with the Mozambican and Flemish PLs.

Resource mobilization

Study how remuneration of researchers can be provided during the second phase.

Start training on acquisition activities like proposal writing, introduction in financing opportunities and the actual submission of proposals to potential financiers.

Management

Integrate the management function of the programme in the Vice-Chancellor's Office and improve PSU functioning.

Further improve commitment and implication in the programme by UEM top management and the faculties and undertake a joint effort of UEM and programme management to fully use the potential that DESAFIO has and to make it to a complete success. See the programme as an instrument of change for the UEM.

In the future the selection of PLs and other academic staff involved in the programme has to be based on criteria and requirements regarding, among others, professional merits, professional attitude, availability of time, command of English capacity to acquire research assignments and the ability to work in teams. Also consider the need to revise and adapt the present profiles of the Mozambican and Flemish PLs.

Ensure closer involvement

Require full commitment of all PLs, both Mozambican and Flemish and enhance ownership of the Mozambican partner by clearly addressing the issue. Ownership is a key requirement for sustainability of program's results.

Provide more intensive support and tighter monitoring of students' progress in order to make the capacity building component more effective and efficient. The EC recommends that i) a Mozambican scientist be linked to one or more students to support them and to monitor their progress, ii) that clear rules be developed for the pace at which students have to progress including eventual measures if progress is not satisfactory and iii) reconsider the PL set up at the Mozambican side by nominating scientists who are not taking part in the study programme.

Improve management by assessing and applying practices that have proven to be successful in the UEM environment.

Give more attention to planning and reporting and make it a team exercise for discussion and reflection on projects' and program's progress and future. Put also more emphasis on budgeting and monitoring (progress and finance) for a better performance and a better utilization of the available funds. Make sure that process and procedures are adapted to the specific local circumstances.

For the second phase the EC recommends that for shifting from capacity building to research with an interdisciplinary approach the design of the programme be based on a research agenda with multidisciplinary research projects around the theme Reproductive Health and HIV/AIDS as has been worked out more in detail in chapter 3.4. and that the issue of working as a team should be addressed explicitly.

Annex 0: List of persons met

MOZAMBIQUE

UEM- RECTORATE

- Ms Ana Mondjana, Academic Vice-Rector of UEM
- Mr Firmino Mucavel, former Scientific Director and present Director UEM Reorganization
- Mr Bettencourt Capece, Scientific Director of UEM
- Ms Maida Khan, Pedagogic Director of UEM
- Mr Carlos Lucas, Director of the cooperation Cabinet
- Ms Emília Machaieie, Staff member of the Scientific Direction of UEM and PL of P6

FACULTY DIRECTORATES

- Ms Amália Uamusse, Director of the Faculty of Science
- Mr Armando Dimande, Director of the Law Faculty
- The Deputy Director Administration and Finances
- Mr Mamudo Ismail, Director of Faculty of Medicine
- Mr Mohsin Sidat, Deputy Director of the Faculty of Medicine for Research

MINISTRY OF HEALTH

- Ms Aida Libombo, Ministry of Health, former PhD student who ceased study

PROJECT SUPPORT

- Ms Laurence Hendrickx, Permanent Expert
- Mr Sérgio Nhanombe, PSU Manager

PLs

- Ms Orquídea Massarongo P1
- Mr Paulo Comoane P2
- Ms Esmeralda Mariano P3
- Ms Nafissa Osman PC and P4
- Ms Ana Cândido co-P5
- Ms Emília Machaieie P6
- Ms Ráfica Abdul Razak P7
- Mr Francisco Mabila, Director of the UEM Informatics Centre (CIUEM).
- Mr Carlos Manuel, Director of the Language Centre

PhD STUDENTS

- Ms Esmeralda Mariano
- Ms Fátima Abacassamo
- Mr Marcos Nhapulo
- Mr Osvaldo Loquiha

MASTERS STUDENTS

- Ana Cândido, Mestrado em Saúde Pública

GRADUATED MASTERS STUDENTS

- Américo Marindze, LLM Pretoria University
- Armando Cuamba, Masters in Human Rights
- Osvaldo Loquiha, Masters in Bio-statistics, Hasselt, Belgium
- Policarpo Matiquite, Masters Library Sciences University of the Western Cape
- Farida Mamade, Masters in Human Rights, Pretoria University
- Fernando Mitano, Masters in Public Health, UEM
- Alice Manjate, Course in Laboratory of Microbiology, Brasil

STAKEHOLDERS

- José Pechisso, Associação de Urbanistas de Moçambique
- Ilda Cruz Associação de Médicos Tradicionais de Moçambique (AMETRAMO)

BELGIUM

VLIR-UOS

Mr Peter De Lannoy, Coordinator IUC programme

Mr Christophe Goossens, Mozambique desk

PC

Ms Marleen Temmerman, PC, Gent University

Mr Yves Lafort, Assistant PC, Gent University

PLs

Ms Eva Brems P1, University of Gent

Mr Yves Jorens P2, University of Gent

Ms Gily Coene P3, Free University of Brussels

Ms Kristien Roelens P4, Gent University of Gent

Mr Herman Meulemans P5, University of Antwerp

Mr Martin Valcke P6, University of Gent

Mr Marc Aerts P7, University of Hasselt

Programme support in Belgium

Ms Annick Verheylezoon ICOS, University of Gent

Annex 1: Logical framework analysis Project 1 : Human Rights

PROJ 1 LOGICAL FRAMEWORK				
I. Overall Objectives (OO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Overall Academic Objective				
Position the UEM in Mozambican society as a strategic partner in the promotion, protection and advocacy of the human rights, in particular the right to health and sexual and reproductive rights in the context of HIV/AIDS				
Overall Developmental objective (if applicable)				
Contribute to respect and observance of human rights in Mozambique, in particular the right to health and sexual and reproductive rights in the context of HIV/AIDS				
II. Specific Objectives (SO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Specific Academic objective				
The role of UEM as a major provider of knowledge and competences on the right to health and sexual and reproductive rights in the context of HIV/AIDS is enhanced	A1	UEM recognized as a key player in the human rights promotion and protection in Mozambique	University/Government documents	Willingness of relevant actors to adopt a human rights based approach to Sexual and Reproductive Health and HIV/AIDS
			Publications and reports from other stakeholders	
			Media reports	
			Monitoring reports	
			Project reports	
Specific Developmental objective (only if applicable)				
A rights-based approach with respect to reproductive health and HIV/AIDS is adopted by governmental and non-governmental actors	D1	70%age of new reports, policies, strategies and legislation which has adopted a right based approach with respect to Reproductive Health and HIV/AIDS within a defined time frame	Government documents	
			Publications and reports from other stakeholders	
			Media reports	

			Monitoring reports		
			Project reports		
III. Intermediate Results (IR)		Key indicators (OVI) and targets	Source of Information (SOV)	Assumptions	
(1) Research related IRs (if applicable)					
IR 1	Research and student practice on Human Rights with respect to Reproductive Health and HIV/AIDS is encouraged	1.1.	Research Unit in place	Scientific journals	Willingness of relevant actors to use the knowledge and expertise made available to them by the project
		1.2.	10 publications in this field	Annual research reports at project level	
		1.3.	20 training materials produced	Training materials	
		1.4.	50 students engaged in practical human rights work, and 10 files dealt with	Activity reports	
IR 2	Comprehensive and updated information on Human Rights with respect to Reproductive Health and HIV/AIDS is made available and accessible to governmental and non-governmental actors	2.1.	Existence of database	Database	
		2.2.	Date of last update of the database	Activity report	
		2.3.	50 type of items available		
(2) Capacity building related IRs (if applicable)					
IR 3	Improved capacity of UEM through improved academic training and qualifications of staff	3.1.	10 staff with good command of academic English	Activity report	
		3.2.	5 Masters and 2 PhDs graduates	UEM High degrees report	
IR 4	Improved awareness and expertise on Human Rights with respect to Reproductive Health and HIV/AIDS within the University community	4.1.	15 staff involved in HR activities	Curricula	
		4.2.	100 students involved in HR activit	Students enrolment figures	
		4.3.	7 activities in this field generally	Activity reports	
(3) Extension related IRs (if applicable)					
IR 5	Improved expertise, awareness raising and advocacy skills on Human Rights with respect to Reproductive Health and HIV/AIDS of the key society stakeholders and relevant professional groups	5.1.	10 trainings	Training reports	
		5.2.	250 participants	Policy and strategy documents	
		5.3.	Frequency of HR discourse in documents of stakeholders and professional groups	NGOs & CBOs; Media reports; Daily and Annual Parliamentary Acts and reports; Court judgements	

		5.4.	Impact analysis through focus group interviews with the relevant groups	Report impact analysis
IR 6	Access to justice for victims of HR violations in the sphere of Reproductive Health and HIV/AIDS improved	6.1.	Increase in legal counseling to victims by university	Activity report
		6.2.	Increase of successful court cases	Activity report
		6.3.	Impact analysis through focus group	Report impact analysis

Project 1 Achievements

Objectives/IRs/Indicators	Degree of IR realization and commentary
<p>IR1</p> <p>Research and student practice on Human Rights with respect to Reproductive Health and HIV/AIDS is encouraged</p> <p>1) Research unit in place</p> <p>2) 10 publications in this field</p> <p>3) 20 training materials produced</p>	<p>The research unit has been established in the human rights centre of the Law Faculty and functions as a resource centre, where students and researchers have access of electronic information and books. Additional computers and books have been provided by the project. The Unit publishes a newsletter twice a year and receives around 70 visitors yearly and is responsible for the organization of a yearly conference.</p> <p>Research and publications in this first stage of the project are linked to the PhD and Masters studies. There is one Masters related article available for publication if only in English. Reportedly translation in Portuguese is still required and faces some difficulties. The non-availability of a periodical in which the article could be published is another problem. Plans are there to start a periodical at faculty level.</p> <p>One training package, one booklet and two posters dealing with Sexual and Reproductive Health are available.</p> <p>3 students involved in projects.</p> <p>The approach to deal with files related to human rights has been left. Instead participation of</p>

<p>4) 50 students engaged in practical human rights work, and 10 files dealt with</p>	<p>students in the moot court activity is reported under this item.</p> <p>In the opinion of the EC leaving the approach to deal with actual cases means that an opportunity is lost to gather insight in the human right situation in Mozambique, insight that can be integrated in teaching and research.</p>
<p>IR2</p> <p>Comprehensive and updated information on Human Rights with respect to Reproductive Health and HIV/AIDS is made available and accessible to governmental and non-governmental actors</p> <p>1) Existence of a database</p> <p>2) Date of last update of the database</p> <p>3) 50 types of items available</p>	<p>Work on the database has been limited to the setting up of a simple database with information on results of project reports and research work.</p>
<p>IR3</p> <p>Improved capacity of UEM through improved academic training and qualifications of staff</p> <p>1) 10 staff with good command of academic English</p> <p>2) 5 Masters and 2 PhDs graduates</p>	<p>3 Staff members acquired good command of academic English, 2 of them through attending a Masters programme in South Africa, 1 through a course at the British Council.</p> <p>Interest in enrolling English courses is limited because the thinking is that the course should be focused on legal issues.</p> <p>One Masters student successfully finished his Masters studies at the University of Pretoria on Human Rights and Democratization in Africa. A second student is expected to finish in April 2012. A third student changed his course without UEM's permission and had his scholarship cancelled as a consequence. No positive result to be expected.</p> <p>Two more students are expected to start their Masters in August 2012.</p> <p>One PhD student started in 2009 at Ghent University, study is ongoing. A second student is due to start briefly. A third student still needs to improve his English before he can start.</p> <p>Eight project members participated in a three weeks workshop on research methodology in</p>

	<p>2009. Reportedly interest in the course is limited as potential candidates' opinion is that the course should be more specific for law students.</p>
<p>IR4</p> <p>Improved awareness and expertise on Human Rights with respect to Reproductive Health and HIV/AIDS within the University community</p> <p>1) 15 staff involved in HR activities</p> <p>2) 100 students involved in HR activities</p> <p>3) 7 activities in this field generally</p>	<p>Staff members were involved in organizing the moot court and the human right conference.</p> <p>Students were involved in the yearly moot court competition as key actors and they organized awareness raising music and dance sessions at these occasions. The moot courts are an effective instrument for propagating human rights issues and to create awareness and involvement. In the moot courts about 11 national universities participate and additional funding is provided by one of the donors and several enterprises.</p> <p>Awareness raising music and dance sessions have been organized at the occasion of moot courts and conferences.</p> <p>The log frame has no indicator for the introduction of human rights in the Law Faculty curriculum. Three envisaged activities integrated in plans:</p> <ul style="list-style-type: none"> - Human rights has been integrated in a course together with fundamental rights; - Human rights has been integrated in the law specialized course on health rights and SRR; - A Masters Programme on Human Rights has been introduced in the Law School <p>The 2010 report states that no activities were foreseen regarding these items and the 2011 activity plan is not clear as to whether initiatives will be taken. The present newly appointed PL claims that they have been introduced.</p>

<p>IR5</p> <p>Improved expertise, awareness raising and advocacy skills on Human Rights with respect to Reproductive Health and HIV/AIDS of the key society stakeholders and relevant professional groups</p> <p>10 trainings 250 participants</p> <p>Frequency of HR discourse in documents of stakeholders and professional groups</p> <p>Impact analysis through focus group interviews with the relevant groups</p>	<p>6 training sessions were held with the objective to raising awareness on human rights, gender and HIV/AIDS issues. Local leaders and civil society activists were the target group.</p> <p>No follow up on this item</p> <p>No analysis made</p>
<p>IR6</p> <p>Access to justice for victims of HR violations in the sphere of Reproductive Health and HIV/AIDS improved</p> <p>Increase in legal counseling to victims by university</p> <p>Increase of successful court cases</p> <p>Impact analysis through focus group</p>	<p>The project has organized training for representatives of civil society in Maputo province. The interface between students and civil society (human rights clinic) within the existing legal clinic has not been created. Consequently no follow up could be given to get an insight in the effects of the intervention.</p>

Annex 2: Logical framework analysis Project 2 : Social Rights and Protection

PROJECT 1 LOGICAL FRAMEWORK				
I. Overall Objectives (OO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Overall Academic objective				
To position the UEM as a strategic provider of knowledge and competences in social rights/social protection in general and in more in particular on rights related to HIV-issues				
Overall Developmental objective (if applicable)				
To promote the people's access to social rights/social protection in general and more in particular to rights related to the consequences of the HIV-epidemic				
II. Specific Objectives (SO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Specific Academic objective				
The academic capacity of the UEM (research and training) in the field of social rights/social protection is developed and strengthened	A1	Nr of academic staff with expertise in the field of Social Rights (5 People)	Diplomas and certificates, articles and publications done by the trained staff	Retention of academic staff at UEM and motivation of staff to contribute peoples access to social rights/social protection
Specific Developmental objective (only if applicable)				
UEM is providing evidence-based knowledge and expertise to key stakeholders and is contributing to the dissemination of public awareness through different means on issues in social rights/social protection in general, with a particular emphasis on rights related to HIV-issues	D1	certain number of files of social rights cases received by the center and CBO or existence of social rights cases files on CBO and center/organization of 2 conferences with 75 participants each	Reports from the NGO's, Case materials produced by the Paralegals, Participation lists of conferences	Key stakeholders are using the knowledge and competence made available by the UEM
	D2			
III. Intermediate Results (IR)		Key indicators (OVI) and targets	Source of Information (SOV)	Assumptions

(1) Research related IRs (if applicable)					
IR 1	The impact of certain policies for HIV-infected people is better understood	1.1.	1 Research report successfully completed (2 Publications)	Publications (Law Journal at faculty of law or other Law Journals)	Research results are of good quality and relevant to the UEM and Program's objective
		1.2.	1 Successful completion of LLM-programme/diploma	Library (reports available at library of the Faculty)/Faculty report	
IR 2	Social issues related to particular groups infected with HIV/AIDS are better understood	2.1.	1 Research report successfully completed (2 Publications)	Publications (Law Journal at faculty of law or other Law Journals)	
		2.2.	1 Successful completion of LLM-programme/diploma	Library (reports available at library of the Faculty)/Faculty Report	
IR 3	A PhD is developed on a particular topic in the field of social rights/social law health rights in general	3.1.	1 Research report successfully completed (4 Publications)	Publications (Law Journal at faculty of law or other Law Journals)	
		3.2.	1 Successful completion of PhD	Library (reports available at library of the Faculty)/Faculty report	
		3.3.			
IR 4	Particular specified research topics (including Social Rights Watch report) in the field of HIV/social rights are studied	4.1.	3 Research reports successfully completed, 10 articles published	Library (reports available at library of the Faculty)	
(2) Capacity building related IRs (if applicable)					
IR 5	The UEM curricula at the faculty of Law is adapted to integrate Social Rights contents	5.1.	Sample of developed curriculum (1 new curriculum programme)	The curriculum of the Faculty indicating the option for a Masters in Social Law	
		5.2.	Social Security programme for the optional discipline (25 Students/year)	Law degree curriculum/enrolment figures	
		5.3.	Development of courses (material) (Textbook of 75 pages for all students)	Course material	
IR 6	The UEM staff is qualified to conduct research and training on social rights fields (LLM/PhD)	6.1.	Masters and PhD certificates/diplomas of the trained staff (2 Masters diplomas and 1 PHD)	Trained staff report and faculty reports mentioning the trained staff	

		6.2.	Visits to Belgium (1 visit of three people of Mozambique) and visits of foreign experts (2 visits of 2 foreign experts)		
IR 7	The UEM Legal Aid Clinic is strengthened to address social rights related challenges	7.1	Samples of training/or developed materials, books bought (material of 75 pages for 3 seminars a year with each 25 participants, 50 books bought)	Reports from the Faculty/ financial report/Course Material	The Legal Aid clinic is operational in the course of the project, retention of trained staff
		7.2	Increased quality support to end users (beneficiaries) (Increase with 100% of files and assistance given to visitors)	Reports	
(3) Extension related IRs (if applicable)					
IR 8	Paralegal centers are strengthened to provide legal aid on social security in Maputo, Beira and Nampula cities	8.1.	Quality of assistance improved	Surveys on the beneficiaries	The community based para-legals is operational in the course of the project, retention of trained staff
		8.2.	Sample of paralegal course materials, list of participants in the training courses (organization of 3 seminars a year with each 25 participants; 75 pages of material for each participant)	Reports produced by the beneficiary organizations/participation lists	
		8.3	Number of visitors or number of files assisted/increase with 100%	Reports	
IR 9	Materials to promote public awareness is made available for the legal aid clinics	9.1.	Sample of the designed material (pamphlets, brochures, etc) (5000 Brochures)	Reports produced by the coordination of the project/Brochures	Material made available is used by the key stakeholders

Project 2 Achievements

Objectives/IRs/Indicators	Degree of IR realization and commentary
IR 1 The impact of certain policies for HIV-infected people is better understood	<i>100% completed.</i> Farida completed LLM and wrote dissertation on HIV/AIDS infected Women's forced abortion. The report is being adapted to be published in the Faculty of Law Journal

<p>IR 2-Social issues related to particular groups infected with HIV/AIDS are better understood</p>	<p><i>100% done.</i> Armando Cuamba completed LLM. He wrote is thesis on social rights and social protection of prisoners</p> <p>The report is being adapted to be published in the Faculty of Law Journal</p>
<p>IR 3</p> <p>A PhD is developed on a particular topic in the field of social rights/social law health rights in general</p>	<p>25% done. The topic was approved and the registration was done. The candidate is developing his literature review and wrote a first article that was presented at the regional conference</p> <p>PhD topic developed on Mozambican Social Protection Law and Protection of PLWHs</p> <p>One chapter on HIV/AIDS and Law to be published in conference book proceedings (SADC Conference)</p>
<p>IR 4</p> <p>Particular specified research topics (including Social Rights Watch report) in the field of HIV/social rights are studied</p>	<p>Research is taking place on “Community based safe nets and micro insurances”. Partial reports concluded which will later on be integrated in one final report. This report is part of the PhD chapter on alternatives of social security. 10% of total foreseen.</p>
<p>IR 5</p> <p>The UEM curricula at the faculty of Law is adapted to integrate Social Rights contents</p>	<p>100% of the adaptation of social rights content in the curriculum. The new curriculum was approved in 2010 by the University Senate and is being implemented. The new curriculum includes a Masters in social law, which will start in August 2012. This Masters is a 2-year programme with 10 subjects. It is also a professional Master, in the sense that internships in some professions are foreseen.</p>
<p>IR 6</p> <p>The UEM staff is qualified to conduct research and training on social rights fields (LLM/PhD)</p>	<p>60% done, 2 members concluded LLM; PhD under process and a new PhD candidate is preparing her topic</p> <p>One of the two persons who completed their LLM is already contracted by the University for Teaching, while the other one cooperates with the centre for human rights and legal aid clinic.</p>
<p>IR 7</p> <p>The UEM Legal Aid Clinic is strengthened to address social rights related challenges</p>	<p>100% completed. 41 books and ICT purchased for the Centre</p>
<p>IR 8</p> <p>Paralegal centres are strengthened to provide legal aid on social security in Maputo, Beira and Nampula cities</p>	<p>100% done, three courses successfully completed in Maputo, Beira and Nampula</p> <p>The two members qualified with LLM through the programme are offering legal aid at the legal clinic and paralegal centres.</p>

<p>IR 9</p> <p>Materials to promote public awareness is made available for the legal aid clinics</p>	<p>50% done. A brochure, explaining the new legislation on social protection in an easy and understandable way, has been developed and written by the staff of the UEM in collaboration with the ministry. The brochure has not yet been published as it is being revised by national specialists.</p>
<p>Not defined as intermediate results to be obtained, but relevant achievements on “soft indicators”</p>	<p>Active involvement of the LLMs in the legal aid clinic and extension of the P2 team. Involved in research and active support to visitors of the centre, the organization of and active participation in national and international conferences, training courses a.o. to Parliamentarian Committees and communities and participation in the publication of a book “Human Rights Training for Parliaments”.</p>

Annex 3: Logical framework analysis Project 3 : Gender and family health

PROJECT 3 LOGICAL FRAMEWORK				
I. Overall Objectives (OO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Overall Academic objective				
Position the UEM in the Mozambican society as a major provider of knowledge and competences in gender, family issues and health seeking behavior				
Overall Developmental objective				
Contribute to improved policies and programs addressing gender, family issues and health seeking behavior including traditional medicine in Mozambique				
II. Specific Objectives (SO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Specific Academic objective				
To strengthen the capacity of the UEM in terms of research and teaching on gender, family issues and health seeking behavior	A1	At the end of phase 1 all team members have increased their skills and experience in terms of research and teaching and all continue at UEM	Internal assessment at the end of phase 1	
Specific Developmental objective				
To increase and disseminate knowledge on the socio-cultural dynamics of HIV/AIDS and reproductive health, regarding gender, family issues and health-seeking behavior	D1	At the end of phase 1, each research project has led to new knowledge and their findings have been disseminated nationally and internationally towards stakeholders	Scientific journals , proceedings of conferences, reports and minutes of workshop, database and website	Stakeholders make use of the knowledge and expertise made available through the project
III. Intermediate Results (IR)		Key indicators (OVI) and targets	Source of Information (SOV)	Assumptions
(1) Research related IRs (if applicable)				

IR 1	The socio-cultural determinants of youth pregnancy are assessed	1.1.	The assessment is successfully completed	Study report, Book chapters and theses	
		1.2.	One article in national and international peer reviewed journals	Scientific journals	
IR 2	The strategies of gender equality promotion are documented	2.1.	The assessment is successfully completed	Study report, Book chapters and theses	
		2.2.	One article in national and international peer reviewed journals	Scientific journals	
IR 3	The sexual practices and meanings of women, its influence on the health and well-being are understood	3.1.	The assessment is successfully completed	Study report, Book chapters and theses	
		3.2.	One article in national and international peer reviewed journals	Scientific journals	
IR 4	Socio-cultural practices with an impact on fertility in patrilineal and matrilineal contexts are analyzed and compared	4.1.	The analysis and comparison are successfully completed	Study report, Book chapters and theses	
		4.2.	One article in national and international peer reviewed journals	Scientific journals	
(2) Capacity building related IRs (if applicable)					
IR5	The UEM staff is better qualified to conduct research and teaching on gender family issues and health seeking behavior	5.1.	3 Masters degrees obtained	Diplomas and certificates	
		5.2.	1 PhD degrees obtained	Diplomas and certificates	
		5.3.	4 staff members trained on research methodologies	Diplomas and certificates	
		5,4.	4 staff members trained in academic English	Diplomas and certificates	
(3) Extension related IRs (if applicable)					
IR6	The research results are disseminated towards key stakeholders nationally and internationally	6.1.	Nr of workshops and round tables with stakeholders held	Reports and/or minutes of workshops	
		6.2.	Nr of consultancies held	Consultancy reports	
		6.3.	Nr of articles in national and international peer reviewed	Scientific journals	

	journals	
6.4	Nr of conference contributions (abstracts, posters and papers)	Proceedings of conferences

Project 3 Achievements

Objectives/IRs/Indicators	Degree of IR realization and commentary
<p>IR 1</p> <p>Masters with thesis related to the socio-cultural determinants of youth pregnancy is completed and publication made</p>	<p>Masters Public Health completed</p> <p>Thesis” Experiences and perceptions on youth pregnancy: a phenomenological study” published in a book.</p>
<p>IR 2</p> <p>Masters with thesis contributing to the documentation of the strategies of gender equality promotion is completed and publication done</p>	<p>Student prepared a proposal on the subject, which is in the area of P3. Because the subject was not in the area of interest of his department, Linguistics, he changed from the P3 to the P6 team and adapted his theme.</p>
<p>IR 3</p> <p>Masters with thesis contributing to understanding of the theme of the sexual practices and meanings of women, its influence on the health and well-being is completed and publication done.</p>	<p>The topic has been reformulated into: Perceptions of Sexual violence among UEM students and its health implications: a case study of students at ESHTI in Inhambane province.</p> <p>The academic part at UEM and field research in Inhambane has been concluded. The thesis will be completed by June 2012</p> <p>Dissemination of results in Inhambane and Maputo is planned during AP2012</p>
<p>IR 4</p> <p>PhD on the theme socio-cultural practices with an impact on fertility in patrilineal and matrilineal contexts concluded and publications made. PhD realized and publications and dissemination provided.</p>	<p>The title of the IR4 has been reformulated into: Understanding experiences of reproductive failure in various medical systems in Maputo and Gaza provinces.</p> <p>PhD proceeding.</p> <p>An international co-authored and peer reviewed article “Healers, nurses, obstetrics-gynecologists dealing with women in the quest to become pregnant in Southern Mozambique “ was published at Views & Vision in ObGyn - Issues on Obstetrics, Gynecology and Reproductive Health, 2010</p> <p>Dissemination of results has been done in 2010 in Magude and Gaza</p>

IR 5

The UEM staff is better qualified to conduct research and teaching on gender and family issues and health seeking behavior

Masters and PhDs

Initial project: 3 Masters

Adapted to 2 PhDs and 6 Masters

Capacity building

-Four staff members were planned to be trained on research methodologies (P6)

-Three team members to attend specific courses on gender, sexuality, reproductive health, fertility and psychosocial counseling issues in Amsterdam and South Africa, from BTC funds and VLIR

-Four staff members to be trained in Academic English

Three Masters degrees were initially planned, however one was shifted into a PhD.

Four Masters degrees were additionally planned in 2010 bringing the number of planned Masters at 6.

One MPH completed, one MSc in Adult Education and 4 MPHs expected to be completed by the end of 2012

One Masters of the initially planned ones was shifted into a PhD in an initial stage of the project and in 2011 a second PhD was added.

One PhD will be completed at the end of Phase I, a second one during Phase 2.

Three team members participated in a in a Qualitative Research Methodologies training, organized by P6

Two team members participated in a short course on "Counseling Behavior Change Using Motivational Interviewing" from August 30th to September 3rd 2010 at the University of Western Cape, South Africa.

Three courses on qualitative methods in social sciences have been organized.

Four team members completed different levels up to upper level, but all members still require improvement on Academic English

<p>IR 6</p> <p>The research results are disseminated towards key stakeholders nationally and internationally</p> <p>Round tables, workshops</p> <p>Consultancies</p> <p>Publications</p>	<p>90% successfully completed</p> <ul style="list-style-type: none"> -A round table meeting organized together with P4 and P5 and stakeholders to prepare a study (identification of possible partnerships, presentation of the proposed research topic, getting inputs from stakeholders). -A workshop on “Finding a strategy for a Sustainable articulation amongst the traditional and conventional health systems, regarding Sexual and Reproductive Health, and Sexually Transmitted Infections, HIV & AIDS” with the participation of around 90 people participated. - Two workshops were organized in the Magude District and in the city of Xai-Xai to disseminate preliminary results of a study -Two seminars at Inhagoia with local community members, UEM students and local leaders for inputs for a study on <i>Community Development and Women Empowerment</i>. <p>Realization 30%</p> <p>Participation as facilitator in the course Multi-sectoral Coordination and Management of HIV and AIDS in Mozambique Strategic-level coordination of PEN III.</p> <p>Realization 40%</p> <p>Publication of an article (2010) “The construction of the female body in understanding the concept of gender” in the book "Gender and Human Rights in Mozambique" Organized by: Nair Teles and Eugénio José Brás (on website of FLCS.UEM)</p> <p>Production of the chapter co-authored with researchers from the University of Brazil, on "Health and education workers, dealing with violence in daily life" to be integrated into the Manual-Book (on "The impact of Violence: Mozambique and Brazil" to be used as a Manual in</p>
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Conferences	<p>the Sociology course at UEM</p> <p>Realization 60%</p> <p>-Two team members participated in a conference “1st Conference on Strengthening Linkages between Sexual and Reproductive Health and HIV/AIDS Services - The Sexual Violence Nexus” in Kenya</p> <p>-Poster prepared and presented at conference</p> <p>-Paper has been presented at the 3rd European Conference on African Studies in Leipzig</p>
<p>In addition to the initial project set up one more PhD study and 6 Masters studies were integrated in the project</p>	
<p>IR 7¹¹</p> <p>PhD on Social construction of sexual and reproductive health: social perceptions and practices related to Family Planning programs in Inhambane province</p>	<p>One PhD proposal is being developed. It is expected that at least one article can be completed by the end of Phase I</p>
<p>IR8</p> <p>Masters on Experiences and perceptions of HIV & AIDS prevention among men having sex with men (included as IR6)</p>	<p>40%, completed research protocol</p> <p>The research protocol was completed and approved by the scientific Commission at the Faculty and has been submitted to the Bio-Ethics Committee, some amendments have been recommended for the final Ethical approval</p> <p>Expected to be completed by the end of Phase I</p>
<p>IR9</p> <p>Knowledge, attitudes and practices towards contraceptives methods used among youth in Maputo (included as IR7)</p>	<p>25% completed research protocol</p> <p>Ongoing finalization of research protocol to be submitted at the National Ethical Commission for Health</p> <p>Expected to be completed by the end of Phase I</p>

¹¹ As from here the IR numbering diverges from the one in the self-assessment report

<p>IR10</p> <p>Improving strategies to address intimate violence through women's empowerment in Maputo</p>	<p>25% Ongoing finalization of research protocol to be submitted at the National Ethical Commission for Health</p> <p>Expected to be completed by the end of Phase I</p>
<p>IR11</p> <p>The impact of expanding the HIV counseling and testing services and the quality of services offered (included as IR9)</p>	<p>A new team member (since February 2011) is in the first academic year of the Masters programme in Public Health at the UEM; not much detail can be provided at the moment.</p> <p>Expected to be completed by the end of Phase I</p>
<p>IR12</p> <p>The UEM staff is better qualified to conduct research and teaching on gender health and family issues</p> <p>Masters and PhDs</p>	<p>6 Masters 30%</p> <p>Expected that all Masters will be completed by the end of Phase I</p> <p>1 PhD</p> <p>It is expected that this second PhD will be completed by the end of Phase II</p>
<p>IR 13</p> <p>The research results are disseminated towards key stakeholders nationally and internationally</p> <p>- Two short courses a year, not planned initially:</p> <ul style="list-style-type: none"> - Gender, health and human rights - Qualitative methods on social and cultural aspects <p>- Dissemination of MPH theses</p>	<p>70%</p> <p>3 Short courses have been provided by team members and external facilitators for lecturers, researchers and graduate students from different UEM Faculties</p> <p>60%</p> <p>Based on the MPH results, a short training was organized for health professionals, health educators and interested NGOs participants, coordinated by P3 members with an external facilitator from the Mental Health Programme of the MOH</p>

<p>- Publications</p>	<p>80%</p> <p>Three issues of the Newsletter called <i>Gazeta</i> do DAA have been published by the Department of Archaeology and Anthropology, on website: www.flcs.uem.mz</p>
<p>- Conference contributions</p>	<p>80%</p> <p>Relevant field research related to P3 has been published as a monograph (105 pages) of a study on Gender, Sexuality and Vaginal practices in Tete. Extra funds have been provided by other research partners</p> <p>Production of a video documentary (three Chapters of <i>Life Cycle</i>), bringing together images collected under the IR4 in Maputo and Gaza provinces is being edited</p>

Annex 4: Logical framework analysis Project 4: Reproductive Health

PROJECT 4 LOGICAL FRAMEWORK				
I. Overall Objectives (OO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Overall Academic objective				
To position the UEM as the strategic provider of knowledge and expertise in the areas of safe motherhood, cervical cancer prevention and domestic violence				
Overall Developmental objective				
To contribute to the improvement of access to and quality of health and other services for safe motherhood, cervical cancer prevention and domestic violence in Mozambique				
II. Specific Objectives (SO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Specific Academic objective				
The capacity of the UEM in conducting research and in teaching on issues of safe motherhood, cervical cancer prevention and domestic violence is improved	A1	At the end of phase 1 all team members have increased their skills and experience in terms of research and teaching and all continue at UEM	Internal assessment at the end of phase 1	
	A2	At the end of phase 1 the UEM curricula at the medical faculty are adapted in regards to reproductive health issues	Internal assessment at the end of phase 1	
Specific Developmental objective (only if applicable)				
Policy makers have access to reliable and up to date knowledge and expertise on safe Motherhood, cervical cancer prevention and domestic violence	D1	At the end of phase 1, each research project has led to new knowledge and their findings have been disseminated nationally and internationally towards stakeholders	Scientific journals , proceedings of conferences, reports and minutes of workshop and seminars	Stakeholders make use of the knowledge and expertise made available/ Favourable Political environment at the Ministry of Health
III. Intermediate Results (IR)		Key indicators (OVI) and targets	Source of Information (SOV)	Assumptions

(1) Research related Irs (if applicable)				
IR 1	The socio-cultural determinants of institutional and community-based maternal deaths are assessed	1.1.	The assessment is successfully completed	Study report, Book chapters and theses
		1.2.	One article in national and international peer reviewed journals	Scientific journals
		1.3.	research report	
IR 2	The prevalence of domestic violence in pregnant women in the three hospital-based maternities of Maputo is known	2.1.	The assessment is successfully completed	Study report, Book chapters and theses
		2.2.	One article in national and international peer reviewed journals	Scientific journals
		2.3.		
IR 3	The misoprostol use to reduce postpartum haemorrhage at community level is assessed	3.1.	The assessment is successfully completed	Study report, Book chapters and theses
		3.2.	One article in national and international peer reviewed journals	Scientific journals
		3.3.		
IR 4	The accessibility to Maternal Health Services and its determinants are assessed in a specific rural district	4.1.	The assessment is successfully completed	Study report, Book chapters and theses
		4.2.	One article in national and international peer reviewed journals	Scientific journals
		4.3.		
IR 5	The new cervical cancer care programme of the MoH is assessed	5.1.	The assessment is successfully completed	Study report, Book chapters and theses
		5.2.	One article in national and international peer reviewed journals	Scientific journals
		5.3.		
IR 6	Missed opportunities of care in postpartum period are assessed	6.1.	The assessment is successfully completed	Study report, Book chapters and theses
		6.2.	One article in national and international peer reviewed journals	Scientific journals
		6.3.		

(2) Capacity building related Irs (if applicable)					
IR 7	The UEM staff is qualified to conduct research and provide education on RH topics	7.1.	7 Masters degrees obtained	Diplomas and certificates	
		7.2.	2 PhD degrees obtained	Diplomas and certificates	
		7.3.	5 staff members trained on research methodologies/english	Diplomas and certificates	
IR 8	The UEM curricula at the medical faculty are updated to face RH challenges	8.1	The curriculum for a Masters pg in RH has been developed	UEM/faculty Medicine yearly reports, Final report of Curriculum committee	Retention of STAFF at the UEM
		8.2	The RH topics are adequately covered in the medical curriculum	UEM/faculty Medicine yearly reports, Final report of Curriculum committee	
		8.3	The RH topics are adequately covered in the current MPH	UEM/faculty Medicine yearly reports, Final report of Curriculum committee	
(3) Extension related Irs (if applicable)					
IR 9	New knowledge is disseminated and made available towards stakeholders	9.1	Nr of workshops and round tables with stakeholders held	Reports and/or minutes of workshops	
		9.2	Nr of consultancies held	Consultancy reports	
		9.3	Nr of articles in national and international peer reviewed journals	Scientific journals	
			Nr of conference contributions (abstracts, posters and papers)	Proceedings of conferences	

Project 4 Achievements

Objectives/IRs/Indicators	Degree of IR realization and commentary
<p>IR 1: The socio-cultural determinants of institutional and community-based maternal deaths are assessed (maintained as IR1 in the new log frame) PhD</p> <p>-Assessment is successfully completed</p> <p>-One article in national and international peer reviewed</p> <p>-Research report completed</p>	<p>-The research is progressing at acceptable level</p> <p>-Expected to be submitted in 2012</p> <p>-Expected to complete report in Phase I</p>

<p>IR 2: The prevalence of domestic violence in pregnant women in the three hospital-based maternities of Maputo is known (Maintained as IR2) Masters</p> <p>-Assessment is successfully completed</p> <p>-One article in national and international peer reviewed</p> <p>-Research report completed</p>	<p>-The study is underway and will be presented as a Masters thesis</p> <p>-After the defence of the thesis by June 2012, it is expected that an article will be developed</p> <p>-Expected June 2012</p>
<p>IR3: The misoprostol use to reduce postpartum haemorrhage at community level is assessed (dropped)</p>	<p>The student dropped out in 2009</p>
<p>IR 4: The accessibility to Maternal Health Services and its determinants are assessed in a specific rural district (changed to IR 3) Masters</p> <p>-One article in national and international peer reviewed</p> <p>-Research report completed</p>	<p>-Expected during phase I</p> <p>-Graduated December 2011</p>
<p>IR5: The new cervical cancer care programme of the MoH is assessed (changed to IR4) Masters</p> <p>-Assessment is successfully completed</p>	<p>-Although some capacity to develop research was acquired through attending courses and workshops no significant progress on this study can be reported. VLIR funding for this study ended after AP 2010. Funding taken over by JHIEGO</p>
<p>IR 6: Missed opportunities of care in postpartum period are assessed (dropped)</p> <p>PhD</p>	<p>PhD scholar dropped out and replaced by new PhD candidate. See comments on the second log frame.</p>
<p>IR 7: The UEM staff is qualified to conduct research and provide education on RH topics (Changed to IR 10)</p> <p>7 Masters degrees obtained</p>	<p>One MPH student has graduated in December 2011. Nine more MPH students are enrolled, of which 6 are foreseen to graduate in 2012.</p> <p>In February 2011, 3 new members joined the team and started the MPH programme. They will develop their research proposals during AP2011.</p>

<p>2 PhD degrees obtained</p> <p>5 staff members trained on research methodologies/English</p>	<p>1 PhD progressing at an acceptable level. The second PhD dropped out and has been replaced by new candidate who is registering at UGent.</p> <p>Significant participation in research methodology workshops and in different levels of English training. In the Masters Programme in Public Health the students attend daily class/lectures related to research during 1 year.</p> <p>Participation in various workshops related research capacity organized within UEM</p> <p>In August 2010, 2 PhD scholars participated in a 4-weeks Research Methods Course in Sexual and Reproductive Health and HIV at the University of Witwatersrand, South Africa.</p> <p>PhD and MSc scholars participated in a Workshop in Qualitative Research Methodologies, organized through Desafio Programme at UEM.</p> <p>Two MSc scholars participated in Workshop “Introduction to applied data modelling in R” from 9-11th February 2011, organized through Desafio Programme at UEM</p>
<p>IR 8: The UEM curricula at the medical faculty are updated to face RH challenges (Changed to IR 11)</p> <p>-The curriculum for a Masters programme in RH has been developed</p> <p>-The RH topics are adequately covered in the current MPH</p> <p>-The RH topics are adequately covered in the medical curriculum</p>	<p>RH curriculum not developed given that the Faculty of Medicine has no sufficient human resources to support development of a full Masters programme in RH. Therefore this activity was interrupted for Phase I. Possible introduction during phase II will be discussed.</p> <p>Material on Reproductive Health produced and module integrated in the ongoing Masters Programme. The Sexual and Reproductive Health module was taught twice (2009 and 2010) and is foreseen in 2011.</p> <p>Material on Reproductive Health produced and integrated in community health subject</p> <p>Since 2010 the topic on RH within community health subject has been taught</p>

<p>IR 9: New knowledge is disseminated and made available towards stakeholders (changed to IR 12)</p> <p>-Nr of workshops and round tables with stakeholders held</p> <p>-Nr of articles in national and international peer reviewed journals</p> <p>-Nr of conference contributions (abstracts, posters and papers)</p>	<p>Dissemination workshops planned during AP 2011</p> <p>One article has been published in an international journal: “Healers, nurses, obstetrics-gynaecologists dealing with women in the quest to become pregnant in Southern Mozambique”, E. Mariano, M. Samucidine, I.B. Boaventura, C.P. Sousa, in Facts, Views & Vision in ObGyn, 2010, Monograph:43-50</p> <p>No further publications as there is no sufficient material yet for publications</p> <p>There have been delays in all stages of research development by PhD and Masters students. Nevertheless, it is expected that articles from Masters students will be published in National Journal by the end of phase I</p> <p>PhD and Masters students have developed abstracts indicating the current status of the research for the scientific seminar held at UEM in September 2011. The scientific seminar will be held in September and it is expected that all PhD and Masters students present abstracts.</p>
<p>(1) New result areas emerged during the implementation of the partner programme.</p>	
<p>Breastfeeding patterns of peri-urban women in the area of Mavalane (included as R5) Masters</p> <p>-Assessment is successfully completed</p> <p>-One article in national and international peer reviewed</p>	<p>Successfully completed the academic part of the MPH.</p> <p>Research protocol approved by the National Bio-Ethics Committee</p>

<p>-Research report completed</p>	<p>Expected to start field work in the course of AP 2011</p> <p>The student is expected to defend her thesis in AP 2012. Then an article can be produced still in Phase I</p> <p>Expected to graduate in 2012</p>
<p>Study of Prevalence of Syphilis and HIV co-infection in pregnant women in Mozambique (included as IR 8) Masters</p> <p>-Assessment is successfully completed</p> <p>-One article in national and international peer reviewed</p> <p>-Research report completed</p>	<p>The protocol still needs to be submitted to the National Bio-ethical Committee</p> <p>Expected to start field work in the course of AP 2011</p> <p>The student is expected to defend his thesis in AP 2012. Then an article can be produced still in Phase I</p>
<p>Study on the follow up of sexual violence victims in Maputo Central Hospital (included as IR 9) Masters</p> <p>-Assessment is successfully completed</p> <p>-One article in national and international peer reviewed</p> <p>-Research report completed</p>	<p>Started MPH programme in February 2011. Still in phase of defining areas of research</p> <p>Expected to graduate in 2013</p>

Annex 5: Logical framework analysis Project 5 : HIV/AIDS/STI Prevention and Treatment

PROJECT 5 LOGICAL FRAMEWORK					
I. Overall Objectives (OO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions	
Overall Academic objective					
The University of Eduardo Mondlane plays a more important role in the national fight against HIV/AIDS, as a provider of knowledge and competences					
Overall Developmental objective (if applicable)					
To contribute to the national fight against HIV/AIDS at all levels of the civil society and the health care system in Mozambique					
II. Specific Objectives (SO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions	
Specific Academic objective					
The capacity of UEM and its staff to provide knowledge and competences on HIV/AIDS is strengthened	A1	At the end of phase 1 all staff involved in the project continues at UEM	Internal assessment at the end of phase 1		
Specific Developmental objective					
Treatment, care and support of people living with HIV/AIDS is improved	D1	Nr of national strategies that have been revised based on project research results	Stakeholder meetings; National Policy Documents		
HIV/AIDS services for UEM students are strengthened	D2	Nr of reproductive health services provided Nr of students that uses the services	Students' Clinic records		
III. Intermediate Results (IR)		Key indicators (OVI) and targets	Source of Information (SOV)	Assumptions	
(1) Research related Irs (if applicable)					
IR 1	The level and determinants of implementation of the national HIV/AIDS treatment and care guidelines are assessed	1.1.	Assessment successfully completed	Assessment report	The findings and recommendations from the research are recognised and considered by the concerned authorities
		1.2.	Results of the assessment acknowledged by the authorities concerned	Feedback from authorities	
		1.3.	Dissemination of a working paper		

IR 2	The level and determinants of treatment adherence among ART patients are assessed	2.1.	Assessment successfully completed	Assessment report	
		2.2.	The national guidelines are revised based on the assessment results	Revised guidelines	
		2.3.	Scientific article		
IR 3	The mechanisms and dynamics of social support and social capital in the care and support of PLWHA is well understood	3.1.	Conceptual overview/discussion note		
		3.2.	Scientific article		
IR 4	The ethical and legal issues related to unsafe sex by PLWHA are assessed	4.1.	Conceptual overview		
		4.2.	Scientific article		
IR 5	The patterns and determinants of sexual behaviour among students are better understood	5.1.	Assessment successfully completed	Research reports	
		5.2.	A strategy for sexual behavioural change among students is developed	Strategic document	
IR 6	The prevalence and determinants of STI and HIV among students are known and strategies for screening and treatment are developed	6.1.	The prevalence of STI and HIV among students is known	Research reports	
		6.2.	A screening and treatment strategy is developed	Strategic document	
		6.3.	The number of students screened and treated for STI/HIV substantially increased	Students' clinic records	
(2) Capacity building related Irs (if applicable)					
IR 7	The UEM staff is better qualified to conduct research and provide education on HIV/AIDS related issues	7.1.	3 UEM staff members obtained a PhD degree on the subject		
		7.2.	5 UEM staff members obtain a Masters degree on the subject		
(3) Extension related Irs (if applicable)					
IR 8	The UEM clinic providing sexual and reproductive health services for students is strengthened	8.1.	A proposal for the services to be provided by the clinic is completed	Strategic document	
		8.2.	The number of reproductive health services provided by the clinic is increased	Students' clinic records	

IR 9	The student blood donation programme is improved	9.1.	A proposal for the students blood donation programme is completed	Strategic document	
		9.2.	The number of students donating blood increased substantially	Blood donation programme's records	

Project 5 Achievements

Objectives/IRs/Indicators	Degree of IR realization and commentary
<p>IR 1: The level and determinants of treatment adherence among ART patients are assessed, from the provider's perspective PhD</p> <ul style="list-style-type: none"> -Preparation and implementation of study -Dissemination of working paper 	<ul style="list-style-type: none"> -Research protocol was developed and cleared by the National Ethics Committee. Study ongoing with delay due to lengthy preparation process -Expected in 2012 -2013
<p>IR 2: The level and determinants of treatment adherence among ART patients from patient perspective are assessed PhD</p> <ul style="list-style-type: none"> -Assessment is successfully completed -The national guidelines are revised based on the assessment results -Article published 	<ul style="list-style-type: none"> -Study ongoing with delay due to lengthy preparation process -Expected in 2012 -Expected in 2013
<p>IR 3: The mechanisms and dynamics of social support and social capital in the care and support of PLWHA is well understood PhD</p> <ul style="list-style-type: none"> -Conceptual overview/discussion note -Scientific article 	<ul style="list-style-type: none"> -Research protocol being prepared -Expected in phase II

<p>IR 4: The ethical and legal issues related to unsafe sex by PLWHA are assessed Masters</p> <ul style="list-style-type: none"> -Conceptual overview -Scientific article 	<p>Student selected. Requirement for study is Masters diploma in Human Rights. Student awaiting start of Masters programme. Start foreseen after finishing Masters study.</p>
<p>IR 5: 'The patterns and determinants of sexual behavior among students are better understood Masters</p> <ul style="list-style-type: none"> - Assessment is successfully completed - A strategy for sexual behavioral change among students is developed 	<p>First student dropped out. New candidate found. Results expected in phase II</p>
<p>IR 6: The prevalence and determinants of STI and HIV among students are known and strategies for screening and treatment are developed Masters</p> <ul style="list-style-type: none"> -The prevalence of STI and HIV among students is known - A screening and treatment strategy is developed - The number of students screened and treated for STI/HIV substantially increased 	<ul style="list-style-type: none"> -Student graduated in 2010 -Support given to Health Clinic . Students' visits to Clinic increased from less than 200/year to more than 400/year
<p>IR 7: The UEM staff is better qualified to conduct research and provide education on HIV/AIDS related issues</p> <ul style="list-style-type: none"> -3 UEM staff members will obtain a PhD degree on the subject -5 UEM staff members will obtain a Masters degree on the subject 	<ul style="list-style-type: none"> -Delays occurred due to lengthy preparation. Expected to be finished in phase II -1 student graduated, 4 ongoing
<p>IR 8: The UEM clinic providing sexual and reproductive health services for students is strengthened</p> <ul style="list-style-type: none"> - A proposal for the services to be provided by the clinic is completed - The number of reproductive health services provided by the clinic is increased 	<p>-Services in diagnosis, treatment, counseling and HIV testing and education were provided. Student attendance of the clinic has increased.</p>
<p>IR 9: The student blood donation programme is improved</p> <ul style="list-style-type: none"> -A proposal for the students blood donation programme is completed - The number of students donating blood increased substantially 	<ul style="list-style-type: none"> -Club 10, a student initiative for stimulating blood donation has been set up -Blood donations by students have gone up in three years time from 50 to 400
<p>New result areas emerged during the implementation of the partner programme.</p>	

<p>Determine the level of Knowledge Attitude and Practice regarding to risk behaviour for ITS/HIV/AIDS among first year students at the UEM Masters</p> <p>Assessment is successfully completed</p>	<p>Expected to graduate in 2012</p>
<p>Evaluation of the Impact of Utilization of Services for Reproductive and Sexual Health for Adolescents and Youths SAAJ in Maputo Masters</p> <p>Assessment is successfully completed</p>	<p>Expected to graduate in 2012</p>
<p>Determinants of Low Risk Behaviour Among Blood Donators including UEM students Masters</p> <p>Assessment is successfully completed</p>	<p>Expected to graduate in 2012</p>

Annex 6: Logical framework analysis Project 6 : Capacity Building

PROJECT 6 LOGICAL FRAMEWORK				
I. Overall Objectives (OO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Overall Academic objective				
To empower the organisation and the staff of the UEM to achieve its primary objectives related to teaching, research and service to the community.		<p>The indicators will differ depending on the nature of the capacity building approach:</p> <ul style="list-style-type: none"> - hardware resources (ICT): availability, installation and maintenance - research resources: available tools being used by staff - local workshops: delivery of the workshops and staff attendance as planned - recycle scholarship: successful selection staff member and successful completion - MSc: successful selection staff member and successful completion - PhD: successful selection staff member and successful completion 	research reports, conference proceedings, internal reports of central units (language centre, library, ICT-unit, faculties)	
II. Specific Objectives (SO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Specific Academic objective				
1: Development of capacities related to Information and Communication Technologies (ICT)	A1	Installed and maintained infrastructure, updated skills, workshop attendance,		
2: Development of capacities related to teaching	A2	Workshop attendance, PhD obtained, successful cross cutting initiative, resources being used by faculty		
3: Development of capacities Research	A3	Workshop attendance, PhD started, successful cross cutting initiative, resources being used by faculty		
4: Development of capacities related to the library	A4	Workshop attendance, MSc obtained, local staff upgraded via scholarships		
5: Development of capacities related to Academic English	A5	Workshop attendance, extra resources being used, nex hardware being installed and in use, PhD obtained, local staff upgraded via recycling scholarships		
III. Intermediate Results (IR)		Key indicators (OVI) and targets	Source of Information (SOV)	Assumptions
(1) Research related Irs (if applicable)				

IR 1	Upgraded capacities related to Information and Communication Technologies (ICT)	1.1.	Extra bandwidth available and being used in fac. of medicine	Reports, ICT-report UEM	involvement of ICT-unit, willingness of staff to be involved, full maintenance support of ICT-unit, security issues as to installed new hardware
		1.2.	Extra hardware installed and maintained and linked to the Internet	Report ICT of UEM	
		1.3.	Served installed and functional in Faculty of Medicine and operational for project support applications	Report Coordinator and ICT-unit	
		1.4.	Staff upgraded as to Security Management, band-with Management and ICT use Rules	Report ICT-unit	
		1.5.	Installed extra multimedia provisions in lecture halls	Report ICT-unit	
		1.6.	Upgraded ICT-skills of faculty staff members	Report ICT-unit	
		1.7.	Successful cross-cutting initiative about Security Management, band-with Management and ICT use Rules	Report ICT-unit	
IR 2	Upgraded capacities related to teaching	2.1.	Trained staff, changed teaching practices, evaluation practices, new learning materials, and distance education/elearning practices	Teaching quality report at UEM-level	Clear involvement of local staff of faculties, taking up the new teaching ideas (practices, evaluation approaches, learning material development, distance education/elearning), good maintenance of new resources , finding a good PhD candidate, linkage to strategic plan faculties
		2.2.	Successful graduation PhD candidate, publications, conference presentations		
		2.3.	Project plan for cross cutting initiative, running programme with local and international staff attendance	project plan, cross-cutting initiative programme	
		2.4.	insatllled and lmaintained hardware	report ICT-unit and multimedia support in faculties	
IR 3	Upgraded capacities Research	3.1.	Trained staff, new research activities, upgraded skills	publications, project applications, conference contributions	Clear involvement of local staff of language centre, taking up the new SARC ideas, good maintenance of new resources and hardware, security of building, finding a good PhD candidate, linkage to research plan faculties
		3.2.	Materials and tools being used in context of research projects		
		3.3.	PhD candidate has started, conference contributions, first publication		
IR 4	Upgraded capacities related to the library	4.1.	Trained staff, new strategic ideas about eLibrary	strategic plan in view of eLibrary	Clear involvement of local staff of library and faculty, taking up the new eLibrary ideas, fininig good MSc candidates, linkage to strategic plan library
		4.2.	Successful graduation of MSc candidates		
		4.3.	Upgraded skills of library staff, new services are emerging	Report library	
IR 5	Upgraded capacities related to Academic English	5.1.	upgraded material support of new language learning centre	Report about Language centre	Clear involvement of local staff of language centre, taking up the new SARC ideas, good maintenance of new resources and hardware, security of building, finding a good PhD candidate, linkage to strategic plan language
		5.2.	Trained staff, trained researchers, trained students in view of Academic English, emergence of new conceptions and services in the context of Academic English		
		5.3.	definition of clear objectives for future workshops		
		5.4.	Upgraded lab infrastructure in view of language training		

		5.5.	Successful graduation PhD candidate, conference proceedings, publications		centre
					Identification of key staff with necessary entry-qualifications.

Project 6 Achievements

Objectives/IRs/Indicators	Degree of IR realization and commentary
<p>IR1. Upgraded capacities related to Information and Communication Technologies (ICT)</p> <ul style="list-style-type: none"> -Extra bandwidth available and being used in fac. of medicine - Extra hardware installed and maintained and linked to the Internet - Server installed and functional in Faculty of Medicine and operational for project support applications - Staff upgraded as to Security Management, band-with Management and ICT use Rules - Installed extra multimedia provisions in lecture halls - Upgraded ICT-skills of faculty staff members - Successful cross-cutting initiative about Security Management, band-with Management and ICT use Rules 	<ul style="list-style-type: none"> -Currently the Internet is available at good speeds in the faculty and the PSU office. But in some faculties there are fluctuations in access. - New computer equipment were acquired and installed at faculty level and PSU office - Server installed, but hardly used, because the intended users did not take training. A workshop for this purpose was cancelled and not pursued. - Training on CCNA Security on Linux Mail server Configuration organized -Desktops and data projectors installed in the participating faculties. Desktops tables and chairs installed at the Faculty of Law in view of implementation of PBL approach in course at UEM - Workshop on ICT in Education for UEM lecturers (approx. 20 participants), conducted at CIUEM jointly by the NSS Project with University of Western Cape and University of Nairobi -CIUEM staff member attended workshop on “IT Risk, Security Management and Cybercrime Prevention” Experience disseminated to focal points representing almost all faculties

<p>IR 2 Upgraded capacities related to teaching</p> <ul style="list-style-type: none"> - Trained staff, changed teaching practices, evaluation practices, new learning materials, - Successful graduation PhD candidate, publications, conference presentations - Project plan for cross cutting initiative, running programme with local and international staff attendance - Providing the faculties with material resources in view of innovative teaching approaches (books, journals) 	<ul style="list-style-type: none"> - Teaching staff trained in Innovative Teaching. A total of about 37 staff members attended the four workshops. To support new approaches a scanner was procured for the CEND (Distance Education Centre). In addition six UEM staff members (2 rectorate and 4 from faculties) have started in a MSc Masters programme in the field of education. -Research started -Not done yet -In progress. It is difficult to track the concrete needs that fit a specific problem at faculty level.
<p>IR 3 Upgraded capacities related to Research</p> <ul style="list-style-type: none"> - Trained staff, new research activities, upgraded skills - Materials and tools being used in context of research projects - PhD candidate has started, conference contributions, first publication 	<ul style="list-style-type: none"> -About 33 UEM research Staff trained in Computer Assisted Qualitative Data Analysis. Additional activities foreseen. Integration in specific faculty required but seems problematic. - In progress. - PhD candidate prepared. Needs to be registered in a university
<p>IR 4 Upgraded capacities related to the library</p> <ul style="list-style-type: none"> - Trained staff, new strategic ideas about eLibrary - Successful graduation of MSc candidates 	<ul style="list-style-type: none"> - Library staff trained : 2 in ABCD software – Phase 1 and 1 in electronic information retrieval Training of users in use of electronic resources in Medicine Field; -Training of 1 Library staff in MSc, another in Library and Information Science. Proceeding

<p>IR 5 Upgraded capacities related to Academic English</p> <ul style="list-style-type: none"> - Upgraded material support of new language learning centre - Staff, researchers and students trained in Academic English, emergence of new conceptions and services in the context of Academic English - Definition of clear objectives for future workshops - Upgraded lab infrastructure in view of language training - Successful graduation PhD candidate, conference proceedings, publications 	<ul style="list-style-type: none"> - Course Books + CD player + 10 computers, currently in use at language center (FLCS) -20 UEM staff attended EAP conceptual foundation workshop, followed by a recycling training in Sudan 2 staff participation in Workshop in University Of Limpopo General English so far taught by LC. Additional classes foreseen - Conceptual framework on EAP/SARC developed at Language centre through intensive workshop - The lab infrastructure has been upgraded with a considerable delay due to the late availability of adequate space -1 PhD in progress, will be finalized in 2012
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Annex 7: Logical framework analysis Project 7 : Biostatistics and Modelling

PROJ 7 LOGICAL FRAMEWORK				
I. Overall Objectives (OO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Overall Academic objective				
The University Eduardo Mondlane is strengthened in its capacity to provide quality research results				
Overall Developmental objective (if applicable)				
To contribute to improved reproductive health and to the fight against HIV/AIDS in Mozambique by providing quality knowledge to stakeholders				
II. Specific Objectives (SO)		Indicators (OVI) and targets	Source of Information (SOV)	Assumptions
Specific Academic objective				
A Centre of Excellence in (Bio)statistics is developed at UEM		A1 Scientific output	Annual report & literature list	
		A2 Number of courses/training programmes in (bio)statistics	Annual report, faculty teaching programmes	
III. Intermediate Results (IR)		Key indicators (OVI) and targets	Source of Information (SOV)	Assumptions
(1) Research related Irs (if applicable)				
IR 1	Increased research output related to collaborative research with partners in the VLIR UEM programme (transversal IR)	1.1. One article in international peer reviewed journals	Annual report	Feasibility depends highly on starting conditions (time for research of staff, additional lecturers in Department of Mathematics & Informatics). Further, In some VLIR UEM projects the expectation of collaborative research is extremely limited, Feasibility of this IR depends highly on availability of data & the involvement of statisticians throughout the process of study
		1.2. One article in national peer reviewed journals	Annual report	
		1.3. One full paper in conference proceedings	Annual report	

					design and data collection
		1.4.	Three conference abstracts	Annual report	
		1.5.	Three conference contributions	Annual report	
		1.6.	Three working/technical papers	Annual report	
IR 2	Increased research output related to methodological research in biostatistics (horizontal IR)	2.1.	One article in international peer reviewed journals	Annual report	
		2.2.	One article in national peer reviewed journals	Annual report	
		2.3.	One full paper in conference proceedings	Annual report	
		2.4.	One conference abstracts	Annual report	
		2.5.	One conference contributions	Annual report	
		2.6.	One working/technical papers	Annual report	
(2) Capacity building related Irs (if applicable)					
IR 3	An adequate number of sufficiently qualified academic staff is in place	3.1.	One staff members finalizing a PhD in (bio)statistics and two others in the initial stage of a PhD	Staff member list	
		3.2.	Two staff members having a Masters in biostatistics (from U Hasselt)	Staff member list	
		3.3.	All UEM lecturers finished a course on academic English	Certificates	
IR 4	Implementation of training in biostatistics and ultimately a UEM Masters of Statistics	4.1.	Seven courses/short courses/workshops	Department/faculty records	
		4.2.	New Masters curriculum developed (implementation planned in the second period of 5 years)	Department/faculty records	
IR 5	Founding of a UEM Center of Statistics	5.1.	Initial development of new statistics center (implementation planned in the second period of 5 years)	Department/faculty records	

IR 6	Adequate facilities (computational, library,...)	6.1.	7 research computers: 5 laptops, 1 simulation and 1 data repository desktop	Department/faculty records		
		6.2.	Statistical software packages including main packages as SAS, S-PLUS	Department/faculty records		
		6.3.	About 100-150 books and main journals (biometrics, ...) in library	Library records		
		6.4.	Joint teleconferences & meetings on a regular basis (at least monthly)	Minutes of the meetings		
(3) Extension related Irs (if applicable)						
2.2.	Define topics for methodological research in biostatistics				Willingness of the university to extend the teaching staff (at the rate of about 2 statistics lectures per 5 year period) and to organize a Masters in biostatistics	
2.3.	Conduct methodological research with other team members in biostatistics project					
2.4.	Write scientific reports co-authored by BE and MZ teammembers, and team members from other projects					
2.5.	Write papers with other team members within biostatistics project and with team members from other projects					
2.6.	Communicate methodological research projects on conferences through abstracts, proceedings papers, oral presentations, posters					
3.1.	Three UEM lecturers starting a PhD in biostatistics					
3.2.	Two UEM lecturers taking Masters of Biostatistics at U Hasselt					
3.3.	All UEM lecturers take an academic English course					

4.1.	Organize short courses and workshops on topics in (bio)statistics				Cooperation/involvement of department/faculty management
4.2.	Start to develop a statistics Masters curriculum				
5.1.	Organize research-teaching-consultancy within the statistics unit, the latter to be recognized in the next five-year period as a research center at the UEM				Cooperation/involvement of department/faculty management and rectorate
6.1.	To provide statistics staff members with a laptop and the statistics unit with simulation computers and data repository computer, as well as a beamer				
6.2.	To provide all statistics staff members and some computer rooms with the appropriate statistical software packages				
6.3.	To provide the statistics unit with recent scientific literature in the area of (bio)statistics				
6.4.	To provide the statistics unit with communication tools for teleconferencing and organize web meetings				

Project 7 Achievements

Objectives/IRs/Indicators	Degree of IR realization and commentary
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<p>IR1. Increased research output related to collaborative research with partners in the VLIR UEM programme (transversal IR)</p> <ul style="list-style-type: none"> - One article in international peer reviewed journals - One article in national peer reviewed journals - One full paper in conference proceedings - Three conference abstracts - Three conference contributions 	<ul style="list-style-type: none"> -The paper “Zero-Inflated Poisson and Negative Binomial Models with an Application to Intra-Hospitalar Maternal Mortality in Mozambique” is expected to be submitted by the end of 2011 on the South African Statistical Journal. To our knowledge this is the first publication on this topic using advanced statistical models. -No statistical journals in Mozambique. The option to publish the results of the above article in the local newsletters is considered (MoH and UEM) -The above mentioned paper appeared in the proceedings of the International Workshop on Statistical Modelling in Valencia, Spain -The abstract was approved for oral presentation on July 11, 2011 -One abstract submitted and approved for the International Workshop on Statistical Modelling (Valencia, Spain).
<p>IR2. Increased research output related to methodological research in biostatistics (horizontal IR)</p> <ul style="list-style-type: none"> - One article in international peer reviewed journals - One article in national peer reviewed journals - One full paper in conference proceedings - One conference abstracts 	<ul style="list-style-type: none"> -One paper as part of the PhD project <i>Statistical analyses of maternal and infant mortality in Mozambique</i> is being prepared -No statistical journals in Mozambique. We consider the option to publish the results of the above article in the local newsletters (MoH and UEM) -A paper on “Incomplete Clustered Data and Non-Ignorable Cluster Size” appeared in the proceedings of the International Workshop on Statistical Modelling in Valencia. This paper was approved for oral presentation -One abstract submitted and approved for the International Workshop on Statistical Modelling (Valencia, Spain).

<ul style="list-style-type: none"> - One conference contributions 	<ul style="list-style-type: none"> -Paper presented
<p>IR3. An adequate number of sufficiently qualified academic staff is in place</p> <ul style="list-style-type: none"> - One staff member finalizing a PhD in (bio)statistics and two others are in the initial stage of a PhD - Two staff members having a Masters in biostatistics (from UHasselt) - All UEM lecturers finished a course on academic English 	<ul style="list-style-type: none"> -1 PhD started in 2011. This PhD was cancelled due to health problems -1 Masters finished and two finished year 1 in UHasselt, Belgium -90% completed All (4) team members started their training in English, one did not finish her course due to health problems.
<p>IR4. Implementation of training in biostatistics and ultimately a UEM Masters of Statistics</p> <ul style="list-style-type: none"> -Two courses/short courses/workshops -New Masters curriculum developed (implementation planned in the second period of 5 years) 	<ul style="list-style-type: none"> -Every year, at least two workshops have been organized by the project in collaboration with the department of Mathematics and Informatics (UEM) and CenStat (UHasselt) -Recently the bachelor of Statistics at UEM has been revised and converted from a 4 year to a 3 year programme. Currently, the curricula for the new Masters of Statistics at UEM is being developed . The start is foreseen by February 2013
<p>IR5. Founding of a UEM Center of Statistics</p> <ul style="list-style-type: none"> -Initial development of new statistics center (implementation planned in the second period of 5 years) 	<ul style="list-style-type: none"> -Regular preparatory meetings with the Dean of Science faculty. Planned for the second period of 5 years and no specific date has been fixed yet. At this stage, we prioritized the formation of team members with Masters and PhD and acquired ITCs (30 desktops) to the Statistics laboratory, as well as books.

<p>IR6. Adequate facilities (computational, library,...)</p> <ul style="list-style-type: none"> -1 research computer - Statistical software packages including main packages as SAS, S-PLUS - About 100-150 books and main journals (biometrics, ...) in library - Joint teleconferences & meetings on a regular basis (at least monthly) 	<ul style="list-style-type: none"> -100% The research computer was acquired and successfully installed at the Mathematics and Informatics Department (DMI). In the future, this simulation computer will be connected to the cluster computing - SAS licenses were purchased every year - Only books were purchased for the DMI library - Skype meetings are held on a regular basis
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Annex 8: Logical framework analysis Project 8 : Cluster Support Services

PROJECT 8 LOGICAL FRAMEWORK					
I. Overall Objectives (OO)		Indicators (OVI) and targets		Source of Information (SOV)	Assumptions
Overall Academic objective					
The IUC programme is successful in attaining its objectives					
II. Specific Objectives (SO)		Indicators (OVI) and targets		Source of Information (SOV)	Assumptions
Specific Academic objective					
The IUC programme projects are implemented in a synergetic and coordinated way, and are of high quality		A1	Each project is succesful in obtaining its objectives	Projects progress reports	
III. Intermediate Results (IR)		Key indicators (OVI) and targets		Source of Information (SOV)	Assumptions
(1) Research related IRs					
IR 1	There is continued coherence among the research conducted by the different projects	1.1.	At least one coordination meeting with all projects per year	Programme progress reports	Project leaders, team members and PSU staff have sufficient time to dedicate to the programme
		1.2.	At least one coordination meeting with external stakeholders per year	Programme progress reports	
IR 2	The quality of the research conducted by the different projects is guaranteed	2.1.	80% of research protocols of sufficient quality	Research protocols	
		2.2.	100% of research projects succesfully implemented	Supervision visits	
		2.3.	90% of research project reports of sufficient quality	Research reports	
IR 3	The research results are correctly disseminated and translated for operational use	3.1.	% of research projects whose results are correctly disseminated	Dissemination workshop reports, published articles, conference abstracts	
		3.2.			
(2) Capacity building related IRs					
IR 4	The capacity in conducting quality	4.1.	Nr of UEM staff that benefitted from	Reports of the research skills	

	research in the area of reproductive health among UEM staff is improved		research skills strengthening activities	strengthening activities	
		4.2.			
IR 5	The coordination and management of the IUC programme is strengthened	4.1.	The Programme Manager is capable of managing the programme without support by year 3	All programme monitoring tools (reports, SC meetings, etc.)	

Project 8 Achievements

Objectives/IRs/Indicators	Degree of IR realization and commentary
IR 1: There is continued coherence among the research conducted by the different projects	
At least one coordination meeting with all projects per year	In total, 17 local coordination meetings were held (from start of Programme till September 2011), as well as a yearly Joint Steering Committee meeting
At least one coordination meeting with external stakeholders per year	Each project has regular meetings with its stakeholders
IR 2: Systematic review of all research proposals developed in the context of the IUC	
80% of research protocols of sufficient quality	8 PhD proposals have been approved by Flemish Universities
100% of research projects successfully implemented	6 Master degrees were obtained, of which one in Belgium, 3 in South Africa, 1 in Brasil, and 1 in Mozambique
90% of research project reports of sufficient quality	6 research projects have been completed The 6 Masters students who graduated have defended their research successfully
IR 3: The research results are correctly disseminated and translated for operational use	
% of research projects whose results are correctly disseminated	Dissemination of research results has been organized mainly in P3 (publication of thesis and organization of dissemination workshops with stakeholders). P1 and P2 graduates were involved in the organization of the SADC conference on the impact of HIV on Social Law, held in Maputo in March 2011. Their research results will be incorporated in the book to be published on the subject. They will also publish their results in the Faculty of Law's Journal. The thesis of Master students is made available in the UEM Central and Faculty libraries.
IR 4: The capacity in conducting quality research in the area of reproductive health among UEM staff is improved	
Nr of UEM staff that benefited from research skills strengthening	Staff from all involved faculties have benefited from the following opportunities:

activities	<ul style="list-style-type: none"> - August 2008: research methodology course for P1 & P2 Desafio members at Faculty of Law (2 weeks course) - August 2008: research methodology course for P3, P4 & P5 Desafio members at Faculty of Medicine (2 weeks course) - Research Methods Course in Sexual and Reproductive Health, HIV & GBV, University of Witwatersrand, South Africa (3 weeks course): 2 P4 members participated in 2010 - P6 has organized yearly 2-days qualitative research methodology courses (Maputo, 2009, 2010, 2011, Inhambane, 2011) for Desafio and other UEM staff - P3 has organized three qualitative research methodology courses, mainly targeted at researchers in social area (September 2010, April and September 2011, 2 weeks each) - P7 has organized 3-days courses in bio-statistics every 6 months - A research proposal and scientific writing workshop was organized by IFS in July 2010 (5 days), attended by 8 Desafio members (mostly PhD students), together with UWC and UL IUC participants
IR 5: The coordination and management of the IUC programme is strengthened	
The Programme Manager is capable of managing the programme without support by year 3	Even in year 4, PE is still giving a lot of daily support in coordination and management of the programme.

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