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## Application for Funding Strategic Partnership

Via e-mail to [zivilgesellschaft-international@ada.gv.at](mailto:zivilgesellschaft-international@ada.gv.at)

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### Local partner organisation

Multiple partners, see ANNEX 4
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### Programme title (German and English):

*Inclusive Sofala – Auf dem Weg zu einer inklusiven Gesellschaft für alle in der Provinz Sofala*  
*Inclusive Sofala – Towards an inclusive society for all in Sofala Province*

Programme country/countries and region(s): Mozambique, focus on: Sofala Province (with South-South exchange in Burkina Faso and Ethiopia)
Programme duration: 01.01.2018 – 31.12.2022

### Financing in euros

Total costs	ADC Funding (rounded to 100 euros)	Applicant's own funds	Third-party funds if applicable (including indication of origin)
EUR 3.754.300 100%	EUR 3.000.000 80%	EUR 754.300 20%	EUR0 0%



## LIST OF ABBREVIATIONS

ADA	Austrian Development Agency
ADC	Austrian Development Cooperation
ADEMO	Associação dos Deficientes de Moçambique (Mozambican Association of Disabled People)
ADPP	Ajuda de Desenvolvimento de Povo para Povo (Mozambican NGO)
ADPPDS	Associação Desportiva de Pessoas Portadores de Deficiência de Sofala (Sports association of persons with disabilities of Sofala)
AMAVIDA	Associação Amigos da Vida – Gorongosa (District-level NGO)
AU	African Union
CBO	Community-based Organisation
CBR	Community-based Rehabilitation
CSO	Civil Society Organisation
CVM	Cruz Vermelha de Moçambique (Red Cross Mozambique)
DPEDH	Direcção Provincial de Educação e Desenvolvimento Humano (Provincial Directorate for Education and Human Development)
DPGCAS	Direcção Provincial de Género, Criança e Acção Social (Provincial Directorate for Gender, Child and Social Action)
ESMABAMA	Associação Estaquinha, Mangunde, Barada, Machanga (Sofala-based NGO)
FAMOD	Fórum das Associações Moçambicanas da Deficiência (Mozambican DPO Forum)
IE	Inclusive Education
IEC	Information, education and communication
INAS	Instituto Nacional da Acção Social (National Institute for Social Action)
INGO	International Non-Governmental Organisation
KHUPEDZANA	Associação Ecoménica Cistá – Khupedzana (Sofala-based NGO)
MEDH	Ministério da Educação e Desenvolvimento Humano (Ministry of Education and Human Development)
MEPT	Movimento Educação Para Todos (Education for all movement)
M&E	Monitoring and Evaluation
MGCAS	Ministério do Género, Criança e Acção Social (Ministry of Gender, Child and Social Action)
OREBACOM	Organização de Reabilitação Baseada na Comunidade em Moçambique (DPO-led CBR organization)
PNAD II	Plano Nacional de Acção da Área de Deficiência II 2012-2019 (National Action Plan on Disability II 2012-2019)
PNDH	Pressão Nacional de Direitos Humanos (National Pressure of Human Rights Association)
SDAE	Serviço Distrital de Actividades Económicas (District Service of Economic Activities)
SDG	Sustainable Development Goals
SDSMAS	Serviço Distrital de Saúde, Género, Criança e Acção Social (District Service of Health, Gender, Child and Social Action)
SEDJT	Serviço Distrital de Educação, Juventude e Tecnologia (District Service of Education, Youth and Technology )
SINTEF	Norwegian Research Company
ToC	Theory of Change
TVET	Technical Vocational Education and Training
UNCRPD	UN-Convention on the Rights of Persons with Disabilities
UNICEF	United Nations Children's Fund
WHO	World Health Organisation



## Brief description of programme (German)

Das geplante Programm „*Inclusive Sofala*“ 2018-2022 folgt dem übergeordneten Ziel, eine inklusive Gesellschaft in Mosambik zu fördern, in welcher Menschen mit Behinderungen ein selbstbestimmtes und möglichst eigenständiges Leben führen und ihre grundlegenden Menschenrechte verwirklichen können. LICHT FÜR DIE WELT arbeitet mit einer Vielzahl lokaler staatlicher und zivilgesellschaftlicher Partner zusammen, um somit die dafür nötigen strukturellen und gesellschaftlichen Veränderungen anzukurbeln. Dieses vorliegende Programm ist ebenso wie LICHT FÜR DIE WELT'S gesamte Programmarbeit in jenen ‚Vier-Ebenen-Ansatz‘ eingebettet, der bereits seit Jahren große Erfolge erzielen konnte:

- (1) **Individuelle Ebene:** Haben Menschen Zugang zu Dienstleistungen, die an ihre Bedürfnisse angepasst sind (im Bereich Bildung, Gesundheit und Arbeitsmarkt)?
- (2) **Familien und Gemeindeebene:** Sind Menschen mit Behinderungen in der Gemeinschaft akzeptiert?
- (3) **Politische Ebene:** Gibt es einen gesetzlichen Rahmen zur Wahrung der Rechte von Menschen mit Behinderungen und werden dementsprechende Maßnahmen auf allen Ebenen umgesetzt?
- (4) **Internationale Ebene:** Wirken die Erfahrungen im Land auf internationale Prozesse ein? Lernt das Land seinerseits von internationalen Entwicklungen?

Aufbauend auf einer stetigen Erweiterung und Konsolidierung des Programms<sup>1</sup> verfolgt „*Inclusive Sofala*“ nun weiter das Ziel, einen Beitrag zu einer inklusiven Gesellschaft in Mosambik zu leisten. Dazu haben wir vier konkrete Interventionsstrategien entwickelt, welche mit unterschiedlichen lokalen staatlichen und zivilgesellschaftlichen Partnern in verschiedenen Bereichen (wie z.B. Rehabilitation und Soziale Inklusion, Bildung, Einkommensförderung, Behindertenrechte) implementiert werden.

**Interventionsstrategie #1:** Den Zugang zu speziell angepassten Dienstleistungen für Menschen mit Behinderungen (mit Schwerpunkt auf Bildung, Rehabilitation und Gesundheit, Arbeitsmarkt und Sozialleistungen) fördern.

**Interventionsstrategie #2:** Technische Fähigkeiten von lokalen staatlichen und zivilgesellschaftlichen Akteuren in den Bereichen gemeindenaher Rehabilitation und inklusive Bildung stärken und diese auch in der täglichen Anwendung dieses Wissens begleiten.

**Interventionsstrategie #3:** Ein allgemeines Bewusstsein über Menschen mit Behinderungen schaffen und die Entwicklung und Umsetzung inklusiver Entwicklungs- und Regierungsprogramme unterstützen.

**Interventionsstrategie #4:** Das „*Commitment*“ der Regierung zu inklusiver Entwicklung nachhaltig stärken und die Rolle von Behindertenorganisationen als verlässliches Sprachrohr von Menschen mit Behinderungen im Land festigen.

Direkte Zielgruppen dieses Programms sind **Menschen mit Behinderungen** in Mosambik (mit speziellem Augenmerk auf die Provinz Sofala), insbesondere diejenigen, die von Armut betroffen sind, sowie ihre Familien bzw. Betreuungspersonen. Ein besonderes Augenmerk kommt Frauen und Kindern mit Behinderungen zu. Eine weitere direkte Zielgruppe sind sowohl **Behindertenorganisationen** auf nationaler und regionaler Ebene als auch **staatliche Behörden**, die für die Ausarbeitung und Umsetzung inklusiver Entwicklungspläne verantwortlich sind. Zusätzlich will das Programm ausgewählte **Akteure der „Mainstream Gesellschaft“** ansprechen (z.B. Hilfsorganisationen und andere Träger von Entwicklungsprojekten), um Vorurteile abzubauen und sie als Multiplikatoren für die Inklusion von Menschen mit Behinderungen zu mobilisieren. Das Programm hat seinen geographischen Schwerpunkt in der Region Sofala, nicht zuletzt deshalb, um Pilotvorhaben besser zu vernetzen, testen, dokumentieren und aus den Erfahrungen zu lernen, bevor man sie auf andere Regionen ausweitet. Die Arbeit der Ministerien hingegen soll Veränderungsprozesse im ganzen Land anstoßen.

<sup>1</sup> LICHT FÜR DIE WELT ist seit 2003 in Mosambik tätig.



Durch das Programm werden jährlich rund **3.500 Menschen mit Behinderungen** Zugang zu Rehabilitationsleistungen haben und rund **840 Kinder und Jugendliche mit Behinderungen** haben die Möglichkeit, eine Schule zu besuchen oder eine Ausbildung zu absolvieren. Die technischen Fähigkeiten der Regierungsbeamten von **10 Regierungsbehörden** (Distrikt, Provinz- und Nationale Ebene) werden verbessert mit dem Ziel, Menschen mit Behinderungen in den diversen Regierungsprogrammen sichtbar zu machen. Ferner profitieren durch das Programm rund **320 Mitarbeiter des Bildungssystems** (Direktoren und Lehrer) von mehr Fachexpertise zur Rehabilitation und Teilhabe von Menschen mit Behinderungen und werden in der täglichen Anwendung durch unsere Experten begleitet. Zugleich ermöglicht das Programm Mitarbeitern von rund **10 Hilfsorganisationen** und anderen „Mainstream“ Partnern ein möglichst umfassendes Wissen zu „*disability mainstreaming*“ innerhalb ihrer Entwicklungsprogramme zu erlangen und dieses auch in der Praxis anzuwenden.

## Programme description

### 1. Main focus of the programme

#### Thematic focus

With the aim to foster change towards an inclusive society in Mozambique, the thematic focus is on disability inclusion. To this end, the programme works in different intervention areas, covering rehabilitation and social inclusion, education, livelihood and social protection, empowerment and inclusive development. A strong focus will be placed on poverty reduction (as reducing inequality and poverty for persons with disabilities is one of our key goals), gender equality and gender mainstreaming (as women with disabilities are particularly vulnerable to neglect, violence or sexual abuse), and human rights (to ensure the government's continuous commitment to make policies, strategies and programmes more inclusive and accessible for persons with disabilities).

#### Geographic priority(-ies)



Map of Sofala province highlighting the districts covered at the start of the programme

The programme will be located in Sofala Province, placing the focus on five to seven districts<sup>2</sup>. Five districts are already defined (i.e. Beira, Búzi, Dondo, Nhamatanda and Gorongosa), whereas the remaining two districts will be identified jointly with the local authorities and implementing partners. Focusing interventions within a limited geographic boundary will allow for a full interlinkage between the different intervention areas (i.e. rehabilitation and social inclusion, health, education, livelihood and social protection, empowerment and inclusive development) and intervention strategies, thereby reinforcing synergies for a common goal: an inclusive society.

LIGHT FOR THE WORLD has been working in Sofala since 2003 and has established excellent relationships with government and civil society organisations (CSOs) in the province. Sofala is also the priority province of the Austrian Development Cooperation (ADC) and the priority province of LIGHT FOR THE WORLD's country strategy. The selection of districts has been made based on existing partnerships and priorities defined by the Provincial Social Authority (DPGCAS).

<sup>2</sup> The Province of Sofala has a total of 12 districts: Búzi, Caia, Chemba, Cheringoma, Chibabava, Dondo, Gorongosa, Marroneu, Machanga, Maringue, Muanza, and Nhamatanda.



## Change processes being supported

A recently conducted external evaluation of our Mozambique Country Strategy 2012-2015 highlights our significant contribution so far to achieving the Government of Mozambique's goals towards an inclusive society – and points out the 'huge potential' that still lies ahead towards promoting sustainable system's change. Starting with initially small steps back in 2003, our efforts have now turned into a harmonious multi-sector and multi-level programme approach, which is highly relevant, effective and, most importantly, greatly appreciated by our partners. With this proposed programme we aim to strengthen, consolidate and expand our efforts to promote an inclusive society where no one is left behind. To this end, we will continue to base our programmatic approach on a combination of disability-specific and mainstream targeted actions (*twin-track approach*) and continue to support change processes at four interrelated impact levels:

**At the level of the individual**, we will continue to bring needs-based services to the communities and empower persons with disabilities; **at community level**, we continue to work towards greater participation and visibility of persons with disabilities in the public sphere, in decision-making processes and development programmes; **at the national/political level** we aim for a structural change through which national ministries take into account and ensure the participation of persons with disabilities in the development, monitoring and implementation of policies, programmes and services. We see our role as a convener, bringing together and encouraging collaboration between relevant stakeholders to work towards an inclusive society. Beyond this, we also work to establish a reciprocal relationship of influence between the realities of persons with disabilities in Mozambique and the **regional** (African) **and international** (EU, UN) institutional frameworks and actors.

For this programme "*Inclusive Sofala*" we have developed our own specific pathway of change to ensure that we will reach our desired impact on the individual (i.e. dignified independent life for persons with disabilities), community (i.e. enabling environment in terms of changed attitudes and practices towards disabilities), and national level (i.e. accessible and inclusive government programmes and ownership) in small but coherent steps. Embedded in our broader organisational Theory of Change (ToC) that combines disability-specific actions and mainstream targeted actions, we will continue to work in five areas of intervention<sup>3</sup> (rehabilitation and social inclusion, education, livelihood and social protection, empowerment and inclusive development) with a growing network of public and private implementing partners. To effect positive change in all our impact levels, we have defined four interlinked intervention strategies, each comprising a comprehensive package of different interventions and stakeholders and partners involved.

To bring about change towards an inclusive society at those different impact levels, the programme will also continue to strengthen human resource development of our local partners. The impact evaluation (2016) underlines the positive resonance of our partners on developing their human resources, valuing our work as very professional, reliable and efficient. Equally so, their responsibility and ownership has noticeably improved and many of them now increasingly participate in the monitoring of programmes.

Finally, this programme will also strengthen the capacities and changing role of the LIGHT FOR THE WORLD Country Office. The programme will support the on-going decentralisation and internationalisation process (named "*Go Global, Act Local*"), which fosters the organisational strengthening of the Country Office staff in terms of size, capabilities and internal systems. Over the next years, the Country Office will play an increasingly important role in developing institutional partnerships and consortia at local level, engage in national advocacy with strategic partners as well as the management of co-financed projects. A key development will be the set-up and running of the Disability-Inclusion Lab Mozambique, for which the Country Office will develop into a resource centre for disability mainstreaming and as a result, coordinate and consult with a growing number of government and civil society partners with interest in disability mainstreaming<sup>4</sup>. These new partnerships will trigger a change in perception and role of the Country Office - from being largely perceived as a funding organisation to becoming a consulting and accompanying expert organisation.

<sup>3</sup> This differs from our first programme design (see Concept Note), as we initially intended to work in six intervention areas, including also health. However, we had to downsize the programme to five intervention areas due to budgetary constraints (the exchange rate between EUR/USD/MZN has risen enormously in previous months and no reverse of this trend is foreseeable).

<sup>4</sup> For example, the Country Office is currently conducting a consultancy for Plan International on how to make their Early Education and Development Programme inclusive of and accessible for children with disabilities.



## Innovation

### (1) Structural aspects - LIGHT FOR THE WORLD as convener and facilitator

First and foremost, LIGHT FOR THE WORLD's role as a convener (and networker) that brings together and encourages collaboration between relevant stakeholders to work towards an inclusive society, is a particularly noteworthy aspect of innovation. This programme will provide us with the opportunity **to create better synergies between our projects, programmes and beyond**, by uniting the various initiatives and actors behind a common goal – from the CBR worker conducting rehabilitation services in a local community to the General Secretary of the Ministry in the capital as well as connecting them also internationally (South-South exchange with Burkina Faso and Ethiopia). This programme can therefore address and fill the important gaps that are often beyond the scope of individual projects or partners – such as exchanges between countries or the evidence-based documentation of good practices and lessons learnt from different regional and institutional contexts.

For this proposed programme we will particularly link the Provincial DPO Network FAMOD and our other DPO partners with our project partners on the ground for joint monitoring and joint advocacy campaigns. This will enable them to gain better insights on different projects supported by us in the area of community-based rehabilitation (CBR), inclusive education (IE), technical vocational education and training (TVET) and eye health and will allow them to have more information and data evidence 'from the ground'. This, in turn, will strengthen their capacities for advocacy to ensure meaningful participation of persons with disabilities in the country. At the same time, this 'exposure' will enable our project partners to be better linked to self-advocates (persons with disabilities) and understand their day-to-day realities. This increased 'on the ground' involvement of FAMOD will also enhance their visibility and, above all, credibility vis-à-vis its own members, civil society organisations and government structures.

Another activity that will underline LIGHT FOR THE WORLD's role as convener and facilitate more synergies among (current and future) partners is the set-up of *Búzinclusivo*, a multi-sector inclusive development programme in Búzi district that will pilot effective disability inclusion. For this, we will enter into new partnerships and actively provide support to mainstream development actors in the country. In short: we will provide a platform for connecting, exchanging, and mutual learning. Other activities that will foster synergies among programmes and partners are the referral/counter-referral strategies of beneficiaries (e.g. in health with the ComuSanas programme of Hilfswerk Austria International, in TVET with Young Africa) and the linking of pilot initiatives (e.g. ADPP and ESMABAMA) and existing education activities in the different CBR programmes. Collaboration and the use of synergies will be further enhanced through the set-up of a local centre of expertise in IE.

Beyond this, we also want to link up our experience 'in the field' with the international inclusive development context and are therefore continuously working to establish reciprocal relationships of influence between the realities of persons with disabilities in Mozambique and the regional (African) and international (EU, UN) institutional policy frameworks and actors.

### (2) Programmatic aspects – innovation in the planning, formulation and implementation of interventions

The programme offers a number of innovative actions and experimental processes, most of which have been on-going for some years (and are embedded in broader organisational practice) and are already good practice.

First, the programme follows a **holistic intervention approach** of working in parallel at four different impact levels (i.e. individual, family/community, national and international) following a twin-track strategy and embracing various intervention areas to bring about sustainable change for persons with disabilities. In addition, we always work through partnerships with implementing partners that share a common vision, rather than implementing projects ourselves. We offer technical and advocacy support adapted to our partner's specific needs and priorities. This reflects our commitment to strengthening local structures and capacity, building on local ownership. Also, government bodies have been involved at an early stage and



the programme has been established within the Government of Mozambique's systems and structures (e.g. support for CBR National Strategy), which in turn fosters ownership and alignment<sup>5</sup>.

Another innovative aspect relates to the importance of research given to support **evidence-based interventions**. For this programme, an accompanying ToC was mapped out in order to illustrate the pathways of change towards our objective for an inclusive society in Sofala Province. This ToC firmly bases the programme on evidence from the local context. To ensure that our interventions are always based on evidence from the local context, we have planned various action research components in our different programme areas. These results will not only strengthen our work 'on the ground', but also contribute to the formulation of future policies, strategies, plans and projects based on scientific evidence.

A final aspect that deserves the 'innovation tag' is the **long-term investment in human resource development** of the partner organisations, tailored to the specific needs of the individual organisation. Besides providing technical and financial support to strengthen skills, capacities, internal systems and structures, LIGHT FOR THE WORLD has also started to increase the partners' participation in monitoring their interventions, a fact that is greatly appreciated mainly by our non-governmental partners. For this programme, an M&E and impact orientation framework is being developed (to be finalised in the first year), for which our partners will be systematically trained in data collection, analysis and reporting.

### Systematic management of knowledge

For this programme, we have made specific provisions to include knowledge management within our M&E and impact orientation framework and allocated time and resources for the documentation of best practices, challenges, and lessons learnt. We have equally improved our annual activity planning cycle for the entire country programme in Mozambique (within which this programme "*Inclusive Sofala*" is embedded). What is new is that now the Country Office presents an Annual Work Plan (AWP) to LIGHT FOR THE WORLD's programme staff in Vienna (programme department, but also from other departments) in autumn every year<sup>6</sup> and these plans need an annual approval by the Programme Director. Within this plan, new project contracts with individual partners (contracts run between one to three years, depending on the capacities of the partners) are presented and discussed in detail during a local project approval session, which is now held regularly by the Country Office with Vienna-based staff responsible for the Mozambican programme<sup>7</sup>. These sessions provide a huge opportunity to ensure that all Mozambique-related staff are aware of all on-going and planned projects in the country and this in turn nurtures synergies and learnings that can be shared among the team members.

In response to the finding of the recent evaluation (2016) – namely *to improve the compilation, documentation and dissemination of good practices and lessons learned* – we have developed an effective strategy based on the knowledge cycle of 'compilation-documentation-analysis-dissemination' of good practices and lessons learnt. To this end, the programme proposes a **set of experimental pilot approaches and processes** that require a solid understanding if they want to be replicated and up-scaled in the future. One key initiative will be setting up a multi-sector and multi-stakeholder programme in Búzi district (*Búzinclusivo*), which will pilot effective disability inclusion on the local level through the mainstreaming of disability in selected local development actors, including a strong partnership between non-governmental and governmental actors. By combining all intervention areas of LIGHT FOR THE WORLD, our overall vision of an inclusive society will thus be showcased in a limited geographical area, allowing for systematised learning and innovation. Other important approaches that serve as a pilot learning experience include the disability-mainstreaming programme with the TVET centre of Young Africa, which until March 2019 will have hosted 250 youth and adults with disabilities (in the context of an EC programme co-financed also by ADA) or the envisaged development of a centre of expertise on IE at the teacher-training centre of our partner ADPP in Nhamatanda. The strengthening of OREBACOM to become resource centres for training of new and existing CBR programmes is yet another such pilot experience that will benefit greatly from an accompanying documentation and systematisation process.

<sup>5</sup> This approach tends to be followed by all of LIGHT FOR THE WORLD's programmes and previous evaluations unanimously agree to maintain this implementation strategy throughout their programmatic work.

<sup>6</sup> Annual Work Plans are presented in so-called "STAR" meetings, which stand for Strategic Annual Recommendation.

<sup>7</sup> Individual projects are presented in so-called "REAL" meetings, which stand for Recommendation, Assessment and Learning.



We further envisage a wide range of capacity building and training measures in all our intervention areas, all of which will be accompanied by the production of manuals, guidelines and information, communication and education (IEC) material that systematically document and capture knowledge. Additional development tools and manuals will be produced in regular network meetings linking up our different partners and stakeholders. Finally, our annual international exchanges and 'Learning Spaces' will be continued in order to connect with international partners for experience sharing. Specific provisions to systematically collect, compile, document and disseminate the information generated at these events are currently being developed within this programme.

## 2. Problem and needs analysis and local/indigenous capabilities

While the World Report on Disability (2011) estimates that around 15% of the world population are living with some form of disability (80% of which live in developing countries), the data on persons with disabilities living in Mozambique is somewhat ambiguous, depending on the sources one consults. According to census in 2007 a total of 475.000 persons with disabilities were counted, resulting in a rate of disability of 2.348 per 100.000 inhabitants<sup>8</sup>. The first national representative household survey on disability was carried out in 2009 by SINTEF, the National Institute for Statistics, and the DPO-Forum FAMOD. It concluded an estimated 6% of Mozambique's national population are living with some form of disability<sup>9</sup>. According to a more recent UNICEF mapping in Mozambique (2013), 14% of school age children have a disability, thus already approaching the estimated WHO figure<sup>10</sup>. While the exact numbers diverge, the trend is definitely correct: persons with disabilities in Mozambique are significantly more vulnerable than their non-disabled peers and other social groups in the country. Adding to this, around 80% (according to the national census) of persons with disabilities live in rural areas, where there is scant medical care, and persons are constrained in their ability to seek care in the cities due to high transport costs.

LIGHT FOR THE WORLD started to work in Mozambique in 2003 supporting partners with small interventions in eye health and since then has gradually developed into a highly appreciated and respected partner leading a comprehensive multi-stakeholder and multi-level programme towards an inclusive society. Despite many achievements in the past, some of the most pressing challenging shall be outlined below:

- **Weak translation of policy framework into programmatic and practical actions:** to promote the rights of persons with disabilities, the country ratified the UNCRPD in October 2010 and the National Action Plan on Disability II 2012-2019 (PNAD II) sets out a multi-sectoral plan for its implementation, with a clear focus on inclusion of persons with disabilities in all sector plans. In addition, the country has passed various strategic sector policies, plans and programmes that express the government's commitment to the concept of inclusion (e.g. Strategic Plan of the Ministry of Education 2012-2016, National Social Protection Strategy for 2016-2024, Employability Policy, current elaboration of a Disability Law and concrete plans to set up a National CBR Programme within the Social Protection Programme). Turning these policies into practical action on the ground remains however challenging. Inclusive education, for example, illustrates these gaps. Implementing the Strategic Plan of the Ministry of Education has so far only resulted in the set-up of individual "pilot schools", rather than investing in broad systems embedded in general governmental education structures. A specific National Inclusive Education Plan does not exist, despite several efforts from the international community (including UNICEF). Also, the Ministry of Education and Human Development's (MEDH) efforts to create coordination and harmonisation platforms remain poor regarding policy dialogue and strategies on inclusive education. The still highly centralised decision-making processes further hamper inclusive development on the ground and capacities fail to trickle down to the provincial and district levels. Many government officials and mainstream development actors lack the necessary knowledge of inclusive strategies and approaches for their daily work. Adding to this is the fact that the movement of persons with disabilities in Mozambique, despite some

<sup>8</sup> National Census 2007. National Statistic Institute Mozambique. See <http://www.ine.gov.mz/censo2007>

<sup>9</sup> Living Conditions among People with Disabilities in Mozambique. INE, FAMOD & SINTEF, 2009. See <http://www.sintef.no/en/projects/studies-on-living-conditions/>

<sup>10</sup> Disability Rights in Mozambique, 2014. SIDA.



strengthening, has not yet been established as a political and social force capable of demanding the rights of persons with disabilities (see below).

The local potential lies in involving our government partners at both, strategic and operational levels providing systematic capacity development tailored to their systems and structures, as well as networking support and platforms for (international) exchange and learning. We will also support them in the development and implementation process of a CBR National Strategy and Programme.

- **Low capacities for rights promotion and weak position of DPOs:** the currently 24 nationally active DPOs in Mozambique are the key voice for representing the interests of persons with disabilities. The oldest and still strongest DPO is ADEMO, which was founded in 1989. Most DPOs are represented strongly on national level, partly also in Beira, and enjoy good policy dialogue with MGCAS. The national disability Network FAMOD is represented in all provinces, and in general faces internal conflicts and struggles over power, which often hinders FAMOD and DPOs from exploiting their full potential in Mozambique. Their weak position is also reflected in the fact that not many persons with disabilities are actually aware of DPOs or are a member of a DPO. Women and poor persons with disabilities tend to be under-represented and some of these organisations have problems of internal governance. Besides the conflicts and struggles for power, FAMOD also lacks the technical capacity to conduct advocacy for effective change on persons with disabilities through monitoring the implementation of national disabilities policies and UNCRPD. Furthermore, gender aspects of disability rights are rarely addressed by FAMOD. Additionally and most importantly, FAMOD suffers from unstable financial support and a general lack of both financial and human resources<sup>11</sup>.  
The local potential, on the one hand, lies in strengthening their capacities for planning, implementation and monitoring by building their technical capacities in these areas. On the other hand, we will link FAMOD and our other DPO partners with our project partners on the ground for joint monitoring and joint advocacy campaigns. This will enable them to gain better insights from the realities on the ground and in turn strengthen their capacities for advocacy. At the same time, this increased 'on the ground' involvement of FAMOD will also enhance their visibility and, above all, credibility vis-à-vis its own members, civil society organisations and government structures.
- **Attitudes towards persons with disabilities remain mostly discriminatory with low accessibility to services:** some general social change towards persons with disabilities can be observed in the areas for CBR programmes are active, but the general observation is that persons with disabilities still encounter high levels of discrimination and exclusion. The SINTEF and FAMOD disability survey clearly demonstrates differences in living conditions between individuals with disabilities and those without and large gaps in services and other types of support and adaptations for persons with disabilities exist, effectively hampering their full social participation. The generally low awareness of rights of persons with disabilities (by the general public and persons with disabilities themselves) is intricately linked to the weak disability movement in the country.  
The local potential lies in developing joint advocacy campaigns with DPOs and project partners and continuous disability trainings of mainstream organisations, training centres, the business sector, schools, etc.
- **Weak interlinkages between local partners and programmes:** while there have been notable improvements in linking partners up in the past, there still remains an untapped potential for better synergies between the different interventions on the ground. This is particularly noteworthy for the CBR and IE programmes, since both are intricately linked<sup>12</sup>. The same can be said about the livelihood programmes and possible connections with the business sector to increase employability of persons with disabilities (an exception is the inclusion of some young persons with disabilities in teacher training). Similarly, CBR programmes are still weakly linked up with the local business sector and other actors for identifying and supporting livelihood activities: „any real

<sup>11</sup> Only a limited number of INGOs (LIGHT FOR THE WORLD, UNICEF, Save the Children and Handicap International) provide capacity building support to FAMOD on initiatives regarding the monitoring of the implementation of national policies relevant to persons with disabilities and the UNCRPD.

<sup>12</sup> For inclusive education to become a reality, it is essential that strategies are implemented to ensure that (1) children with disabilities are identified and rehabilitated by accessible health services, and (2) that the social environment is favourable to the development of children with disabilities. These goals are achieved by our CBR strategy.

*improvement in the economic situation of PWD, especially young people, is still limited" (Evaluation Summary Report, page 12).*

The local potential lies in increased relationship building with relevant actors and the creation of more platforms and meeting spaces for exchange and learning. Also, the programme foresees the set-up of 'centres of expertise' in IE and CBR that will foster the collaboration and exchange between the partners.

- **Poor documentation of good practices, lessons learnt, effects and impacts:** the scant availability of documented good practices contrasts with the large volume and quality of results that has been produced on the ground. This, in turn, undermines their potential to serve as a real model for future interventions. The crucial role of these aspects has been underestimated so far in the implementation process of the Strategic Plan, which may adversely affect the ability to disseminate and replicate successful interventions. Similarly, while the documentation of activities and outputs has so far been effective, capturing the effects and longer-term impacts would require a more comprehensive M&E plan with key performance indicators to be followed up on. Hence, the local potential lies in investing time and resources in more systematic monitoring and knowledge management. The elaborated ToC for the proposed programme will provide the basis for our M&E and impact orientation framework, which will include investments in knowledge management by documenting lessons learnt and good practices, making sure that the learnings of the programme can reach beyond the scope of this programme.

### 3. Description of the local partner organisations and of the partnership(s)

Since LIGHT FOR THE WORLD is committed to strengthening local structures and capacity building on local ownership, we therefore work through partnerships with implementing partners that share a common vision, rather than implementing projects ourselves. We are committed to long-term partnerships at eye-level, offering support that is tailored to our partner's priorities and specific needs. We thus work with a wide range of governmental and civil society partners (DPOs, local NGOs, educational institutions, national, provincial and district government authorities) to implement our programmes in the five intervention areas rehabilitation & social inclusion, education, livelihood and social protection, empowerment and inclusive development. The number of partners will increase throughout the programme, as new partners (especially for disability mainstreaming) will join.

#### *Inclusive education:*

On regional level, our long-term partners for inclusive education in Sofala Province are ADPP and ESMABAMA. Both have started with small pilot initiatives in inclusive education and we now envisage linking them up with existing education activities in CBR programmes for more synergies and mutual learning (through the development of a centre of expertise on inclusive education at ADPP's teacher training centre in Nhamatanda). To embed them in an overarching programmatic framework and ensure government ownership, the Provincial Education Authority (DPEDH) will be in charge of supervision and internal trainings in partnership with LIGHT FOR THE WORLD. On national level, LIGHT FOR THE WORLD will invest in relationship building with relevant actors (i.e. partnerships with other INGOs, UNICEF, Education Forum and similar partners), through which we can speak with "one voice" to the Ministry of Education. Project partnerships on small scale with national forums and coordination groups like the Education for All Movement (MEPT) are also planned.

#### *Rights and inclusive development:*

In Sofala, LIGHT FOR THE WORLD currently works with the Federation of Persons with Disabilities (FAMOD Sofala) and has in the past also been supporting the Provincial Authority on Gender, Child and Social Action in Sofala (DPGCAS) to set-up the multi-sectorial coordination group "Disability Council". New partnerships are envisaged with the National FAMOD Network and with a Human Rights Organisation interested in supporting FAMOD Sofala in conducting advocacy campaigns and capacity development. For disability mainstreaming, partners will continue to be ESMABAMA and ADPP both of which have started to make their schools/ teacher training centres inclusive. A broad disability inclusion programme with the TVET centres of Young Africa has also started and will continue throughout the programme. The planned *Búzinclusivo* programme will generate a great deal of networking and coordination with new mainstream development partners that will continuously join the programme. To date, some of these partners are AJUDEC, ESMABAMA, SDAE, SDSMAS, SEDJT, PNDH, and CVM. Currently, we partner with one INGO partner through Disability-Inclusion Lab of LIGHT FOR THE WORLD (Netherlands and Mozambique, which accompanies Plan International to make their Early Education and Development Programme inclusive of and accessible for children with disabilities. The

Dutch NGO Dorcas Aid has also expressed interest in a future collaboration and more discussions are being held with different INGOs. At the same time, LIGHT FOR THE WORLD continues to network actively with the INGOs Handicap International and Emmaus Borkja with whom there exists vivid exchange on learnings from their respective inclusive development programmes in other parts of the country (Maputo, Tete, Nampula).

#### *Livelihood:*

For this intervention area we will continue to partner with Young Africa and our CBR partners OREBACOM, ADEMO, KHUPEDZANA and AMAVIDA. New partners will include the Provincial Directorate for Labour, Employment and Social Security (for joint advocacy), the Commercial and Industry Association of Beira (for advocacy), as well as microfinance institutions/programmes (regarding referral of young trainees). Furthermore, partnerships will be envisaged with other government vocational training institutes, as well as mainstream livelihood NGOs interested in disability mainstreaming.

#### *CBR:*

We will continue to work with our four NGO partners KHUPEDZANA, AMAVIDA, ADEMO and OREBACOM and will incorporate our current CBR programme in Dondo into the Social Action branch there. We will also set up a new partnership with the Ministry of Gender, Child and Social Action (MGCAS) for supporting the development of a National CBR Programme and will continue to cooperate with DPGCAS, its provincial branch in Sofala.

## 4. Target groups, direct and indirect beneficiaries

The direct and indirect beneficiaries of the proposed "*Inclusive Sofala*" programme 2018-2022 include the following:

### *(1) Direct beneficiaries:*

- **Persons with disabilities** will benefit from increased access to (re)habilitation services that are targeted to their individual needs. They will also benefit from a more conducive environment with people being more aware of the interest and rights of persons with disabilities and be more empowered to participate in decision-making processes concerning their wellbeing. Around 2.800 persons with disabilities will be part of the CBR programme every year starting in 2018 and this number will gradually increase to 3.500 beneficiaries in 2022. In the area of IE, the programme will initially start to work with 272 children with disabilities and expand to around 520 by 2022.
- We will focus our interventions on the rural areas of Sofala Province (seven districts) and will particularly prioritise the following three sub-groups:
  - **People living in poverty:** there is a lot of evidence that poverty and disability reinforce each other, contributing to increased vulnerability and exclusion<sup>13</sup>. In light of these insights we will ensure that people living in poverty should receive priority access to rehabilitation, education, social, income-generating and livelihood services.
  - **Women with disabilities:** women with disabilities often face a double burden of discrimination and are more likely to experience higher rates of gender-based violence, sexual abuse, neglect, maltreatment and exploitation. This is also a stated fact in Mozambique. Our programme is very concerned with gender equality and our partners are sensitised to particularly focus their services on women with disabilities. **Overall, we aim for a minimum of 50% of women beneficiaries**<sup>14</sup>.
  - **Children with disabilities:** Children with disabilities are often marginalised within families and communities. This, results in them being less connected to the people, government and non-government services that could protect them from violence (see child protection policy of LIGHT FOR THE WORLD<sup>15</sup>). Hence, this programme will focus particularly on vulnerable children with disabilities as their target group. Besides

<sup>13</sup> Disability accentuates poverty because of the many systemic (institutional, environmental and attitudinal) barriers they encounter in their daily lives. And poverty increases the likelihood of disability: chronically poor people are often at risk of ill health and injuries, which may lead to disability.

<sup>14</sup> For the inclusion of women and girls with disabilities into the programme we will follow the principles as outlined in our overall ToC (twin-track approach). Details of this approach are outlined in our policy brief on Gender and Disability.

<sup>15</sup> „Because it is about Children“, Child Protection Policy LIGHT FOR THE WORLD, 2016

providing direct services for them (like assistive devices, rehabilitation, etc.), the programme also plans activities on the community level to fight against violence and neglect of children with disabilities. Also, CBR worker trainings will also include issues on child protection. Moreover, access to education and vocational training in inclusive settings will also be a key focus of the programme. **Overall, we aim for a minimum of 1.575 children with disabilities** who will directly benefit from our programme.

- **Disabled People's Organisations (DPOs):** the programme will directly work with 15 local DPO leaders through the DPO network FAMOD Sofala (the Forum of Mozambican DPOs, of which all DPOs are member organisations).
- **Government authorities at national and decentralised level:** the programme will directly work with 5 district services (SDAE, SDSMAS & SEDJT Búzi, SDSMAS Dondo, and one to two other district's SDSMAS<sup>16</sup>), 3 provincial authorities (the Provincial Directorate of Social Action – DPGCAS for CBR, Provincial Directorate of Labour, Employment and Social Security for the advocacy component of the livelihood area, and the Provincial Directorate of Education and Human Development – DPEH for inclusive education), and 2 national ministries (the Ministry of Gender, Child and Social Action for the development of a national CBR strategy and programme, and the Ministry of Education and Human Development for inclusive education).
- **Mainstream development organisations:** the programme will work with at least 10 mainstream development organisations in mainstreaming disability in their programmes (cooperation already exists with INGO partners like Hilfswerk Austria International through the ComuSanas health programme in Sofala Province; and a consultancy with Plan International to make their Early Education and Development Programme inclusive of and accessible for children with disabilities that will be finalised in 2017) and through the set-up of the Disability-Inclusion Lab this number will constantly increase over the next years. Via the Búzinclusivo programme, we will work with 10 mainstream organisations in Búzi district. To date, some of these partners are AJUDEC, ESMABAMA, SDAE, SDSMAS, SEDJT, PNDH, and CVM.
- **Specialised staff for rehabilitation and inclusion:** the programme will strengthen the local capacities of a total of 590 CBR workers, social and education technicians, social and educational ministry staff, teacher trainers, headmasters and teachers to address the specific needs of persons with disabilities in their respective work areas.
- **Families and caretakers of persons with disabilities:** this group will also directly benefit from the programme, as their workload will be reduced (thanks to increased ability to function of disabled household member) and they will benefit from additional household income (thanks to income generating activities and vocational training opportunities for persons with disabilities). If we estimate that a person with a disability shares a household with an average of 3 others (e.g. father, mother, siblings, children), we then reach an additional 10.500 people through the programme.
- **Partners and key stakeholders from other countries:** the programme will also provide for an experience exchange with other countries (e.g. Ethiopia, Burkina Faso and probably also North-East India) and international stakeholder meetings and conferences.

## *(2) Indirect beneficiaries:*

Indirect beneficiaries will include the communities where CBR programmes are implemented, children in inclusive class settings, the people reached through awareness raising and sensitization campaigns, journalists and media professionals, persons with disabilities accessing projects of mainstreaming partners, as well as the general public in the areas where the programme is active.

<sup>16</sup> We still need to define the two additional districts in Sofala Province (we will work in seven districts and have so far fixed five of these districts).



## 5. Objectives and expected results

Our proposed Strategic Framework 2018-2022 aims to promote an **inclusive society in the Sofala Province**, in which persons with disabilities can participate equally in social, economic and cultural life. We aim for a society where persons with disabilities are fully included and empowered, in order to sustainably reduce inequality and poverty. Our programme in Mozambique is strongly embedded in LIGHT FOR THE WORLD's overall programme approach that aims at inclusive development through a twin-track approach of targeted interventions for persons with disabilities at community level combined with addressing mainstream actors to make their programmes accessible for and inclusive of persons with disabilities ("*disability mainstreaming*"). Following our Strategic Framework and Theory of Change, LIGHT FOR THE WORLD's programme in Mozambique will address the following areas:

- **Rehabilitation & social inclusion:** we will continue working with existing NGO partners KHUPEDZANA (Búzi), AMAVIDA (Gorongosa), ADEMO and OREBACOM (Beira) in their respective CBR programmes<sup>17</sup>, accompanying the development and implementation of individual rehabilitation plans, referral to health and education services, providing support to the families of persons with disabilities as well as awareness raising of the general community. In addition, our programme will also enter into a new partnership on national level with the Ministry of Gender, Child and Social Action (MGCAS) in order to with the aim to develop a government-owned, -led and -funded CBR strategy and programme. In the area of sports, efforts will be concentrated on strengthening the cooperation of sports for persons with disabilities and CBR and IE programmes, providing thus a complementary component to rehabilitation. Focus will lie on social awareness and empowerment, as well as rehabilitation through "adapted sports".
- **Education:** we will create a more programmatic approach by linking the two pilot initiatives (ADPP and ESMABAMA) and existing education activities in CBR programmes, as well as establishing an overarching programmatic component with the Provincial Education Authority for government owner- and leadership. For this, we will also develop a local centre of expertise to foster the sustainability of the programme. Additionally, a central new partnership will be established with DPEDH Sofala with concrete joint activities around supervision, internal trainings and strengthening of government special schools and teacher training institutions. On national level, we will reinforce our relationships with relevant actors in the field of education (e.g. project partnership with MEPT, Education Forum) to advocate for more inclusive education in policy statements, and programmatic and practical actions.
- **Livelihood and Social Protection:** we will continue our work on two branches. On one side, we will continue to focus on the learning programme for inclusive TVET with Young Africa, ensuring systematised learning, documentation of lessons learnt and dissemination of the experiences. On the other side, we will invest in increased capacity development of our CBR partners to improve their livelihood actions in terms of scope and quality, aiming at interventions with the largest impact possible on beneficiaries. We will continue to work with Young Africa and our CBR partners, but also enter into new partnerships such as with the Provincial Directorate for Labour, Employment and Social Security (for joint advocacy).
- **Empowerment:** we will continue to support the disability movement in Mozambique will be a continuous strengthening of our DPO partners (incl. FAMOD) in increase their capacity for awareness raising and human rights monitoring. For this we will establish partnerships with the National Disability Network FAMOD on national and provincial level. Besides, we will also link FAMOD and DPOs with our project partners in TVET, CBR and IE through joint monitoring, as well as for joint advocacy campaigns.
- **Inclusive Development:** we will continue to support mainstream development organisations (with a focus on health, education and livelihood) in making their programmes inclusive. For this, we will set up the regional pilot *Búzinclusivo* and establish the Disability-Inclusion Lab Mozambique. New partners will include the local partners identified to become partners in the *Búzinclusivo* programme, as well as NGOs, INGOs, donors and government programmes (most prominently Social Action) with interest in disability mainstreaming.

<sup>17</sup> The CBR programme implemented by LIGHT FOR THE WORLD in Dondo will be incorporated into the local Social Action branch.



Our interventions in these five thematic areas<sup>18</sup> will be guided by the following four underlying intervention strategies:

**Intervention strategy #1: Bringing services closer to the communities:** the programme will focus on change at the individual and community level, to foster impact on the beneficiaries and their immediate environment. Access to services is key to ensuring that the programme reaches out to individual persons with disabilities.

**Intervention strategy #2: Strengthening local capacities:** in order to ensure the programme's sustainability and quality, a strong focus will be placed on strengthening local technical expertise within existing local structures (e.g. Teacher Training Colleges, Social and Education Directorates, TVET centres or mainstream livelihood or health programmes). Continuous training of teachers, social workers, CBR workers and other cadres who are direct points of interaction with persons with disabilities is key to ensuring inclusiveness of basic services being provided in the communities. The LIGHT FOR THE WORLD team in Mozambique will build up local capacity on disability mainstreaming, in order to increasingly engage in direct technical support to mainstream partners regarding disability-inclusion.

**Intervention strategy #3: Raising awareness on disability:** disability inclusion also implies a change in mind-sets and attitudes. The creation of awareness is needed across all segments of society, starting from the communities, service providers, training institutions to employers and companies. The programme will therefore engage in a range of activities, including media work, awareness campaigns and advocacy events and meetings, and will particularly strengthen the role of DPOs to be in the driver's seat for promoting their rights.

**Intervention strategy #4: Promoting system change and sustainability:** the programme will aim to influence the policy level and government structures by involving government authorities early on and promoting local ownership. Strengthening of DPOs in their capacity to advocate for their rights and participate in policy formulation, human rights monitoring and steering of programmes targeting persons with disabilities is an essential step towards sustainable structures in civil society.

## INTERVENTION LOGIC of “Inclusive Sofala”

**Overall objective (main objective):** Contribute towards an inclusive society in Mozambique, where persons with disabilities are fully included and empowered, in order to sustainably reduce inequality and poverty.

**Programme objective:** To foster increased access to public and private services for persons with disabilities in Sofala Province and contribute to the development and implementation of an inclusive policy framework ensuring the participation of persons with disabilities in all areas of life.

### **Expected outcomes:**

#### ***(A) Outcomes on individual level:***

1. Physical, emotional, social and cognitive development of persons with disabilities
2. Improved livelihoods for persons with disabilities

#### ***(B) Outcomes on community level:***

3. Improved systems and services (incl. education, health, access to livelihood)
4. Early gains in the way communities function and interact towards social inclusion
5. Awareness on rights of persons with disabilities/disability inclusion in community

In order to achieve these outcomes by the end of 2022, the following four results/outputs are foreseen. These are in line with our four intervention strategies outlined above.

<sup>18</sup> As previously stated under the ‘Change processes being supported’ aspect, we initially intended to work in six intervention areas, covering also the aspect of ‘health services’ (see Concept Note). However, we are now facing budgetary constraints, as the exchange rate between EUR/USD/MZN has risen enormously in previous months and no reverse of this trend is foreseeable.



#### Expected results (outputs):

E.R. 1: Bringing services to the communities (see intervention strategy #1) - Persons with disabilities have access to and are retained in schools, rehabilitation and health services, livelihood, vocational training opportunities, and social protection schemes.

E.R. 2: Strengthening local capacities (see intervention strategy #2) - There exists more know-how and technical expertise in CBR and IE among existing public and private structures regarding disability-inclusion and this knowledge is being used in everyday working contexts.

E.R. 3: Raising awareness on disability (see intervention strategy #3) - Mainstream development organisations implement more inclusive programmes and disability-related topics are more visible on the public agenda and among the general public.

E.R. 4: Promoting system change and sustainability (see intervention strategy #4) - Government structures and systems are in place for leading disability inclusion processes in the areas of CBR and IE and strengthened DPOs have become an active social and political force to advocate for the rights of persons with disabilities.

## 6. Methodology and activities / inputs

First and foremost, this programme will provide the opportunity to consolidate our achievements so far, placing a particular focus on improving the quality and sustainability of all actions, while generating cross-organisational learning.

Methodologically, we base this programme on two intricately linked key aspects: “**comprehensive interlinkages**” and “**roll-out/up-scaling of pilots**”.

Concerning the first – **comprehensive interlinkages** – we aim that different aspects reinforce each other and thus contribute to one joint goal: an inclusive society. All our five intervention areas (i.e. rehabilitation and social, education, livelihood and social protection, empowerment and inclusive development) are interlinked with our four intervention strategies, each representing a separate expected result (E.R.). This approach is envisaged to create and foster synergies between project partners (e.g. CBR partners referring persons with disabilities to TVET centres, the IE centre of expertise will be training schools in the CBR regions, the *Búzinclusivo* programme will involve a wide range of existing service provision partners like the inclusive school of ESMABAMA or partners from the existing CBR programme in Búzi, and DPO partners will be more connected to programmes on the ground, involving them in joint monitoring and advocacy). To obtain the highest level of synergies and interlinkages possible, our programme will be located in Sofala Province.

Furthermore, our advocacy and awareness raising activities are also interweaved at various levels and feed into each other to ensure the most effective outcome. Our advocacy with public authorities always follows a similar approach: we cooperate with government bodies and involve them in our pilot experiences (e.g. pilot schools on inclusive education, CBR pilot programmes). We keep close dialogue, involve them in supervision and monitoring activities and show them good practices. Within the area of CBR, for instance, we directly influence national social services programmes and provide our support for the set-up of a national CBR structure. Within the area of IE we interact and network with others (e.g. MEPT) in order to speak “with one voice” on the national level and at the same time cooperate with the government on provincial level to have more immediate effect for inclusive schooling in the programme area. In the area of livelihood and social protection, we also interact with the Provincial Directorate for Labour, Employment and Social Security to work on inclusive TVET. Our advocacy with DPOs follows a different approach, as the focus is more on the strengthening of civil society, helping them to develop and run advocacy campaigns. Our approach to awareness raising has so far been mostly anchored in the communities through our CBR programmes. However, we are now increasingly scaling up to provincial and national events, as we will engage in advocacy campaigns on provincial level and will showcase research results, good practises and lessons learnt on national level. To accompany all our advocacy and awareness raising activities, we will also increase our local media work.

Concerning the second key aspect of our programme strategy – **roll-out/up-scaling of pilots** – our approach is to experiment with (smaller) pilot initiatives, learn from these experiences, and subsequently





expand and multiply them in larger settings (either geographically, with more stakeholders, or with more components involved). Take the example of CBR: we started with individual (hardly linked) project interventions in different districts in Sofala and are now planning a National CBR Strategy with the Ministry of Gender, Child and Social Action. The same holds true for IE: we started with good, small pilot school examples and now scale up these efforts by having the government on board to provide an overall support and supervision structure. And we document all the learnings along the way. Similarly, our *Búzinclusivo* pilot programme of inclusive district development also has a great potential for up-scaling and multiplication in other districts. Finally, our support to mainstream NGOs for disability inclusion in their programmes has also started as a small undertaking, with pilot experiences with Young Africa towards an inclusive TVET centre and with Plan International in the context of their Early Education and Development Programme. As the Disability-Inclusion Lab Mozambique will increasingly gain more practical consultancy experience and turn into a centre of expertise for disability mainstreaming, it will gradually up-scale its operations.

### **Planned activities:**

E.R.1: Bringing services to the communities (see intervention strategy #1) - Persons with disabilities have access to and are retained in schools, rehabilitation and health services, livelihood, vocational training opportunities, and social protection schemes.

#### In the area of education:

#### **1.1. Enrol and retain children and youth with disabilities in CBR and IE project areas in the target districts in Sofala Province in inclusive school settings on community/local level.**

- Continue to support the five on-going CBR programmes (led by OREBACOM, ADEMO, KUPHEDZANA, AMAVIDA and the local SDSMAS of districts under government implementation) and other local partners to identify and accompany children with disabilities to nearby primary and secondary schools in the respective CBR communities where the programme is active. Activities will also involve the sensitisation of parents and it is also envisaged to identify referral processes. Key actors will be ESMABAMA and ADPP.
- Support selected government and NGO-led inclusive schools in adopting inclusive teaching methodologies. To this end, the programme will provide financial and technical support to the missionary schools of ESMABAMA, the teacher-training institute of ADPP as well as the government schools in the CBR areas.
- Support the monitoring of enrolment, retention and progression of children with disabilities in the supported inclusive schools. For this, the programme will provide technical support for the set-up of a local centre of expertise by ADPP and the pilot and inclusive schools in the CBR areas. In addition, a central new partnership will be established with DPEDH Sofala with concrete joint activities around supervision, internal trainings and strengthening of government special schools and teacher training institutions.

#### In the area of CBR:

#### **1.2. Improve the quality and sustainability of local CBR programmes.**

- Support the establishment of pilot government CBR programmes ensuring effective identification, family & community sensitization and a functional multi-sectoral coordination to ensure effective access to services for persons with disabilities
- Strengthen the role of DPOs in CBR. We will involve the DPOs in field monitoring and steering of CBR programmes (in urban-based CBR programmes) and promote the development of DPOs at grassroots level in rural CBR programmes.
- Support existing CBR partners in developing sustainability strategies such as financial sustainability, as well as sustainable phase-out of geographic areas through empowerment of the communities. This will also involve advocacy activities with the government to allocate



budget to the CBR programmes and networking (and fundraising) with other NGOs and initiatives.

- Strengthen existing CBR partners' capacities to network and cooperate with government and NGO mainstream programmes in their area, with particular focus on access to social protection schemes (e.g. INAS programmes for assistive devices, or inclusion of persons with disabilities in government livelihood programmes), access to livelihood and economic empowerment initiatives, as well as synergies with other programmes supported by LIGHT FOR THE WORLD (e.g. IE, eye care and livelihood programmes).

In the area of livelihood:

**1.3. Improve access to TVET for young adults and livelihood options (in different settings including self-employment, employment, income-generating activities, savings groups, and home-based work) for persons with all types of disabilities in Sofala Province.**

- Ensure access of youth with disabilities to inclusive TVET centres through identification, preparation and accompaniment by CBR and IE programmes as well as DPOs. This activity entails the creation of linkages with CBR and other partners to refer youth and adults to TVET, promote training opportunities in the community for persons with disabilities through radio announcements and awareness raising sessions, as well as establish durable links between CBR and IE programmes and Young Africa for referrals to continue after the end of the EC-funded project in March 2019.
- Improve livelihood initiatives within the different CBR programmes in terms of scope and quality, taking into account local solutions in the community such as home-based work, savings groups and small income-generating activities. We will consider involving expert NGOs for technical support of CBR partners and will identify rural development programmes that can be linked to the CBR programmes.

*E.R.2: Strengthening local capacities (see intervention strategy #2)* - There exists more know-how and technical expertise in CBR and IE among existing public and private structures regarding disability-inclusion and this knowledge is being used in everyday working contexts.

In the area of education:

**2.1. Strengthen local capacities on inclusive education in order to provide an adequate inclusive learning environment in Sofala Province.**

- Develop a centre of expertise in IE at ADPP's teacher training centre in Nhamatanda. This includes training support for teachers on inclusive education and the provision of didactic material (in Portuguese).
- Support ADPP's centre of expertise to provide technical support to inclusive (government and NGO-led) schools in the region in partnership with DPEDH Sofala, the Provincial Education Authority. Trainings of focal points (ADPP) and education technicians (DPEDH) initially by an external consultant (trainings will gradually be taken over by ADPP).
- Support of DPEDH Sofala in strengthening inclusive and special education knowledge in selected special schools and teacher training centres.
- Ensure constant learning and exchange between the local partners locally, on national level and facilitate exposure to good practices abroad (e.g. LIGHT FOR THE WORLD supported programmes in Burkina Faso, Ethiopia, South Sudan or North-East India).

In the area of CBR:

**2.2. Strengthen local capacities to implement comprehensive CBR programmes.**

- Strengthen existing CBR programmes and turn them into resource centres for trainings and innovation (so-called "implementation labs"). A special focus will be placed on OREBACOM to become a CBR implementation lab for national reference and develop gradually into a resource

centre to provide support for less experienced partners. For this the programme will support OREBACOM to develop organisational strategy and support the implementation.

- Support continuous CBR trainings for social workers, CBR workers, supervisors and managers, as well as relevant district government staff. The programme will establish a local pool of trainers and continuously support their development, will develop training materials, and provide technical support to the revision of the Social Action Technicians (TAS) training curriculum.
- Promote the development of training tools and manuals in cooperation with LIGHT FOR THE WORLD's international CBR team and experts, based on the needs identified in the Mozambique programme, as well as joint needs with other programmes in Ethiopia and Burkina Faso and beyond (e.g. North-East India, Bolivia).
- Ensure constant learning and exchange between the different CBR programmes, CBR trainers and government officials to enhance the quality of these programmes. For this, the programme will support the organisation of annual evaluation meetings ("National Learning Spaces") among all partners for experience sharing and learning and provide technical support for DPGCAS & MGCAS for strengthening their M&E systems for CBR as well as for documenting and disseminating good practices. On international level, annually, an "International Learning Space" will take place to exchange on good practices across Mozambique, Ethiopia, Burkina Faso and South Sudan including possibly North-East India.

#### As crosscutting topics:

### **2.3. Strengthen partner capacities in addressing gender aspects and ensuring child protection in their IE and CBR work, as well as management skills for professionalization of their organizations.**

- Strengthen internal know-how on gender and child protection through continuous staff training on child protection and gender mainstreaming, taking the LIGHT FOR THE WORLD policies as a basis; establishing focal points at Country Office level to ensure the capitalisation and transfer of internal thematic information and including these topics more strongly in our monitoring and evaluation activities
- Set up pilot initiatives to experiment how these cross-cutting issues can be integrated in LIGHT FOR THE WORLD project portfolio in Mozambique by partnering with organizations specialized in child protection and gender for mutual learning (L and our partners gain more knowledge in gender and child protection and the organizations gain more knowledge in disability), training of partners in gender and child protection and conducting gender- assessment of selected programmes to identify gaps and future actions
- Support capacity development of partners in planning, monitoring and evaluation and financial management of their programmes.

*E.R.3: Raising awareness on disability (see intervention strategy #3) - Mainstream development organisations implement more inclusive programmes and disability-related topics are more visible on the public agenda and among the general public.*

#### In the area of CBR:

### **3.1. Promote social empowerment and inclusion of persons with disabilities on community level in Sofala Province.**

- Promote the use of sports for persons with disabilities within CBR and IE programmes for social empowerment, inclusion and rehabilitation. The programme will support the implementation of sports projects and promote "adapted sports" (with the inclusion of persons with disabilities in CBR, IE, and livelihood programmes). This will be achieved through staff trainings, promoting exchange between sports organisations and offering monitoring and supervision support.
- Community awareness on disability as an important component of the CBR work in the communities: through sensitization of family members and neighbours of persons with disabilities during home visits, community meetings, visits to local schools and health units and meetings with local leaders.



In the area of rights and inclusion:

**3.2. Strengthen DPOs and their umbrella bodies (FAMOD) to actively contribute and engage together with development actors and government to raise awareness about their rights (focus on Sofala Province).**

- Strengthen the advocacy capacities of DPOs and their umbrella bodies in Sofala Province. Considering the weaknesses of FAMOD in Sofala Province, there will be a need to link FAMOD Sofala with more experienced project partners who can accompany in terms of preparing and setting-up advocacy campaigns.
- Promote partnerships between DPOs and their umbrella bodies with other civil society for joint advocacy activities regarding the implementation of the legal framework in favour of persons with disabilities.
- Strengthen the role of DPOs in all existing CBR programmes. For this we will advocate for FAMOD Sofala to participate in the monitoring of existing CBR programmes in Sofala, as well as advocate for FAMOD National to participate in monitoring of the National CBR Programme.

**3.3. Promote the visibility of capabilities and contributions of persons with disabilities for attitude and behaviour change in society with a focus on Sofala level**

- Use relevant international days and campaigns (World disability Day, World Sight Day, Global Action Week on Education, etc.) to inform and raise awareness
- Strengthen the technical capacity of operational partners in communication (including the design and dissemination of communication media), advocacy and social mobilization.
- Training of local journalists to promote disability-sensitive and disability-focused information for the public

**3.4. Implement a multi-stakeholder pilot programme on inclusive development in Búzi district (“Búzinclusivo”).**

- Promote a multi-sectoral cooperation, coordination and joint learning between development actors from civil society and government towards the inclusion of persons with disabilities in all of their programmes. For this we will support the design and implementation of the *Búzinclusivo* pilot programme, advocate for the involvement of mainstream development organisations and institutions and provide technical support on the documentation and dissemination of good practices and lessons learnt.
- Support capacity development and awareness raising in disability mainstreaming of development actors. This includes training in disability inclusion and support of these organisations/institutions in designing and implementing their disability inclusion plans.

**3.5. Make programmes of government, international and national mainstream development organisations accessible for and inclusive of persons with disabilities.**

- Develop a Mozambican Disability-Inclusion Lab within the Country Office, establishing the local capacities needed to technically support different stakeholders in inclusive development. For this, the programme will support Country Office staff to attend international learning events and exchange visits on this issue, provide consultancy expertise from a disability advisor (from the Disability Lab of LIGHT FOR THE WORLD Netherlands) and provide systematic training on inclusive development for the Country Office staff (the approach followed is a gradual handing over of responsibilities of disability mainstreaming).

- Support TVET centres to become inclusive for youth with disabilities through improved accessibility, trained and sensitised staff, as well as by providing needed learning and teaching materials and assistive devices. This activity also includes advocacy measures to make TVET centres inclusive, and the training of staff and students in sign language and braille. Part of this activity will be conducted in the context of the EC programme with Young Africa. The learnings from this programme will however be used to replicate them with government training institutes in the context of the present Strategic Partnership.<sup>19</sup>
- Support the design and monitoring of new inclusive programmes as well as promote the inclusion of persons with disabilities in existing development programmes of government and civil society actors. The programme will provide technical support to mainstream development organisations in the design of inclusive programmes/projects AND in the inclusion of persons with disabilities in existing programmes. The Country Office team will further deliver disability inclusion trainings to interested mainstream organisations and support them in their monitoring of inclusion efforts. Our strategy for targeting these organisations will be as follows: first, we will target mainstream and donor organisations and their programmes and provide technical input; secondly, we will also target organisations with a focus on rights (e.g. human rights, women's and child protection NGOs) for developing joint projects, thereby strengthening the mainstreaming of disability as a cross-cutting theme in all our partners' work; thirdly, we will also target government actors and their programmes (e.g. the MGCAS and social protection programmes).

**E.R.4: Promoting system change and sustainability (see intervention strategy #4)** - Government structures and systems are in place for leading disability inclusion processes in the areas of CBR and IE and strengthened DPOs have become an active social and political force to advocate for the rights of persons with disabilities.

#### In the area of education:

#### **4.1. Strengthen the policy and legal framework as well as the general education environment to ensure that it is conducive to IE in Sofala Province as well as on the national level.**

- Support the Provincial Education Authority Sofala in their efforts towards IE, including capacity building of their staff, the set-up of an effective M&E system for inclusive education in the province, and the documentation and dissemination of good practices. To this end, the programme will provide specific support in the following areas: set-up of a concrete project on strengthening IE in Sofala and design and implementation of a joint qualitative supervision system of inclusive schools between DPEDH technicians and ADPP focal points. The focus for supervision will be on ADPP surroundings, CBR programme areas and ESMABAMA schools in the region. Furthermore, the programme will support advocacy efforts for the DPEDH to recognise ADPP as a centre of expertise in inclusive education and activate the Provincial Education Group on IE to improve coordination mechanisms and the use of synergies between existing CBR programmes, ADPP, ESMABAMA and DPEDH.
- Influence education policy formulation processes on national level by providing technical support to selected education stakeholders. This includes advocacy activities at national level through key partners (e.g. UNICEF, Save the Children, MEPT), and advocacy for including disability themes in MEDH's new Strategic and Action Plan. Through key partners, we will also provide technical input for the formulation of inclusive position papers and policy documents.

#### In the area of CBR:

#### **4.2. Support the design and implementation of a National CBR Strategy and Programme.**

- Strengthen the technical capacities of MGCAS in the area of CBR and inclusive development with a particular focus on programme design, implementation skills, as well as monitoring, evaluation and the systematisation of learnings in pilot areas. This will include support for national and international study and exposure visits of MGCAS staff, support for the development of an operational manual for social service provision and inclusion of CBR into the manual, training

<sup>19</sup> The current EC-funded project that hosts the inclusion of 250 youths with disabilities in Young Africa's TVET Centre will come to an end in March 2019. In the meanwhile, LIGHT FOR THE WORLD will start engaging with government training institutes.

support on the use of this manual, and support with the design and implementation of an effective M&E framework for the National CBR Programme.

- Ensure documentation and dissemination of good practices within Mozambique and across LIGHT FOR THE WORLD partner countries by conducting field research and production of material (publications, short-film).

#### In the area of rights and inclusion:

#### **4.3. Support for initiatives to monitor disability rights at national level.**

- Support MGCAS to collect data for and in the elaboration of the state report on the implementation of UNCRPD for the international review process.
- Support FAMOD National to report on the situation of persons with disabilities, making use of human rights monitoring processes. The programme will focus on providing technical support to FAMOD National for the elaboration of the parallel report on the implementation of the UNCRPD in Mozambique (either by supporting a joint process of a consortium of INGOs or via the provision and funding of an external consultant). We will also provide training for FAMOD regarding human rights monitoring, if required (e.g. BRIDGE Training from International Disability Alliance)

### **7. Networking and coordination with relevant actors**

Networking and cooperation with other stakeholders is a key feature of our work at LIGHT FOR THE WORLD. In line with current trends in our operating environment, we develop and engage in multi-stakeholder programmes on international, national and local level. Depending on the context, we therefore take on different roles - from initiating and participating to facilitating multi-stakeholder processes. On international level, we engage in different platforms, initiatives and networks where our role has gradually changed from simply participating to becoming an increasingly pro-active member leading different change processes<sup>20</sup>.

In the countries where we work, we assume the role of a convener promoting and encouraging partnerships (formal and informal) between government, local civil society and international NGOs and donor agencies. This may happen through meetings, exchange programmes (e.g. Learning Spaces), networks and formal alliances or joint programmes.

In Mozambique, we currently work with a diverse network of government and civil society partners. These include ten government partners (two ministries on national level, seven provincial directorates, one training centre and one central hospital), seven NGO partners and four DPOs. Although we mainly work in Sofala Province (where this programme will be anchored), we also have some activities in four other provinces (i.e. Cabo Delgado, Niassa, Tete and Manica) and are involved in advocacy and national initiatives based in the capital Maputo. We currently participate in three networking platforms on national level (e.g. the Mozambican Eye Care Coalition and MEPT, the Mozambican Movement for Education for All, Network of Health NGOs NAIMA) and are part of several coordination and networking groups on provincial level.

In addition, we have also built strong networks and strategic partnerships with other international NGO partners, especially disability- and eye health-related INGOs (e.g. Handicap International, Sightsavers, Ulls del Mon, AIFO, ABILIS, RTI, Doleurs Sans Frontiers). More recently, as there is increasing interest in disability from mainstream organisations, we have also started linking up with mainstream NGOs including Save the Children, Plan International, Dorcas Aid and CCS. At the same time, we have started cooperation with ComuSanas, the maternal-child health programme of Hilfswerk Austria International implemented in various districts of Sofala Province.

<sup>20</sup> Some of these international networks and umbrella organisations include Action for Sustainable Development, Afri-CAN, CBR Global Network, EU-CORD, European Disability Forum (EDF), Global Campaign for Education (GCE), Global Partnership for Children with Disabilities – UNICEF, Human Rights and Democracy Network (HRDN), International Agency for Prevention of Blindness (IAPB; VISION 2020— The Right to Sight), International Coalition for Trachoma Control (ICTC), International Council for Education of People with Visual Impairment (ICEVI), International Council of Ophthalmology (ICO), International Disability Alliance (IDA), International Disability and Development Consortium (IDDC), SDG watch, Together 2030, and WHO Alliance GET2020.



## 8. Government and sector policies

### Alignment with government and sector policies of the partner countries, embedding in local/regional development plans

In October 2010, Mozambique ratified the UNCRPD to promote the rights of persons with disabilities. Since then, the country has made some progress to consider persons with disabilities in their national development plans:

- **National Development Plan “Plano Quinquenal do Governo 2015-2019”:** this five-year national development plan specifically mentions persons with disabilities as vulnerable groups and includes specific actions and indicators for inclusion.
- **National Poverty Reduction Plan “Plano de Acção para a Redução da Pobreza (PARP) 2011-2014” (prolonged until 2015):** persons with disabilities are mentioned as a vulnerable group in need of social assistance programmes; concrete disability-specific targets and actions are missing.
- **National Strategy on Social Protection “Estratégia Nacional de Segurança Social Básica 2016-2024 (ENSSB)”:** this strategy to reduce poverty and vulnerability is being implemented by four different programmes, including direct payment support, food subsidy, cash-for-work, and social services (referral, social assistance). LIGHT FOR THE WORLD is currently working with MGCAS to include CBR as an intervention approach into the social services programme.

Mozambique has also developed the **National Disability Action Plan “Plano Nacional para a Área da Deficiência (PNAD II) 2012 a 2019”** that targets disability and inclusion specifically. The plan promotes a multi-sectoral approach towards the promotion and inclusion of persons with disabilities outlining eight intervention areas. Our programme “*Inclusive Sofala*” fully aligns with the intervention areas laid out in the PNAD II<sup>21</sup> (see p. 20-26), which include rehabilitation and social inclusion (medical rehabilitation services and family support, support for youth, sports and development of children with special needs); health (HIV/AIDS and sexual and reproductive health); education (primary education and literacy programmes for youth and adults); livelihood and social protection (vocational and technical training, access to employment, and basic social security); empowerment (institutional capacity building for organisations involved in disability work); and inclusive development.

The **National Education Strategy 2012-2016** has been extended to 2019. Currently the Ministry of Education and Human Development with support of UNICEF started developing a national strategy on Inclusive Education which will guide all interventions related to inclusive education.

Besides these policy and strategy documents, the government has also recently introduced an Employability Policy (*Política de Emprego em Mocambique*) and a specific law called “The Law of Protection and Promotion of Rights of Persons with Disabilities” is also being currently elaborated.

### Alignment / coherence with the respective country, sector or regional programmes of the ADC, synergies with other ADA programmes in the programme region

Our programme “*Inclusive Sofala*” fully aligns with ADC’s overall programme strategy – the **Austrian Federal Act on Development Cooperation (2002)** including its amendment (2003) that explicitly refers to the principle of inclusion by stating that “*Any measure adopted shall take into consideration (...) in a suitable manner, the needs of children and of people with disabilities*” (ADC Act 2003, Section 1, paragraph 4). This principle is further reflected in the mission statement of the **ADC Three-Year Programme 2016-2018**, which underlines a programmatic focus on the most vulnerable people at risk of poverty and social exclusion, with a particular mentioning of persons with disabilities. Another focus of the ADC Three-Year Programme is to increase aid effectiveness and management for results. This is also a focus of our programme, as “*Inclusive Sofala*” has elaborated its own M&E framework that will serve as a guiding framework for a programme-based outcome and impact evaluation in the future. In addition, all our programmatic efforts are guided by our effectiveness framework.

<sup>21</sup> The only area of PNAD II not covered by our programme is the support of persons with disabilities who are mine victims.



Our programme is also in line with ADC's geographical focus areas (Southern Africa, with Mozambique as its focus country). Within the country, Sofala Province- where our programme will roll out - is also ADC's focus region. A new Mozambique Country Strategy is currently under preparation and various preparatory steps (e.g. context analysis of Sofala Province) are presently being taken towards this end. The response strategy of the previous **Mozambique Country Strategy 2010-2013** was to contribute to fighting poverty and vulnerability, decentralisation and local development (incl. support for water and sanitation, rural development, agriculture and income generation), with crosscutting issues being gender equality, human rights, governance and peace building and conflict prevention. All of these intervention areas remain still valid for 2016/2017.

All of these focus areas are equally relevant for our programme "*Inclusive Sofala*", the following in particular:

- **Poverty reduction:** there is a well-documented link between poverty and disability and both reinforce each other. Our goal to improve the socio-economic situation of persons with disabilities therefore constitutes a necessary strategic goal for poverty reduction. Some of the poverty alleviating measures in our programme include livelihood/income-generating activities, the provision of medical and social rehabilitation as well as inclusive education for children with disabilities.
- **Gender equality/mainstreaming:** considering women with disabilities is a key strategy of LIGHT FOR THE WORLD's overall programmatic work<sup>22</sup>. In our programme "*Inclusive Sofala*", we will aim for at least 50% women as beneficiaries and have included a range of gender-disaggregated indicators in our M&E matrix. With the joint monitoring of activities, we will also encourage our local partners to promote gender in their work. LIGHT FOR THE WORLD has also developed various policies on 'gender' such as the gender policy brief and the gender & disability fact sheet. In addition, we have also defined quality criteria for project and partner assessments to practice gender equality at all levels of the organisation and in all our programmes.
- **Human rights:** with the ratification of the UNCRPD Mozambique has committed to ensuring that national legislation does not discriminate against persons with disabilities. In our programme we will put a strategic focus on capacity development of DPOs on advocacy and monitoring of the UNCRPD in order to establish the national DPO network as a significant political and social force capable of demanding the rights of persons with disabilities.

*Other areas of interest for ADC:*

- **Education and science:** the ADC acknowledges the inherent link between access to education and poverty reduction, stating that "*based on a holistic vision, education systems need to become inclusive with equal rights for men and women; they should particularly cater for the needs of vulnerable groups of people*" (ADC Three-Year Programme 2016-18:19). Inclusive education is also one of our programme's main intervention areas. Our programme is also acknowledges the importance of research as a means to support **evidence-based interventions**. To ensure that our interventions are always based on evidence from the local context, in this programme we have planned various action research components in our various programme areas. These results will not only strengthen our work 'on the ground', but also contribute to the formulation of future policies, strategies, plans and projects based on scientific evidence.
- **Health:** Besides education, health will also continue to remain an important aspect of the programme through the intervention area of "rehabilitation and social inclusion". This will include the provision of assistive devices and supplies, linkages and referrals with and to local health providers, as well as human resource development of CBR workers, social technicians and social ministry staff.

<sup>22</sup> For gender mainstreaming LIGHT FOR THE WORLD aims to strengthen internal know-how through continuous staff training, the set-up of focal points at Country Office level, and a stronger inclusion in M&E activities. Also, the set-up of pilot initiatives also serves to experiment how gender mainstreaming can be integrated in daily work.

*Synergies with other ADA programmes in the programme region*

Currently, there are interlinkages with Hilfswerk Austria International in the LED-funded Buzi-River Programme and the MEDICOR-funded ComuSanas health programme in Sofala Province. HORIZONT3000 might become a potentially interesting partner as they work with ESMABAMA and Young Africa and are planning to work with two new NGOs in Sofala, which could be of interest to the programme for disability mainstreaming (the NGO ADS in the area of rural development, and the NGO AMOR in the area of waste management). Other than that there are no other framework partner organisations working in Sofala Province (Jugend eine Welt currently works in Tete, while Diakonie operates in Gaza). ADA, however, is planning a more provincial intervention on their own in the near future and this could also open up new opportunities for interlinkages with the programme. To this end, a context analysis is currently being conducted on Sofala Province, which supports ADA in understanding the political economy and the operational context in the Province and provides recommendations for ADC's future engagement in the region.

**9. Risk Analysis and measures for reduction**

Description of the risk	Probability of occurrence	Measures for mitigation / reduction	Measures in case of occurrence
<b>Political</b> - Working with the government also means a high dependency on the persons sitting in the decision-making position <sup>23</sup>	High probability of occurrence, as the programme will be operational for five years.	Mitigation measures include a close cooperation with the government, with them in the 'driver's seat' and taking the leader- and ownership; also constant sensitization, briefing and coordination meetings.	If this happens, we will increase efforts to maintain their interest, by offering our support and guidance.
<b>Economic</b> – Large Meticaís fluctuation	High probability of occurrence, since the exchange rate between EUR/MZN has risen enormously in previous months and no reverse of this trend is foreseeable.	n.a.	If this unfavourable trend continues, we will potentially need to scale down activities in years 3 to 5, or alternatively, increase our fundraising from other sources, if meticaís continues to drop and/or inflation continues to rise.
<b>Economic/organisational:</b> Corruption/ misuse of funds	High probability of occurrence, since this has happened in the past.	Mitigation measures include close monitoring of financial reports, financial spot-checks with partners, and regular external audits. With weak partners (such as FAMOD) we will request to hand in all receipts to the Country Office and will provide targeted capacity building in financial management and internal control systems.	We will keep the flexibility to end partnerships and look for other partners to implement the project, in case of any apparent misuse of funds ("principle of zero tolerance")
<b>Political</b> – Outbreaks of turbulence and violence	Medium to low probability, since peace	Mitigation measures include a constant update	We keep ourselves updated on the current situation and

<sup>23</sup> We experienced this with DPS Sofala, for example. For years cooperation was smooth, but when the director changed, cooperation became problematic (with every new political term, government officials are replaced by others)



in some parts of Sofala Province (Muxungue area especially)	agreement was signed and turbulent episodes have declined since	on the situation and not take any risks when going to the field. However, most parts of the Province are now safe again for traveling.	maintain regular contact with government bodies who know about the latest developments.
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## 10. Sustainability

LIGHT FOR THE WORLD has given a lot of thought to the issue of sustainability in its programmatic work and developed a policy brief on the sustainability of development initiatives. This brief contains ten interrelated key factors that influence the long-term sustainability of development initiatives. In summary they describe the *topical sustainability*, *institutional sustainability*, *socio-cultural sustainability*, and *financial sustainability*. These aspects provide a framework for all of the organisation's programmatic work. We will outline the different key factors and relate our programme "*Inclusive Sofala*" to it:

### (1) Conceptual Framework

„*Inclusive Sofala*“ is embedded in our larger Mozambique Country Programme, which we have been implementing first and foremost in Sofala Province since 2003. This programme at hand is the result of comprehensive discussions and planning processes with various government and civil society stakeholders from community, district, provincial and national level. The programme does not introduce any parallel structures but builds on what is there in terms of expertise, experience and resources. It also follows our well-documented twin-track methodology that combines disability-specific actions with measures targeting mainstream society. Development experts and evaluators have hailed this conceptual approach as the most effective implementation strategy of a disability inclusion programme<sup>24</sup>.

### (2) [Cultural] Identity

We implement all our projects THROUGH local partners, not just with them. We are dedicated to empowering our partners, contributing to their institutional development beyond the support to their programmes. This, we believe, is the only viable strategy to guarantee a high level of socio-cultural identity, ownership and sustainability. As we are very much concerned with choosing 'the right horse for the right course', we have developed a set up quality assurance and assessment tools that guide us in our choice of partnerships. These include, among others, the DPO/Partner Assessment Tool that contains a range of variables (from good governance to management and inclusion), against which our partners are regularly assessed (or assess themselves).

### (3) Policy Integration

On the one hand, our programme is fully aligned with Mozambique's existing national and regional policy framework (what concerns overall development policy as well as sector specific/thematic policy areas), providing general support for translating policy recommendations into programmatic and practical actions. One such support strategy is the formation of new partnerships with stakeholders from different government levels to foster leadership and long-term ownership in all our intervention areas. One such example for the area of 'Inclusive Education' is the new partnership with DPEDH, the Provincial Education Authority, which consists of concrete joint activities around supervision, internal trainings and strengthening of government special schools and teacher training institutions.

On the other hand, the programme will also support the development of a national CBR strategy with MGCAS along with the formulation and implementation of a national CBR programme. This is indeed a major step forward and can lead to the expansion of CBR throughout the country and ensure the sustainability of activities.

### (4) Innovation Potential

This programme has inbuilt mechanisms for constant reflection and innovation through its experimental 'laboratory' approach. Trying out a range of pilot initiatives – most prominently the *Búzinclusivo* model

<sup>24</sup> E.g. European Commission (2003) Guidance Note on Disability and Development for EU Delegations and Services; Austrian Development Agency (2015) Focus: Persons with Disabilities in ADC

that showcases the programme's vision of an inclusive society in a limited geographic district – will allow for systematic learning experiences that will trigger constant adaption and innovation. At the same time, the programme's M&E framework for consistent progress tracking has inbuilt mechanisms for regular group reflection, exchange and the take up of new ideas.

#### *(5) Networking Skills*

In line with our role as convener and facilitator of exchange, all our initiatives are collaborative in nature on an ongoing basis and create space to build relations, engage in and manage networks. Also within this programme we will develop and engage in multi-stakeholder programmes on various levels (district level, e.g. through *Búzinclusivo*, provincial level, e.g. through collaboration with Provincial Education Authority, and national level, e.g. through collaboration with the MGCAS). For advocacy, we also engage in national initiatives and platforms (e.g. the Mozambican Eye Care Coalition and MEPT) in order to speak to the government "with one voice".

#### *(6) Governance Structures*

This programme will be implemented under the supervision of our partners' governance structures. To ensure that all these structures are stable, dynamic, committed and have the capacity for long-term guidance, we invest in continuous organisational, institutional and technical capacity development for our partners throughout all our programmes.

#### *(7) Management Capacity*

As we constantly seek to improve our quality management systems, we have been developing various quality standards and tools in the past. One of these tools includes an assessment form for our partners (DPO Assessment Form, Partner Assessment Form), which evaluates the management capacity of our partners against a standard set of quality criteria (including sound human resources management, planning and monitoring mechanisms, and financial management). For this programme we have also designed our own M&E framework as a sound monitoring mechanism to address and respond to upcoming opportunities and challenges.

#### *(8) Impact Orientation*

For this programme we have designed various outcome and impact-level indicators based on our effectiveness framework. We are also planning an impact evaluation of our current Mozambique Country in 2020, of which this programme will be a large component.

#### *(9) Financial Independence*

On the one hand, some of the components (e.g. supervision and trainings in some CBR programmes, set-up of a support network for to inclusive schools with DPEDH) are paid with a contribution of public budget. On the other hand, we will also strengthen the livelihood component within the existing CBR programmes as well as reinforce the TVET component for more youths and adolescents with disabilities to have access to the labor market and earn an income.

#### *(10) Inclusion*

The programme advocates for inclusion at various levels, which is reflected in its "multi-level and multi-stakeholder approach". The new pilot programme *Búzinclusivo* will also present a large step towards disability mainstreaming – that is the inclusion of persons with disabilities in mainstream development.

In addition to these key factors our programme also follows various approaches in its daily operations to ensure sustainability of actions and a sound exit strategy. First, our partners follow a gradual **downscaling** and **geographic phase-out approach**. Our CBR partners, for example, gradually integrate families of children with disabilities as they constantly seek to reduce their number of CBR activists that work in rehabilitation of these children. This goes together with their geographic phase-out from different communities (or different neighbourhoods in Beira), as they slowly handover responsibilities to the beneficiaries and their families. Secondly, in our partnerships with public authorities we always seek their financial contribution for specific services and develop individual **sustainability plans** to ensure a proper handover after our support comes to an end.



## 11. Monitoring and evaluation/review

One of the recent evaluation's recommendations (2016:17) was to strengthen the system of M&E of our programmatic work and produce an M&E matrix, with outcome and impact indicators. We have taken this seriously not only for our Mozambique programme, but for our entire programmatic work. For this, we have recently developed (April 2017) a strategic plan for the strengthening of monitoring, evaluation and programme planning so as to provide a more systematic and evidence-based M&E framework for all our programmes. This plan proposes a roadmap for the development of a comprehensive M&E Strategy that will be firmly embedded in LIGHT FOR THE WORLD's Strategic Framework 2020.

Based on this wider strategic frame, we are currently developing an M&E and impact orientation framework for this programme in Mozambique. The framework will have output level indicators (all indicators are disaggregated by sex and – where it makes sense - age group), which will be collected by regular monitoring through partner reports and own observations/ documentation. Partners will need to be trained on new indicators and formats to ensure that all necessary data is being collected. Outcome indicators will be set by a baseline study in the first year and target values defined. Progress will be measured in the mid-term and at the end of the programme in outcome-oriented impact evaluations. We may also consider the evaluation of certain individual interventions (e.g. National CBR Programme) to assess progress and provide steering measures, if needed.

In the past, the monitoring of field activities was primarily done by the Country Office, which undertakes technical and financial monitoring visits to different partners. For this programme it is envisioned to increasingly include local partners, and DPOs especially, in the steering and monitoring of field interventions. A concrete strategy we follow in this programme is to link FAMOD and DPOs with our project partners through joint monitoring, as well as for joint advocacy campaigns, enabling FAMOD and DPOs to gain a better insight in the different field interventions in CBR, IE, and TVET. This will allow FAMOD and DPOs to have more data evidence from field realities, thereby strengthening their self-confidence and advocacy capacities for persons with disabilities. At the same time, increasing field monitoring will also enable our project partners to be better linked to self-advocates (persons with disabilities).

Moreover, the programme coordinator for Mozambique based in Vienna will schedule two to three country visits a year in order to support the Country Office with the design of Annual Work Plans (AWPs), lobbying and advocacy engagements as well as partner monitoring visits. She will also provide overall guidance and systematic input on LIGHT FOR THE WORLD's overall M&E strategy and management information system and ensure coherence between the country and the overall programme. Additional monitoring tools are regular phone or Skype conversations to follow up on current developments. We also use Partner and Project Assessment sheets (so-called "Quality Criteria Project Partners/Projects") for monitoring the organisational performance of our partners and implementation of our projects. These assessment forms contain a score matrix of various variables (incl. good governance, inclusion and management) and possible weaknesses and risks can be identified and mitigated in time.

In addition, we also involve international/regional thematic experts and advisors at different stages of our programme. These consultants also provide a systematic observation and monitoring of activities and propose steering measures, if necessary.

Finally, we also envisage strengthening our financial reporting systems and key performance indicators, both at the national and international level. Special attention will be given to promoting capacities of the Country Office and partners in anti-corruption measures, including the strengthening of internal control and reporting systems of partner. At the same time, we envisage increasing our accountability towards partners and persons with disabilities by involving them much more in our annual technical/financial planning and monitoring. Furthermore, we will hold annual partner meetings to present our progress and plans for the programme, thereby allowing for a space of more accountability, discussion and participation with partners.



## 12. Other points

### Legal force

The applicant confirms the accuracy and completeness of the information above and accepts the onerous obligations of the funding guidelines for Strategic Partnerships. He/She agrees to the closing of a funding agreement in accordance with the General Terms and Conditions of the Austrian Development Agency (ADA) for Development Cooperation Funding in the current version (AVB) in case the application is approved.

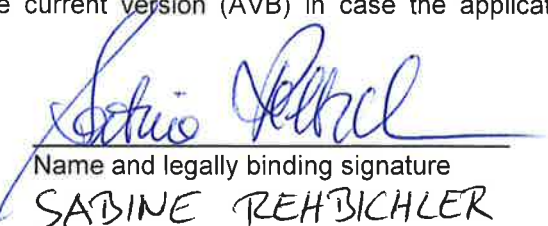
VIENNA, 30.08.2017

Place and date

### Annexes:

1. Logical Framework Matrix
2. Theory of Change
3. Annual Planning 2018
4. List of Partners
5. Programme budget
6. Narrative explanations to Budget

Name and legally binding signature

  
SABINE REHBICHLER  
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ADVOCACY & STRATEGIC  
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