Ex-post Evaluation of
Emergency Management Information System
Project in the Republic of Mozambique

- Executive Summary -

April, 2021

1. Project Overview

This is the ex-post evaluation of the Emergency Management Information System (EMIS) project in the Republic of Mozambique. The purpose of this evaluation is to analyze project performance, such as success and failure factors of the project, and provide lessons and suggestions that can be applied to the planning and appraisal of similar projects in the future.

The project under evaluation was implemented by the Ministry of the Interior, which oversees issues of public safety in the Republic of Mozambique. The project site was Maputo, the capital of Mozambique, and the neighboring city, Matola. Growing population and urbanization of the two cities were threatening public safety causing crime, traffic accidents, and fire accidents. Accordingly, strategic measures at the national level were required for the safety and protection of the lives, property, and health of citizens.

The scope of the project consisted of establishing the network and Emergency Management System, supplying related equipment, maintaining and repairing major subsystems of the EMIS, and training.

The project aimed to promote security stability by responding promptly to emergencies such as crime and disasters through the EMIS, which enables mutual connection and common use of the information between police and firefighters through an integrated Command and Control Center.

2. Evaluation Method and Results

1) Evaluation Method

This post evaluation is based on an evaluation matrix that comprehensively reflects the OECD DAC evaluation criteria and cross-cutting issues, and was conducted through literature reviews, interviews and surveys of project stakeholders, and observation.

However, due to COVID-19, site visits by the evaluation team were limited. Therefore, field research was conducted in cooperation with the local field-research team, who have an understanding of the local context and expertise in evaluation.

2) Comprehensive Evaluation Results

This project was evaluated as partly successful (2.5 out of 4), reflecting the scores of each of the four evaluation criteria (relevance, efficiency, effectiveness, and sustainability).

Criteria	Weight	Rating	Evaluation result
Relevance	25%	3.67 (very relevant)	0.92
Efficiency	25%	3.34 (efficient)	0.83
Effectiveness	25%	2 (partly effective)	0.50
Sustainability	25%	1 (not satisfied)	0.25
Overall result		**2.5/4: Partly Successful**	

3) Results by Evaluation Criterion

• <u>Relevance</u>: The project was evaluated as relevant. The project objective and contents were found to align with both the Mozambique government's e-government strategy and EDCF's support strategy.

• <u>Efficiency</u>: This project was carried out efficiently. The project implementation period was 40 months in total, which includes an additional 4 months compared to the original plan. The cost of the project was estimated to be efficient, as it was within the budget of $25,000 planned for the loan limit.

• <u>Effectiveness</u>: The project was rated as partly effective. The implementation of the network and Emergency Management System and training for the users were completed as planned. The system was operated at the initial stage, but self-maintenance was not possible after the end of the project period. The outputs were achieved as planned, however the EMIS was not functioning at the time of this ex-post evaluation. Therefore, it did not generate the intended outcome.

• <u>Sustainability</u>: The sustainability of this project was insufficient. There are no engineers or professional staff to maintain the EMIS, and no national budget has been allocated to operate the EMIS. Institutional and policy support to maintain the system has not been prepared. Accordingly, overall sustainability was assessed to be insufficient.

3. Lessons and Recommendations

1) At the project appraisal stage, it is necessary to review the project execution capability of the recipient country, including its financial capability after completion of the project.

At the stage of implementing the feasibility study, more in-depth and systematic reviews of the project execution capabilities, such as technical capabilities and the operating environment of the recipient country, should be conducted. As for the EMIS project, the environment for managing and maintaining the installed system was not properly equipped after completion of the project and the professional manpower is scarce.

In order to create an environment in which the project outcome can be operated sustainably, a detailed review on the priorities and progress of the related policies, history and future plans for budget, and legal and institutional support is required. This kind of institutional environment had not been prepared for the EMIS project, so the effectiveness and sustainability of the project were assessed as low.

2) Clear objectives of the project should be defined and systematic performance management should be adopted.

A logical framework of the EMIS project was established at the initial stage; however, it was found that the project stakeholders had a different understanding of it. In addition, the measurement method and data source for the proposed baseline indicators were unclear and consisted of indicators that were difficult to measure locally, thus limiting systematic performance management.

It is essential to clearly define the objectives and outcomes of the project. Based on a coherent logical framework agreed by all stakeholders, a systematic monitoring plan with clear roles and responsibilities should be prepared in advance.

3) Infrastructure for system operation and professional human resources should be developed to ensure sustainability when carrying out projects requiring technical capabilities.

In this project, not only were the technical capabilities and expertise for ICT system operation significantly lacking but the infrastructure required for the operation of the system was also considerably insufficient; therefore, the result of the ex-post evaluation was not satisfactory in terms of the effectiveness and sustainability of the project.

Considering the characteristics of the ICT sector, strategy and support for a continuous technical capacity-building program should be prepared, focusing on training engineers to maintain the system. If necessary, blending loans and grants could provide the recipient country an alternative option to expand technical capacity-building programs.