###  Country: Mozambique

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Reporting period: January 2012-December 2015

### **I. EXECUTIVE SUMMARY**

As a key and trusted development partner to the Government of Mozambique, UNDP has worked with state and non-state stakeholders, in providing technical, financial and advisory support in the areas of governance, poverty reduction, environment and crisis prevention and recovery. Mozambique is a Delivering as One pilot country, and consequently, the UNDP programme is part of the United Nations Development Assistance Framework (UNDAF) 2012-2016 which overall objective is to reduce poverty and disparities to improve the lives of the most disadvantaged people in Mozambique. Under this framework, UNDP is contributing directly to 2 of the 3 focus areas identified in the UNDAF, namely the economic and governance areas.

In the governance area, UNDP focuses on deepening democracy, increasing voice and public accountability, improving governance at the local level and ensuring better engagement and participation by local populations in their own development.

The specific contribution of UNDP to the electoral processes has been to support the National Electoral Commission (CNE) in conducting extensive civic education campaigns throughout the country thus contributing to an increase of 11,1% of registered voters as compared to 2009 elections, and to a significant increase in the voter turnout from 36.4% in 2004 to 48.6% in 2014.

In the Justice area, UNDP has been supporting the Ministry of Justice to promote access to justice through the construction of the Houses of Justice of Ribaue and Massinga in the past years thus increasing access to justice services, including through the provision of free legal aid and mobile court services and the establishment of one-stop-shops for justice services in underserved rural areas. As a result, during the first semester of 2015, a total of 85172 people were assisted through free legal aid services of the Free Legal Aid Institute (IPAJ).

In the Human Rights area, UNDP provided highly specialized technical and legal support for the establishment, in September 2012, of the National Human Rights Commission and to its operationalization through the elaboration of its strategic plan for 2014-2016. In addition, as a result of UNDP advisory efforts, 12 Human Rights instruments have been ratified as of 2015. The submission of the II Cycle Universal Periodic Review Report to the Human Rights Council is also an important result showing enhanced Government commitment regarding Human Rights and UNDP support to the consultation process carried out nationwide ensured participation of all stakeholders in the finalization of the document.

Through UNDP support, the law on HIV and AIDS was revised and approved by the Parliament in 2013. This law will contribute to eliminate stigma and discrimination against people with HIV and AIDS, and ensure their full participation and contribution to the development process. In October 2015, the National Strategic Plan to Fight against HIV/AIDS was approved by the Council of Ministers. UNDP contributed to this achievement by coordinating UN technical assistance in the formulation of the HIV, Human Rights and Gender components of the plan and supported the consultation process held throughout the country.

In December 2014, the Parliament also approved a new Penal Code replacing an obsolete law dated from 1895, and introducing improved provisions on human rights, specifically women’s reproductive rights, rights of sexual minorities and anti-corruption issues. UNDP support was instrumental in the drafting of the Action Plan for the implementation of the Anti-Corruption Package of Laws (Law on Witness protection Law on Ethics/Conflict of interest, Criminal Code and Criminal Procedure Code) included in the new Penal Code.

UNDP longstanding support to the local governance area contributed to the formulation of the Decentralization Policy and Strategy, which clarifies the Government’s vision for decentralization and defining priority areas and interventions. In addition, UNDP contributed to the consolidation of the district planning process and to the development of an innovative district performance monitoring system rolled out to all 128 districts in 2013. This effort also allowed the progressive strengthening of participatory local governance mechanisms, including through the revamped district consultative councils with 30% of women as members and enhanced civil society participation. UNDP assistance to civil society platforms has also empowered communities to demand for improved service delivery and accountability through the utilization of Community Scorecards and related action plans prepared to address shortfalls in the provision of basic services. In 2105, an assessment of the status of the action plans showed that health and education services have improved in the selected districts.

In the economic area, UNDP interventions are contributing to strengthen the institutional and legal framework for fostering inclusive growth by increasing economic opportunities for micro-, small- and medium-sized enterprises in rural and peri-urban areas through inclusive market strategies. Thanks to UNDP intervention, Local Economic Development methodologies were mainstreamed in local planning of targeted districts and 10 district business service centers were established in selected districts to provide guidance and information on business opportunities and increase access to microfinance products.

Under the environment and crises prevention portfolios, UNDP intervention focused on the closely linked concerns of disaster risk reduction, adaptation to climate change and environment and natural resource management, with the aim of strengthening the legislative framework as well as planning and management capacities of national and local institutions.

UNDP has been providing high level technical support to the development of legal, strategic and operational documents and studies leading to the approval and implementation in 2014 of the Conservation Law, the Disaster Risk Management Law and the Climate Change Adaptation Strategy, as well as the institutionalization of the conservation trust fund (BIOFUND). In 2015, the Biofund operationalization and capitalization was completed and the fund has now a level of capitalisation of around 22 million USD. The medium term objective is to generate an annual level of disbursement of 7 million USD, covering about 80% of the running costs of the national system of conservation areas.

In addition, UNDP substantially contributed to high-level political commitment for integrating disaster risk reduction and CC adaptation into national and local planning, through the inclusion of pro-poor sustainable natural resource management objectives in the 2015 plans of 9 ministries. Six provincial land use plans have been reviewed for climate proofing and 15 indicators that link poverty, environment and green economy have been included in the draft national environmental statistics strategy. UNDP provided relevant support for the improvement of climate information systems and to the increase from 50 (2014) to 148 (2015) the number of vulnerable communities with capacities to adapt to climate change.

UNDP support to the Government during the last 2 decades contributed significantly to the clearance of over 55.494.569 m2 leading to the official declaration of Mozambique as mine-free in September 2015 hence achieving the target set under CPD Outcome 61 Indicator 2. The demining operations started in 1993 and resulted in the removal of 86.392 anti-personal land mines, 136 anti-tank mines, 5.475 items of unexploded ordnance. UNDP supported mine action in Mozambique from beginning to end providing a set of technical advisors to the National Institute of Demining and other partners, channeling funds to these organizations and coordinating donor support.

In 2014, UNDP has also broadened its intervention in the extractive industries field establishing itself as a strategic partner in this area. As chair of the Environment Working Group, UNDP coordinated partners’ advocacy efforts towards an improved engagement from the Government in the area of environment, climate change and resilience hence contributing to the inclusion of these issues as 1 of the 5 priorities of the Government’s 5 Year Plan (PQG) approved in 2015. As a further result of this commitment, the CO secured 15,7 million USD from GEF to support wildlife and biodiversity conservation in the next years.

### **II: Country Programme Performance Summary**

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| **Country information** |  |
| **Country name: Mozambique** |
| **Current country programme period: 2012-2016** |
| **Outcomes** | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **1. Vulnerable groups demand and****ensure production and productivity in the primary sector to increase their own food security.** | 465,247 | 1. *% of population with chronic malnutrition and food insecurity*
2. *Production of cereals per province*
3. *Fish catches by domestic artisanal fishermen*
 | 1. *In 2014, the target to decrease the baseline 35 % to 24% was achieved. The data refers to households, since no data is available for population.*
2. *There is an increase of total production of cereals in the country to 3.5 million tons in 2014, as compared to the baseline of 2.6 million in 2011.Annual data for 2015 has not yet been released.*
3. *There is an increase of total fis catches by domestic artisanal fishermen up tot 111,400 tons during the first semester of 2015. No annual data is available so far. It is however highly probable that the annual target will be surpassed in the second semester of 2015.*
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| **UNDP Contribution**CP Outputs:The UNDP CP identified one major output to support Government in achieving this outcome: (a) legislation on the right to food developed.Progress and Achievements: CPD indicators under this outcome are showing very good progress and 3 out of 4 indicators' targets were achieved or are showing significant progress towards the reaching the targets. In particular, the percentage of households in situation of chronic food insecurity dropped from 35% (2009) to 24% (2014), hence surpassing the target set for this specific indicator. Moreover, data available from Ministry of Economy and Finance regarding the results achieved during the first semester of 2015 in terms of fish catches by artisanal fishermen (2.51 million of tons) and of production of cereals in the country (111400 tons) already show very significant progress if compared to the baselines of 2011 and it is highly probable that the annual targets set for 2015 for these two indicators will be surpassed at the end of 2015. Although CO interventions under this CPD Outcome were delayed in 2015 and the revision and finalization of the Law on Agriculture, Food Security and Nutrition was not completed, UNDP significantly contributed in the last 2 decades to the results achieved in the demining area and the country was officially declared free of landmines in September 2015. It is estimated that an extension of 55.494.569 square meters were cleared from landmines increasing thus the availability of land to be used for productive purposes, including for food production. Moreover, as the rural production is heavily influenced by the natural disasters and it is assessed that 120,000 producers were affected by the disasters occurred in the first semester of 2015, UNDP support to the Government's efforts towards the reduction of disaster's impacts plays a critical role in terms of agricultural production. In addition, in Gaza province, 300 families, out of which 196 were female headed households, benefitted from enhanced agricultural production as a result of UNDP support to post floods recovery efforts.  |
| **2. Vulnerable****groups access opportunities for improved income and livelihoods, with a special focus on decent employment** | 4,306,388 | 1. *% of durable goods owned by women;*
2. *# of knowledge transfer centres;*
3. *# of youth and women with access to employment after professional training.*
4. *Number of Mediation and Arbitration Centers at the national level for labour conflicts operationalized.*
5. *Number of rural population with access to micro-finance services*
 | 1. *In 2009, the baseline was 31% of women and 69% of men. As of 2014 there is no indicated change since there is no new data available, and no survey was conducted. For 2015 target PARP targets will be used when finalized.*
2. *In 2011, the baseline was zero. The target for 2015 is 3 incubators and 3 knowledge centers. In 2015, the target was already surpassed, since there are 2 Knowledge Centers (Namaita and Namialo) and 10 district Business Services Centers established.*
3. *In 2011 the baseline was 101,726, with annual target of 100,000 per year. No data on people with access to employment after professional training is available. However, during the first semester of 2015, the Government reported that 49,772 people received professional training (women: 17,672 / men: 32,100).*
4. *As of 2015, 11 Mediation Centers operationalized. However, the arbitration mechanisms are not in place.*
5. *The Ministry of State Administration estimates that 400,000 people have access to micro-finance services and reported that 9124 new clients had access to formal and informal finance systems in the first semester of 2015.*
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| **UNDP Contribution**CP Outputs: The UNDP CP identified three major outputs to support Government in achieving this outcome:(a) rural/microfinance strategies adopted at national level and implemented by selected provinces and districts;(b) selected provincial departments of rural development and local economic development agencies removing barriers for MSMEs, esp. for women and vulnerable groups;(c) small producers, esp. women and vulnerable groups, access and utilize markets in selected districts.Progress and Achievements: In 2015, the Government reported that 9124 new clients had access to formal and informal finance systems. This represents a positive trend considering that the figure only refers to the 1st half of 2015. In 2015 UNDP contributed to this trend by enhancing access to financial services through raising awareness and visibility events such as the Financial Inclusion Fair aiming at bridging the gap between the potential beneficiaries of financial services and financial institutions. A total of 3980 people from local communities visited the fair and 1185 people adhered to the financial services exposed. In addition, the Government estimates that a 400,000 people have access to microfinance services. In 2015, 2 additional District Business Centers (DBCs) were made operational. The country has now 10 DBCs and 2 Knowledge Centers (Namaita and Namialo) thus increasing access to opportunities for improvement of livelihoods for rural and peri-urban populations. UNDP contributed directly to the establishment of these centers by making the DBCs functional through the rehabilitation and equipping of the premises and building capacities of staff in charge of assisting beneficiaries. Additionally, awareness was raised among the local population about the existence of the DBCs through visibility campaigns. The impact of the 10 DBCs and the knowledge centers in the livelihoods of people in the targeted districts will be further enhanced as these are districts where extractive industries are heavily influencing local markets. Despite no data on people with access to employment after professional training is available, in 2015 the Government reported that 49,772 people benefited from professional training hence increasing their capacities to respond to national employment market. The data refers to the 1st half of 2015. Through UNDP support, 2 irrigation schemes were rehabilitated, a goat rotation system was implemented benefiting 501 families (out of which 377 were female headed households) and additional 384 people had access to energy used to make the third irrigation scheme functional. Livelihoods were hence strengthened for 2884 people. |
| **3. Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable.** | 36,891,151 | 1. *# of vulnerable communities adapting to climate change (CC);*
2. *# of districts classified as mine free;*
3. *% of sectors with specific responses to the needs of women, girls, men and boys in the contingency plan*
 | 1. *In 2012 the baseline was 5 communities (in Guija and Chicualacuala). By 2015 significant progress was made, and 148 communities (out of 200) were successfully targeted.*
2. *In 2013 the baseline was 102 districts. The target was achieved as the country was officially declared mine-free in September 2015.*
3. *In 2011 the baseline was 25%. The target by 2015 was 80%, however it was not met as in 2015 only 3 sectors out of the 10 represented (30%) have specific responses to the needs of women, girls, men and boys in the contingency plan.*
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| **UNDP Contribution:**CP Outputs:The UNDP CP identified four major outputs to support Government in achieving this outcome: (a) Institutions strengthened to develop/improve policies, strategies and plans for CC, environment and disaster risk reduction; (b) Info systems strengthened on CC, environment, and DRR;(c) Quality of data/its analysis on demining for Ottawa Convention;(d) Mechanism for residual risks established for mine and unexploded-ordnance-affected communities.Progress and Achievements: In 2015, the country was declared free from mines and the target of this CPD Outcome was achieved. The overall cost of demining activities in the country are estimated at over 220 million USD and UNDP played a crucial role to achieve this result. In addition to providing core and non-core resources, throughout the years, UNDP assistance significantly contributed to ensure the professionalization of the national counterparts, to assist the National Institute for Demining in its coordination functions as well as to mobilize donors support around the issue. This success will allow the population to increase access to land, water, and socioeconomic infrastructure. In 2015 UNDP provided relevant support for the improvement of climate information systems. Capacity building efforts enabled the Government to effectively mainstream climate change and DRR issues into national ad district plans. As a result, 8 local adaptation plans developed in 2015 at the district level, hence contributing to increase to 148 the number of vulnerable communities with capacities to adapt to climate change.UNDP also provided technical advisory and financial support for the development and adoption of legal and legislative frameworks (Conservation Law, Disaster Risk Management (DRM) Law, Green Economy (GE) Action Plan and the DRR Gender Strategy. UNDP technical assistance to the National Institute for Disaster Management (INGC) focused on the reinforcement of the DRM Law through the development of the draft statutes and regulations to allow its operationalization. In addition, the Sendai Framework for Disaster Risk Reduction (SFDRR) was disseminated in country and UNDP assisted the Government in the process of defining national indicators, targets as well as the guiding principles to implement the SFDRR measures in Mozambique. Through UNDP contribution, the national KMIS was strengthened with acquisition and installation of 7 meteorological stations in 2014, the conclusion of a basin Early Warning System and the multi risk assessment for Maputo City.As a result of UNDP technical and financial support throughout the CPD cycle, the 1st environmental fund in the country, the BIOFUND, was officially launched in 2015. The BIOFUND has now a level of capitalisation of 15.9 million USD. In addition, the successful mobilization of additional resources (15,7 million USD) under GEF6 will further contribute to Government efforts to address wildlife trade issues and the establishment of conservancies in the country. Progress was also made in the management of the national protected areas systems, with UNDP supporting the National Administration of Protected Areas in the elaboration of key management instruments for its institutionalization. Strategic plan, business plan, financial plan and surveillance strategy were developed with UNDP technical assistance and will contribute to improve decision making process for sustainability of the protected areas systems. UNDP also contributed for the improvement of national environment data analysis systems by supporting the development of a Strategy for Development of Environmental Statistics (2016-2020). In addition, a Gender and DRR strategy was drafted by the National Disaster Management Institute through UNDP and UNWomen support to address gender concerns in DRR interventions. As a result, 30% of the sectors have included specific responses to the needs of women, girls, men, and boys in the national contingency plan. |
| **6. Strengthened democratic systems and processes guarantee equity, rule of law, and human****rights at all levels.** | 12,914,991 | 1. *% of districts with electoral civic education;*
2. *% of State budget for provinces and districts;*
3. *# of international instruments ratified and operationalized;*
4. *# of government surveys disaggregated and publicly available.*
 | 1. *In 2011 the baseline was 4%; By 2015, 86% of the districts are covered by electoral civic education (ECE). However, institutionalized permanent system of ECE is pending approval by the Government.*
2. *In 2010 the baseline was 24% for provinces and 5.2% for districts; By 2015 the indicator is showing significant progress in absolute terms although the increase is not reflected in the percentage for the Provinces (Provinces: 22,2% / Districts: 17.2%) .*
3. *In 2009 the baseline was 8 instruments; By 2015 there are 12, with target being reached and surpassed.*
4. *The baseline was 1and target 6. However, there is no change, and indicator is not measurable.*
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| **UNDP Contribution:**CP Outputs: The UNDP CP identified nine major outputs to support Government in achieving this outcome:a. Institutional capacity of Parliamentary commissions and selected provincial assemblies in public finance and service delivery;b. Institutional and technical capacities of Parliamentary commissions to initiate/review laws;c. Awareness of electoral civic responsibility esp. at decentralized level;d. Justice innovations developed at national level and implemented in selected provinces; e. Vulnerable groups esp. women are aware of their rights and use justice services in selected districts; f. National human rights commission established and functional;g. NCO established and functional;h. MDGs and HDRs and other policy documents produced and disseminated;i. The coordination function of national AIDS council enhanced and the grant model approved.Progress and Achievements:In 2014, the participation to the elections significantly improved as a result of UNDP support to civic education initiatives during the Country Programme cycle. The number of registered voters increased by 11.1% as compared to previous electoral census held in 2009 and the voter turnout in general elections showed a significant increase from 36.42% in 2004 to 48.64% in 2014. In addition, UNDP strengthened electoral management bodies (EMB) capacities by training more than 1,900 new EMB members in the crucial pre-electoral period following the late approval of the new electoral law in February 2014, thus contributing to the orderly conduct of the elections. UNDP technical and financial support to the Justice sector contributed to an increased access to justice thanks to the finalization and operationalization of the Houses of Justice in Ribaue and Massinga. As a result of UNDP contribution, the country has now 5 Houses of Justice providing communities with integrated justice services in remote areas, including free legal aid and mobile courts services. As a result, a total of 85172 people (men: 51954/women: 33217) were assisted through the Free Legal Aid Institute (IPAJ) during the first semester of 2015. Annual data will only be available in 2016 but the 2015 target of 77000 people was already abundantly surpassed.UNDP technical assistance was also instrumental to the approval in December 2014 of the new Penal Code which replaced an obsolete law of 1895. Specifically, UNDP supported the drafting of the Action Plan for the implementation of the Anti-Corruption Package of Laws (Law on Witness protection Law on Ethics/Conflict of interest, Criminal Code and Criminal Procedure Code).The law on HIV and AIDS was revised in 2012 and approved by the Parliament in 2013. This law will contribute to eliminate stigma and discrimination against people with HIV and AIDS, and ensure their full participation and contribution to the development process. In October 2015, the National Strategic Plan to Fight against HIV/AIDS was approved by the Council of Ministers. UNDP contributed directly to this achievement by coordinating UN Agencies (UNAIDS, ILO, UNWomen) technical assistance in the formulation of the HIV, Human Rights and Gender components of the plan and provided support to the consultation process held throughout the country. In addition, UNDP in collaboration with UNAIDS, supported the launching in Mozambique of the Fast-Track Cities Initiative in December 2015 targeting high level Government officials and enhanced awareness and commitment of the Municipal Governments of the 3 most HIV affected cities of Mozambique (Maputo, Matola and Xai Xai) thus setting the stage for the preparation of municipalities' action plans to fight against HIV/AIDS and putting the issue at the center of the municipalities' agenda for the upcoming years.In the Human Rights area, UNDP support during the Country Programme cycle contributed to the establishment of the National Human Rights Commission and to its operationalization as well as to the implementation of the Universal Periodic Review recommendations. As a result, the National Universal Periodic Review report was produced and submitted in December 2015 to the Human Rights Council. UNDP played a crucial role by providing technical assistance to the Ministry of Justice in the drafting process as well as supporting the consultation process in all provinces ensuring all relevant stakeholders (Government and CSOs) were involved. |
| **5.** People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda  | 1,726,198  | 1. *# of local councils as per established standards;*
2. *# of development observatories (DOs) with CSO unified statement;*
3. *% of laws with civil society participation;*
4. *Fight against corruption strengthened through justice sector;*
5. *% of women in political and government positions.*
 | 1. *In 2010 the baseline was 7 districts, by 2015 a significant progress was made with # of districts being 43.*
2. *In 2009 the baseline was 1; By 2015 the target of 11 is reached and surpassed, In total 16 DOs are established.*
3. *In 2015 this indicator was not measurable*
4. *In 2009 the baseline was proceedings instituted 623, charged 178, abstained/achieved 102, and tried 43. In 2014 target will be PARP target once finalized. No data available, the collection of information is still ongoing. Data available only from 2009.*
5. *In 2010 the baseline was: parliament 39.2%; ministers 28.5%, deputy ministers 19%; governors 27.2%, ministerial PS 24%; provincial PS 45.5%, districts administrators 20.3%, heads of administrative posts 11%, provincial directors 20.7%; In 2015, the data are as follow: parliament 32.4%; ministers 22.7%, deputy ministers 44%; governors 36%, ministerial PS 30%; provincial PS 45.4%, districts administrators 26.5%, heads of administrative posts 17%, provincial directors 17.5%*
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| **UNDP Contribution:**CP Outputs:The UNDP CP identified one major output to support Government in achieving this outcome (a) Quality of CSO participation improved in selected provincial DOs, APRM forum, and consultative councils.Progress and Achievements: During the Country Programme cycle, the government consultative mechanisms improved consistently and UNDP contribution influenced the establishment of Local Consultative Councils (LCC) in all the 128 districts of the country. UNDP technical assistance provided to selected provinces also significantly contributed to the increase from 7 to 43 in the number of LCCs that are functioning according to the government established guidelines. The improvement of the quality of the civil society participation in the development agenda is also evidenced by the number of Development Observatories (DO) where civil society presented a common position which increased from 1 in 2009 to 16 in 2015. Civil society is therefore increasingly prepared to discuss issues in a coordinated manner during the DOs hence improving impact of their opinions. UNDP has supported the consultation phases and the process of preparation of the common positioning paper through technical assistance and training, including in advocacy techniques. UNDP continues to contribute to capacity building of civil society to monitor development through supporting the implementation of the African Peer Review Mechanism. Moreover, in 2014, 39 out of the 45 districts (the baseline in 2012 was 4) targeted by UNDP intervention conducted participatory monitoring of their respective District Social and Economic Plans (PESOD). In addition, UNDP assistance to civil society platforms empowered communities to demand for improved service delivery and accountability through the utilization of Community Scorecards (CS) and related action plans prepared to address shortfalls in the provision of basic services. A member of the community of Mirate (Montepuez district) reported that the “CS tool stimulates dialogue between communities and local government and helps identifying solutions to local problems. The premises of the health center have been rehabilitated and equipped with 4 additional beds and solar panel system. Women can now give birth in safer conditions, including during night time”. |
| **6.** Government and civil society provide coordinated, equitable and integrated service delivery at a decentralized level | 7,314,384 | 1. *Increased level of citizen satisfaction with public services;*
2. *# of district reports integrating cross-cutting issues;*
3. *# of cases by free legal aid.*
 | 1. *In 2010 the baseline was 81% (access to service rate) and 60% (overall quality). In 2015 there is no new data available, no survey conducted yet*
2. *In 2010 the baseline was zero. By 2014 a significant progress was made, with 41 out of 49 districts (83%) supported by UNDP.*
3. *In 2009 the baseline was 39,000; In 2015 a significant progress is made with 85,172 cases benefitting from free legal aid (data referring to the first semester of 2015, annual data still not available).*
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| **UNDP Contribution:**CP Outputs: The UNDP CP identified three major outputs to support Government in achieving this outcome(a) Decentralization policy running for service delivery;(b) Selected local governments strengthened to deliver and report on plans and budgets, integrating cross-cutting issues; (c) Knowledge-management centers in selected provinces developed and functional to enhance local governance.Progress and Achievements: UNDP assisted the Government in the formulation of its Decentralization Policy and Strategy, which clarifies the Government’s vision for decentralization and defining priority areas and interventions, and is now focusing on its operationalization through a number of capacity building and knowledge-sharing initiatives. UNDP technical assistance in the local governance area throughout the Country Programme cycle also contributed for 45 targeted districts to develop improved District Strategic Development Plans (PEDDs) and District Social and Economic Plans (PESODs) and for 41 districts to have Land Use District Plans by 2014. In addition, as of 2015, a total of 41 districts prepared reports on integrated cross-cutting issues resulting from UNDP support provided to the revision of the National Guidelines for Integrating Crosscutting Issues into District Plans which now include detailed methodological guidance on how to integrate such issues. UNDP also significantly contributed to improving the knowledge management mechanisms at decentralized levels. In 2014 and as a result of UNDP support in the past years, 12 best practices were selected among the 24 identified by provincial teams assisted by UNDP. The best practices will be disseminated to contribute to the consolidation of planning and public financial management capacities. More than 80% of the country’s districts have resource centers with information on governance and district planning available to the public and all 141 district profiles were updated and posted on the government portal. The African Charter for Decentralization was adopted in 2014. Significant progress was also registered in terms of service delivery of the Justice sector as evidenced by the fact that the target set for the number of people assisted by the Free Legal Aid Institute (IPAJ) was abundantly surpassed. A total of 85.172 people were assisted by IPAJ as of June 2015 with an increase of 24.705 if compared to the same period of 2014. The target for 2015 for this indicator was 77.000. UNDP contribution to this achievement started a few years ago with the construction of 5 Palaces of Justice in selected districts where IPAJs are installed. |

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| Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)1. **UNDAF Mid-term Review and Strategic Reflection**

The Strategic Reflection and Mid Term review of the UNDAF (2012-2015) in Mozambique was carried out between mid-July and mid-October 2014. The overall goal of the Mozambique UNDAF (2012-2015) is “Reduced poverty and disparities to improve the lives of the most vulnerable people in Mozambique by 2015” in support of the national priorities and policies. The UNDAF Results are organized in three programme areas, Economic, Social and Governance. UNDP Country Programme contribution is focused on the Economic and Governance programme areas. The below recommendations apply for UNDP intervention.Economic Programme Area: Recommendations**:*** Conduct a scoping exercise on the key issues related to urbanization and industrialization and engage in a coordinated UN dialogue with the Ministry of Planning and Development, Ministry of State Administration and Ministry of Environment;
* Support Ministry of Planning and Development policy and dialogue on linking inclusive growth and job creation;
* Prioritize the design of a joint programme on employment;
* Consolidate the UN broker role in the extractive industries dialogue and strengthen advocacy on the social, environmental and human rights dimensions of the extractive industries;
* Define expanded support to Municipalities.

Governance Programme Area: Recommendations:* Monitor closely post-election policy development and seek out opportunities to engage in dialogue and support;
* Identify key governing institutions that are most critical in promoting political inclusion and support their role as “peace builders”;
* Intensify support and capacity building to Parliament;
* Finalize the UN Civil Society Strategy;
* Improve coordination in the support provided to the National Institute of Statistics in the preparations for the next census;
* Continue the support to the Decentralization process;
* Human rights support and women’s empowerment should receive a higher profile within existing governance programming;
* Select smaller number of key institutions for joint UN programmes that are critical for promoting social cohesion and political inclusion;
* Undertake an integrated assessment of possible areas for UN support to elected legislative bodies at all levels;
* Examine possibility with development partners of strategic partnership for improving and strengthening Rule of Law institutions and in support for democratic institutions.

In general terms, the UNDAF MTR/SR shows that UNDP contribution in Governance, DRR and Climate Change Adaptation areas is still very relevant and that the areas where UNDP has intensified its involvement (Employment and Extractive Industries) are key development challenges for Mozambique. CO internal assessments show that the portfolio management approach used for the Local Governance and Local Development areas proved to be both efficient and effective, reducing workload for both UNDP and IP staff, enhancing complementarities between projects and coordination between IPs.Improvements in the programme quality through the implementation of the CO Alignment Action Plan by focusing on strengthening M&E frameworks (both at CP and projects level), RBM and evidence-based approaches (including the development of a research and policy agenda) as well as in terms of targeting of specific groups identified in the Strategic Plan are still required. Internal reflections also pointed out that progress and achievements were visible where implementing partners staff showed commitment and sound project management capacities and that continuous training initiatives and ongoing on-the-job assistance is crucial to efficient and effective implementation of the activities. 1. **Sustainable Financing of the Protected Area System in Mozambique - Mid-Term Review**

Recommendations:* The Board must meet quarterly to ensure adequate project management and performance monitoring using the Project Results Framework as a guide.
* The Project Management Unit must be restructured with strengthened leadership arrangements.
* Training of the ANAC leadership and administration teams in financial management and project management must be focused and regular.
* A facilitated workshop of key IPs and stakeholders must be convened to develop a shared understanding of the project objective and intended outputs, using the Logframe and Tracking Tools as integrative project management tools.
* The extension of project by one year to compensate for the slow start is possible, but should be conditional on the restructuring of the PMU to ensure effective completion of component 1 activities and the integration of the three components into a whole greater than the sum of the parts.
* The lack of a recognizable identity and the documentation and communication of the project’s achievements must be addressed.
1. **UNDAF Final Evaluation**

Findings:1. Role and relevance
* UNDAF is aligned with national priorities and continues relevant under current economic development status. UNDAF was formulated aligned to the Plano Quinquenal of Government (2010-2014), and developed in parallel to PARP (2011-2014). It is important to note that both Government documents are aligned to MDGs.
* UNDAF development and adjustment is very complex process. This turns UNDAF into a framework with limited flexibility, in the sense that it is difficult to go back to adjust it. On the other side, it is also important to note that having broad outcomes allows to accommodate some emerging priorities in the annual working plans.
* There is no clear understanding and knowledge of UNDAF and DaO by external stakeholder. This mostly is related to poor understanding of UN system and poor communications on strategic aspects at operational/implementation levels.
* In general, the distribution of roles and responsibilities among the different UNDAF partners (internal and external to UN) was well defined and manifested in both UNDAF and UNDAP. This is clearly linked to each outcome, output and specific activities. However, due to its complexity, the effective implementation of the UNDAF face many challenges, such as poor coordination between internal and external stakeholder (at strategic level); clarity on UN specific agency staff with related to UNDAF.
1. Coordination of UNDAF Implementation
* DaO has facilitated/improved the collaboration and cooperation among agencies: coordinated approach to certain line ministries and other partners, coordinated monitoring of projects and activities, coordinated communication with stakeholders, and also sharing of technical expertise and lessons learned.
* UNDAF Steering Committee was not operational as idealized during the UNDAF 2012-2016. This in turn, makes the coordination process less participative in reviews progress on achieving the UNDAF results, provision of guidance on matters pertaining to UNDAF planning and implementation, its alignment with national development priorities, and its coordination with donor support.
* The initially foreseen institutional arrangements for synergy facilitation or coordination, for implementation of UNDAF were not fully put in place and could have been optimised.
* UN is seen as having the following comparative advantages: (i) global reach – unique body of knowledge, (ii) diversity in terms of mandates, (iii) intervention that involve multi sectoral approach, and (iv) impartiality/honest broker. However, considerable part of these elements could be more used.
1. M&E Framework
* UNDAF is a results oriented document as it has set out indicators, which inform outputs which in turn inform the broader outcomes that have been divided between the Economic, Social and Governance pillar. However, some of the selected indicators may contribute to the achievement of their related Outcome in a limited way. This disconnection creates a challenge to assess progress at outcome level and weakens accountability.
* Limited participation and contribution of the M&E group/team during the UNDAF Formulation and finalization. This resulted in ambiguous and difficult formulation of outcomes and outputs, and respective indicators. In addition, this also lead to difficult monitoring and implementation of the M&E Framework.
* The M&E Framework serves as proxy to measure UNDAF performance, mostly by UN agencies. Higher responsibility for monitoring the performance could be delegated (joint or complete delegations) to external partners, in order to reinforce capacity and ownership.
* UNDAF outcomes presents two issues: (i) not all at the same level; and (ii) it is difficult to infer outcomes from outputs. The identification and measuring indicators is challenging when there are so many agencies involved.
1. Equity
* The geographical targeting has been used by the UN team, during the planning, to be inclusive of the priorities of all agencies in determining an "average" worst off province and focusing most interventions in those areas.
* The defined Outcomes clearly serve equality objectives, gauging UN action towards equity implies closely tracking how the UN supported identified disadvantaged groups to maximize their opportunities to demand their rights and access the services they are entitled to.
1. Effectiveness

The UN’s contribution, through the UNDAF to development of the country and improvement of socioeconomic and governance indicators is irrefutable, however it cannot be clearly measured, not allowing for the analysis of the UN’s attribution of results. * Outcome 2 remains very relevant in spite of only UNIDO, ILO and UNDP remain active. The achievements under Outputs 2.1, 2.2 and 2.3 are relevant to both Outcome and Output, but not aligned to indicators set for both Outcome and Outputs. The performance of these are considered to be relevant, as the achievements influence and contribute in a considerable manner to Outcome 2. Looking at the outputs 2.4 and 2.5, the achievements do link up with the outcome indicators, but not to output indicators. Even though this happens, the achievements reported are considerably important and aligned to overall goals of the outcome. The performance of Outcome 2 is considered Amber-Green.
* Outcome 3 - The UN has made significant contributions to improve environmental policy and strategy, and the continuing key role in advocacy. Major achievements in this area since 2012 have been the Green Economy Action Plan (2013-2014), Environmental Impact Assessment regulations, the National Biodiversity Strategy and Action Plan, the National Strategy for Adaptation and Mitigation of Climate Change (2013-2025), the Disaster Management Law approved in 2014, and demining of 97% of the country by 2014. Even though in outputs 3.3 and 3.4 the achievements do not link up to output indicators, the achievements reported are considerably important and aligned to overall goals and indicators of the outcome. Another important remark is that under Output 3.1 (indicator 1), output 3.2 and output 3.5 the achievements are considerably below what was set as target, even though additional relevant results were achieved. The performance of Outcome 3 is considered Amber-Green.
* Outcome 6 perspective is too wide to be easily articulated into a set of operational programmes that would give reasonable guarantees to its achievement. Despite the fact that each of the 7 Outputs under Outcome 6 being very ambitious, and could be derived into objectives for full programmes to be implemented at country level, their sum remains insufficient to fully reach Outcome 6. Nevertheless, other reported activities allow some clarification on the level of involvement of the participating UN agencies to the defined Outputs. The performance of Outcome 6 is considered Amber-Green.
* Considering the goal of the Outcome 7, although all 3 Outputs under Outcome 7 could be derived into objectives for full programmes to be implemented at country level, their sum remains insufficient to fully reach Outcome 7. Output 7.1 does not link up with the outcome indicators set. Nevertheless, the reported achievements shows the relevance and contribution to the outcome goal. Another important remark is that reporting gender disaggregated date remains a challenge under this outcome. The performance of Outcome 7 is considered Amber-Green.
* All 5 Outputs under Outcome 8 are relevant contributions and the achievements reported did contribute to the overall outcome goal. The performance of the outcome 8 can be considered as acceptable and on track to overall outcome objective. As such, following to the traffic light scoring definition presented in the methodological section, the performance of Outcome 8 is considered Amber-Green.
1. Efficiency
* The estimated budget for the UNDAF 2012-2016 was USD 723,498,000, or on average USD 180 million per year. This is divided into three focus areas, with Social Pillar with about 55.6%, Economic Pillar with 31.6% and Governance Pillar about 12.8% of the estimated budget. It’s also important to note that about 23% of the total budget represents un-earmarked regular/core funding and about 66% represent funding needs.
* The UNDAF Execution level (until 2014) was about 44%. The social pillar contribution to this was of 61%, economic pillar 31% and governance pillar 8%.The Social pillar has spent 48.3% of the budget, Economic pillar have spent 43.5% of what they budgeted, while at Governance level, only 26.9% was spent. The UNDAF was able to reduce the USD 473,801,000 funding gap in about 22%, while spending 74% of the Core/Regular and all of the Non-Core Available.
* The Social Pillar presents higher commitment in terms of Regular/Core funding (about 63.6 million), followed by Economic (about USD 59.8 million) and then Governance Pillar (about USD 43.8 million). The same order applies when looking at the funding gap, with Social with a gap of USD 284 million, Economic with a gap of around USD 147 million, and Governance of a gap around USD 42 million.
* Looking at Execution per each pillar, Economic pillar showed an execution of about 43.5%, mounting USD 99,409,772. This was spent mostly in Outcome 1 (about 47.5%), followed by Outcome 3 (about 46.3%) and Outcome 2 (about 6.2%). Social Pillar was executed at about 48.3%, corresponding to a total of USD 194,243,785. This was spent mostly in Outcome 4 (about 89.4%), followed by Outcome 5 (about 10.6%). And the Governance Pillar CBF was executed at about 26.9%, corresponding to a total of USD 24,977,440. This was spent mostly in Outcome 8 (about 36.6%), followed by Outcome 6 (about 36.4%), and Outcome 7 (about 27%). This pillar is the only one that shows a tendency of increased expenditure over the years.
* There is a clear perception that UNDAF decreases costs for the government, and on the other side increase agency costs, although no specific cost study was undertaken. However a specific study is required to assess to which extent there are and how much the cost reduction is.
1. Sustainability
* In general, the intervention under UNDAF may have achieved mostly social and institutional sustainability, and to some extent financial sustainability. This financial sustainability especially applies to sectors which are heavily dependent on state funding (health, education, etc.) for those initiatives strictly aligned to sectorial strategic plan.
1. **Terminal Evaluation of Coping with Drought and Climate Change**

Recommendations: * To maximize the potential benefits of the NIM implementation modality, the project governance should have been exerted at the district and/ or provincial level, ideally with the project management unit immersed within the district government to: a) Enable a more efficient implementation responding to local circumstances and demands b) Enable a transfer of capacity in terms of technical capacities, leadership, and institutional arrangements and procedures to the institution (district government) that would warrant the sustainability of results;
* The quality of the risk and assumptions must be reviewed by the implementing agency, the executing agency and the GEF to ensure that the risks and assumptions are plausible and correctly formulated and that the risks mitigation strategies are adequately developed and feasible within the projects context;
* The indicator framework should be reviewed by the stakeholders, particularly the implementing agency to ensure that they respond to SMART standards. The newly developed Adaptation Monitoring Tool should guide the indicator framework of future adaptation interventions. Even if it counts with robust and SMART indicators, the indicator framework, would not produce the information needed for efficient adaptive management if the indicators are not made operational, i.e. quantitative scales developed to ensure their measurability, proper information sources and collection responsibilities and frequencies, as well as analysis methodology of monitoring data identified.
* The project management arrangements should be based in a more solid and participative analysis of the institutional stakeholders, i.e. their mandates and capacities should be properly taken into consideration.
* Mid-level governance structures should have been set-up for effective project management: for instance, a project technical management committee that would meet on a monthly basis with presence of the district and provincial services, as well as representatives from the implementing and executing agencies. In that way, synergies would have been created between the proximity to field realities, capacity and mandate of local (district and provincial) institutions and the coordinating, technical knowledge, administrative support and political leverage of the executing and implementing agencies.
* The vulnerability of the project outputs to climate factors should be carefully analyzed including all plausible hazards. Failing to do this would mean investing in maladaptation. In the case of this project, structures and plots were set in flood prone areas assuming flooding would not occur. Reconstruction or rehabilitation in the same location will guarantee the loss of the investment eventually in the absence of mitigating measures.
* Climate change should be mainstreamed into the district planning instruments, i.e. the districts strategic development plan to help better understand the potential impacts of climate change and variability and quantify the incremental financial needs. This would need the involvement of the appropriate institutions to support the mainstreaming process i.e. the Ministry of Planning and Development and would facilitate the alignment of future funds with the district development and adaptation priorities.
* Regardless of the metrics and indicators chosen to determine vulnerability and the contribution of the project to its reduction, an indicator (or set of indicators) for the project objective would have needed a baseline, provided by a vulnerability study or survey against which to measure the vulnerability at project end or at a later time point.
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### **III. Country Programme Resources**

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| --- | --- | --- |
| **Focus Area** | **Programme Expenditure 2012-2015 ($)** | **% of Total** |
|  | Regular (TRAC) | Other | Total |  |
| Poverty Reduction ( CPD Outcomes 59 and 60) |  1,299,116  |  3,472,519  |  4,771,635  | 8% |
| Crisis Prevention and Recovery (CPD Outcome 61) |  28,772,499  |  8,118,653  |  36,891,152  | 58% |
| Governance (CPD Outcome 62,63 and 64) |  5,863,786  |  16,091,789  |  21,955,574  | 34% |
| **Total** | **35,935,400** | **27,682,961** | **63,618,361** | **100%** |

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| **Data sources: (please indicate the main sources from which data were obtained for this report.)**  |
| Country Programme Document 2012-2015Results Oriented Annual Report, (2012, 2013, 2014, 2015)Strategic Reflection and Mid Term review of the UNDAF (2012-2015)UNDAF Final Evaluation (2012-2016)Terminal Evaluation of Coping with Drought and Climate ChangeSustainable Financing of the Protected Area System in Mozambique - Mid-Term Review |

1. This assessment of results is to be prepared only in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)