KPMG
cutting through complexity

Evaluation of UNDAF 2012-2016

Final Report

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Acronyms and abbreviations

CA	Comparative Advantage
CEDAW	Convention on Elimination of Discrimination against Women
CBF	Common Budgetary Framework
CSO	Civil Society Organizations
DaO	Delivering as One
DRG	Development Result Groups
DRR	Disaster Risk Reduction
EMG	Evaluation Management Group
ENSSB	National Strategy for Basic Social Security
FAO	Food and Agriculture Organization
GDP	Gross Domestic Programme
GoM	Government of Mozambique
HCT	Humanitarian Country Team
HIV and AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HRBA	Human Rights Based Approach
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
INAS	National Institute of Social Action
INGC	National Institute for Disaster Management
INEFP	National Institute for Employment and Training
IOM	International Organization for Migration
MAE	Ministry of State Administration
MARP	African Peer Review Mechanism
MICOA	Ministry for Coordination of Environmental Affairs
MICS	Multiple Indicator Cluster Survey
MDG	Millennium Development Goals
MINAG	Ministry of Agriculture
MINEC	Ministry of Foreign Affairs and Cooperation
MINED	Ministry of Education
MINT	Ministry of Interior
MISAU	Ministry of Health
MEF	Ministry of Economy and Finance
MMAS	Ministry of Women and Social Action
MOPH	Ministry of Public Works and Housing
MPD	Ministry of Planning and Development

MSME	Micro Small and Medium Enterprises
M&E	Monitoring and Evaluation
NGOs	Non-governmental Organizations
OMT	Operations Management Team
PAA	Purchasing from African for African
PARP	Poverty Reduction Action Plan
PARPA	Action Plan for the Reduction of Absolute Poverty
PEN	National Multi-Sectoral Strategic Plan to Combat HIV and AIDS
PES	Economic and Social Plan
PESOE	Economic and Social Plan and State Budget
PMTCT	Prevention of Mother-to-Child Transmission
RCO	Resident Coordinator's Office
SC	Steering Committee
SETSAN	Technical Secretariat for Food Security and Nutrition
SRH	Sexual and Reproductive Health
SWAP	Sector Wide Approach
TORs	Terms of Reference
TB	Tuberculosis
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework for Mozambique
UNDAF 2012-2016	United Nations Development Assistance Framework for Mozambique 2012-2015 and the extension over 2016
UNDAF SR MTR	UNDAF Strategic Reflection and Midterm Review
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UPR	Universal Periodic Review
WFP	World Food Programme
WHO	World Health Organization

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1   Introduction

UN launched a tender for the Evaluation of UN Development Assistance Framework for Mozambique for the period 2012 to 2015, including its extension over 2016 (UNDAF 2012-2016). KPMG in Mozambique was appointed to conduct the evaluation.

The present report aims to present the degree to which UNDAF 2012-2016 results have been/ or not achieved (the progress level) within the context of national development. It also aims to identify the factors that have affected positively and negatively the UN's contribution, analysing the enabling factors as well as bottlenecks to the achievement of results. The report also presents recommendations for improving the UN's contribution to national development, especially for incorporating into the new UNDAF 2017 – 2020.

The focus of the current report is to assess the progress achieved at Outcome level, provided all methodological aspects that are presented in subsection 1.2.2 Approach and Methodology. It is important to mention that the metrics set at Outcome level (indicators and sources of information) are broad, national level and not specific to UN's contribution metrics, limiting the extent to which the results achievement assessment can be undertaken at outcome level. As such, the report aimed to presented results achieved under each outcome, based on the output results, through indicators presented at output level. These results are analysed and seen as UN's contributions within the context of national development.

The evaluation takes place against backdrop and with reference to other recent and relevant evaluations and studies (see the full list of consulted documentation in Appendix 7). The standard set of evaluation criteria is to be used are: (i) Equity, (ii) Relevance; (iii) Effectiveness; (iv) Efficiency; and (v) sustainability. All these aspects are to be reviewed for all the three main areas/pillars (Development Results) of the UNDAF, namely Economic, Social and Governance, and for the Coordination and Monitoring and Evaluations framework.

The report is a standard evaluation report structure. It starts with the present introduction, which has a quick presentation of what the report presents, along with the national context and priorities. It also brings to readers attention evaluation's scope and objectives; the methodological approach used and the limitations of the same. The following chapter, is the Executive Summary, which highlights the main aspects of the report, namely the findings and the recommendations risen through the evaluation. It is important to note that this chapter does not provide the full and detailed analysis of each findings.

The report follows with an overview of the UNDAF 2012-2016, highlighting the development assistance framework, the implementation and coordination structure, results to be achieved, the budget and the monitoring framework – UNDAF in Mozambique. This chapter is followed by the Findings chapter, where the analysis of each area/pillar/development result is undertaken and the findings are presented, on the perspective of results achievement within the context of national development. The analysis follows the standard set of evaluation criteria already mentioned above.

As per all evaluation reports, the final chapter of the current report is Conclusions, Recommendation and Lessons learned. This chapter presents the sum up of the presented analysis and findings. It also brings the proposed recommendations and inference on lessons learned based on the analysis and findings presented.

1.1   Mozambique at glance[1]

Mozambique registered a GDP growth of over 7% in the past five years; it is one of the ten fastest growing economies in the world. This growth is primarily attributed to the expansion of the extractive industries. Contributing to expectations that the wellbeing of the population can improve through inclusive growth policies that can fairly distribute its benefits, including increased job creation have become a centrepiece of economic debates.

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[1] Section based on the TORs.

Despite this positive economic development and some encouraging progress on some of the MDGs, Mozambique has maintained its status as one of the Least Developed Countries (LDC) as the majority of the people in Mozambique continue to live in poverty, women and children are particularly vulnerable. Six out of ten Mozambicans live below the international poverty line while 44% live in severe poverty; leaving the poor more vulnerable and susceptible to adverse shocks. Gender equality progress has been seen in terms of some policies and laws, while in practice inequalities, often based on social and cultural norms have kept Mozambique low on the gender inequality index (144 out 150 countries in 2014).

While significant progress has been made in Mozambique in health, education, water and sanitation and social protection, there is increasing evidence that 'achievements' in improved access to services has not translated into the desired results and inequalities are persistent. The persistence of a high HIV/AIDS prevalence (11.5%, 2009) and impact of reoccurring, and frequent natural disasters intensify existing vulnerabilities.

Progress has been made in terms of democratic and institutional development. Increased capacities and growing awareness on regulation of law and human rights is taking place and elected legislative bodies are gaining importance at national, provincial and municipal levels as well as new institutions such as the national human rights commission

After twenty years of peace, growing political-military tensions between the government and RENAMO, the opposition political party, in the last couple of years have threatened the political stability of the country. In 2014, important agreements were signed between the two parties, and the elections in October 2014 resulted in more seats for RENAMO and a third party, MDM at parliament. The actions by the parties over the coming year will be critical in the efforts to consolidate agreed political inclusion to ensure internal peace and security. Against the backdrop of these developments, a conflict sensitive and prevention perspective on UN programming has regained importance in the 2014.

1.2 UNDAF 2012-2016 Evaluation

1.2.1 Scope and Objective

The evaluation, as per the TORs, pursues the following objectives:

- To evaluate the degree to which planned UNDAF 2012-2016 results have been or not achieved within the context of national development results.

- To identify the factors that have affected positively and negatively the UN's contribution, analysing the enabling factors as well as bottlenecks.

- To provide actionable recommendations for improving the UN's contribution to national development, especially for incorporating into the new UNDAF 2017 – 2020 which will be developed in 2015. These recommendations are to be logically linked to the conclusions and draw upon lessons learned identified throughout the evaluation, and the positioning of the UN against the new global agenda for development.

The evaluation is against backdrop and with reference to other recent and relevant evaluations and studies. The standard set of evaluation criteria is to be used is as follows:

- Equity: The extent to which UNDAF results have contributed to reducing disparities and inequalities between women and men, girls and boys. How has the UNDAF addressed other disparities and/or targeted specific population groups, particularly those at risk and the most vulnerable, including children, young mothers, HIV positive, refugees and migrants. The evaluation will specifically look at the UNDAF's ability to address development and human rights' needs in urban, peri-urban and rural areas as well as the geographic distribution of impact between provinces and districts. It will inform the forthcoming UNDAF design and the reflection on whether and how to address/improve targeting (or not) and prioritising of most vulnerable and affected people. It should respond to the overall question "have UNDAF interventions delivered equitable results and brought about change for those most in need" and if so, what can be learned and improved for future action to ensure UN interventions support both poverty reduction and addressing inequalities in a context of economic growth.

- Relevance: The extent to which the objectives of UNDAF are consistent with country needs, national priorities, and, the country's international and regional commitments, including on human

rights and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures, CEDAW and UPR), sustainable development, environment, and the needs of women and men of all ages, young people, boys and girls and most vulnerable groups in the country. To what extent was the UNDAF informed by substantive human rights and gender analyses that identified underlying causes and barriers to human rights and gender equality?

- Effectiveness: The extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the UNDAF and to the degree to which were the results and efforts distributed among the targeted groups. To what extent were a human rights based approach (HRBA) and a gender mainstreaming approaches taken into account in the implementation of the UNDAF? Did the intervention contribute to empowerment of rights holders, especially women and young people to claim and duty bearers to fulfil human rights and gender equality standards? The evaluation should also note if the other results achieved, which were not included in the UNDAF and how they have affected national development positively or negatively and to what extent have they been foreseen and managed.

- Efficiency: The extent to which outcomes were achieved with the available amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.). The extent to which the resource allocation of UN agencies, units and programmes took into account or prioritised most marginalised groups including women and girls.

- Sustainability: The extent to which the benefits from a development intervention have continued, or are likely to continue, after it has been completed. In particular, if the transition from developing individual capacity in the short-term to creating institutional capacity in the long-term has been made. The range of requirements should be considered, including creation of technical expertise, financial independence and mechanisms through which rights-holders particularly of the vulnerable groups may participate in and assert the fulfilment of their rights. To what extent did the UNDAF contribute to developing an enabling environment (including capacities of rights holders to claim their rights and duty bearers to fulfil their duties) and institutional changes?

The Terms of Reference also refer that the evaluation encompasses both the UNDAF and UNDAF Action Plan (UNDAP), however the focus of the results assessment will be at the outcome level, even though the analysis builds up on the output level and contribution only to the outcome level . The evaluation will assess actual and projected achievements against all eight (8) UNDAF outcomes in the context of their broader contribution to the PARP and Mozambique's international and regional commitments.

While establishing the causal link between the UNDAF and the observed national result (UN attribution) may be challenging, attempts were made to analyse it to the extent possible, in light of national strategies. Moreover, both enabling factors and bottlenecks in both attribution and contribution were elements to be looked at. While performing this assessment, factors that can explain performance as well as non-performance were identified, and attention was given to results that were not planned but achieved (that are seen as contributors and aligned to Outcome target). The assessment also took into consideration the M&E framework and the indicators and targets identified at the beginning of the cycle.

The evaluation further examined how and to what extent the UNDAF programming principles (human rights based approach, gender equality, environmental sustainability, results-based management and capacity development) were considered in the UNDAF chain of results. For this UNDAF, particularly outlined and formulated principles of (i) culturally responsive, gender sensitive and human rights based approaches focusing particularly on women and children; (ii) interweaving of HIV and AIDS issues throughout all UNDAF result areas; and (iii) substantiated by the promotion of evidence based policies and strategies for equitable and sustainable development was also analysed. Were adequate resources allocated to enable results with respect to programming principles?

1.2.2 Approach and Methodology

A flexible methodology was used, that could suit both UNDAF and beneficiary requirements. This evaluation focused on the achievement of UNDAF outcomes. For the purposes of assessing effectiveness, the fundamental question in this UNDAF evaluation is whether or not the outputs were achieved, and most importantly, whether they contributed to outcomes. Anything beyond this immediate outcome level encompasses a much broader level of contribution of UN agencies. The

shaded area of the diagram below demonstrates that the key direct accountability of the UNDAF in its programming is at the output level.

Diagram 1: Assessing Contribution of UN Agencies
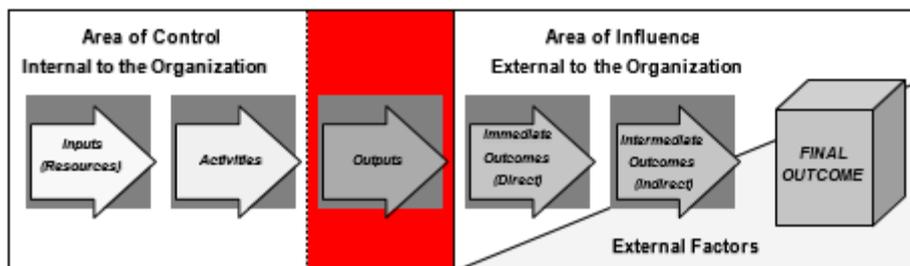
Source: Adapted from Centre of Excellence for Evaluation, Canada

The evaluation used a combination of methods to capture the extent of achievement of outcomes, including perception survey data from direct partners, documentation, including a review and assessment of a selected (and relevant) programme and thematic evaluations (see list of documents in Appendix 7), and focus interviews with a range of stakeholders (see list of interviewed institutions in Appendix 6). Moreover, the analysis was framed on relevance, equity, sustainability and efficiency.

Diagram 2: Approach and methodology for UNDAF evaluation

Partners View
- Semi-structures interviews;
- Views of external partners: Government, CSOs, and Cooperation Agencies.
- Views of internal stakeholders and management structures: UNCT, DRGs, JT and other relevant subgroups.

Document Anaysis
- All UN strategic level documents;
- UNDAF documentation, from plans, progresso and monitoring reports, to final reports;
- Partners strategic docuemntion.
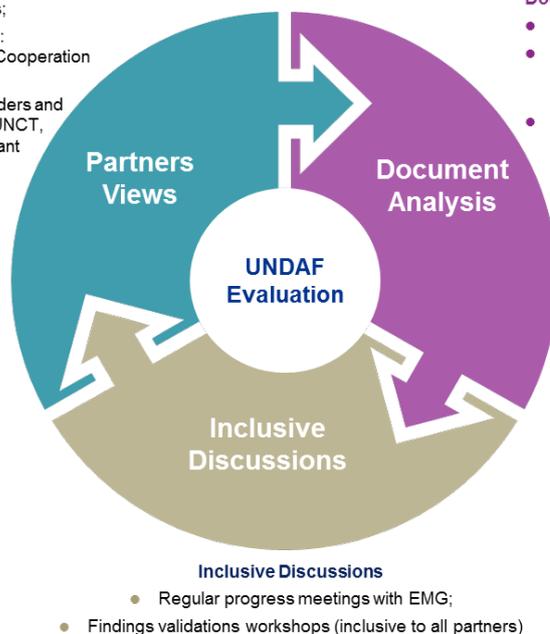
Inclusive Discussions
- Regular progress meetings with EMG;
- Findings validations workshops (inclusive to all partners)

The evaluation was based on a set of questions to be addressed, that were developed under each of the criteria set by the TORs. This evaluations instrument, the Evaluation Matrix (see Appendix 1) provides the lists the primary evaluation criteria, the related evaluation questions, the data sources used to answer the questions, and the data collection methods.

1.2.2.1 Data Collection Methods

The methodology for data collection process considered a review of UNDAF programme documentation followed by triangulation with government and NGO partners and documentary evidence (document made available and consulted – see Appendix 7) to validate data, where possible. Stakeholder participation covered donor, government and CSOs staff members (see list of institutions interviewed in Appendix 6).

The data collection tools included:

- Document review of: a) background documentation, b) donor-specific documents, and c) external reports and assessments.

- Semi-structured interviews and small group meetings: Interviews will be conducted with personnel of the UN staff within their DRGs as well as UNCT members. Interviews with government, a sample of UN implementing partners and donors will be carried out in the relevant sectors to triangulate and validate findings.

- Survey of UN Implementing partners: For those UN implementing partners not covered by the interview, an electronic web survey will be administered, covering areas such as effectiveness, efficiency, sustainability and relevance of the UNDAF programming.

Interview guides were developed based on the evaluation questions and addressed the strategic, organizational and operational evaluation questions.

1.2.2.2 Scoring Methodology

In order to access the effective accomplishment of the outcomes, an additional methodological tool was used, a simple 'traffic light' system to report our judgement on results achievement per each outcome only, as part of qualitative analysis. This methodological tool was not extensively developed covering for all criteria because it would turn the analysis and interpretation extremely complex, both to analyst and reader. The following table provides the definition used:

Table 1: Traffic light scoring definition

Traffic light	Status Definition
Green	The outcome is performing as per the plan. All outputs have achieved the planned results. Under this it's also important to note that it is assumed that all information is available and is sufficient to corroborate results. Under this outcome, very few or no improvements are needed. This does not take into account the financial expenditure aspect.
Amber-Green	The outcome is performing aligned to what has been planned. However, not all outputs have achieved the planned results. There is a deviation from the planned output results, which is within tolerances (less than 50% non-achievement). Most of the results (higher than 50% of the outputs results) have been achieved. Under this outcome, some improvements are needed. This does not take into account the financial expenditure aspect. Under this it's also important to note that it is assumed that all information is available and is sufficient to corroborate results. In addition, whenever a relevant result is reported and is not aligned to output indicators defined, it is considered as relevant contribution to outcome performance – as such fall within this classification.
Amber-Red	The outcome is performing aligned to what has been planned. However, most of the outputs have not achieved the planned results. There is a deviation from the planned output results, which is beyond the tolerance (between 50% and 70% non-achievement). There is an enormous gap (between 50% and 70% of the outputs results) towards achievement of the results. Under this it's also important to note that it is assumed that all information is available and is sufficient to corroborate results. Under this outcome, there is need for significant improvements. This does not take into account the financial expenditure aspect. In addition, whenever a result is reported and is aligned to output but not to outcome indicators, it is not considered as relevant contribution to outcome performance – as such fall within this classification.
Red	There are significant issues with the outcomes, as the outputs is performing poorly. There is a deviation from the planned output results, which is beyond the tolerance (higher than 70% non-achievement). There is an enormous gap (higher than 70% of the outputs results) towards achievement of the results. Under this it's also important to note that it is assumed that all information is available and is sufficient to corroborate results, or there is no information that corroborates the reported results. Here, the targets and the implementation set up needs to be reviewed so that the following plan does not fall in to the same path. This does not take into account the financial expenditure aspect.

1.2.3   Limitations of the evaluation

The present UNDAF 2012-2016 evaluation was undertaken aligned to the requirements set in the TORs, However, it's important to note that as with any evaluation of a coordination mechanism such as the UNDAF, the evaluation team came across elements that contributed to the assignment, both positively and as limitation. In what follows, these elements are presented:

- A first limitation refers to the attribution to UNDAF programme, that is establishing a causal linkage between a given development initiative and an observed result. In reality, the context in which UN operates is very difficult to attribute the observed results to the initiative of a single organization, for two main reasons: (i) several actors cooperate in UNDAF projects and programmes, such as national public institutions, CSO, NGOs and implementing partners; and (ii) Other exogenous factors may determine certain development results.

  The outcome indicators were set as such level (the indicator is a national indicator, which reports national achievement, and not any specific programme), that limits within the current exercise the assessment of the contribution to UNDAF. In addition, not all sources of verification available for some Outcome indicators are updated. For example, MICS has not been carried out recently, IMASIDA is being implemented while IOF is being cleaned and analysed by INE.

  The approach chosen was to undertake a contribution analysis, in order to accommodate the "attribution issue", which does not expect to firmly establish causality but rather seeks to achieve a plausible association. This contribution analysis, would first look at how each output contributes to achievement of the outcome, and then (where information for outcome indicator is available and measurable) to which extent the results achieved under each outcome contributed to the national performance.

- A second element is that the analysis and findings are framed by what has been defined in UNDAF and UNDAP, with regards to both measurement and sources of information of the outcomes and outputs. The UNDAF and UNDAP sets up the outcomes and outputs, and its measurement to which an evaluation should be undertaken. This framework sets the basis and baseline for how an evaluation would be, as the well designed the frameworks is the better the evaluation can be carried out.

  The evaluation was limited to what was defined as outcome indicators, which are a national level indicators and reported by national authorities. This indicators are not attributable to UN nor in all reported every year by the national authorities. In addition, no outcome level result was analysed and presented in UN's UNDAF annual reports. All reports focused on output level, and no analysis of how this link (or even contributes) to the outcome results was presented.

- A third element that is important to mention is regarding the identification of the interviewed institutions and the individuals within this institutions. The selection of the external (to UN) institutions, namely Government and CSO, was made taking into account: (i) time limitations to undertake the evaluation; (ii) relevance and representativeness to some extent to all UN Agencies; (iii) relevance and representativeness to all outcomes of UNDAF; and (iv) indication of focal people to be interviewed in each institution by Evaluation Management Group (EMG).

- And the final aspect, is that all interviews were scheduled through Resident Coordinator's Office (RCO). All individuals' contacts, for each institution, were identified and contacted by UN, under RCO and EMG's coordination. Here it's important to note that not all interviewees from the interviewed governmental institutions were placed at strategic level, that could have an overview of the UN development cooperation and UNDAF, limiting the interview to a specific activity/intervention coordinated with a specific UN agency.

2 Findings, Recommendations and Lessons Learned Summary

The following table presents the main findings per evaluated area. Please note that the detailed analysis can be seen in the main documentation.

Evaluation Criteria/Aspect	Findings/**Relevant Aspects**
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. It is also recognised that UNDAF cannot be defined not merely in political terms but also, and more importantly, based on technical grounds. • 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.
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. • The architecture to guide and coordinate substantive UNDAF programming is composed of Development Results Groups (DRGs) for each outcome area. DRGs set up outcome or sector sub-groups composed of the agencies working in the particular area. The DRGs and sub-groups are mechanisms that facilitate joint interaction with both government and other partners. The DRGs are also tasked with joint monitoring and evaluation of the UNDAF outputs and outcomes. The Gender and HIV Joint Teams (JTs) were created to ensure these critical crosscutting issues were integrated into all outcome areas. • UNDAF Steering Committee 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.

Evaluation Criteria/Aspect	Findings/**Relevant Aspects**
	• 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.
Monitoring and Evaluation 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 (see effectiveness analysis which illustrates which output indicator contributes and which does not). 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. Hence, what happens is that the reporting is more on the "where can we fit this output we achieved under UNDAF?".
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. Thus Equity should also be built-in the M&E system in order to ensure it is properly addressed.
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. • Noticeable progress has been made in the achievement of Outcome 1. The Output 1.1, 1.2 and 1.3 have been achieved in terms of fulfilment of the targets set for the output indicators. In addition, even though the indicators for the output 1.4 do not link up with outcome indicators, the achievements under this are very relevant and do contribute for a higher awareness and knowledge of the mean of production in the primary sector. It also encompasses the awareness and empowering of gender in the primary sector. And looking at the output 1.5, one can see that this has performed aligned to target, even though not met it. As such, following to the traffic

Evaluation Criteria/Aspect	Findings/**Relevant Aspects**
	light scoring definition presented in the methodological section, the performance of Outcome 1 is considered Green.
	• Outcome 2 remains very relevant in spite of only UNIDO, ILO and UNDP remain active. As noted in the Table 5, 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.
	• 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.
	• The Social DRG has produced several success cases including the Joint Social Protection Program, the WASH Program, the Quality Education in Changara, and the MDG 4&5 Project under Health. All of these with the exception of the UNICEF led WASH program that basically is carried out by only one agency, are examples of best practices of joint initiatives carried out under the UN DaO.
	• Considering the goal of the Outcome 4, although all 7 Outputs out of 14, are not captured directly by any UNDAF original outcome indicator, their contribution towards achievement of the outcome goal is relevant. The fact of not having updated data on some outputs render it difficult to assess the degree of achievement in some cases. However, the reported achievements (see Table 7, Table 8, Table 9, Table 10, and Table 11) show progress and contribution to the national development priorities. Another important remark is that the annual reports need to depict clearly the targets set and provide updated figures on the achievements. The performance is evaluated as Amber-Green.
	• Although the means of verification for several outcome indicators are not available, the activities and immediate results are aligned to the outcome, i.e., they contribute for having vulnerable groups demanding and accessing quality and equitable social services. The contribution of the UN in terms of WASH, Social Protection, Education, Health and HIV are clear, though not adequately captured by the current M&E system. For this reason, the score for outcome 5 is Amber-Green.
	• Outcome 6 perspective (Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels) 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

Evaluation Criteria/Aspect	Findings/**Relevant Aspects**
	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 (see Table 15) 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 (see Table 16) 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. • There is a need to make the gender element stronger not only in each pillar but also in each sub-areas of interventions in order to successfully implement gender mainstreaming. • The HIV Joint Team is an active group, which is not particular to Mozambique as there are international agreements that foster this synergy among UN agencies regarding issues surrounding HIV. The Joint Team has its own program beyond its duties under the UNDAF, as well as its own M&E system, reporting annually on the same indicators as those featuring in the UNDAF as well as additional ones. The Joint Team may be considered a best practice of the UN DaO approach, there is clarity in terms of roles and responsibilities to better leverage each agency's competitive advantage. There is a clear division of labour in a matrix where roles are assigned according to global standards and agency priorities.
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 unearmarked regular/core[2] 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.

[2] Core/Regular resources are expected to cover the basic operating infrastructure of an organization, meeting basic expenses that are fundamental for fulfilling its institutional mandates, ensuring an adequate country presence and securing a platform for its country-driven programme activities. The non-core/supplementary funding is often earmarked, though not necessarily assured multi-year pledge, in varying levels of detail, to specific uses and beneficiaries, eliminating the flexibility needed to make alternative use of the resources.

Evaluation Criteria/Aspect	Findings/**Relevant Aspects**
	• 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. • The expenditures pattern across programmatic areas in UNDAF, reflects the plans and cost estimation exercise included either in the UNDAF document as well as in the action plan. However, the level of funding gap in the current UNDAF was significant. The insufficiency of core resources for both administration and programme development also represents an important constraint on the performance of development entities of the UN.
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.
Recommendations	The following are the main recommendations arising from the Evaluation of the UNDAF 2012-2016, these are further explored in the report: • The UNDAF needs to strengthen its alignment with the National Plans especially in terms of timing. This would allow the government stakeholders to provide a clear and realistic view in terms of sectorial priorities • UNDAF implementation needs to emphasize a collective strategic vision of the UN's contribution to national priorities, and focus the UN's limited resources on those issues where the UN can make the biggest difference, based on its comparative advantage and capacities. The UNDAF should reflect a clearer focus and strategic intent, and be realistic, with a limited number of expected results. • The coming UNDAP should articulate a clear theory of change for the next country program and define its role within the change process to maximize its comparative advantage and resources. Articulating a theory of change for each DRG would allow the program to more precisely define causal links between what program implementers will do and the impacts the program will have, including the interim results (outputs and outcomes) that would help the program measure progress. • The Government needs to take ownership and leadership of the UNDAF implementation in order to ensure that the UNDAF contributes to the national

KPMG

Evaluation Criteria/Aspect	Findings/**Relevant Aspects**
	priorities. This would contribute to improve transparency of the Common Budgetary Framework (CBF), effectiveness and efficiency of UNDAF in relation to the GoM. • The M&E group could be "empowered" and play a more active role in all stages of UNDAF. It is important to include them in the decision of the formulation and adjustments of all M&E related components. • The UN should strengthen the use of effective RBM and M&E systems to monitor and manage the UNDAF strategically. Results need to be attributable to the UN to ensure accountability and show progress. • Speeding up fund disbursements and harmonising reporting requirements. Timely disbursement of funds will ensure effective and efficient implementation of programmes and initiatives. • The UNCT should ensure a better resource mobilization around UNDAF strategic goals. • Sustainability of programmes being implemented need to be clear. Sustainability must be considered in the design of new programs and monitored throughout the life of the program.
Lessons Learned	• There were some lessons learned regarding the UNDAF as a cooperation framework, more specifically the UN's interaction with and inclusion of the GoM throughout the design, implementation, and M&E of the UNDAF. The UN annual planning must be in sync with the national planning in order to increase the impact of UNDAF activities and cooperation with GoM counterparts. There needs to be a greater effort from the GoM to ensure its ownership and leadership. In addition, the UNDAF must remain responsive and flexible through the implementing cycle to ensure its global, regional, and local relevance by responding to arising and shifting priorities • The UNDAF as a success-measuring instrument must revise the following points: a guiding theory of change must be well defined and the framework of results simplified in order for progress and bottlenecks to be adequately identified and managed. Units of analysis such as the outcomes must be at the same level and the logical connection between units (Outcomes, Outputs, and Indicators). • As a UN agency coordination mechanism the UNDAF must recognize and emphasize the importance of Joint Programs (JP) to foster the "Delivering as One" approach. Joint activities must follow best practices such as Memorandums of Understanding that clearly define roles and responsibilities. The JP design process needs to be more coherent to ensure that the whole programme is more than the sum of the parts contributed by individual agencies.

3   UNDAF in Mozambique

Mozambique was one of the eight (8) countries to pilot the Delivering as One (DaO) UN Reform, and is committed to moving towards the "four ones". The UN in Mozambique is comprised of 22 agencies that are signatories of the UNDAF. Since 2007, the UN Mozambique has been developing and refining new ways of working together with the Government to achieve the aims of the reform of coherence, effectiveness and efficiency in delivering development results.

Box 1: Delivering as One – From The "Four Ones" to The "Three Rs"

- One Programe
- One Leader
- One Budgetary Framework
- One office/common

→

- Results Strenghtening
- Relevance
- Resources
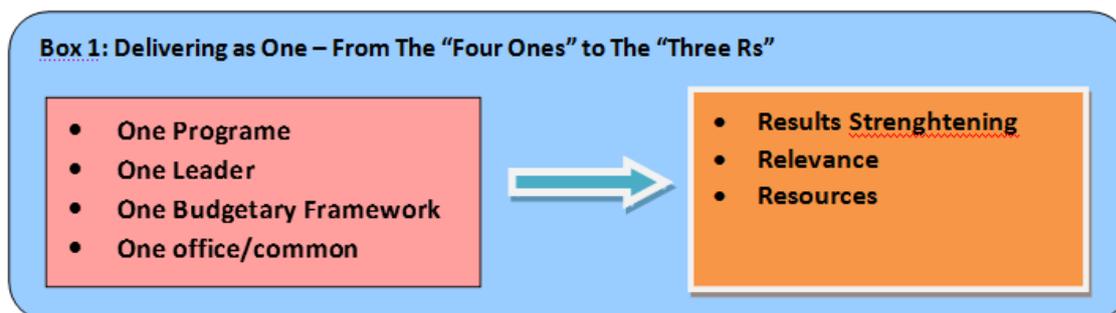
While the first phase of the reform focused on five (5) pillars (one voice, one programme, one budget, one leader, one office), since 2012, the UN Mozambique has moved into "the second generation" of the reform aimed at transforming the process-related changes of the five DaO pillars into strengthened development results.

The second generation of the DaO in Mozambique captured in United Nations Development Assistance Framework (UNDAF) 2012-2016 has focused on the three "Rs" - results strengthening, results focus and result based management, aimed at strengthening the UN's advisory policy and normative role on top priority of national issues and optimize the use of available financial and human resources.

The UNDAF fits squarely within the UN reform process aimed at ensuring greater coherence and coordination of UN agencies' activities, and greater alignment with national priorities, in order to better achieve the MDGs. It also responds to the principles established in the *Paris Declaration* and reiterated in the *Accra Agenda for Action* regarding the need for greater country ownership, harmonization and alignment, mutual accountability and results based management. It is important to remark that UNDAF is also aligned to principles stated in Busan Partnership for Effective Development Cooperation such as focus on results, transparency and shared responsibility.

The UNDAF is a strategic programme framework covering the collective response of the United Nations Country Team (UNCT) to the national development framework – in the case of Mozambique, mainly, the PARPA. The UNDAF brings together the priority areas for UN collaboration, and defines all outcomes towards which more than one UN agency contributes, with a respective monitoring and evaluation framework.

The previous UNDAF in Mozambique originally covered the period from 2007-2009, but this was extended by two years in order to permit the subsequent UNDAF to align with the Government of Mozambique Five Year Plan and Operational Plan (successor to PARPA II).

The process of development of the next UNDAF has already started, and the results of the UNDAF evaluation, and the forthcoming DaO, will feed into this process. The current UNDAF covering the period 2012-2015 with an extension to 2016 (referred throughout the document as UNDAF 2012-2016) was developed at the same time as PARP 2011-2014, Government and UN staff participation in both processes allowed a greater alignment of the UN with the national planning systems.

The UNDAF 2012-2016 is comprised of three (3) focus areas/pillars (development results): Economic, Social and Governance, each area is subsequently divided into Outcomes, as shown in Table 2.

Monitoring and Evaluation of the UNDAF is based on the UNDAF results matrix, which identifies indicators of achievement for each of the country programme outcomes and the related country programme outputs. UN agencies were responsible for identifying suitable baselines and data sources.

Table 2: UNDAF 2012-2016 Program Areas/Pillars/development results

Economic Development Results	Social Development Results	Governance Development Results
• **Outcome 1**: Vulnerable groups (with a particular focus on women) demand and ensure production of productivity in the primary sector in order to increase their own food security. • **Outcome 2**: Vulnerable groups access new opportunities for improved income and livelihoods with a special focus on stable employment. **Outcome 3**: Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable	• **Outcome 4:** Equitable provision of quality and essential social services ensure improved wellbeing for all vulnerable groups. • **Outcome 5:** Vulnerable groups demand, access and use quality and equitably delivered social services.	• **Outcome 6:** Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels. • **Outcome 7:** People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda. **Outcome 8:** Government and civil society organizations provide coordinated, equitable and integrated services at decentralized level.

Source: UN Development Assistance Framework 2012-2016.

As depicted in the UNDAF SR MTR, the architecture to guide and coordinate substantive UNDAF programming is composed of Development Results Groups (DRGs) for each outcome area. DRGs set up outcome or sector sub-groups composed of the agencies working in the particular area. The DRGs and sub-groups are mechanisms that facilitate joint interaction with both government and other partners. The DRGs are also tasked with joint monitoring and evaluation of the UNDAF outputs and outcomes. The Gender and HIV Joint Teams (JTs) were created to ensure these critical crosscutting issues were integrated into all outcome areas.

Another important part of the UNDAF structure is UN's role and active participation in the Humanitarian Country Team (HCT) – falling under the Outcome 3. This team, as per the UNDAF SR MTR, is considered well-developed team, and has been working well in emergency situation, especially in response to the floods in 2012. UN's role in this is strong and three-fold: emergency response, coordination with government and resource mobilization.

Diagram 3: UNDAF Structure
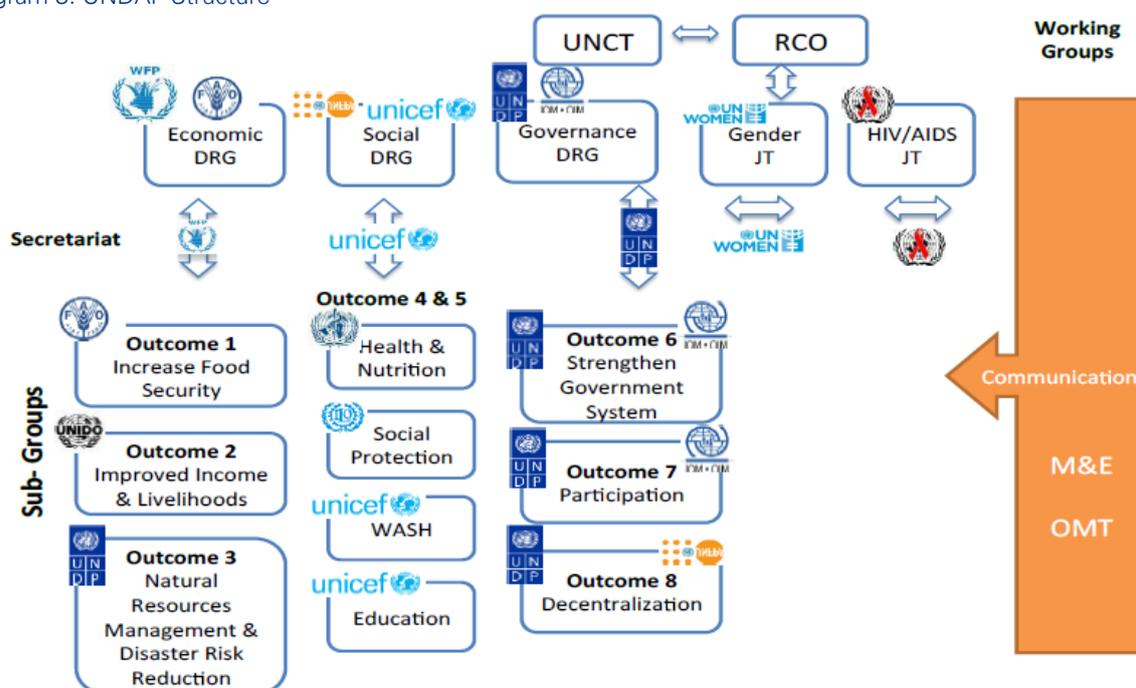
Source: UNDAF SR MTR

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 unearmarked regular/core[3] funding and about 66% represent funding needs.

Graph 1: UNDAF budget allocation per Pillar/Development Result and per Funding Source, 2012-2016
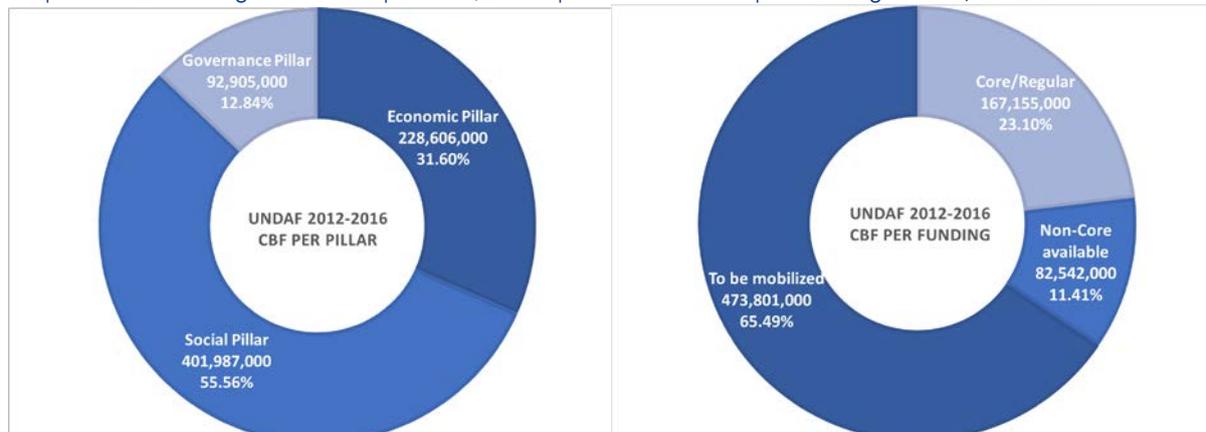
Source: KPMG estimation based on CBFs

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.

Graph 2: UNDAF Budget per Development Result/Pillar and Funding Source, 2012-2016
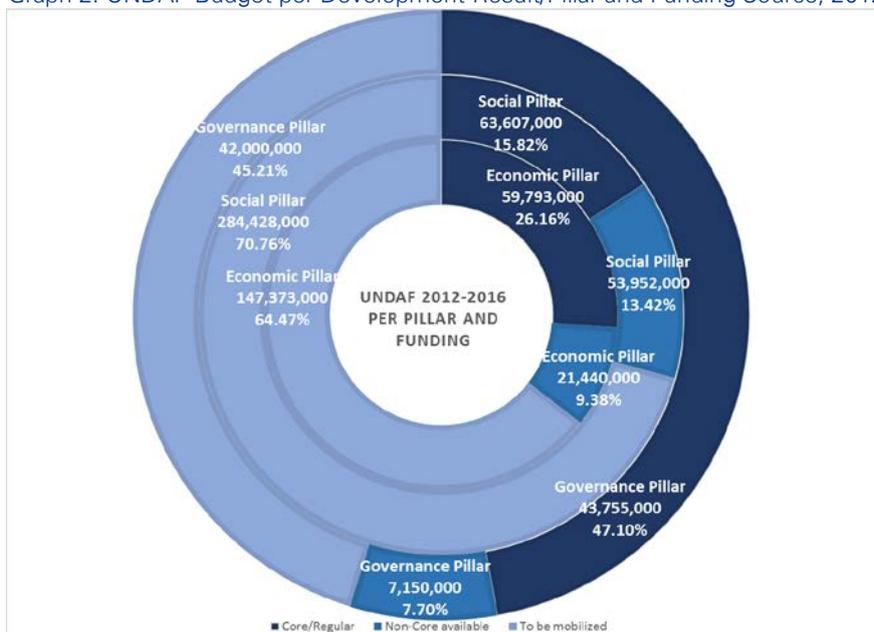
Source: KPMG estimation based on CBFs

In the **Economic Pillar**, the UN planned to support Government's efforts in poverty reduction by incentivising productivity growth in the primary sector with direct impact on rural livelihoods, and by enabling on the other hand micro, small and medium enterprises (MSME) in rural and peri-urban areas to generate sustainable employment opportunities. Complementary interventions in the area of disaster risk reduction and climate change adaptation were also considered to help ensure that recurrent natural

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[3] Core/Regular resources are expected to cover the basic operating infrastructure of an organization, meeting basic expenses that are fundamental for fulfilling its institutional mandates, ensuring an adequate country presence and securing a platform for its country-driven programme activities. The non-core/supplementary funding is often earmarked, though not necessarily assured multi-year pledge, in varying levels of detail, to specific uses and beneficiaries, eliminating the flexibility needed to make alternative use of the resources.

hazards do not compromise sustainable achievements in the other two areas. All this was grouped into three outcomes.

The activities under the Economic pillar aim to strengthen the productive capacities, income livelihoods, and reducing vulnerability to natural disasters of the most vulnerable groups particularly in the rural areas including women and youth. Under **Outcome 1**, **Vulnerable groups (with a particular focus on women) demand and ensure production and productivity in the primary sector in order to increase their own food security**, the UN carries out activities in four areas of intervention namely (i) Government support in the analysis and improvement of food security; (ii) Assistance by public extension services including subcontracted services; (iii) Land Rights, training and information dissemination; and (iv) Capacitation of artisanal fishermen and fish trades.

The UN aims to support the government in the capacitation of (**Outcome 2**) **vulnerable groups access new opportunities for improved income and livelihoods, with a special focus on decent employment** by capacitating the Government in the following: (i) development of value chains and expansion of sustainable trade link for sectors with high potential for productive employment generation and livelihood support, specifically agricultural processing, manufacturing, fisheries, tourism and the creative industry; (ii) in line with the SMEs Strategy and the National Rural Finance Strategy, capacity development interventions with focus on strengthening business management skills of MSMEs, promoting innovative inclusive finance interventions and facilitating access to critical business and market information; (iii) help young graduates to participate more effectively in the job market and to create more sustainable self-employment opportunities through enhanced design of more market- and demand-driven vocational training curricula; and (iv) support policy development, design and implementation of productive social action programmes for the most vulnerable groups.

Outcome 3, Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable, aims to support the government both at a national and decentralized level. Here, the UN interventions aim to strengthen the policy framework on the use of natural resources, the operationalization of integrated regulations on disaster risk reduction and climate change adaptation, as well as the enhancement of national early warning and monitoring systems through and integrated approach to information management systems while increasing local resilience capacity.

The estimated budget for the Economic Pillar is USD 228,606,000, or on average USD 57.2 million per year. This is divided into three Outcomes, where Outcome 1 with about 31.6%, Outcome 2 with 22.3% and Outcome 3 about 46.1% of the estimated budget. It's also important to note that about 26% of the total budget represents unearmarked regular/core funding and about 65% represent funding needs.

Graph 3: Economic Pillar Budget per Outcome and per Funding Source, 2012-2016
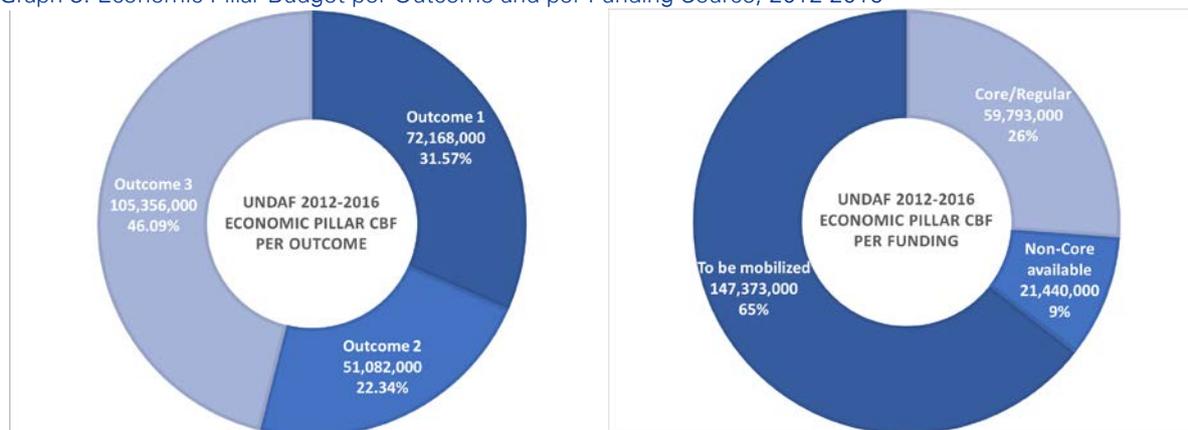
Source: KPMG estimation based on CBFs

The Outcome 1 presents higher commitment in terms of Regular/Core funding (about 30 million), followed by Outcome 2 (about USD 20.4 million), and finally Outcome 3 (about USD 9.5 million). On the other hand, when looking at the funding needs, the Outcome 3 presents the higher gap, of about USD 82.2 million, followed by Outcome 1 with a gap of around USD 35.7 million, and then Outcome 2 with a gap around USD 29.5 million.

Graph 4: Economic Pillar Budget per Outcome per Funding Source, 2012-2016
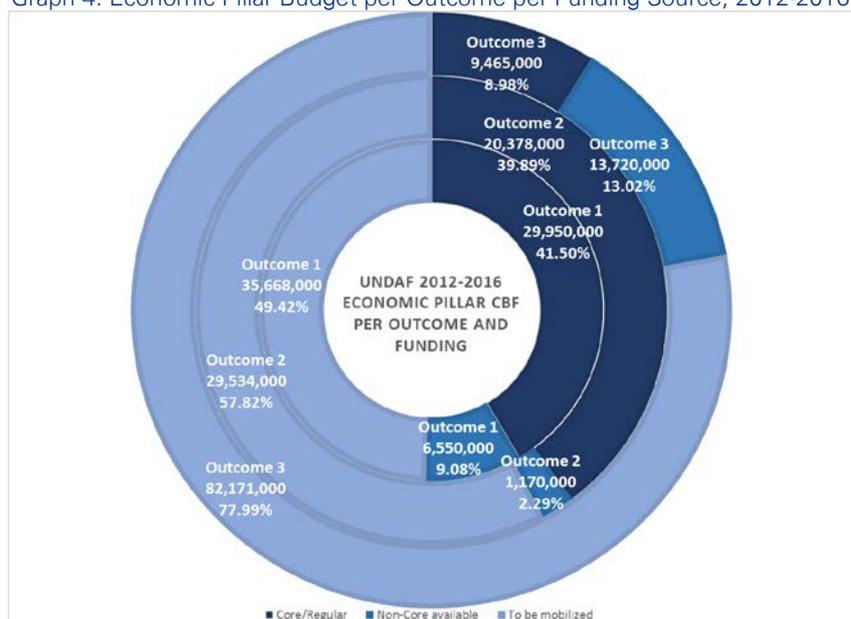
Source: KPMG estimation based on CBFs

In the **Social Pillar**, the UN aims to support the supply (Outcome 4) and demand (Outcome 5) for service delivery, particularly in the WASH and Built Environment, Social Protection, Health and Nutrition, and Education. In addition, the activities carried out by the HIV Joint Team are also reported on the Social DRG results matrix, on both Outcomes.

The Social Pillar is divided into two outcomes pertaining to public services: Outcome 4, equitable provision of quality and essential social services ensure improved wellbeing for all vulnerable groups, this outcome is concerned with the supply of social services encompassing upstream activities. The second, Outcome 5, vulnerable groups demand, access and use quality and equitably delivered social services, relates to the demand for quality basic social services encompassing downstream activities. Given the breadth of the Social outcomes, this pillar, in practice the implementation structure is divided into technical groups that carry out output related activities: WASH and Built Environment, Social Protection, Education, Health, and Nutrition. Although the HIV Joint Team is a separate entity from the Social DRG its specific outputs also account broadly for the social area.

Graph 5: Social Pillar Budget per Outcome and per Funding Source, 2012-2016
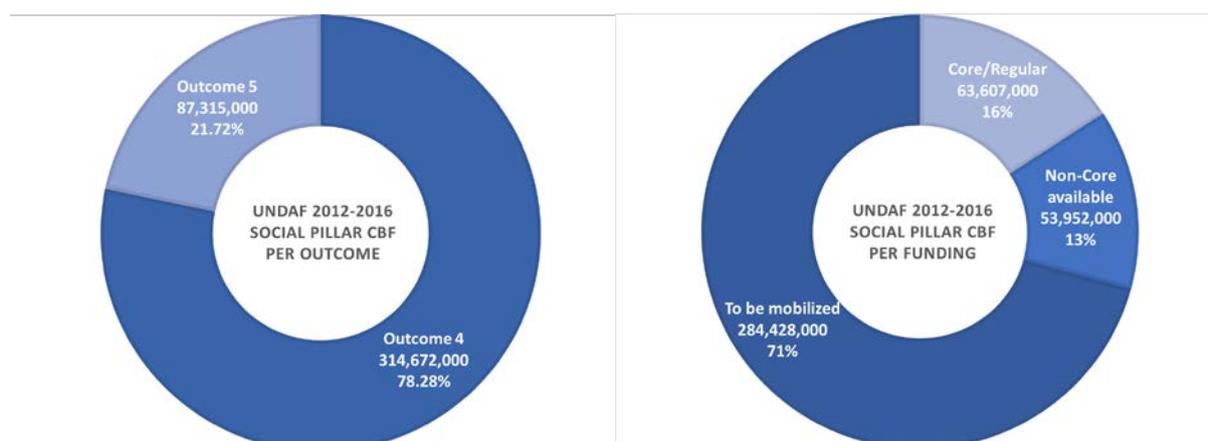
Source: KPMG estimation based on CBFs

Fourteen outputs inform **Outcome 4, Equitable provision of quality and essential social services**. The output activities under this Outcome are carried out by technical groups, WASH and Built Environment (Outputs 4.1 and 4.2), Social Protection (Outputs 4.3 and 4.4), Education (Outputs 4.5 and 4.6), and Health and Nutrition (4.7 to 4.12). And as of 2014, two outputs were added to the Social Pillar related directly to the activities of the HIV Joint Team (Output 4.13 and 4.14). Five outputs inform **Outcome 5, Vulnerable groups demand, access and use of quality and equitably delivered social**

services, similarly to outcome 4, the outcome 5 output activities are carried out by technical groups, WASH and Built Environment (Output 5.1), Social Protection (Output 5.2), Education (Output 5.3), and Health and Nutrition (Output 5.4). As of 2014, one more output was added to the Social Pillar under Outcome 5 related directly to the activities of the HIV Joint Team (Output 5.5).

The estimated budget for the Social Pillar is USD 401,987,000.00, or on average USD 100.5 million per year. This is divide into two Outcomes, Outcome 4 with about 78.3% and Outcome 5 with 21.7% of the estimated budget. It's also important to note that about 16% of the total budget represents unearmarked regular/core funding and about 71% represent funding needs.

The Outcome 4 presents higher commitment in terms of Regular/Core funding (about 49.9 million), followed by Outcome 5 (about USD 13.7 million). When looking at the funding needs, the Outcome 4 presents the higher gap of about USD 219.4 million, followed by Outcome 5 with a gap of around USD 65 million.

Graph 6: Social Pillar Budget per Outcome per Funding Source, 2012-2016
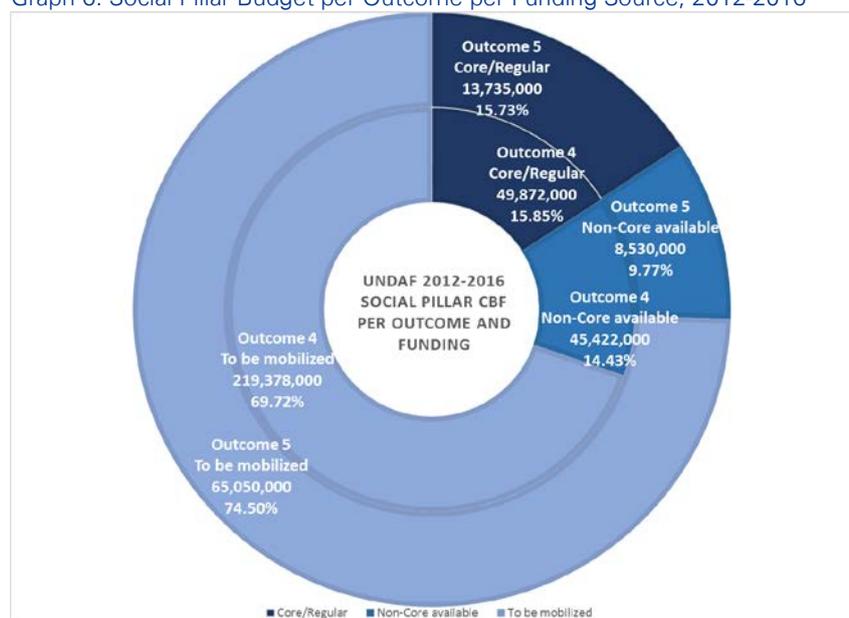
Source: KPMG estimation based on CBFs

In the **Governance Pillar**, the UN attempts to deepen democracy and increase public accountability and to improve governance at a local level. This pillar is comprised by three outcomes. First, **Outcome 6 "Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels"**. The second **Outcome 7 "People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda".** Lastly, **Outcome 8 focussed on "Government and civil society providing coordinated, equitable and integrated services at decentralized level"**.

Graph 7: Governance Pillar Budget per Outcome and per Funding Source, 2012-2016

Source: KPMG estimation based on CBFs

The estimated budget for the Governance Pillar is USD 92,905,000, or on average USD 23.2 million per year. This is divide into three Outcomes, where Outcome 6 with about 36.6%, Outcome 7 with 21.1% and Outcome 8 about 42.3% of the estimated budget. It's also important to note that about 47% of the total budget represents unearmarked regular/core funding and about 45% represent funding needs.

The Outcome 8 presents higher commitment in terms of Regular/Core funding (about 18 million), followed by Outcome 6 (about USD 17.9 million) and then Outcome 7 (about USD 7.8 million). On the other hand, when looking at the funding needs, the Outcome 8 presents the higher gap of about USD 17.3 million, followed by Outcome 6 with a gap of around USD 13.9 million, and then Outcome 7 with a gap around USD 10.8 million.

Graph 8: Governance Pillar Budget per Outcome per Funding Source, 2012-2016
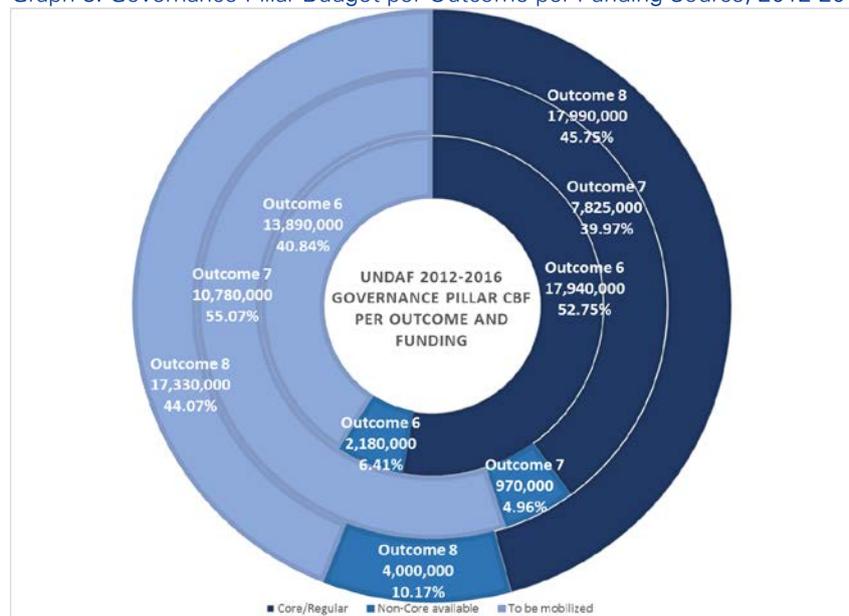
Source: KPMG estimation based on CBFs

4 Findings

This chapter will bring the main findings in terms of degree to which planned UNDAF results have been/have not been achieved, factors that have affected positively or negatively the UN contribution, factors affecting coordination within UN and with local other development partners, government, enabling factors and bottlenecks.

This discussion will be structured based on the evaluation criteria. For each criteria assed lessons learned will be identified.

4.1 Role and Relevance of UNDAF

Relevance is assessed in this evaluation through desk review and interviews with relevant stakeholders either in the UN team or in the GoM.

Finding 1: 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. It is also recognised that UNDAF cannot be defined not merely in political terms but also, and more importantly, based on technical grounds.

UNDAF in Mozambique is seen by all stakeholders as strongly relevant to the priorities outlined in PARP (2011-2014). The UNDAF is closely aligned to PARP, ensuring high level of relevance. In addition, this ensures that the UN resources are directed towards supporting national priorities, causes and challenges. The table below illustrates how all UNDAF outcomes are linked to PARP pillars.

Table 3: UNDAF alignment to PARP objectives

PARP 2011-2014 Objectives	UNDAF 2012-2016 Outcomes
Increase output and productivity in agriculture and fisheries	Outcome 1: Vulnerable groups (with a particular focus on women) demand and ensure production and productivity in the primary sector in order to increase their own food security. Outcome 3: Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable.
Promotion of employment	Outcome 2: Vulnerable groups access new opportunities for improved income and livelihoods, with a special focus on decent Employment
Human and social development	Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups Outcome 5: Vulnerable groups demand, access and use quality and equitably delivered social services
Good governance	Outcome 6: Strengthened democratic governance systems and Processes guarantee, equity, and rule of law and respect of human rights at all levels. Outcome 7: People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda. Outcome 8: Government and civil society provide coordinated, equitable and integrated services at decentralized level.

Source: UNADF Action Plan

The UNDAF is aligned with government as it is based on the government's central policies. However, it is important to recognise that during implementation new aspects and issues can arise. In addition UN also has the duty to show evidence of how international priorities can be achieved through advocacy and coaching in order for the policy to be evidence based.

This can be done through improving how evidence can be used to build robust national policies. The UN has indeed a role to play in supporting: (i) the determinants of the evidence that is to be produced, in the view of strengthening the existing policymaking processes, in terms of quality, credibility, and relevance, and (ii) the identification of entry points for evidence to be effectively integrated in the policy

making processes, from defining priorities, strategies and planning. The creation of data and information, eventually leading to evidence, should be reinforced at each stage. Public institutions and stakeholders, however, may not be familiar with the optimal uses of data at each of these stages. This is where the UN may reinforce its role as a coach.

Government partners view UN assistance as extremely relevant to their key priorities as defined in their strategic planning documents. In fact, through the interviews, it was possible to understand that this alignment is even materialized in the implementation. On the other side, throughout the consultation process, several agencies expressed a concern that alignment to national priorities should not be limited to government priorities and it is important to ensure that the focus of UNDAF is defined not merely in political terms but also, and more importantly, based on technical grounds.

Finding 2: The UNDAF has limited flexibility, in the sense that it is difficult to go back and adjust the framework, as the process behind implementing such changes is very complex and time-consuming. 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.

The methodology of the UNDAF is aligned with GoM as it in that it is based on the national policies. It also considers the inclusion of new aspects and issues that can arise during implementation. Some of the outputs tend lose relevance with the passing of time and the UNDAF must be flexible enough to accommodate the evolving country environment. In practice the context does not always allow for it. It is difficult to make alterations or revise indicators given the process behind implementing such changes is very complex and should involve the host government. This calls for a better alignment of annual priorities with the discussions that are held at national level, notably during the yearly budgeting and planning processes.

Among ministries officials interviewed there is a continuing perception that the UNDAF may be overly driven by UN entities and based on their respective organizational mandates, priorities, and country presence, which sometimes may not fully reflect the priorities of GoM. This means that the GoM may not have the full range of choices and flexibility to determine the support they can draw from the UN development system.

On the other hand, as already mentioned, UNDAF outcomes are broad enough to ensure some flexibility and adaptability to emerging/changing national priorities. For instance, the Ministry of Labour work programme was fit into UNDAF. Another example is that UNDAF, on planning phase, did not take into account the extractive industries. However, when there was a need provide support in this area the UN team was able accommodate these activities. This scenario, of broad outcomes, has an associated risk of making it difficult to infer on its achievement based on the activities planned and outputs, if not planned and the plan not updated.

4.2   Coordination for UNDAF implementation

4.2.1   Synergies, coordination and programming

Finding 3: 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.

UN in Mozambique adopted the DaO as its system, in response to the Paris declaration in order to increase aid efficiency and effectiveness. The current UNDAF is the first full "One UN Programme" in Mozambique. This system has in place the 'five ones' in place - One Leader, One Programme, One Fund, One Office, One Voice. It allows different agencies to work together for better results, making sure that UN delivers better together. This system is also endorsed by the Government as a means of further aligning the UN system support to its strategic and policy priorities and for GoM to assume a stronger a lead in UN programming and initiatives.

Throughout the interviews, all agencies highlighted that DaO allowed them to improve both on collaboration and cooperation in different aspects amongst agencies. It allowed them to improve from 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.

Finding 4: 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.

Despite an ambitious programme for 2012-2016, including a well-defined vision (transition from the "4 Ones to the 3 Rs") and a comprehensive set of institutional arrangements intended to cover all potential management issues (see: UN Management Plan, 2012), some dysfunctionalities appeared at implementation level. Notably, the lack of Steering Committee meetings implicitly led to missed opportunities to strengthen the dialogue and partnership with Mozambican authorities, but also internally in terms of high level guidance.

As such, work between DRGs or between DRGs and JTs would have benefitted from a higher coordination body. Also, intermediary internal structures such as DRGs or JTs may not have, in practice, the opportunity or the authority to develop common work, and therefore, common tools, between themselves.

As a consequence, UNDAF has been implemented using simplified instruments. While synthetic tools can prove to be the most efficient for some tasks, as for instance the CBF for the yearly budgeting, UNDAF implementation lacks stronger tools for effective operational coordination. This fact is illustrated by the lack of data reported in the M&E matrices[4], the lack of description on how agencies should organize themselves when engaging in a joint activity, the low number of improvements initiated by the harmonisation group and that are in used in practice, or the relatively modest preparation and push for an agenda that would support a high level dialogue with national authorities. Should the level of investment in facilitation and coordination tools be used as an indicator of managerial support to the UNDAF approach, it would be quite low.

Synergies and coordination with national systems could also have been reinforced through high-level coordination meetings, in terms of: promoting the use of national coordination mechanisms, and when appropriate, of support services related to procurement, monitoring and evaluation, in order to strengthen national capacities and reduce transaction costs.

Finding 5: 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 by UN. However a specific study is required to assess to which extent there are and how much the cost reduction is.

The transaction costs is also an important part of the synergies, programming and coordination. Although no specific exercise has been undertaken to assess the cost itself, the general perception is that that UNDAF decreases the costs for the government, and increases costs for each agency. The UNDAF SR MTR has shown that the integrated annual planning process that brought all UN agencies together was a very positive feature of the UNDAF for the Government, as it reduced their transaction costs and assisted in avoiding duplication by UN agencies – a very good example, though not costed, is the implementation of the National Strategy for Basic Social Security (ENSSB)5.

The UNDAF SR MTR also mentions that members of the DRGs find the time spent on process of joint programming and Programme to increase transaction costs, rather than reduce them. Here it is important to note that if this structure was not in place, the cost would remain the same, though the time spent on the coordination, harmonization and joint programming would be higher.

The other important side of reduction of transaction costs is the actual result of the effort to harmonize efforts through joint activities missions, at the technical level. For instance, when operating in the same geographical area there is an effort to share resources – depends on the origin of the project national or mandated by agency's headquarters.

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[4] As described in the 2014 MTR, "The provision of information by UN agencies to the DRGs is lacking in quality and quantity and therefore cannot be 'evidence' for more comprehensive conclusions related to UNDAF progress and results", calling for the development of data capture and analysis for strengthening the UNDAF reporting.

[5] The diminishing of the administrative and transaction costs for Government through UN joint planning, which also ensures greater accountability and more transparency when assessing results, and guarantees that resources are directed at the priority areas established by the ENSSB.

Finding 6: 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.

The perception of UN stakeholders is that on daily basis most agencies work as individual agencies on a projects strictly aligned to their agency mandate dictated by headquarters. As such, their participation in the UNDAF is driven mainly by the DaO and the potential to have access to additional funds (One UN Fund).

Another important aspect that came in the interviews with line ministries is that the level of understanding of UNDAF is highly dependent on the number of years in post dealing with UN cooperation. On the other hand, the CSOs and the main planning and coordination ministries (MINEC and MEF) had a clear understanding of the UN system and UNDAF, as they relate at both strategic and operational level with UN.

This suggested that the communication strategy should be revised to aim for higher visibility and exposure of UNDAF and UN systems. This would enable a better understanding, coordination and facilitate the strengthening of the relations with different stakeholders.

4.2.2   Clarity on roles and responsibilities

Finding 7: 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.

This aspect is particularly the case when the role (under a specific outcome or output) is played by one UN Agency. When the role is played by more than one UN agency, it is distributed well only when there is a sound coordination mechanism put in place. Roles and responsibilities are clear to those intricately involved in the UNDAF. The roles and responsibilities under UNDAF are highly dependent on who is involved in the development process.

Some of interviewees indicate that the lack of understanding on roles and responsibilities by UN staff may arise from non-participation commonly due to agencies' lack of human resources as the UNDAF is a time consuming exercise. Even though there are documents clearly defining the roles and responsibilities of UNDAF structures it seems that if staff was not present during inception of the framework they are not able to follow the UNDAF and actively contribute to the process, this may be due to the nature of the UNDAF as a vague and longwinded document, as well as the inability of agencies to carry out an effective handover process regarding the UNDAF. The poor handover highlights how agencies continue to prioritise the agency mandates at times at the expense of the DaO.

Though it may be clear to UN staff the roles and responsibilities of each component of the UNDAF, this clarity is not reflected in the civil society's understanding of the roles of each agency and how these cooperate. To implementers the UN still comes across as a set of agencies and not one unanimous body.

4.2.3   Coordination with the Government: the role of UNDAF Steering Committee

Finding 8: UNDAF Steering Committee 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 Paris Declaration on Aid Effectiveness, the Accra Action Plan and the Busan Declaration emphasized the need for national ownership of development assistance, and for the UN Agencies to play the role of providing technical expertise of guiding the beneficiaries implement the programmes by themselves. A number of mechanisms have been put in place to materialize this process such as the UNDAF steering committee. In Mozambique, the UNDAF SC is aimed at providing the strategic and policy orientation for the implementation of the UNDAF, approve any changes to the UNDAF

proposed by the UNCT to adjust to changing needs to reach specific outcomes, and allocate One Fund funds.

The UNDAF SC reviews progress on achieving the UNDAF results, and provides guidance on matters pertaining to UNDAF planning and implementation, its alignment with national development priorities, and its coordination with donor support. It is composed of three permanent Government members namely the Ministry of Foreign Affairs and Cooperation (MINEC), the Ministry of Planning and Development (MPD), the Ministry of Finance (MF) with line Ministries participating on rotational basis. The UN is represented by two permanent members namely the Resident Coordinator and the Administrative Agent with other Heads of Agency participating on rotational basis. The UNDAF SC is supposed to convene three (3) times a year and on an Ad Hoc basis as deemed appropriate.

However, the Steering Committee has not met, and does not function as planned due to the following factors:

- Some of the UN Agency heads were not in Mozambique at the time when the UNDAF was developed. There are issues of loss of institutional memory at the UN level because of these leadership changes. But it is also challenging for the Heads of Agencies to be drafted into a vision that they were not part of. In addition, there is no clarity on who within UN entails the responsibility of convening and providing the information to both SC and Heads of Agencies, even though part of this is under RCO. This requires from UN a clearer or clarification of the structure and operational policies enforcement with regard to handovers and UNDAF structure in place.

- At the Government level there are rapid changes of leadership and senior officials including the Ministers, Permanent Secretaries and Directors. This creates a real problem of institutional memory and continuity. Officials are not in positions long enough and this makes follow-up and continuity impossible. It also makes the capacity development efforts by the UN fruitless as it is impossible to capacitate a transient leadership in government. Further, building strategic working relationships with government becomes difficult if officials are changing all the time. UN needs to be prepared for such, through appropriate and constant communication and coordination strategy.

- While on paper the intention is for the UN to deliver as one and the government is committed to dealing with a unitary UN, the reality on the ground is different. In reality sector ministries and UN agencies still are tempted to prefer having cooperation bilaterally outside the UNDAF framework. This arrangement suits both sides: the UN Agencies get individual visibility when they have these kinds of collaboration with sector ministries while sector ministries receive direct programme funds to meet their sector priorities.

4.2.4   Utilization of the Comparative Advantages (CA)

Finding 9: 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.

The UN system represent an important source of intellectual leadership on development. Building on this role, its accumulated country-level experience, the substantive capacities of its structures and staff, the fundamental characteristics of its operations (that is, their universal, voluntary and grant nature, their neutrality and their multilateralism), its flexibility and its respect of and support for national ownership enable it to provide a unique service to developing countries. Because of these characteristics, the system is especially well suited to assist Government in making effective use of external development support. The system is also expected to exercise leadership, especially in supporting national development capacity. In development cooperation, the role of United Nations systems focuses less on financial aid, more on building national capacity.

Throughout the interviews and document review, the following CA has been highlighted:

- Global reach – unique body of knowledge – expertise in terms of staff, consultants, academia, operational/implementation experience and ability to facilitate the implementation of international commitments at national level. These has been used on a lesson learned and TA perspective, towards implementation of best practices locally. The best examples of the use of these have been the support in Labour and Health. In the labour there has been a continuous TA on Labour Law, and on Health, in establishment of international standards throughout the National Health Systems.

- Diversity in terms of mandates – advocacy, capacity building and honest broker/impartiality. The role of UN has been more focused on capacity building in the current UNDAF. An increased attention should be given to advocacy and broker roles, as increasingly new issues are arising: for instance on the extractive industries, the aspect of local content (which influences the local livelihood), is an area in which UN could very well provide both advocacy and broker role (on a south-south cooperation based approach). Another important area in which UN could play an important role is in the social protection in terms of supporting CSOs in advocating for the implementation of the social protection policy; and UN can also work on donor coordination, making a very good use of the impartiality and broker role.

- Intervention that involve integrated approach. During the current UNDAF cycle there are examples of such programmes, as result of joint programming, such as: (i) Purchasing from African for African (PAA), (ii) Farmers Field School, (iii) Joint Social Protection Program, the WASH Program, the Quality Education in Changara, and the MDG 4&5 Project under Health. The integrated approach is an approach to commend and to work as way forward, considering the DaO.

4.3 Monitoring and Evaluation (M&E) Framework

Monitoring usually serves two purposes: to guide decisions during an intervention, as an early warning mechanism for corrective actions; and to measure the results and impacts of completed actions. The UNDAF document uses the results-based management format to show how the UN system in Mozambique intends to respond to national priorities.

Finding 10: 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.

The M&E functions could not be ensured properly due to many weaknesses in the use of the M&E tool (DRG contributions to the annual UNDAF review template). The re-constructing of the Monitoring matrix for the period 2012-2015 showed strong gaps in the collection of the information related to the indicators. For instance, in 2013 about 3 out of 10 indicators had no information at all for Outcome 6, or 3 out of 7 in Outcome 7.

It should be noted that the initial indicators were changed after one year of operations. Updating M&E matrices can be very positive as they allow updating the selection of indicators towards more relevant and accessible ones[6]. However, in the case of UNDAF, the exercise has not been as fruitful: not only key indicators were dropped (e.g.: Initial Indicator 6.3: % of the National Budget allocated to the provinces and districts), but also the redefined indicators could have not been informed properly – weaknesses in the design of the both outcome and output indicators.

Last but not the least some UNDAF the targets set for output indicators are sometimes inadequate to successfully measure the progress made. This finding was reiterated many agencies as it they also expressed that some indicators are not appropriate and/or lack data sources for verification. The section on effectiveness analysis may illustrate specific cases.

It's important to note that despite the M&E framework, there was a lack of details regarding data collection, with a clear indication of frequency of data collection and sources of data. Although the M&E Group mentioned the existence of the Technical Notes of the Indicators, this document was not found and made available to the evaluators. It is important to reiterate that this level of detail helps to ensure that the quality of data is harmonized across the period of monitoring.

Finding 11: 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 respective indicators. In addition, this also lead to difficult monitoring and implementation of the M&E Framework.

The M&E team was somewhat involved in the UNDAF's formulation process, however their ability to contribute and influence was limited. Some members of the M&E Group, during the interviews, emphasize the need of the Outcome indicators need to be SMART. They added that during the

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[6] It was also a recommendation from the 2014 evaluation: to "review indicators and make necessary changes to increase their utility for the 2015 UNDAF Evaluation"

formulation phase were not able to go back to formulators and enforce the need for review towards SMART Outcome formulation and indicators. This is an important aspect of formulation, as there should be a compromise between formulators and M&E team. M&E team must be present in all stages of formulation and implementation in order to avoid this situation for the new UNDAF.

Results-based management requires the identification of critical assumptions about the programme environment and risk assessments, clearly defined accountabilities and indicators for results, and performance monitoring and reporting. In this respect, the UNDAF M&E framework mentions risks and assumptions, aligned to each aimed result.

Finding 12: 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.

The M&E should be revised to ensure that data collection is harmonised with Government's, national counterparts are involved, and oriented towards results. This can be done through an M&E framework developed as an articulation of the different levels of results (instead of the present linear activity-outputs logic, which proved to be insufficient in conducting to results monitoring) expected from the implementation of the UNDAF strategy.

In addition, the M&E could also be used to reinforce capacity of national stakeholders and ownership, notably through assigning greater responsibility for monitoring indicators to appropriate public institutions (line Ministries) and other national stakeholders including the representatives of the civil society. There was also no evidence of specific involvement of such national counterparts or of joint monitoring of indicators by UN Agencies and Government. Joint monitoring is particularly relevant and useful to ensure that both parties use the same data for decision-making and programme development. As stated in the advocacy toolkit of UNICEF (2010), "evidence for advocacy is created by gathering information from primary and secondary sources and then analysing it in a way that illustrates the problem and narrates the solutions." In this definition, the M&E function under a UNDAF perspective cannot be restricted to just gathering data, but should be developed as a tool that helps defining issues, developing common objectives, and build partnerships.

Further, the data captured in the UNDAF annual reports may be insufficiently related to the indicator it is supposed to inform. For instance, when indicator 7.3b requests information on the number of districts covered by rights based radio programmes, the report informs that "60 radios staff trained in CMCs have programmes on ´latoleta teaching child rights through games". This has the general consequence that the reported information may be related to scattered operations, sometimes with an emphasis on single activities, not allowing the full M&E system to focus on Results at the aggregate level.

Finding 13: 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. Hence, what happens is that the reporting is more on the "where can we fit this output we achieved under UNDAF?"

While the present review has no specific recommendation on the exact number of Outcomes that should be used, it is observed that the present Outcomes address various levels of achievement in the results chain. For instance, within the Governance Area, Outcome 6 clearly has a wider scope than Outcome 7 or 8. This has strong implications from a results-based point of view, since Outcome 6 is further out of the "influence area" (see Diagram 1) than the other outcomes, provoking observable progresses in this particular Outcome is mostly out of the direct control of UNDAF implementing parties in such a limited period of time.

It is recommended to use Outcomes that are at the same level of reach in terms of implementers' influence. This would allow the design to go from a "list of potential actions", with a series of activities linked to outputs which are supposed to lead to outcomes, to the "why and how" change might happen in the identified focal areas, giving stronger guidance and rationale for future actions.

Higher degree of analysis at design level should nourish the dialogue to be take place during implementation, and generate ideas on how to bring out change processes, through different pathways, rather than listing potential activities. The dialogue, supported by effective coordination and M&E frameworks, should help reconsider and adapt the intervention to the evolving context. Potentially, it shall ensure stronger articulation between UN supported actions, enhancing the scope for synergies and interagency collaboration, and eventually facilitate the coordination function to be done during implementation.

The intervention logic is not clear in the M&E matrix. Indeed, there should be a closer relationship between indicators and outputs, and outputs and outcomes.

4.4 Equity

There is a conscious effort by the UN to best position itself to close economic, social, and geographical gaps in the country through beneficiary targeting by province, social and economic vulnerability.

Finding 14: The geographical targeting has been used by the UN team to be inclusive of the priorities of all agencies in determining an "average" worst off province and focusing most interventions in those areas.

The UNDAF 2012-2016 was particularly focused on the improvement of the Zambézia and Tete provinces as these were the provinces with the lowest economic and social indicators. This is also reflected in the activities carried out by the all development results under the UNDAF: for instance the MDG 4&5 programme takes place in Zambézia and Tete, the Education collaboration project takes place in the Changara District in the Tete Province. The WASH and Built Environment interventions also focus on Tete Province but also include Manica, Sofala and Nampula based on the needs of these provinces. This geographical focus demonstrates an effort of the UNDAF to prioritise those more in need promoting the reduction of geographical disparities.

At an Output level there is an emphasis to take into account vulnerable groups and those in vulnerable situations including: The WASH and Built Environment subgroup primarily focuses on people living in informal settlements, rural and peri urban areas, the Health and Nutrition group focuses primarily on women, children and those infected and affected by HIV, the Education group's projects benefit primarily children while the Social Protection group given the nature of its work benefits those most vulnerable in society including refugees and asylum seekers.

There is also emphasis in decreasing the social, economic and political gap between genders by specifically targeting vulnerable women as beneficiaries, and highlighting issues mainly affecting them such as violence against women. In addition, the current UNDAF features a Gender Joint Team aimed at mainstreaming gender throughout all the development results groups in order to effectively address gender disparities in Mozambican society.   In order to foster equity in its interventions the UNDAF has also specifically targeted other vulnerable groups such as refugees and asylum seekers through its several initiatives in the Maratane Camp in Nampula, in an effort to provide satisfactory and dignified living conditions.

Equity should also be built-in the M&E system in order to ensure it is properly addressed. As 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. This was well integrated in all components with dedicated indicators on women, the youth, and/or vulnerable groups (e.g.: Output 1.4.: Rural community members, particularly women, know their land rights). This practice should be extended to all Outputs where there is a possibility to obtain disaggregated data on who are the most disadvantaged and excluded in the specific field covered by the indicator (e.g.: in the Output 5.3.: "Communities have access to integrated and functional training programmes for education of young people and adults in the selected districts" the contextualisation may imply that the targeted communities are particularly disadvantaged, if not the case then the equity principle should be made evident in the indicator.)

4.5 Effectiveness

This section aims to explore the progress within the three UNDAF Development Results Groups, looking at the contribution of the results at output level to the outcomes set. This analysis relies fundamentally on the review of UNDAF progress reports, programme documentation, the UNDAF SR MTR, and interviews with UN personnel and partners including the government, donors, and civil society. The UNDAF results matrices and its indicators were important elements to assess achievement of the proposed outcomes.

UNDAF was well aligned to development priorities, however it is difficult to measure the collective results that can be attributed to the UN. This is, in part because the UNDAF contributed to higher level development issues, and in part because the M&E Framework and the reporting from the Working Group during this evaluation provide an incomplete view of what has been achieved with respect to

baselines and targets set. In addition, the analysis was presented with challenges: (i) **(output and/or outcome) indicators defined not directly linked with the outcome, and activities not related to (output and/or outcome) indicators** and (ii) **inexistence of the source of verification**.

Therefore, 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 and fully quantified under all outcomes, not allowing for the analysis of the UN's attribution of results. The review of effectiveness is divided into sub-sections according to Pillars/Development Results

4.5.1   Economic Pillar/Development Results

The activities under the Economic Pillar aim to strengthen the productive capacities, income livelihoods, and reducing vulnerability to natural disasters of the most vulnerable groups particularly in the rural areas including women and youth.

It must be highlighted that the progress of each outcome could not be adequately accounted for due to the indicator definition at this level. The indicator baselines here presented have been produced according to data gathered and produced by the Government rather than the UN, which presents a challenge in measuring the results under the UNDAF attribution to the development of the national economic indicators. In addition, the causal link between the outputs and outcomes is tenuous rendering the analysis of this correlation difficult, and in some cases impossible, where the indicator is not well defined, for instance Outcome 1 includes very diverse and unrelated areas including agricultural production, land and fisheries, Outcome 3 clear differentiation between DRR and Climate Change to Natural Resource Management. Altogether it is possible to infer the relevance and contribution of the reported activities to a certain extent.

Under **Outcome 1**, **Vulnerable groups (with a particular focus on women) demand and ensure production and productivity in the primary sector in order to increase their own food security**, the UN carries out activities in four areas of intervention namely (i) Policy support in the area of food security and production; (ii)   Assistance for the introduction and dissemination of improved and sustainable agricultural and post-harvest techniques (iii) Land Rights awareness to improve access, in particular by vulnerable women(iv) Capacitation of artisanal fishermen and fish trades.

The following table illustrates the performance assessment of the Outcome 1, per output. It also shows the link (where existing) to which outcome indicator the output contributes to.

Table 4: Performance of Outcome 1's Outputs

National Priorities: **- Improve/increase access to inputs for productions** **- Improve access to markets** **- Stimulate employment creation and improve the employability of citizens** **- Improve sustainable management of natural resources** **- Improve strategies adaptation to climate change**					
UNDAF Outcome 1: Vulnerable groups (with a particular focus on women) demand and ensure production and productivity in the primary sector in order to increase their own food security					
Outcome 1 Indicators	**Outputs**	**Output Indicators**	**Baselines and targets**	**Key Achievements 2012 to 2014**	**Comments**
1 % of the population with chronic food and nutrition insecurity [SETSAN-AVC]	**Output 1.1** MINAG, MP, MIC and SETSAN formulate food security and production policies, strategies and plans based on harmonized and disaggregated statistics	Indicator 1: Agrarian Statistics Master Plan in place.	<u>Baseline</u>: No (2011) <u>Target</u>: Yes (2015)	1 In 2013 UN contributed to the development of the approved National Agriculture and Food Security Investment Plan and for the Master Plan for Agricultural Statistics.	-
		Indicator 2: Number of annual Food and Nutritional Security assessments at provincial and national level.	<u>Baseline</u>: National level (2011) <u>Target</u>: 3 (national level), 5 (provincial level) (2015)	1 In 2012 the UN supported SETSAN in the preparation of an international conference on challenges of food and nutrition security. 2 Support to advocacy for better integration of food security and nutrition in key policies, laws, and programmes through the Right to Food initiative. 3 In 2014, the UN supported evidence based policy making by providing information and	No results were reported that contributed to the output indicator set.

National Priorities:
- Improve/increase access to inputs for productions
- Improve access to markets
- Stimulate employment creation and improve the employability of citizens
- Improve sustainable management of natural resources
- Improve strategies adaptation to climate change

UNDAF Outcome 1: Vulnerable groups (with a particular focus on women) demand and ensure production and productivity in the primary sector in order to increase their own food security

Outcome 1 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
				analysing (i) Price incentives and disincentives of cotton, cassava, cashew nuts, maize, chicken, sugar, tobacco, beans and potatoes were undertaken; (ii) Public expenditure prepared and presented at a Food Security Workshop; (iii) Updating the CountrySTAT database; and (iv) preparing the Panorama Report II on agricultural statistics of Mozambique also prepared and uploaded to CountrySTAT database.	
1 Proportion of rural women / rural men assisted by public extension services including subcontracted services 2 Production of cereals, per province	**Output 1.2** Small farmers use improved agricultural techniques in a sustainable way	Indicator 1: Total number of Farmer Field Schools (EMC) graduated. **Action Plan:** Indicator 2: % of women members of the schools	Baseline: 230 (2011) Target: 3,300 (2015) Baseline: 50% (2011) Target: 65% (2015)	1 1560 farmers were trained on preparation and fertilizer utilization, improved techniques to reduce post-harvest losses; 2 117 farmers trained on "blue boxes" usage; 3 268 farmers benefitted from TOTs on leadership and good governance; basic entrepreneurship, business management skills and record keeping; agriculture produce marketing, management and purchase management; post-harvest management, storage facilities and services; and on procedures for business with partners; 4 The training resulted in (in 2013) construction of 110 demonstration silos "Gorongosa type" in Manica, Sofala and Tete Provinces. 5 Vaccination of 192,501 chickens, through FFS, against the Newcastle Disease (ND), in 4 districts of Manica Province (Gondola, Barué, Sussundenga and Manica)	Gender disaggregated Data here was not reported.
	Output 1.3 Small farmers use improved handle and storage techniques for the reduction of agricultural post-harvest losses	Indicator 1: Number of smallholder farmers trained on improved post-harvest techniques (desegregated by gender) that store their produce in improved storages. Indicator 2: Number of small-scale farmers trained on improved post-harvest techniques (desegregated by gender) that supply level A maize and pulses to WFP and other buyers.	Baseline: 1,000 (2011) Target: 5,000 (2015) Baseline: 6,000 (2011) Target: 30,000 (2015)		
-	**Output 1.4** Rural community members, particularly women, know their land rights	Indicator 1: Number of communities with the assistance of paralegals are informed about their land rights.	Baseline: 70 (2009) Target: 130 (2015)	1 A total of 280 beneficiaries (paralegals, of which 24% women) covering 200 communities in Niassa, Manica, Inhambane, Cabo Delgado, Zambézia and Nampula trained regarding land issues resulting, basic constitutional principles, legislation on land and natural resources, including HIV positive, gender and women's rights; 2 Improved inter-ministerial coordination in relation to land	The reported achievement do contribute to the Outcome 1, however they do not link up (in anyway – directly, results chain, impact) to any of the outcome 1 indicators set.

National Priorities:
- Improve/increase access to inputs for productions
- Improve access to markets
- Stimulate employment creation and improve the employability of citizens
- Improve sustainable management of natural resources
- Improve strategies adaptation to climate change

UNDAF Outcome 1: Vulnerable groups (with a particular focus on women) demand and ensure production and productivity in the primary sector in order to increase their own food security

Outcome 1 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
		Indicator 2: Number of rural communities' women informed about their land rights.	Baseline: 50 (2011) Target: 100 (2015)	and other natural resources management, through the Land Forum; 3 Advocacy campaign carried out, on right to land, though showcase of the video "Right to land - Right of men and women: experiences with paralegals in Mozambique".	-
1 Fish catches by domestic artisanal fishermen	**Output 1.5** Artisanal fisherman and fish traders use improved techniques to increase and improve, in a sustainable way, the quantity and quality of fish products	Indicator 1: Number of artisanal fishermen and seafood traders benefitting from the market of first sell.	Baseline: 5,000 fishermen and 330 traders (2011) Target: 45,000 fishermen and 2,500 traders (2015)	1 establishment of 69 fisheries councils (655 members trained), 2 creation and/or activation of 127 rotating savings and credit groups (1,786 members trained) in fishing communities 3 About 8,800 beneficiaries (man and women) directly involved in artisanal fishing; 4 About 3,500beneficiaries (men and women) involved in processing and trade of fresh fish and traditionally processed fish in coastal areas.	-

Source: UNDAF, UNDAP and Annual Progress Reports

Output 1.1 The UN supports the government and state institutions in the formulation of evidence based policies and strategies through technical capacity building, advocacy and, access to international standards and platforms.

The global project for Monitoring and Analysing Food and Agricultural Policies (MAFAP) provides the government and research institutions with policy monitoring systems and information regarding several value chains. In 2012 the UN supported SETSAN in the preparation of an international conference on challenges of food and nutrition security. In the following year the UN contributed to the development of the National Agriculture Investment Plan, a Master Plan for Agricultural Statistics was approved; however resource constraints has hindered its implementation.

Funding from Norway has allowed for the continuous support to advocate for better integration of food security and nutrition in key policies, laws, and programmes through the Right to Food initiative. In addition, during 2014, the UN supported evidence based policy making by providing information and analysis related to; (i) Undertaking of price incentives and disincentives of cotton, cassava, cashew nuts, maize, chicken, sugar, tobacco, beans and potatoes; (ii) Preparation and presentation of public expenditure a Food Security Workshop; (iii) Updating the CountrySTAT database; and (iv) preparing the Panorama Report II on agricultural statistics of Mozambique and its upload to the CountrySTAT database.

However, data collection, processing, use, and sex-disaggregated statistics in all areas continue to be a major challenge for the government and research institutions.

Output 1.2 The capacitation of small farmers on improved and sustainable techniques and **Output 1.3** the use of improved harvesting and storing techniques to reduce post-harvest losses is promoted through assistance by public extension services including subcontracted services. To this aim the UN worked in close collaboration with the Ministry of Agriculture in the consolidation and expansion of Farmer Field Schools (FFS) under projects funded by Belgium, the EU and the UN One Fund. This extension methodology was implemented in 804 schools in Nampula, Zambézia, Tete, Manica, Sofala and Gaza Provinces from 2012 to 2014.

In total, through a number of joint[7] and specific programs, over 1560 farmers were trained on preparation and use of fertilizers, improved techniques to reduce post-harvest losses. 117 farmers were trained on usage of "blue boxes" and 268 farmers benefitted from TOTs on leadership and good governance; basic entrepreneurship, business management skills and record keeping; agriculture produce marketing, management and purchase management; post-harvest management, storage facilities and services; and on procedures for business with partners. As a result, in 2013, 110 demonstration silos "Gorongosa type" were constructed in Manica, Sofala and Tete Provinces.

Extension services support included the dissemination of improved practices on animal health and livestock production, through the FFSs, including the vaccination campaign against Newcastle Disease (ND) carried out in 4 districts of Manica Province (Gondola, Barué, Sussundenga and Manica), resulting in the vaccination of 192,501 chickens.

In addition, complementary efforts to the extension programs included technical assistance to the National Seed Service to elaborate the Plant Breeders Rights Regulation and the Seed Platform Dialogue. Further support was given for the local production of pre-basic and basic seeds.

Output 1.4 In order to support local community access to land rights, particularly women, the UN in partnership with Centro Terra Viva aimed to train paralegals specializing in land rights issues to assist the community.

The UN further contributed to the decrease of discriminatory practices towards women by promoting, the recognition of widow and children's rights, the appointment of women as customary judges, and the registration of land titles in favour of vulnerable women. Contributing results included: (i) trainings and seminars, reinforcing national capacity regarding land issues resulting in a total of 280 direct beneficiaries (24% women) covering 200 communities in Niassa, Manica, Inhambane, Cabo Delgado, Zambézia and Nampula; (ii) sensitization of rural communities in basic constitutional principles, legislation on land and natural resources, including HIV positive, gender and women´s rights; (iii) participation in advocacy campaign on right to land, through the video "Right to land - Right of men and women: experiences with paralegals in Mozambique"; and assistance to Government improving inter-ministerial coordination in relation to land and other natural resources management, through the Land Forum.

Purchase from Africans for Africa (PAA Africa)

The initiative – Purchase from Africans for Africa (PAA Africa) is inspired by Brazil's food purchase programme – part of the country's successful "Zero Hunger" campaign – PAA Africa buys cereals and legumes from smallholder farmers to supply local school feeding programmes. It is a partnership between FAO, WFP, the Government of Brazil and the United Kingdom's Department for International Development (DFID).

PAA Africa is a win-win situation, helping farmers' process and sell what they produce, while ensuring that school children have nutritious and diverse meals. FAO is assisting vulnerable farmers to boost their production, providing them with agricultural inputs such as seeds and fertilizer, improving their access to processing equipment and training them on seed quality, integrated pest management and post-harvest storage. WFP, in turn, is providing farmers with a reliable market through its Purchase for Progress programme, linking up with school feeding programmes.

This programme is currently implemented in Tete province. The maize produced in Angónia is purchased by WFP for its school feeding programmes, and where the organization tests P4P and PAA Africa procurement modalities. The region is known for its productive potential, which could be exploited even more efficiently if the challenges related to the marketing of food produced by family farmers were overcome.

The procurement modality used by WFP through Purchase for Progress (P4P) favoured the purchase directly from umbrella associations; with PAA Africa, a new modality was put to the test, one that privilege the direct purchase of the closest level to the producer, in this case, the purchase of the so-called business clubs.

Supporting the production chain of family farmers so they can explore more fruitfully the opportunities that institutional markets represent goes through a series of challenges. In the case of PAA Africa in Mozambique formalization of the business clubs, small associations of farmers who belong to an umbrella association that aggregates their production represented an obstacle to commercialization.

There merits of this joint programme include: (i) clear division of labour among UN agencies involved, (ii) use of an holistic approach through which farmers are supported and school children get nutritious and diverse meals, (iii) use of local solutions for local problems and (iv) trying to stimulate synergies with other programmes being implemented in the region.

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[7] Joint Programmes includes "Environmental Mainstreaming and Adaptation to Climate Change in Mozambique" and "Promoting local food purchases for food assistance on the African continent – Purchase from Africans for Africa"

Output 1.5 The UN supported the capacitation of artisanal fishermen and fish traders in improved and sustainable fishing methods in order to increase productivity and the quality of the catch in a sustainable fashion through the following activities: technical training courses, institutional support, coordination and collaboration with partner institutions and infrastructure development. These activities resulted in establishment of 69 fisheries councils (655 members trained), 127 rotating savings and credit groups (1,786 members trained) in fishing communities were created and/or activated, which benefited about 8,800 men and women directly involved in artisanal fishing and to 3,500 men and women involved in processing and trade of fresh fish and traditionally processed fish in coastal areas.

Finding 15: From the presented above, one can notice that significant progress has been made in the achievement of Outcome 1. The Output 1.1, 1.2 and 1.3 have been achieved in terms of fulfilment of the targets set for the output indicators. In addition, even though the indicators for the output 1.4 do not link up with outcome indicators, the achievements under this are very relevant and do contribute for a higher awareness and knowledge of the means of production in the primary sector. It also encompasses the awareness and empowering of gender in the primary sector. Output 1.5 was well aligned to the target; even though the target was not met.

Considering the above, the performance of outcome 1 is good and on track. It is also important to note that, the targets are set for 2015, for which there is still room for improvements. As such, **in reference to the traffic light scoring definition presented in the methodological section, the performance of Outcome 1 is Green.**

The UN aims to support interventions that ensure **vulnerable groups access new opportunities for improved income and livelihoods, with a special focus on decent employment** (**Outcome 2**) by supporting in the following: (i) development of value chains and expansion of sustainable trade link for sectors with high potential for productive employment generation and livelihood support, specifically agricultural processing, manufacturing, fisheries, tourism and the creative industry; (ii) in line with the SMEs Strategy and the National Rural Finance Strategy, capacity development interventions with focus on strengthening business management skills of MSMEs, promoting innovative inclusive finance interventions and facilitating access to critical business and market information; (iii) help young graduates to participate more effectively in the job market and to create more sustainable self-employment opportunities through enhanced design of more market- and demand-driven vocational training curricula; and (iv) support policy development, design and implementation of productive social action programmes for the most vulnerable groups.

The following table illustrates the performance assessment of the Outcome 2, per output. It also shows the link (where existing) to which outcome indicator the output contributes to.

Table 5: Performance of Outcome 2's Outputs

National Priorities:
- Improve/increase access to inputs for productions
- Improve access to markets
- Stimulate employment creation and improve the employability of citizens
- Improve sustainable management of natural resources
- Improve strategies adaptation to climate change

UNDAF Outcome 2: Vulnerable groups access new opportunities for improved income and livelihoods, with a special focus on decent employment

Outcome 2 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
-	**Output 2.1** Selected Micro, Small and Medium Enterprises (MSMEs) in 5 poorest provinces adopt market and value chain-oriented management	Indicator 1: % of beneficiary MSMEs that have secured contracts based on the inclusive business approach.	<u>Baseline</u>: 0% (2011) <u>Target</u>: 30% (2015)	1 Capacity building trainings such as the "Start and Improve Your Business". 2 Support in standardization of the quality of assessment, equipment, and training certification.	No results were reported that contributed to the output indicators set. In addition, the results reported does not contribute to the outcome indicators set.
		Indicator 2: % of beneficiary MSMEs that operationalize their respective business plans due to inclusive business approach.	<u>Baseline</u>: 0% (2011) Target: 75% (2015)		However, it's important to note

National Priorities:
- Improve/increase access to inputs for productions
- Improve access to markets
- Stimulate employment creation and improve the employability of citizens
- Improve sustainable management of natural resources
- Improve strategies adaptation to climate change

UNDAF Outcome 2: Vulnerable groups access new opportunities for improved income and livelihoods, with a special focus on decent employment

Outcome 2 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
	and business practices	Indicator 3: % of sales increase of the beneficiary MSMEs.	<u>Baseline</u>: TBD <u>Target</u>: 40% (2015)		that the achievements reported are relevant to both Outcome and Output.
-	**Output 2.2** MSMEs in the five poorest provinces have access to effective market models and information systems	Indicator 1: % of MSMEs that quarterly receive the provincial business and market information bulletin in the five provinces.	<u>Baseline</u>: % <u>Target</u>: %	1 Systems and platforms were created: (i) the Inclusive Business Council a platform comprised of the private and public sectors, and CSO for the promotion of Inclusive Markets; (ii) INFOCOM, a market information management system via SMS; (iii) Government One Stop Shops (BAU) at district level, which was consolidated in Nampula province	No results were reported that contributed to the output indicators set. In addition, the results reported does not contribute to the outcome indicators set. However, it's important to note that the achievements reported are relevant to both Outcome and Output.
		Indicator 2: % of MSMEs with regular contributions to the bulletins in the five provinces.	<u>Baseline</u>: % <u>Target</u>: %		
-	**Output 2.3** Selected MFIs provide increasingly inclusive micro-financial products in line with the needs of vulnerable groups	Indicator 1: % of beneficiary MSMEs that pay fully their microcredit.	<u>Baseline</u>: 70% (2011) <u>Target</u>: 95% (2015)	1 Development of a database of selected Micro Finance Institutions to provide increasingly inclusive micro-financial products in line with the needs of vulnerable groups; 2 Capacitation of the Finance Service Providers on consumer price protection and financial education.	No results were reported that contributed to the output indicators set. In addition, the results reported does not contribute to the outcome indicators set. However, it's important to note that the achievements reported are relevant to both Outcome and Output.
		Indicator 2: % of beneficiary PSFs at the provincial level that reach operational self – sufficiency (profitable).	<u>Baseline</u>: 0% (2011) <u>Target</u>: 75% (2015)		
		Indicator 3: % of beneficiary MSMEs that at least use one financial product during the UNDAF cycle.	<u>Baseline</u>: 0% (2011) <u>Target</u>: 100% (2015)		
1 No. of youths and women with access to employment after professional training; 2 No. of Mediation and Arbitration Centres at the National Level for Labour Conflicts operationalized	**Output 2.4** MITRAB and key Ministries have the know-how to operationalize gender sensitive decent employment policies and strategies in coordination with other relevant stakeholders	Indicator 1: % of Employment Technicians trained on gender issues at the workplace and decent employment principles.	<u>Baseline</u>: 0% (2011) <u>Target</u>: 100% (2015)	1 Promotion of National Employment Conference; 2 Commissioning (in 2014) of several studies on youth employment, rural employment, social dynamic matrix, value chains around extractive industry; 3 The creation of a knowledge sharing platform; 4 TOTs for ministries (MITRAB, IPEME, MMAS, MIC) and trade unions in gender mainstreaming in public and private sector;	No results were reported that contributed to the output indicators set. Data collection and processing aligned to indicators is required.
		Indicator 2: Number of policy papers, key economic ministries (need to identify these ministries) that incorporate decent employment.	<u>Baseline</u>: 0% (2011) <u>Target</u>: 5 (2015)		

UNDAF Outcome 2: Vulnerable groups access new opportunities for improved income and livelihoods, with a special focus on decent employment

Outcome 2 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
				5 Interdisciplinary employment policy approved.	
1 No. of youths and women with access to employment after professional training.	**Output 2.5** MITRAB and MINED institutionalized a competency-based vocational training curricula in priority sectors	Indicator 1: % of vocational training graduates that are absorbed by the market.	Baseline: N/E (2011) Target: 60% (2015)	1 Effective vocational training benefiting 1,654 teachers in 331 schools and 127,799 students.	No results were reported that contributed to the output indicators set.
		Indicator 2: Number of schools that offer vocational training modules.	Baseline: 200 Target: 500	1 Development of an Entrepreneurship Curriculum Programme 2 Training of 133 selected teachers and 13 education government officials in Zambézia and Gaza Provinces, underwent ToTs regarding the Entrepreneurship Curriculum Programme 3 331 schools were provided TA in effective vocational training.	Data collection and processing aligned to indicators is required.

Source: UNDAF, UNDAP and Annual Progress Reports

Output 2.1 In an effort to incentivise market and value chain - oriented management and business practices, several SMEs benefited from capacity building trainings such as the "Start and Improve Your Business". An effort to standardize the quality of assessment, equipment, and training certification was also made.

Output 2.2 In an effort to facilitate the access of MSMEs to effective market models and information systems, several systems and platforms were created; these included, (i) the Inclusive Business Council, which comprised of the private and public sectors, and CSO for the promotion of Inclusive Markets; (ii) INFOCOM, which is an SMS-based market information management system; (iii) Government One Stop Shops (BAU) at district level, which was consolidated in Nampula province. Requests for expanding this model to districts in Zambézia province are being considered.

Output 2.3 As an important monitoring tool, a database was developed and regularly updated with information on Micro Finance Institutions that were selected to provide increasingly inclusive micro-financial products in line with the needs of vulnerable groups. In addition, Finance Service Providers such as Cooperativa das Mulheres de Nampula were capacitated through trainings on consumer price protection and financial education; where 4000 members benefited from such trainings; including the provision of funds to 80 women entrepreneurs in Nampula and Rapale.

Output 2.4 Several steps have been taken to ensure awareness on gender sensitive decent employment policies and strategies are improved. These included the 2013 and 2014 National Employment Conference; the commissioning of several studies on youth employment, rural employment, social dynamic matrix, value chains around extractive industry; the creation of a knowledge sharing platform; training of trainers for ministries (MITRAB, IPEME, MMAS, MIC) and trade unions in gender mainstreaming in public and private sector. The UN supported the Central Bank in the creation of an inter-ministerial body that formulated an interdisciplinary employment policy.

Output 2.5 The UN supported the institutionalization of competency-based vocational training curricula in priority sectors through the capacitation of teachers and government officials by providing them with knowledge sharing opportunities through South-South cooperation activities. An Entrepreneurship Curriculum Programme was elaborated, 133 selected teachers and 13 education government officials in Zambézia and Gaza Provinces underwent ToTs to ensure successful handover of the program to

government. INEFP was also provided technical assistance in effective vocational training that benefited 1,654 teachers in 331 schools and 127,799 students.

Finding 16: From the findings presented above, Outcome 2 remains very relevant in spite of UNIDO, ILO and UNDP being the only UN agencies that are active. As noted in the table above, the achievements under Outputs 2.1, 2.2 and 2.3 are relevant to both the Outcome and Output, but not aligned to indicators set for respective Outcome and Outputs. The results achieved 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. Irrespective of the observed break in links of some achievements to the outcome and some outputs indicators, the achievements reported are considerably important and aligned to overall goals of the outcome.

Considering the above findings, the performance of Outcome 2 is considered as acceptable and on track to achieve the overall outcome objective. As such, **in reference to the traffic light scoring definition presented in the methodological section, the performance of Outcome 2 is classified as Amber-Green.**

Outcome 3, Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable, aims to support the government both at a national and decentralized level. The UN interventions in this sector aim to strengthen the policy framework on the use of natural resources, the operationalization of integrated regulations on disaster risk reduction and climate change adaptation, as well as the enhancement of national early warning and monitoring systems through an integrated approach to information management systems while increasing local resilience capacity.

Table 6: Performance of Outcome 3's Outputs

National Priorities: - Improve/increase access to inputs for productions - Improve access to markets - Stimulate employment creation and improve the employability of citizens - Improve sustainable management of natural resources - Improve strategies adaptation to climate change					
UNDAF Outcome 3: Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable					
Outcome 3 Indicators	**Outputs**	**Output Indicators**	**Baselines and targets**	**Key Achievements 2012 to 2014**	**Comments**
1 % of sectors with specific responses to the needs of women, girls, men and boys in their contingency plan	**Output 3.1** INGC and MICOA have an operational policy and regulatory framework for effective coordination and implementation of Disaster Risk Reduction and Climate Change Adaptation	Indicator 1: Number of construction codes relevant to Climate and Disaster risks improved, updated and/or completed with adequate regulations and policies.	Baseline: 0 (2011) Target: 3 (2015)	*Work in progress.*	-
		Indicator 2: Legislation and regulation of the disaster management and National Action Plan for the Climate Changes approved and under implementation.	Baseline: No (2011) Target: Yes (2015)	1 Development of operational policy and regulatory framework for effective coordination and implementation of DRR and CCA. 2 Approval of several national policies such as the 2012 Disaster Management Law; the National Strategy for Climate Change Adaptation 2013-2025 including a comprehensive Disaster Risk Reduction / Climate Change (DRR/CC) institutional framework 3 dissemination of the National Climate Change Strategy; revised DRR Master Plan and the Hyogo Framework for Action Report (2011/13)	-
		Indicator 3: Gender is present in the policies, strategies,	Baseline: Limited (2011)		-

National Priorities: **- Improve/increase access to inputs for productions** **- Improve access to markets** **- Stimulate employment creation and improve the employability of citizens** **- Improve sustainable management of natural resources** **- Improve strategies adaptation to climate change**					
UNDAF Outcome 3: Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable					

Outcome 3 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
		plans, reports and budgets (new and revised) of INGC and MICOA.	Target: In all documents related to DRR and AMC (2015)	1 Preparation of the Disaster Management Gender Strategy & Action Plan; 2 Development of Environment, Gender and Climate Change Strategy Action Plan and the INGC Gender Strategy 3 Central and provincial staff capacitated on Gender DRR & Early Planning (EP) tool box; 4 Implementation MICOA´s Gender Strategy and Action Plan; 5 325 people (226 women) in Mafuiane, Manjacaze, Bela Vista, Gorongosa and Chemba, trained on Climate Change Adaptation technologies for subsistence and livelihoods in the areas of agriculture, fisheries and energy.	-
		Indicator - 4 Number of DRR or CC policy documents sensitive to gender UN-Women (Maria Salvador)	Baseline: 2011: Limited Target: Target 2013: 1 (DRR gender strategy submitted for approval)		
1 No. of vulnerable communities, with capacity to adapt to increased climate changes	**Output 3.2** Local communities participate actively in risk reduction activities and natural resources management in districts at risk	Indicator 1: Number of community risk reduction and natural resources management committees created and officially registered.	Baseline: 10 CGRN created; 6 legalized (2010) Target: 80 (2015)	1 22 Community Based Natural Resources Management Committees (CBNRMC) were established and supported in the districts of Guija, Chigubo, Mabalane and Chicualacuala. 2 In Chicualacuala, 30 people (from 10 communities) trained as community facilitators and on legal aspects of natural resources management; 3 Permanent outdoors on forestry management were established and trainings on climate adaptive technologies (conservation agriculture) conducted in 3 communities.	-
1 % of sectors with specific responses to the needs of women, girls, men and boys in their contingency plan	**Output 3.3** MINAG, INGC and MICOA have an information management and monitoring systems for disasters, natural resources use and environment integrated	Indicator 1: Number of early-warning and national monitoring (climate, agrarian, environment and disasters) reports timely produced, based on credible and correct data per year.	Baseline: 2/year (2011) Target: 6/year (2015)	1 Establishment of two meteorology stations in Chicualacuala and Guija 2 Establishment of an Early Warning System (EWS) in the Licungo river basin. 3 Integration of the University Eduardo Mondlane in INGC's risk assessment activities; 4 Completion of a Comprehensive Country Situation Analysis for Risk Assessment; 5 Conclusion of the seismic risk assessment for Maputo City.	No results were reported that contributed to the output indicators set. Data collection and processing aligned to indicators is required.
		Indicator 2: Environment and disaster risk national database available and desegregated up to district level.	Baseline: No (2011) Target: Yes (2015)	1 Establishment of a National E-library for Disaster Risk, a National Disaster Observatory and a National Disaster loss database within INGC. 2 Reinforcement of DRR Knowledge Management and Information Systems (KMIS) - acquisition and	-

National Priorities:
- Improve/increase access to inputs for productions
- Improve access to markets
- Stimulate employment creation and improve the employability of citizens
- Improve sustainable management of natural resources
- Improve strategies adaptation to climate change

UNDAF Outcome 3: Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable

Outcome 3 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
				installation of 7 meteorological stations.	
		Indicator 3: % of provinces implementing the natural resources information management systems.	Baseline: 0% (2011) Target: 30% (2015)		No results were reported that contributed to the output indicators set.
1 No. of vulnerable communities, with capacity to adapt to increased climate changes 2 % of sectors with specific responses to the needs of women, girls, men and boys in their contingency plan	**Output 3.4** Communities in disaster prone areas effectively benefit from emergency preparedness, humanitarian assistance and early recovery actions	Indicator 1: % of communities with needs assessments 72 hours after an emergency has occurred.	Baseline: 0% (2011) Target: 100% (2015)	1 Coordinated and timely support by HCT, in 2012 emergency response – enhancing preparedness, emergency resources mapping in strategic sites and identified capacity at decentralized levels - through joint contingency planning, financial, and technical support 2 Multisectoral impact and needs assessment information flow from the emergency sites to central level, to enhance the emergency response (both at central and provincial levels, Maputo, Gaza and Zambézia provinces).	No results were reported that contributed to the output indicators set. Data collection and processing aligned to indicators is required.
		Indicator 2: % of disaster prone districts with rapid response teams (COE and health).	Baseline: 69% (2010) Target: 85% (2015)		
		Indicator 3: % of timely identified needs (food, non-food items) of the affected people and covered according to the international norms, desegregated by type, sex and age.	Baseline: 30% Target: 100		
1 No. of localities implementing territorial planning tools	**Output 3.5** Policy and regulatory framework for sustainable management of natural resources strengthened	Indicator 1: Number of land utilization (provincial and district level) plans approved	Baseline: 6 (2011) (TBC) Target: 30 (2015)	1 Development of 3 land use plans for Gaza and Zambézia (also note that 41 districts developed Land use district plans, reported in Output 8.3, though not clear which provinces); 2 Development of a proposal for an inter-district land-use plan for Nacala integrating environmental concerns; 3 Realization of two Land Fora, where transfer of land rights, land taxation system and standards were discussed and the Land Forum Decree revised; 4 Development of Guidelines for management of pesticides (including listing of Highly Hazardous Pesticides used in Mozambique), 5 Formulation of Government's Green Economy Action Plan.	

Source: UNDAF, UNDAP and Annual Progress Reports

Output 3.1 The UN supported the government in the development of an *operational policy and regulatory framework for effective coordination and implementation of DRR and CCA*. It also supported the approval of several national policies such as; the 2012 Disaster Management Law, the National

Strategy for Climate Change Adaptation 2013-2025 which includes a comprehensive Disaster Risk Reduction / Climate Change (DRR/CC) institutional framework focusing on promotion of resilience and low carbon emissions to ensure sustainable growth and dissemination of the National Climate Change Strategy. The DRR Master Plan was revised and the Hyogo Framework for Action Report (2011/13) was approved and presented at the Global Forum for DRR (Geneva) and Post 2015 Conference (Seoul).Efforts to review and improve the Construction Codes are ongoing. In 2014, Legislative and strategic policy documents on environment and DRR were developed and adopted, and Climate Change Adaptation (CCA), environment and DRR issues were mainstreamed into national and local plans.

Under Output 3.1 great efforts have been made in order to mainstream gender, including the preparation of the Disaster Management Gender Strategy & Action Plan. Central and provincial staff were capacitated on Gender DRR & Early Planning (EP) tool box and the implementation of MICOA´s Gender Strategy and Action Plan. Community training benefiting 325 people (226 women) in Mafuiane, Manjacaze, Bela Vista, Gorongosa and Chemba was conducted on Climate Change Adaptation technologies for subsistence and livelihoods in the areas of agriculture, fisheries and energy.

The UN supported capacity development for DRR and CCA at provincial and local levels in various areas: risk analysis and mapping, early warning systems, emergency management, methodologies for both the elaboration of annual district development plans and budgets (PESODs) and for the integration of DRR/CCA and gender.

Output 3.2 In order to incentivise *active participation by local communities in risk reduction activities and natural resources management in districts at risk, the following steps were taken*: Local DRR committees were created and or capacitated in Manica, Sofala and Gaza Provinces including training of public officials at central, provincial and district levels. Trainings outlined DRR/CCA and natural resource management (NRM) principles through short, medium and long term responses covering awareness raising and technical interventions. Capacitation of 200 master builders on construction techniques in Zambézia, Nampula and Gaza Provinces, community radio programs for journalists in Gaza Province and camp management techniques. Livelihood recovery and resilience building activities have been implemented in Chokwé, Guija, Chibuto and Xai-Xai through the distribution of preparedness kits, distribution of seeds and agriculture inputs, as well as access to microfinance and livestock training. In Gorongosa, conservation projects included community radio programmes, reforestation and dissemination of income generating crops, such as coffee. In Gaza Province, 22 Community Based Natural Resources Management Committees (CBNRMC) were established and supported in the districts of Guija, Chigubo, Mabalane and Chicualacuala. In Chicualacuala, 30 people (from 10 communities) were trained as community facilitators and on legal aspects of natural resources management; permanent outdoor information points/stands on forestry management were established and trainings on climate adaptive technologies (conservation agriculture) conducted in 3 communities.

Output 3.3 On the capacitation of key sectors with information management and monitoring systems for disasters, natural resources use and environmental integration, the UN supported a second project that aimed at identifying science-based solutions to the potential impacts of climate change. This resulted in the establishment of two meteorological stations in Chicualacuala and Guija and an Early Warning System (EWS) in the Licungo river basin.

Government led the implementation of activities under the Global Risk Identification Programme (GRIP). Major achievements include the integration of Eduardo Mondlane University in INGC's risk assessment activities, the completion of a Comprehensive Country Situation Analysis for Risk Assessment and the establishment of a National E-library for Disaster Risk as well as a National Disaster Observatory within INGC.

DRR Knowledge Management and Information Systems (KMIS) were reinforced with UN's contribution to the acquisition and installation of 7 meteorological stations, the conclusion of Licungo basin Early Warning System and the seismic risk assessment for Maputo City. In addition, a comprehensive country risk situation analysis was conducted and a national e-library for disaster risk, a national disaster observatory and a national disaster loss database were established within national institute for disaster risk management.

One UN Project on Adaptation and Resilience for the Limpopo River Basin

The project focus on UNDAF Outputs 3.3 and 3.2. Despite the occurrence of the Limpopo River Floods in 2013, strategic progress has been made on integrated information management systems, with support of the Knowledge Managemen center for data collection, processing, harmonization, analysis and dissemination, improving risk mapping through community participation. Within this Output a tool for Urban Risk Reduction and Resilience was developed and trainings were delivered in Chókwè and Xai Xai to introduce Participatory Risk Mapping and Planning in their urban planning. On the field, activities scaled up community participation in planning processes, expanding and strengthening local DRR committees and enhancing communities´ resilience: through protection and improvement of assets, livelihoods, food security and the introduction of ecosystem-based adaptation approaches for mangrove plantation and fish breeding, through delivery of emergency trainings and kits, introduction to life skills education programs in local schools, trainings of radio station operators for emergencies and local capacity development on low carbon adaptation plans and strategies. Participating Agencies executed 86% of their budget.

The key success element was the synergies with the previous project in the area and between the different institutions (DPA, SDAE, FAO and WFP) ensured the implementation of the project activities with some impact and at low cost. It is also important to remark that Institutional memory particularly for emergency coordination is essential

Regarding the challenges, it is worth to mention the long distances between adjacent communities and to the Capital (Xai Xai), which makes the monitoring difficult.

Output 3.4 Communities in disaster prone areas effectively benefited from emergency preparedness, humanitarian assistance and early recovery actions. In 2012, The Humanitarian Country Team (HCT) supported Government efforts on emergency response, joint contingency planning, financial, and technical support to emergency simulation exercises that enhanced preparedness, emergency resource mapping in strategic sites and identified capacity at decentralized levels. In addition, coordination efforts were demonstrated at central and provincial levels (Maputo, Gaza and Zambézia provinces) through information flows from the emergency sites to central levels supported by multi-sectoral impact and needs assessments. Furthermore inter-cluster and cluster-sector coordination meetings helped at harmonization of actions according to the magnitude of each emergency.

In 2013 the HCT covered assessments, logistics and food/non-food supply to about 258,200 affected people. 6,000 of them were assisted with agricultural tools and over 100,930 benefitted from access to clean water and sanitation facilities in addition to other 42,000. In 2014, the National Pandemic Influenza Preparedness and Response Plan was prepared to serve as a blueprint for a coordinated national strategy to prepare for, and respond to a national pandemic influenza disaster. In preparation for future evacuations in Gaza Province, IOM repaired 5 water points in resettlement communities and established 6 new water and latrines points in evacuation sites in Gaza Province.

Output 3.5 The UN supported the design of policy and regulatory framework for sustainable management of natural resources through the following: the national conference "Rio +20 on Sustainable Development"; the development of 3 land use plans for Gaza and Zambézia; proposal for an inter-district land-use plan for Nacala integrating environmental concerns; realization of two Land Fora, where transfer of land rights, land taxation system and standards were discussed and the Land Forum Decree revised, development of guidelines for management of pesticides (including listing of Highly Hazardous Pesticides used in Mozambique), aimed at reducing the risk to public health and environment posed by poor pesticide management and obsolete pesticide disposal and in support to the Government's Green Economy Action Plan, and the development of the policy framework including the development of appropriate indicators, analysis of the impact of alternative fiscal policies and a macro economic model to demonstrate the impact on green policies on aspects of growth and labour.

In addition to the outputs presented above, the Results Matrix does not present an output that would allow reporting the results achieved under the Outcome Indicator that relates to **demining** activity (No. of districts classified as mine-free and available for use). It is important to remark that UN supported the demining operations in the field, including post-clearance inspections and official handover of released land to the provincial authorities. Until 2014, 97% of the country was declared mine free, so communities were able to produce and generate income.

Finding 17: From the findings presented above, 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 approval in 2014, and demining of 97% of the country by 2014. Even though the achievements reported in outputs 3.3 and 3.4 do not link up to output indicators, they are considerably important and aligned to the 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 targets; even though additional relevant results were achieved.

Considering the above, the performance of Outcome 3 is considered as acceptable and on track to achieve the overall outcome objective. Therefore, as per **the traffic light scoring definition presented in the methodological section, the performance of Outcome 3 is Amber-Green.**

4.5.2 Social Pillar/Development Results

The Social pillar is divided into two outcomes pertaining to public services: **Outcome 4, Equitable provision of quality and essential social services ensure improved wellbeing for all vulnerable groups**, this outcome is concerned with the supply of social services encompassing upstream activities. **Outcome 5, Vulnerable groups demand, access and use quality and equitably delivered social services**, relates to the demand for quality basic social services encompassing downstream activities. Given the breadth of the Social DRG outcomes, in practice the DRG is divided into technical groups that carry out output related activities: WASH and Built Environment, Social Protection, Education, Health, and Nutrition. Although the HIV Joint Team is a separate entity from the Social DRG its specific outputs can be found in the Social pillar results matrix of 2014.

As with the Economic pillar, it is important to underline that the progress of each of the outcomes in the Social pillar could not be adequately ascertained. The indicators, baselines and targets set out by the Social pillar are informed by external sources, namely national statistics produced by the Government, therefore it is difficult to quantitate the UN's attribution in the achievement of the targets set out in results matrices.

In addition, insufficient baseline data, inappropriate indicators, and insufficient reported information pose difficulties in the assessment of outcome progress. Moreover, the interviews arranged by the UN with line ministries, the main challenge arose from some of the interviewees not having an overall perspective of their ministry's interaction with the UN. Although the UN's attribution of results cannot be adequately accounted for, the UN has considerably contributed to positive results in the increase of overall national social indicators.

Fourteen outputs encompass the **Outcome 4, Equitable provision of quality and essential social services**. As previously mentioned these output activities are carried out by technical groups, WASH and Built Environment (Outputs 4.1 and 4.2), Social Protection (Outputs 4.3 and 4.4), Education (Outputs 4.5 and 4.6), and Health and Nutrition (4.7 to 4.12). And as of 2014, two outputs were added to the Social DRG related directly to the activities of the HIV Joint Team (Output 4.13 and 4.14). Hence, the following tables illustrate the outcome divided by groups and corresponding baseline and the target.

4.5.2.1 WASH and the Built Environment

The WASH and Built Environment workgroup have contributed to the achievement of **Outcome 4, Equitable provision of quality and essential social services under Output indicators 4.1 and 4.2** as described below.

Table 7: Performance of Outcome 4's Output 4.1 and 4.2

National Priorities: -Improve the quality of services and reduce inequities -Integrate the interventions for the most vulnerable and link them with job creation -Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment					
UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups					
Outcome 4 Indicators	**Outputs**	**Output Indicators**	**Baselines and targets**	**Key Achievements 2012 to 2014**	**Comments**
1 % of the population with (a) access to potable water and (b) access to adequate rural/urban sanitation	**Output 4.1** MOPH ensures quality in planning and management of sustainable water supply, sanitation services and human settlements based on strategic alliances	Indicator -1: Number of cities that implement the intervention strategy for informal settlements.	Baseline: 0 (2010) Target: 5 (2015)	1 Nampula City Wide Informal Settlement Strategy initial activities adopted in partnership with Nampula Municipal Council; Construction of access roads in Nampula's informal area of Muhala 2 Preliminary low-cost housing financing system drafted in partnership with Manica Municipal Council	Partially achieved.
		Indicator -2: Percentage of physical and financial	Baseline: Financial : < 50%, Physical:	1 Financial: 147% 2 Physical: rehabilitation & construction of piped water supply	Financial target achieved

National Priorities:
-Improve the quality of services and reduce inequities
-Integrate the interventions for the most vulnerable and link them with job creation
-Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment

UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups

Outcome 4 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
		execution of water and sanitation plans and budget	<30% (2011); Target: Physical and Financial> 90% (2015)	both for rural (50%) and urban (71%).	while physical target was partially achieved.
	Output 4.2 Vulnerable groups have access to safe water supply and sanitation infrastructures in rural and peri-urban areas of targeted provinces	<u>Indicator -1:</u> Number of new users with access to improved water supply (at rural and peri urban areas) in 6 targeted provinces	Target Provinces: Cabo Delgado, Nampula, Tete, Manica, Sofala and Gaza	1 67,000 new users gained access to improved water supply. 2 100,000 students from primary schools have improved water and sanitation services and hygiene education 3 In small towns, at least 100,000 new users, prioritising vulnerable groups, use safe water.	Achieved in terms of the number of targeted provinces. However, there was no a targeted number of users.
		<u>Indicator-2:</u> Number of new users with access to improved sanitation facilities (rural and peri urban areas) in 6 targeted provinces		1 61,827 new users have access to household sanitation facilities. 2 Refugees and asylum-seekers at Maratane camp benefit from access to safe water supply and sanitation infrastructures 3 In small towns, at least 100,000 new users, prioritising vulnerable groups, use safe sanitation and improved hygiene practices.	

Source: UNDAF, UNDAP and Annual Progress Reports

Output 4.1 Both indicators under this output were partially achieved. At least Manica and Nampula adopted informal settlement strategy. The percentage of physical and financial execution of water and sanitation plans and budget, the target set for this was the achievement of over 90% physical and financial execution. By the year 2014, the financial achievement was 147% and physical execution including the rehabilitation & construction of piped water supply both for rural and urban only reached 50% and 71% respectively.

Output 4.2 By 2013, 67,000 new users (Rural: 65,000; Urban/peri-urban: 2,100) gained access to improved water supply in Tete, Manica, Sofala, Nampula provinces. Of which 31,500 are learners from primary schools in Cabo Delgado, Nampula, Tete, Manica and Gaza provinces. In 2014, 100,000 students from primary schools in targeted districts have improved water and sanitation services and hygiene education. Although it is evident that progress has been made regarding this indicator the absence of a baseline and target numbers render it difficult to assess the level of progress made in this area.

Regarding access to sanitation facilities, since the beginning of the UN interventions under the current UNDAF 61,827 new users (Rural: 55,827; Urban/peri-urban: 6,000) have access to household sanitation facilities (improved and traditional latrines) including 20,117 learners from primary schools in Cabo Delgado, Nampula, Tete, Manica and Gaza provinces. As of 2014, at least 100,000 new users, prioritising vulnerable groups, use safe water and 100,000 use safe sanitation and improved hygiene practices in small towns. In addition, refugees and asylum-seekers at Maratane camp benefit from access to safe water supply and sanitation infrastructures. Although it is evident that progress has been made regarding this indicator the absence of a baseline and target numbers render it difficult to quantify he progress made in relation to goals in this area.

The results aforementioned show that progress has been made in the WASH sector that will positively impact the percentage of people with access to water and sanitation, however the percentage increase has not been made available.

> **The WASH Program**
>
> Since 2012, the UNICEF led WASH Program combined with funding from the One Fund has contributed to progress in the sector. UNICEF has provided support to the National Rural Water Supply and Sanitation Program (PROSANAR) via the Rural WASH Common Fund and bilateral decentralized implementation and Small Town and School WASH Programs.
> 26 indicators, were developed for this specific program, all of which have shown progress since 2012. The indicators feed into the following main areas reflected in the UNDAF:
> • Strengthen sector coordination mechanisms (UNDAF output 4.1)
> • Strengthen sector partners' capacity (UNDAF output 4.1)
> • Improve school WASH services and education (UNDAF output 4.2)
> • Improve rural WASH services and education (UNDAF output 4.2)
> • Improve small towns, prioritising vulnerable groups, WASH services and education (UNDAF output 4.2)
> • Humanitarian Action (UNDAF output 4.2)
>
> In terms of implementation the following elements are worth mentioning:
> • Coordination fora continued throughout 2014 with UNICEF providing key leadership for Rural WASH and co-chairing working groups. These platforms enhance information flow and policy debates and are complemented by joint field missions focused on identifying disparities, addressing equity and targeting vulnerable people.
> • Training was complemented by frequent support visits from the Maputo WASH team. In addition, UNICEF maintains province-based staff (1) and consultants (4) to provide regular day-to-day technical assistance to provincial DPOPH and district SDPI counterparts, as well as field monitoring and quality assurance of private sector contractors.
> • About 80% of planned targets for 2012-2016 have been achieved with around 80,000 learners out of a planned 100,000 reached with new water supply and sanitation facilities.
> • 256,000 people in rural areas of Tete, Manica and Sofala gained access to improved water supplies through construction of 548 water points. To ensure sustainability of each new water point, community water committees are responsible for managing the community financial contribution as well as preventative maintenance and repairs of hand pumps. A total of 292,000 people (97% of the target) has also been reached with improved sanitation by applying Community Approaches to Total Sanitation (CATS). 826 communities in 15 districts of Tete, Manica and Sofala 22% of all communities in those districts, have been certified as having reached ODF Plus status.
> • In 2014 the joint Australia/UNICEF/GOM NAMWASH programme was successfully concluded in Nampula Province, and capped by the inauguration of a newly rehabilitated water supply system in Ribaue capable of serving up to 27,000 people in 20 years. A capacity building model to expand the DMF with the AIAS provincial delegation and local governments was developed and implemented. UNICEF also signed a EUR 10 million agreement with the European Union to expand the DMF to 3 small towns in Inhambane Province and provide WASH services for 50,000 people upon its conclusion in 2017.
>
> The main contributing factors for the positive progress of the programme are:
> • The WASH programme has deconstructed the outputs set out by the UNDAF. The indicators used to measure progress are more logically coherent and related to the outcome they are meant to measure. The indicators used for the program are SMART (specific, measurable, achievable, relevant and time bound).
> • The baselines used to measure progress and the targets set are specific to the program and not dependent on outside statistics, hence attribution for results is clear and measurable.
> • Given the fact that the WASH program was developed, implemented, and monitored by a single agency it does not encounter the challenges of Joint Program such as coordination and complementarity. Instead UNICEF is largely responsible for advocacy, technical and financial support, procurement.
> • The biggest challenge seems to be the ability to strengthen local institutional capacity at subnational levels, the limited capacity of private sector in the sector and low prioritization of WASH in schools.

4.5.2.2   Social Protection

The Social Protection workgroup have contributed to the achievement of Outcome 4, Equitable provision of quality and essential social services under Indicator 3, Percentage of households living in poverty benefiting from basic social protection programmes, through the results achieved in the following Output indicators:

Output 4.3 In order to foster evidence based policy formulation, the UN has carried out research for the implementation of the National Strategy for Basic Social Security on: HIV sensitive social protection; maternity, gender and nutrition; social protection as a tool for social justice; and a literature review of past studies on the implementation of the National Strategy for Basic Social Security that was evaluated and revised in conjunction with the government in 2014. As a result of the UN's leadership and partnership the national budget for social protection increased 53% in 2013. The increased allocation allowed the Basic Social Subsidy Programme to expand coverage and improve transfer levels. In 2014, the UN continued its advocacy through several initiatives including the commissioning of the Child Sensitive Social Protection Advocacy Paper; supporting the National Social Protection Conference; the campaign against child marriage; and trained political parties and journalists on social protection and social protection budgeting.

National Priorities:
-Improve the quality of services and reduce inequities
-Integrate the interventions for the most vulnerable and link them with job creation
-Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment

UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups

Outcome 4 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
1 % of households living in poverty benefiting from basic social protection programmes	**Output 4.3** MMAS in collaboration with other key sectors manages and coordinates a sustainable social protection programme in a more integrated manner	Indicator -1: Number of meetings of the National Council of Basic Social Security	Baseline: 0 (2011) Target: 3 per year (2015)	1 2	Partially achieved
		Indicator -2: Number of programmes designed/revised in agreement with ENSSB ensuring the collaboration of other sectors and their programmes	Baseline: 2 (2011); Target: 7 (2015)	1 3	Partially achieved
		Indicator -3: % of increase of investment in Basic Social Security through the State Budget and the SWAP	Baseline: 0% (2011); Target: 100% (2015)	1 53%	Partially achieved
2 % of households living in poverty benefiting from basic social protection programmes	**Output 4.4** MMAS operationalises instruments and mechanisms for increased effectiveness and coverage of social protection programmes at all level	Indicator -1: Number of quarterly reports produced by INAS on the programmatic and financial status of the Social Security programmes using the new information and management system	Baseline: 0 (2011); Target: 4 (2015)	1 0	Not achieved
		Indicator-2: Number of families receiving assistance through new or revised programmes in implementation	Baseline: 257,754 (2011); Target: 690,512 (2015)	1 387.425 Households across all programmes 2 24,342 households for both PASP and PASD under PASP and PASD	Partially achieved
		Indicator-3: % of beneficiaries of Basic Social Security whose cases are monitored and complemented with support services	Baseline: 0% (2011); Target: 60% (2015)	1 Case Management mechanism in process of establishment through the development of the case management manual and implementation guidelines for use by MMAS, Civil Society and Community Committees.	Indicator data on outcomes not yet available

Source: UNDAF, UNDAP and Annual Progress Reports

Output 4.4 The UN raised awareness around Social Protection and its role in reducing poverty while supporting inclusive growth. Progress was also made in improving social protection programs by implementing functioning information management systems. UN support activities included: development of the information management system for INAS Programs; capacity building exercises for INAS and MMAS officials as well as other technical trainings including electronic vouchers system, financial literacy, monitoring exercises; technical support to the INAS Department of Planning and Statistics; and launched a holistic multi-level communication strategy at the Social Protection Week.

The Social Protection program partially achieved the targets set for the majority of the output indicators. At a policy and coordination level great strides were made in the Social Protection sector in Mozambique largely with the support of the UN. The UN has contributed to a more integrated sustainable social protection program by providing coordination and material support to governmental

institutions. Social protection is gaining space on the political agenda and is seen as a core investment in the poverty reduction agenda.

4.5.2.3 Education

The Education workgroup have contributed to the achievement of **Outcome 4, Equitable provision of quality and essential social services** under **Outputs 4.5 and 4.6** as described below:

Table 9: Performance of Outcome 4's Output 4.5 and 4.6

National Priorities:
-Improve the quality of services and reduce inequities
-Integrate the interventions for the most vulnerable and link them with job creation
-Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment

UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups

Outcome 4 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
1 Illiteracy rate	**Output 4.5** Education Institutions in partnership with communities apply a holistic approach in the implementation of quality education services, particularly to the most vulnerable groups in the selected districts	Indicator -1: Primary school (EP2, thus including EP1) completion rate, disaggregated by sex, in selected districts.	Baseline: EP2 / total: 49,6% (2010); EP2 / girl (total): 45,4% (2010); EP2 / boy(total): 53,9% (2010) Target: EP2 / total: 59,6% (2015); EP2 / girl (total): 55,4% (2015).	1 National total 47.2; girls 44.2 (MINED, 2012). 2 Selected districts: Changara Total 47.5; Girls 42.3 and boys 52.7; Angoche: Girls 32.9 Boys 48.8; Montepuez Girls 30.6 Boys 36.3; Buzi Girls 25.7 Boys 38.1;Mossurize Girls 13.3 and Boys 18.2; Maganja da Costa Girls 16.1 and Boys 34.8; Chibuto girls 58.1 and Boys 48.8	Targets set at national level while results at sub-national level
		Indicator-2: % of schools with at least five basic components integrated and functioning according to the quality standards established in selected districts.	Baseline : 0% (2011) Target 75% (2015)	1 Schools in 7 Child Friendly School (CFS) districts now have at least five basic elements of the CFS intervention including: (i)functioning school councils, 2 (ii) bi-annual health screenings, (ii) water and sanitation facilities, (iii) materials and pyscho-social support to OVC, (iv) child to child social mobilization using theatre and community radio, (v) school-based life-skills programme addressing gender, (vi) HIV/AIDS, and (vii) prevention of violence and sexual abuse (infra).	Indicator data on outcomes not yet available
		Indicator 3: % of children (disaggregated by sex) enrolled in primary education (EP1 or EP2) receiving school meals in selected districts.	Baseline: 11,583 + 482 teachers and cooks Targets: 2015: 148,117 + 6,833 teachers and cooks Baseline: 195,500 children (2011) Target 300.000 (2015)	1 71,752 children + 2,199 teachers and cooks	Partially achieved
1 Illiteracy rate	**Output 4.6** Ministry of education has standards and mechanisms for the implementation of quality education services at all levels	Indicator -1: % of primary schools in selected provinces/districts complying with national school quality standards	Baseline:0 % (2011)Target: 50% (2015)	1 MINED initiated a pilot on school quality standards in 200 schools. 2 Approval of National School Feeding Programme (PRONAE) by the council of Ministries in May 2013.	There are efforts to improve the quality of education, however, there is no information of what percentage the schools represent.
		Indicator-2: % of primary school in- service teachers trained following the revised national teacher	Baseline: 0% (2011)districts Target: 70% (2015)	1 64 participants from Changara and Cahora Bassa districts were trained on nutrition education and food processing. 2 25 school technicians from Changara and Cahora Bassa districts were trained in horticulture production, and 2 primary	

National Priorities:					
-Improve the quality of services and reduce inequities					
-Integrate the interventions for the most vulnerable and link them with job creation					
-Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment					
UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups					
Outcome 4 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
		training curriculum in selected		schools established school gardens using agricultural inputs distributed to them.	

Source: UNDAF, UNDAP and Annual Progress Reports

Output 4.5 The baseline and targets set out by the indicator represent national percentages, however the results presented correspond to select districts where UN initiatives took place. Hence it can be inferred that the UN initiatives have contributed to decrease the illiteracy rate in the country.

Results show that there are schools in 7 Child Friendly School (CFS) districts that observe at least five basic elements of the CFS intervention including: functioning school councils, bi-annual health screenings, water and sanitation facilities, materials and pyscho-social support to OVC, child to child social mobilization using theatre and community radio, school-based life-skills programme addressing gender, HIV/AIDS, and prevention of violence and sexual abuse.

Joint Initiative for Quality Education in Changara

A joint program has been developed to better respond to the challenges posed in delivery and access to quality education. The Education Joint Programme is carried out by the following agencies: UNESCO, UNFPA, WHO, FAO, WFP, UNICEF. The Joint Programme is being implemented in the district of Changara in the Tete Province, according to the priority provinces set out by the UN. The Programme aims to address demand and supply side barriers for equity and quality basic education through a multi-sectoral package, including: identification of out of school children especially girls, learner achievement, school feeding and nutrition education, school health, safety and protection, and life skills development of children and youth.

Interventions include: (i) Early Childhood Development, (ii) Child Friendly Schools (CFS) Initiative, (iii) School Feeding, (iv) School Health, hygiene and safe environment, (v) Life skills education, (vi) Communication for Development, (vii) School Quality Standards, (viii) Institutional Capacity building for monitoring, supervision and pedagogic support, and (ix) Monitoring and Evaluation.

Implementation: In 2015 the programme reached 121 schools, 53 027 beneficiaries including children, teachers and voluntary cooks who receive a daily hot meal and a deworming program, increasing children's access to health and nutrition. All schools have also benefited from WASH interventions. Focal points at schools have benefited from training to increase classroom teaching learning processes and life skills. Capacity building for the development of integrated training of teachers on health, hygiene, nutrition, life skills and nutrition education content for primary school has been developed and discussion is in progress with Ministry of Education for its integration in teacher training. A comprehensive study on teacher issues was carried out to inform the national policy on reforming teacher education and continuous development; the results were presented during the Annual Education Sector Review in March 2014. Famers' organizations were trained in a joint initiative between WFP and FAO to support the pilot implementation of the home grown school feeding programme in 13 schools (one pilot school receiving cash, 12 schools receiving food and cash) and; in addition, cooks and school management were trained in conservation of fresh produce and preparation of nutritious meals based on the locally produced food.

The main contributing factors for the positive progress on the Joint Programme are:

•There is baseline information available for all the indicators developed for the program, though the main areas of intervention are related to UNDAF outputs as set out above, however they do not make use of the same indicators. Arguably this is also a result of the Joint Program only being carried out in one province. However, the indicators used for the program are SMART (specific, measurable, achievable, relevant and time bound) unlike many used to measure the matching output in the UNDAF.

•Detailed TORs aid in the clarification of each partners' roles and responsibilities, this also allows for the UN agencies to better leverage their comparative advantage in regards to specific activities including: advocacy, technical and financial support, procurement, coordination.

•The M & E process seems to be an integral part of the program as an M&E roadmap has been developed, the fact that agencies must report to a donor puts an added emphasis on the importance of quality reporting and M&E activities including lessons learned.

Output 4.6 The UN has supported the Ministry of Education in its capacitation on standards and mechanisms to deliver quality education services, for instance the UN also supported the ministry in the preparation of a strategy for the introduction of Sexual Education in the school curriculum and assisted in the design of the national school feeding programme (approved in 2013). Four modules were developed in collaboration with MINED for in-service teacher training and 371 cluster school focal points trained for the roll out. Nutrition education is being integrated into existing school programmes.

In 2014, the newly formed Ministry of Education and Human Development demonstrated a renewed interest towards the topics of quality education, prevention of student and teacher absenteeism as well as nutrition and health, creating a new National Directorate of School Nutrition and Health. According to the information available, 900 primary schools have been capacitated in a pilot phase.

UN Interventions in Education Sector tend to be consolidated in a holistic package on education, which focuses on improving quality of teaching, increased levels of retention (especially for girls), learning and improving the school environment. There have been clear efforts to improve the quality of education, however, there is no information of what percentage they represent.

4.5.2.4   Health

The Ministry of Health acknowledges the important role of the UN agencies in the health sector and in particular the relevance of its technical advisors and policy support. UN contribution to the Health subsector, under **Outcome 4, Equitable provision of quality and essential social services** are presented below.

Table 10: Performance of Outcome 4's Output 4.7 to 4.12

National Priorities: -Improve the quality of services and reduce inequities -Integrate the interventions for the most vulnerable and link them with job creation -Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment					
UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups					
Outcome 4 Indicators	**Outputs**	**Output Indicators**	**Baselines and targets**	**Key Achievements 2012 to 2014**	**Comments**
1 No indicators at outcome level that capture the contribution of the outputs	**Output 4.7** MISAU improves human resources, health financing, procurement/ supply chain management and leadership for the provision of quality services, particularly for the most vulnerable groups	Indicator -1: % of contraceptive needs plan funded by the State Budget/ PROSAUDE II	Baseline: 0% (2010) Target: 10 % (2015)	1 5%	Partially achieved
		Indicator-2: % of districts with Weekly Epidemiological Bulletins timely sent to the central level	Baseline: 85. % (2009) Target:100 % (2015)	1 90%	Achieved
		Indicator 3: % of provinces which reported lack of 3DFC for TB stock on the last day of the quarter	Baseline: 27% (2010) Target: TBD (2015)		Indicator data on outcomes not yet available
		Indicator 4: Number of APEs trained and working in the country	Baseline: 180 (2010) Target: 2,300 (2015)	1 Dec/2013 -2,270 APEs deployed. 790 APEs under training	Achieved
1 No indicators at outcome level that capture the contribution of the outputs	**Output 4.8** Health units in underserved districts increase coverage of preventive and curative services for children under five at primary, secondary and tertiary health care level.	Indicator -1: % of children vaccinated against DPT HepB Hib3	Baseline: 71% (2010) Target 90% (2015)	1 76% (DHS 2011) 2 92.9% (Jointly Report Form WHO/UNICEF in 2012)	Achieved
		Indicator-2: % of children from 0-59 months with diarrhoea in the last two weeks who received ORS and continued with breastfeeding	Baseline: 46% (2008 MICS); Target: 65% (2015)	1 55% ORS (DHS 2011)	Partially achieved
		Indicator-3: % of health facilities that implement the AIDI strategy	Baseline: 80% (2009) ; Target: 98% (2015)	1 86% - (Health PAF/2013) 51% (according Health Facility Survey findings.	Achieved
1 No indicators at outcome level that capture the	**Output 4.9** Health units in the five most underserved	Indicator -1: Number of health units that serve Basic Emergency Obstetric Care (BOEmC) per	Baseline: 3.8 (2009) 4/500.000(2015) Target:	1 3.1 (Health-PAF/2013)	Partially achieved

National Priorities:
-Improve the quality of services and reduce inequities
-Integrate the interventions for the most vulnerable and link them with job creation
-Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment

UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups

Outcome 4 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
contribution of the outputs	provinces increase coverage, quality of integrated, gender sensitive services for reproductive and sexual health at primary, secondary and tertiary health care level.	500.000 inhabitants in the last quarter			
		Indicator-2: 4.9.b % of new patients using new methods of family planning	Baseline 13.9% (2009); Target: 20% (2015)	1 24,0%	Achieved
		Indicator-3: % of pregnant women who received at least 2 doses of TIP	Baseline: 67% (2009); Target: 90% (2015)	1 19.6% DHS 2011 2 36% ACA XIII	
		Indicator-4: Coverage of post-birth consultations	Baseline: 70.3% (2010); Target: TBD (2015)	1 74% (2013-DIS)	Achieved
1 No indicators at outcome level that capture the contribution of the outputs	**Output 4.10** Health Units in the seven most underserved provinces provide key interventions to children, women and other vulnerable populations for prevention and control of other communicable and non-communicable diseases	Indicator -1: % of children in school age in risk of schistosomiasis morbidity that received preventive treatment	Baseline (2010) ; Target (2015): Niassa 52% 80%; Zambézia 57% 80%; Cabo Delgado 61% 80%; Nampula 40% 80%	1 15.4% DHS 2011	The achievement reported refers to a period prior to the current UNDAF implementation. No updated data available.
		Indicator-2: Proportion of children under 5 with confirmed malaria that received malaria treatment following the national policy within 24 hours upon beginning of symptoms	Baseline: 23% (2008 MICS); Target: 50% (2015)	1 22.2% (DHS 2011)	The achievement reported refers to a period prior to the current UNDAF implementation. No updated data available.
		Indicator-3: Prevalence of risk factors for chronic non transmittable diseases (alcohol and tobacco consumption)	Baseline (2005) Target (2015): Tobacco 18,7% <15%; Alcohol 38,2% <30%	1 No updated information since 2005	The achievement reported refers to a period prior to the current UNDAF implementation. No updated data available.
1 % of the population with severe chronic insecurity benefiting from basic food aid and agricultural inputs	**Output 4.11** MISAU and SETSAN, in coordination with other partners, secure access to quality interventions for nutrition and food security for children and their families.	Indicator -1: Mortality rate caused by chronic malnutrition in children under 5	Baseline: 11.8% (2010); Target: ≤4% (2015)		This indicator was changed
		Indicator-2: % of health centres that offer nutritional support for pregnant and breastfeeding women	Baseline (2010): 0%; Target: 2% (2015)	1 6,48%	Achieved
		Indicator-3: % of children from 6 to 59 months who received 2 doses of vitamin A	Baseline (2010): 79%) Target: > 85% (2015)	1 83.1% (Post coverage survey data 2013 - Administrative data 2013: 100%)	Achieved
		Indicator-4: Number of districts implementing the minimum package of PAMRDC (Multisectoral	Baseline: 0 (2011) Target: 38 (2015)	1 38 teachers from Manica, Nampula and Zambézia provinces were trained as ToTs for nutrition education in primary schools using the "Vamos Comer Alimentos	Achieved

UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups

Outcome 4 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
		action plan to reduce chronic malnutrition)		2 Nutrivos (Let´s Eat Nutritious Food)" nutrition manual. 3 159 primary schools from Manica, Zambezia and Nampula provinces have been selected and prepared to start implementation of nutrition education activities during the first half of 2015. 4 Teacher's guide for teaching nutrition to primary school pupils the "Vamos Comer Alimentos Nutrivos" manual was drafted. 5 18 primary school teachers and 5 education technicians at district and provincial levels were trained on the use and adaptation of the "Vamos comer alimentos nutritivos" nutrition manual. 6 FFS (Farmer Field School) Facilitators' manual for the nutrition component was completed and reproduced.	
1 No indicators at outcome level that capture the contribution of the outputs	**Output 4.12** MoH increases the coverage of quality care, treatment and support services for People Living with HIV (PLHIV) and TB patients, in particular of those with unmet needs	Indicator -1: # % of TB/HIV patients that initiated ART	Baseline: 20.449 (72%); Target 2014: 25.663 (85%).	1 83% (Ref: Balanco QAD Nacional e Provincial 2014)	Achieved
		Indicator-2: # of health unit at national level that offers ARV services according to the most updated guidelines	Baseline: (2010): 226 , from which 222 also for children (MISAU)	1 753, from which all also provide pediatric ARV (Ref: GARPR 2 2014 Preliminary file).	There was not a target set
		Indicator-3: % of HIV+ and/or TB malnourished with 15 and more years that received nutritional support	Baseline: 50%(2010); Target: 70% (2015)	1 100%. It is assumed that all of the HIV/TB patients suffering from moderate malnutrition attending the 86 HCs supported by WFP receive nutrition support because WFP agreement with the HCs is that all malnourished patients.	Achieved
		Indicator-4: No. of people living with HIV eligible for treatment receiving TARV according to national protocols, disaggregated by age, sex and province	Baseline: Niassa: 4,651; Cabo Delgado: 9,045 Nampula: 10,540; Zambézia: 19,967 Tete: 13,288; Manica: 14,347 Sofala: 20,428; Inhambane: 9,651 Gaza: 26,755; Maputo Province: 27,910 Maputo City: 47,181 BL: Total: 203,763; Adults: 187,578; Female: 66,431; Male: 121,147; Children: 16,185	1 2014: Niassa: 13,551; Cabo Delgado: 31,909; 2 Nampula: 44,402; Zambézia: 100,844; Tete: 35,158; Manica: 51,430; Sofala: 68,088; Inhambane: 35,455; Gaza: 86,565; Maputo Province: 82,784; Maputo City: 96,126. Total: 3 646,312; Adults: 585,544; Children: 60,768; Female: 446,343; Male: 199,969.	Achieved

National Priorities:					
-Improve the quality of services and reduce inequities					
-Integrate the interventions for the most vulnerable and link them with job creation					
-Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment					

UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups					
Outcome 4 Indicators	**Outputs**	**Output Indicators**	**Baselines and targets**	**Key Achievements 2012 to 2014**	**Comments**
			Target: Adults: 280,000; Female: 227,616; Male: 132,641; Children: 40,000		

Source: UNDAF, UNDAP and Annual Progress Reports

Output 4.7 The UN plays a crucial role in the capacity building of the Ministry of Health through initiatives such as the joint review of the Common Fund Agreement; the dissemination of the Health Sector Strategic Plan 2014-2019; advocating for family planning (FP) and post-partum haemorrhage provision in the Community Health Workers' curricula. In addition the UN continues to lend financial and technical support to the Ministry, for instance: in 2013 the Ministry covered for the first time 6.5% of contraceptive needs with State Budget, however in 2014, the UN continues to be the main contraceptive supplies; the UN commissioned a study on the access and acceptability of the female condom in six districts; coordinated in country efforts and data gathering to ensure that Mozambique featured in the State of the World's Midwifery; and conducted a cost benefit analysis has shown that FP services are critical cost effective and cost saving policies to improve maternal and child health indicators.

Output 4.8 In order to support health units in underserved districts the UN supported the following activities the revision process for the Integrated Management Childhood Illness (IMCI) guidelines, including clinical guidelines, plan for fresher courses. Subsequently Training of Trainers was conducted in three regions benefiting 90 health professionals. The UN supported the production and distribution of posters to support the new guidelines on diarrhoea treatment, and the procurement and distribution of essential items such as new-born kits.

Output 4.9 The UN supported the capacity building of health units in the five most underserved provinces by providing financial and technical support through procurement of essential equipment, capacity building of health personnel, and launching new behaviour change campaigns such as: the national treatment campaigns on fistula prioritizing the Cabo Delgado, Nampula, Zambézia and Sofala provinces. A new approach was used to increase efficiency, which included a master trainer going to a district hospital for a shorter period of time to train and guide the technical surgeon. There was an increase of 23.8% of treated cases from 2013 to 2014. During the National Health Weeks contraceptives were distributed, 412961 women (new users), 91% of the target, were reached and during the first round and 594165 women (new users) 120.7% of the target, were reached in the second round. A family planning program to provide services in Cabo Delgado, Nampula, Zambézia, Sofala, Maputo City and Maputo Province through activists at community level was launched. The availability of modern contraceptives increased from 76% to 96% from 2013 to 2014. A new project MozBIZ was launched aiming to change behaviour change among adolescents, a total of 84937 beneficiaries were reached. Continued technical and financial support was lent to the National Maternal and New-born Audits Committee, which included the introduction of the WHO Application of ICD-10 to deaths during pregnancy, childbirth and puerperium.

Output 4.10 In an effort to prevent and control communicable and non-communicable diseases the UN carried supported the development of the Ministry's capacity to manage chronical non-communicable diseases by training health personnel on diabetes and HTA care; the expansion of cervical and breast cancer program in 18 new facilities; the integration of epilepsy and other mental illnesses in the mental health program at Primary Health Care level and carried out key interventions at the Health Centre of Maratane Refugee Camp.

MDGs 4 & 5 Joint Program
Since 2012, CIDA has been funding MDGs 4 & 5 through UNFPA, UNICEF, WFP and WHO. This joint effort was developed to contribute to Mozambique National Integrated Plan for the Achievement of MDGs 4 & 5. The UN agencies have supported the

Output 4.11 UN supported the Ministry of Health and SETSAN in securing access to quality interventions for nutrition and food security for children and their families such as the capacitation of 38 teachers from Manica, Nampula and Zambézia provinces as ToTs for nutrition education in primary schools using the *"Vamos comer alimentos nutritivos"* manual; implementing nutrition education activities during the first half of 2015 in 159 primary schools from Manica Zambézia and Nampula provinces; drafting the teacher's guide for teaching nutrition to primary school pupils; training of 18 primary school teachers and 5 education technicians at district and provincial levels on the use and adaptation of the nutrition manual; and completing the Farmers Field School Facilitator's manual for nutrition.

Output 4.12 The UN has supported the Ministry of Health to cover quality health services for people living with HIV and TB patients by providing technical and financial support in, by building the capacity of health personnel providing paediatric treatment; conducting default tracking for pregnant women and children born to HIV positive mothers; continued expansion of EID; and the rollout of the MoH nutrition rehabilitation service, benefiting 45000 malnourished patients. These initiatives have increased children living with HIV access to care, treatment and nutrition to reach 80% in 2015. In the same year, 90% of HIV positive mothers receive comprehensive service packages.

Are programmes results being captured in the UNDAF Reporting System?

Despite the clear progress made primarily through these programs it is still difficult to infer attribution to and quantify the contribution to the improvement in these fields by the UN. The main reasons for these are as presented above: inadequate indicators at times it tenuous logical connection to outcomes they feed into, the indicators, baselines and targets set out by the Social DRG come from external sources, namely national statistics produced by the Mozambican government, and missing information primarily pertaining to results, a few example of these include:

WASH and Built Environment - There is limited information set out on the results matrix regarding results achieved as per the baseline, and in the case of Output 4.2 does not have information on the baselines themselves it is clear that progress has been made in WASH sector in Mozambique and that the UN has contributed greatly for this achievement.

Social Protection - Although according to the UNDAF results matrix the Social Protection Program only achieved Output 4.3 Indicator 2, it is abundantly clear that much has been achieved by the Social Protection under the Outcome 4 in order to increase the government's capacity to carry out its Social Protection mandate to coordinate the sector in a more integrated fashion, and to operationalize instruments and mechanisms to increase its coverage and quality of service.

Education - According to the UNDAF results matrix there has only been progress in Output 4.5 Indicator 1 as no other results have been recorded under this group's outcomes.

Health - The outcomes pertaining to health have clearly stated baseline and target values, however there are only results for Output 4.12.

HIV - The most complete set of date in the Social outcomes' results matrices are those pertaining to the activities of the HIV Joint Team. Even though these outcomes only feature in the 2014 Annual Progress Report.

Table 11: Performance of Outcome 4's Output 4.13 and 4.14

National Priorities:
-Improve the quality of services and reduce inequities
-Integrate the interventions for the most vulnerable and link them with job creation
-Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment

UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups

Outcome 4 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
1 No indicators at outcome level that capture the contribution of the outputs	**Output 4.13** HIV prevention institutions provide quality services, with emphasis on the most vulnerable groups to HIV infection	Indicator-1: # and % of health units with ANC that offers PMTCT according to the most updated guidelines	Baseline: 919, 86% (2010), MISAU; Target: 1,063, 100% (2015)	1 2014: 1250 out of 1389, representing 90%	Achieved
		Indicator-2: % HIV + pregnant women that receive prophylaxis to reduce vertical transmission	Baseline: 60.5% (MISAU, 2010); Target: 90% (2015)	1 2013: 83.66%; 2014: numerator, 94883. Denominator not available.	Updated indicator data on outcomes not yet available
		Indicator-3: Percentage of infants born to HIV-infected women provided with antiretroviral prophylaxis to reduce the risk of early mother-to-child transmission in the first 6 weeks	Baseline: MISAU 51% (MISAU, 2010); Target: 90% (2015)	1 2013: 67.4%; 2014: numerator, 58272. Denominator not available.	Updated indicator data on outcomes not yet available
		Indicator-4: Number of men circumcised disaggregated by age	Baseline: 12,000 (2011); Target: 250,000 (2015)	1 2014: 162902. 1-9 years old: 37; 10 to 14 years old: 84749; 15 to 19 years old: 45047; 20 to 24 years old: 19140 years old; 25 to 49: 13418; 50+: 511. (Ref:	Achieved
		Indicator-5: % of people aged between 15-49 years counselled and tested on HIV in the last 12 months and that received the results, disaggregated by province, setting, age and sex	Baseline: (Ref: INSIDA 2009, tables 9.1.1 and 9.1.2): Total men 15-49 years: 8.5%; Total women 15-49 years: 15.6%	1 2014 (Ref: DHS 2011, tables 13.11.1 and 13.11.2): Total men 15-49 years: 13.3%; Total women 15-49 years: 25.9% ;	Updated indicator data on outcomes not yet available
		Indicator-6: No. of voluntary HIV tests administered, disaggregated by sex	Baseline: Total: 529,922; Female: 312,654; Male: 217,268	1 2014 (Ref: GARPR 2014 Preliminary file) - Total: 5,726,580; Males: 1,770,079; females: 3,956,501	Significant progress
1 No indicators at outcome level that capture the contribution of the outputs	**Output 4.14** The national HIV coordination body coordinates effectively the Multisectoral national HIV/AIDS strategy at central and decentralized levels	Indicator-1: # of provinces and districts that have coordination Multisectoral forum that includes Government and civil society organizations	Baseline: 2 (2011); Target: 7 (2015)		Updated indicator data on outcomes not yet available
		Indicator 2 # of provincial ADN district committees that use the most updated monitoring systems on its reports	Baseline: Target: 40 Districts (2015)		Updated indicator data on outcomes not yet available
		Indicator 3 Total resources available for HIV/AIDS by financing source	Baseline (Ref: MEGAS 2010-11): Total $213,485,240 (100%);	1 2014 (Ref: GARPR 2014 preliminary file): Domestic (public and private) $13,947,965 (4%), UN agencies: $15,178,834 (4%), other international $324,200,531 (92%)	No target was set. Progress has been made.

National Priorities:
-Improve the quality of services and reduce inequities
-Integrate the interventions for the most vulnerable and link them with job creation
-Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment

UNDAF Outcome 4: Equitable provision of quality and essential social services ensure improved well-being for all vulnerable groups

Outcome 4 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
			Domestic public and private $10,371,298 (5%); UN agencies $19,055,317 (9%); Other international $ 184,058,625 (86%)		

Source: UNDAF, UNDAP and Annual Progress Reports

Outputs 4.13 and 4.14 have been recently introduced in the UNDAF results matrix only featuring on the 2014 Annual Review Report, however the results for the year 2013 also feature in this report. The HIV Joint Team primarily reports on these outputs.

The UN supported HIV prevention institutions to provide quality services by strengthening the capacity of HIV programs by training health providers, supervisors and peer educators on family planning techniques, SRH, GBV, HIV, Migration, STI, commodity management and HIV prevention in the workplace. UN support initiatives included:

- Assisting the Ministry of Health in the development of a guideline for and assess PMTCT integration into SRH.

- Increasing demand for HIV testing and treatment, and male circumcision in high-risk areas.

- Strengthening the referral system between community and health facilities.

- Enhancing CSO leadership by capacitating the associations of Women Living with HIV/AIDS to represent the constituencies in the decision-making processes.

The UN coordinated efforts for the strengthening of governmental HIV-coordination body through a multi-sectorial national strategy at central and decentralized levels. 2014 presented unique opportunities for the improvement of the government's response to HIV, as several processes took place including: the review of the HIV Law, the evaluation of the NSP III, the mid-term review of the Acceleration and Prevention from Mother to Child Transmission Plan, the elaboration of the NSP 2015-2019, and the Concept Note for the Global Fund. UN support included the following activities:

- The elaboration of several studies to guide a response based on information

- Preparation of policy briefings to advocate for the inclusion of vulnerable groups as priority populations for the HIV response in the country

- Preparation of content on nutritional support for the Concept Note and NSP IV

- Organization of a National Meeting on Sexual Transmission of HIV in Mozambique

- Assistance in the organization of the National Dialogue to discuss and validate the Concept Note for the Global Fund

Finding 18: Considering the goal of the Outcome 4, although all 7 Outputs out of 14, are not captured directly by any UNDAF original outcome indicator, their contribution towards achievement of the outcome goal is relevant. The fact of not having updated data on some outputs render it difficult to assess the degree of achievement in some cases. However, the reported achievements show progress and contribution to the national development priorities. Another important remark is that the annual reports need to depict clearly the targets set and provide updated figures on the achievements.

Considering the above, the performance of the outcome 4 can be considered as acceptable and on track to overall outcome objective. **Therefore, following the traffic light scoring definition presented in the methodological section, it can be considered Amber-Green**.

Five outputs contribute to **Outcome 5, Vulnerable groups demand, access and use of quality and equitably delivered social services**, similarly to outcome 4, the activities are carried out by technical groups, WASH and Built Environment (Output 5.1), Social Protection (Output 5.2), Education (Output 5.3), and Health and Nutrition (Output 5.4). As of 2014, one more output was added to the Social DRG under Outcome 5 related directly to the activities of the HIV Joint Team (Output 5.5). Hence, the following table illustrates the outcome divided by sector groups.

The evaluators consider that while the UNDAF was well aligned to development priorities, it is difficult to measure the collective results that can be attributed to the UN. This is, in part because the UNDAF contributed to higher level development issues, and in part because the M&E Framework and the reporting from the Working Group during this evaluation provide an incomplete view of what has been achieved with respect to baselines and targets set.

Table 12: Performance of Outcome 5's Outputs

National Priorities:					
-Improve the quality of services and reduce inequities					
-Integrate the interventions for the most vulnerable and link them with job creation					
-Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment					

UNDAF Outcome 5: Vulnerable groups demand, access and use quality and equitably delivered social services					
Outcome 5 Indicators	**Outputs**	**Output Indicators**	**Baselines and targets**	**Key Achievements 2012 to 2014**	**Comments**
1 Percentage of the population using (a) safe water sources and (b) adequate sanitation infrastructures in rural and urban areas.	**Output 5.1: '** The most vulnerable communities in targeted provinces use effectively water supply and sanitation infrastructures	Indicator -1: Percentage of population that uses improved sources of drinking water (at rural and peri-urban areas) in 6 targeted provinces.	Baseline (2008 MICS): Manica:32.0% Sofala: 48% Tete: 34.2% Nampula: 43.1% Gaza: 60.7% C.Delgado:29.9% Target: TBD	1 Drop in diarrhoeal diseases prevalence from 30% to 18% in Tete, Manica and Sofala. 2 Increase in daily per capita water consumption from 7 to 19 litres. 3 Upgraded sanitation facilities in 130 communities in six districts of Manica province 4 Construction of a drainage ditch and sanitation system in the informal neighbourhood of Munhava Central/Beira Municipality. 5 Findings from 2013 sustainability check report (conducted annually since 2008), note that sustainability of water supply infrastructures remained at the same level of previous years (81 %); however, sustainability of Open Defecation Free communities showed a slight reduction (73 %), requiring continued support for rural sanitation at the District levels. 6 At least 300,000 new users, prioritising vulnerable groups, use safe water and 300,000 people use safe sanitation and improved hygiene practices 7 Almost finished the construction of the Multifunctional Community Centre for Biogas, that will provide sanitation and water for Munhava Neighbourhood (Beira City), and produce Biogas for internal usage around a small market	Data from household survey are not available related to use of WASH infrastructures within the reporting period. There are not targets set for both output indicators.
		Indicator -2: Percentage of population that uses safe sanitary facilities (at rural and peri-urban areas) in 6 targeted provinces.	Baseline (2008 MICS): Manica:14,2% Sofala:22% Tete:3,4% Nampula:15,2% Gaza:23,8% C.Delgado: 5,6% Target: TBD		
1 Nr. of vulnerable children with access to minimum of 3	**Output 5.2:** Social protection benefits for persons	Indicator - 1: Number of children accessing quality	Baseline: not set Target: 3000	1 In 2013, 4.130 children got out of institutions and placed in a family and the care for more children living in guardianship or foster families got regulated.	Achieved

UNDAF Outcome 5: Vulnerable groups demand, access and use quality and equitably delivered social services

Outcome 5 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
of 6 basic social services.	suffering from social and economic exclusion are maximized with complementary assistance	alternative care services		2 Scaled up psychosocial support programmes implemented in line with quality standards, including in emergencies	
		Indicator – 2: Number of beneficiaries accessing quality services of psycho-social and judicial support and food assistance in agreement with the minimum prerequisites	Baseline: 160,950 (2010) Target: 250,000 (2015)	1 17,000 OVC's and chronically ill 346,773; 146,773 children benefitted from psycho-social interventions by November 2013 2 Multi-sectoral protocol for alternative care developed and endorsed and quality regulated alternative care modalities functioning in all 11 Provinces 3 Institutional food support to 4,855 OVCs	Achieved
		Indicator – 3: Percentage of refugees and asylum seekers with specific needs that receive direct assistance	No Baseline nor Target.		Indicator data on outcomes not yet available
		Indicator – 4: Number of asylum seeker children identified as separated at the borders or by the police for which the "Best Interest Determination" and family tracing is applied	Baseline (2010): 0 Target (2015): 20		Indicator data on outcomes not yet available
1 No indicators at outcome level that capture the contribution of the outputs	**Output 5.3:** Communities have access to integrated and functional training programmes for education of young people and adults in the selected districts	Indicator – 1: % of youth and adults (15-65 years; disaggregated by sex) completing the integrated literacy training programme in the selected districts	Baseline : Total: 0% (2011); Women: 0% (2011); Men: 0% (2011) Target: Total: 50% (2015);	1 Nutrition education content for primary school to be integrated into the training programme drafted	The result reported is related to the output indicator but does not fully inform the indicator The result reported is related to the output indicator but does not fully inform the indicator
		Indicator – 2: Integrated and functional education programmes	Baseline: 0; Target: 5.	1 Young people in the community reached by SRH programme (Geracao Biz) in all provinces with the challenge to improve the quality of intervention.	

National Priorities:
-Improve the quality of services and reduce inequities
-Integrate the interventions for the most vulnerable and link them with job creation
-Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment

UNDAF Outcome 5: Vulnerable groups demand, access and use quality and equitably delivered social services

Outcome 5 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
		and initiatives for youth and adults established in the selected districts.		2 Geração Biz Programme implemented country-wide. Attended 826,985 young people in SAAJ from which 542,385 were girls and 421,086 benefited from HIV 3 Test. 4 A pilot on MozBIZ implemented in Maputo, Beira, Quelimane, Mocuba and Morrumbala reaching 35,000 young people	
1 No indicators at outcome level that capture the contribution of the outputs	**Output 5.4** Vulnerable groups in selected provinces know the main risk factors related to health, food security and nutrition	Indicator – 1: % of family units that use salt adequately iodised	Baseline: 25% (2008) Target: 80% (2015)		Indicator data on outcomes not yet available
		Indicator – 2: % of children under 6 months that receive exclusive breastfeeding	Baseline: 37% (2008) Target: 60% (2015)	1 Selected C4D government and CSO partners have enhanced C4D capacity and are effectively supporting line Ministries to manage focused and coordinated multi-level, multi-channel interventions with a focus on four priority province. 2 Increase the population reached with lifesaving messages through to use the software Frontline SMS for information dissemination with community radios and improve their monitoring capacity.	The results described are relevant. However, the sources of verification for target achievement are not available.
		Indicator – 3: % of family units with an acceptable quality in their diet	Baseline: 40% (2009/10); Target: 60% (2015)	1 Supported the data collection process for Evaluation of the risk factors of Non Communicable Diseases (STEPS 123 Survey) 2 Development of a strategic plan for Adolescent Health and Youth within the framework of the National Health Police and its approval by the Government. 3 Community radio producers were trained on family planning, early marriage and girls' school dropout what helped to improve the quality of their weekly radio shows that are dubbed in local language.	
		Indicator – 4: % of youth (15-19 years) who are mothers or pregnant of their first child (disaggregated by urban/rural)	Baseline: 41%; (Rural: 49%-Urban: 32%) (2008) Target: National Rural: 35%-Urban: 20% (2015)		Indicator data on outcomes not yet available
1 No indicators at outcome level that capture the	**Output 5.5:** Selected communities adopt	Indicator – 1: # of women and men 15.-19 years that	Baseline: Women (23%) Men (23%) (INSIDA); Target: TBD		Indicator data on outcomes not yet available

National Priorities: -Improve the quality of services and reduce inequities -Integrate the interventions for the most vulnerable and link them with job creation -Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment					
UNDAF Outcome 5: Vulnerable groups demand, access and use quality and equitably delivered social services					
Outcome 5 Indicators	**Outputs**	**Output Indicators**	**Baselines and targets**	**Key Achievements 2012 to 2014**	**Comments**
contribution of the outputs	socio-cultural norms that reduce the vulnerability of girls and women to be infected by HIV/AIDS	report to have used condom on their first sexual intercourse			
		Indicator – 2: % of men and women that report to have had multiple partners in the last 12 months	Baseline: Women: 32.4% (INSIDA 2009), Men: 37.2% (INSIDA 2009); Target: TBD	1 HIV - Community Mobilization for SBCC	Indicator data on outcomes not yet available

Source: UNDAF, UNDAP and Annual Progress Reports

Output 5.1 The UN has contributed to the increase in the access to water and sanitation infrastructures in 15 target districts in Tete, Manica, and Sofala from 2008 to 2013. In rural areas there are at least 300 000 new users with access to safe water and sanitation, and improved hygiene practices; which in turn have resulted in the decrease of diarrhoeal diseases prevalence from 30% to 18% and the daily per capita consumption of water has increased from 7 to 19 litres. The Sustainability Check determined a sustainability score of 70% for water points and 62% for sanitation.

Although the household data is not available to assess the changes for these indicators, the sort of activities and the immediate results reported tend to contribute to the achievement outcome indicator 1 and 2, i.e., increase in the access to safe water sources and adequate sanitation infrastructures.

Output 5.2 The UN has supported the maximization of social protection benefits through complementary assistance by creating linkages between social protection programmes, social services and child protection through the development of national Community Case Management system. 140 Community Committees (10%) received training and support through the UN and the MGCAS, resulting in the identification of 147 191 children and 14 000 referred for services. 170 563 children have benefited from psychological support interventions since 2013. The MGCAS Technical Council, the Judiciary and Attorney General approved alternative Care Regulation. The UN also supported the development of electronic civil registration and vital statistics systems to increase access to birth registrations and ID documents.

It is important to note that Indicators 1, 2 and 3 are aligned with the Output 5.2 while indicator 4 does not inform this output. Moreover, the UNDAF outcome indicator focus on vulnerable children accessing at least 3 of 6 basic social services while Output 5.2 seems broader as considers persons affected by economic and social exclusion.

Output 5.3: This output focus on the access to integrated and functional training programmes which encompasses activities on life skills, vocational training and entrepreneurial training. Although the results reported under this output are relevant, they mainly reflect life skills aspects, i.e., only one component was considered. The program Geração Biz was implemented country wide reaching 826 985 young people of which 542 385 were girls and 421 086 benefited from HIV testing. A pilot of the MozBiz was implemented in Maputo, Beira, Quelimane, Mocuba and Morrumbala reaching 35 000 young people.

The results reported for both indicators partly contribute for achieving the output and the outcome.

Output 5.4 The UN has supported the dissemination of information regarding the main risk factors related to health, food security and nutrition through the capacitation of community radio producers on family planning, early marriage and girls' school dropout in order to increase the quality of their weekly broadcast. As a result, more than 3 million caregivers were reached with messages promoting full

adherence to the vaccination calendar. The school health area was also emphasized as an entry point for promotion of healthy life styles in schools and community.

Although output 5.4 is related to outcome 5, there is not any outcome 5 indicator that captures the achievements reported. The information reported refers to 2 output indicators while no result is reported for the remaining 2 indicators.

Output 5.5 This output places the emphasis on the adoption of socio-cultural norms that reduce vulnerability of girls and women to be infected by HIV/AIDS. The achievement reported for this indicator was an HIV community mobilization for social and behaviour change communication. However, there is no data available to assess the progress on this regard. Moreover, no target is was set for these indicators.

Finding 19: Although the means of verification for several outcome indicators are not available, the activities and immediate results are aligned to the outcome, i.e., they contribute for having vulnerable groups demanding and accessing quality and equitable social services. The contribution of the UN in terms of WASH, Social Protection, Education, Health and HIV are clear, though not adequately captured by the current M&E system. For this reason, the score for outcome 5 is Amber-Green.

4.5.3   Governance Pillar/Development Result

Progress achieved in UNDAF Outcome 6, 7 and 8 could not be adequately ascertained because of insufficient baseline data, inappropriate indicators, and insufficient reported information.

Indeed, the annual reports shortly present a limited number of activities implemented during the reporting year, under each Outcome, by output. While the present evaluation does not question the relevance of such activities, it underlines the fact that the reported activities are not sufficient to ensure the achievement of the related Outputs.

Nevertheless, stakeholders recognise the uniqueness of the UN in supporting national efforts towards improved governance systems. Despite the weakness in formulation, the UN contributed to strengthen relevant institutional capacity and policy formulation in critical areas of poverty reduction and in human rights notably in the protection of child rights.

The 2014 Ibrahim Index for African Governance indicates that most indicators decreased in 2012 and 2013 (latest results available), notably on Rule of Law, Participation, Human Rights. There is a positive evolution notably for Public Management and Gender.

Table 13: Ibrahim Index for Mozambique

Country Results

RANK 2013	CATEGORY & SUB-CATEGORY	SCORE/100 2000	...	2009	2010	2011	2012	2013	CHANGE '09-'13
22	Overall Governance	50.8	...	54.4	54.5	54.4	54.2	52.2	-2.2
28	Safety & Rule of Law	62.3	...	58.9	56.6	59.7	56.6	50.8	-8.2
24	Rule of Law	54.8	...	54.8	54.4	53.8	52.9	48.3	-6.4
28	Accountability	40.1	...	40.0	39.1	38.0	36.7	36.7	-3.3
28	Personal Safety	59.2	...	51.0	42.7	56.8	51.9	44.6	-6.4
37	National Security	95.0	...	90.0	90.0	90.0	85.0	73.3	-16.7
14	Participation & Human Rights	61.1	...	60.2	60.1	58.8	60.9	60.7	+0.5
20	Participation	68.3	...	61.5	60.4	59.2	59.2	60.7	-0.8
23	Rights	63.5	...	58.5	56.2	49.2	52.4	53.6	-5.0
9	Gender	51.5	...	60.7	63.7	67.9	71.1	67.9	+7.2
26	Sustainable Economic Opportunity	41.3	...	49.0	49.8	48.7	47.7	46.8	-2.1
16	Public Management	42.5	...	54.8	55.3	55.3	55.7	55.2	+0.4
30	Business Environment	46.3	...	51.7	52.2	53.2	47.8	45.7	-6.0
32	Infrastructure	20.1	...	33.1	33.0	29.6	29.0	28.6	-4.5
21	Rural Sector	56.2	...	56.4	58.5	56.6	58.4	57.9	+1.5
40	Human Development	38.7	...	49.3	51.4	50.5	51.5	50.5	+1.2
26	Welfare	50.9	...	52.4	53.3	50.7	53.0	51.6	-0.8
46	Education	26.6	...	38.3	40.4	39.1	36.1	34.2	-4.1
34	Health	38.6	...	57.1	60.4	61.7	65.4	65.6	+8.4

Source: Ibrahim Index for African Governance 2014

This is reflected in the positive results observable in Outcome 7 and 8, which both were formulated as more reachable outcomes and closer of the "sphere of influence" of the organisation (see section 2.4.2) than Outcome 6. It should be noted that, as for the other Outcomes, **data is only available in the 2013 and 2014 annual reports**.

Outcome 6 "Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels", presented the following indicators, baseline and targets. Results are also summarized, when available.

Table 14: Performance of Outcome 6's Outputs

National Priorities: - Improve the access and quality of public service delivery to citizens at all levels - Fight against corruption in public institutions - Consolidate democratic rule of law - Improve coordination of HIV&AIDS and gender equity response - Decentralization and local governance					
UNDAF Outcome 6: Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels					
Outcome 6 Indicators	**Outputs**	**Output Indicators**	**Baselines and targets**	**Key Achievements 2012 to 2014**	**Comments**
1 % of the National Budget allocated to the provinces and districts	**Output 6.1** The Specialised Parliamentary Commissions strengthened for effective budget oversight and executive legislation	Indicator 1 - Quality of parliamentary oversight on the State Budget approval: # of budget revisions scrutinized by Parliament.	Baseline: B+ (TBC) (PEFA 2010) Target: A (2015)	1 Planning and Budgeting Commission (CPO) of the National Assembly requested an increase in Social Protection budget (2013); 2 3 Budget Briefs in key social sector (Health, Education and Social sectors) contributed to demystify the State Budget Proposal and contributed for a comprehensive understanding by the Parliamentarians 3 Youth Parliamentarian Cabinet discussed and coordinated the implementation of the recommendations of UPR especially those related to sexual reproductive health and rights.	The results presented are related to the output but do not directly inform the indicator. No reporting on the Outcome indicator 1.
		Indicator 2 - % of laws initiated by the parliament (Percent)	Baseline: 7%; (2010) Target: 20% (2015)	1 19% (2013) 2 New Penal Code approved in December 2014.	No % reported in 2014
4 % of districts covered by an institutionalized Permanent system for Electoral Civic Education	**Output 6.2** Vulnerable groups particularly at decentralised level increase their awareness of electoral civic responsibility	Indicator 1 - # of districts covered by the electoral civic education campaign (Number,	Baseline: 5; (2010) Target: 90 (2015)	1 25 districts (in 2013) 2 86% of the districts covered by electoral civic education (ECE).(in 2014)	Shift in target (from n° of Districts to %) gives a better view of coverage
		Indicator 2 - % of woman covered by the electoral civic education campaign (Percent, Female)	Baseline: 30%; (2010) Target: 60% (2015)	1 30% of Women were trained on understanding on electoral process for their full political participation (2013)	There is no data on women covered by electoral civic education campaign. In 2014
	Output 6.3 MPD effectively coordinates the planning, implementation, and	Indicator 1 - % of sectors implementing the integrated planning system (Percent)	Baseline: 0% (2010) Target: 20%	1 15% of sectors followed MPD harmonized guidelines in relation to gender issues in PES 2014	The reported achievements do contribute to the Outcome 6, however the

National Priorities:
- **Improve the access and quality of public service delivery to citizens at all levels**
- **Fight against corruption in public institutions**
- **Consolidate democratic rule of law**
- **Improve coordination of HIV&AIDS and gender equity response**
- **Decentralization and local governance**

UNDAF Outcome 6: Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels

Outcome 6 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
	monitoring cycle of PES with particular attention to vulnerable groups.			2 88% of sectors followed MPD harmonized guidelines in relation to gender issues in BdPES 2013. 3 20 planners from the whole country were capacitated in integration of population issues in the provincial development plans. 4 Population policy was updated.	reports do not inform on progress measured by indicator 6.3.
	Output 6.4. The national statistical system produces, analyses, and disseminates quality data to promote the achievement of the MDGs.	Indicator 1 - # of national and sectorial plans in selected areas identifying priorities based on official statistics data	Baseline: 0 (2011) Target: 2 (2015)	1 Started the development of the National Action Plan against child labour based on the data from INE (2014); 2 INCAF survey; 3 Developed the project document of the Census 2017. 4 Development of a Concept Note on "Extractive Industries" with the MPD for the preparation of the 2015 NHDR 5 Production and dissemination of socioeconomic data (territorial statistics) for all 126 districts, through CD and website. 6 33 provincial planners trained and 120 district planners trained on Education Management Information System	Most the results presented are related to the output but do not directly inform the indicator. The reported achievements do contribute to the Outcome 6, however the reports do not inform on progress measured by indicator 6.4.
1 No. of international and regional instruments which are rectified and being implemented	**Output 6.5** National and international human rights instruments implemented and monitored	Indicator 1 - % of RUP recommendations implemented annually (Percent)	Baseline: 0% (2011) Target: 20% (2015)	1 20% (2013) 2 49% of UPR recommendations implemented, 41% partially implemented and 10% not initiated (2014) 3 15 judges of the Supreme Court trained in implementation of International Labour Standards. 20 domestic workers representative trained in promoting of the	Most the results presented are related to the output but do not directly inform the indicator

National Priorities:
- Improve the access and quality of public service delivery to citizens at all levels
- Fight against corruption in public institutions
- Consolidate democratic rule of law
- Improve coordination of HIV&AIDS and gender equity response
- Decentralization and local governance

UNDAF Outcome 6: Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels

Outcome 6 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
				ratification of ILO convention 189	
				4 60 Officials from the Government, CSO, UN, Academia and private trained in integration of HIV and Gender in Environmental impact assessment.	
				5 Submission of 2 HIV and AIDS Laws to Parliament for approval.	
				6 Penal Code revised approved within the Ministry of Justice	
				7 two regulatory instruments (Juvenal Justice Act and Children's Act finalized and to approved within the Ministry of Justice;	
				8 Accession to both 1954 and 1961 Statelessness Conventions by the State of Mozambique in September 2014.	
	Output 6.6 Populations in Mozambique have increased access to justice and human rights protection.	Indicator 1 - % of cases benefiting from alternatives to prison, annually (Percent)	Baseline: 0% (2011) Target: 20% (2015)	1 By 2013 the legal framework on Alternatives to Imprisonment did not enter into force. 2 Required norms for introduction of Alternatives to Imprisonment in Mozambique established and disseminated. 3 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) drafted. 4 Establishment of one House of Justice (HoJ) in Massinga.	Most the results presented are related to the output but do not directly inform the indicator. The reported achievements do contribute to the Outcome 6, however the reports do not inform on progress measured by indicator 6.6.
-	**Output 6.7** MINT and MINEC in collaboration with provincial partners	Indicator 1 - Number of regular inter-ministerial meetings on mixed migration	Baseline: 0 (2011) Target: 3 (2015)	No specific information	No specific Information on any achievement.

	National Priorities:

National Priorities:
- **Improve the access and quality of public service delivery to citizens at all levels**
- **Fight against corruption in public institutions**
- **Consolidate democratic rule of law**
- **Improve coordination of HIV&AIDS and gender equity response**
- **Decentralization and local governance**

UNDAF Outcome 6: Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels

Outcome 6 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
	manage migration flows in a sensitive manner to protection.	flows held annually (Number)			Only that work is still in progress.

The reported achievement do contribute to the Outcome 6, however they do not link up (in anyway – directly, results chain, impact) to any of the outcome 6 indicators set. |
| | | Indicator 2 - Number of compulsory repatriation reported (Number) | Baseline: 700 (2010) Target: 0 (2015) | No information | |
| | | Indicator 3- # of reception mechanisms, based on protection-sensitive standard operation procedures, identifying and referring migrants at the border (Number) | Baseline: 0 (2010) Target: 2 (2015) | No specific information | |

Source: UNDAF, UNDAP and Annual Progress Reports

The poor causal link from outputs to outcomes is particularly true for Outcome 6. Notably, under **Output 6.1 (The Specialised Parliamentary Commissions strengthened for effective budget oversight and executive legislation)**, activities included capacity building support to the Youth Parliamentarian Cabinet, and the preparation of budget briefs (explanatory notes) notably related to the implementation of children and youth rights (UNICEF). As children are particularly sensitive and dependent on public interventions and it can be considered that there is no such thing as a child-neutral policy, the focus on child rights is well justified. However, the information on the effects of the UN intervention is not sufficient to determine the level of progress made in this field.

Also, on **Output 6.4 (The national statistical system produces, analyses, and disseminates quality data to promote the achievement of the MDGs)**, UNDP and UNICEF made a particular support to an important number of key activities leading to the availability of essential socioeconomic data (INCAF survey, territorial statistics) or of future critical surveys (e.g.: census 2017). Statistical systems and the National Institute for Statistics were also strengthened to collect, analyse and disseminate high quality data on the situation of children in order to support adequate planning and investment on a decentralized level. It is also important to note that in 2014 a National Action Plan against child labour was under development based on the data from INE.

As for **Output 6.6 (Populations in Mozambique have increased access to justice and human rights protection)**, it seems that the Output was too optimistic as there is no information on 2012 and the progresses made in 2013 (including: norms for introduction of Alternatives to Imprisonment in Mozambique established and disseminated; support to the operationalization of 5 Houses of Justice in the country) was insufficient to reach a result that could feed the indicator (% of cases benefiting from alternatives to prison, annually). It's also important to note that, although the output indicator does contribute to the outcome goal, it does not link to the defined outcome indicators.

Finally on Outcome 6, reported information for **Output 6.7 (MINT and MINEC in collaboration with provincial partners manage migration flows in a sensitive manner to protection)** is mostly absent. In this regard, the reporting fails to capture the reasons of such a lack of information, and/or progress.

Finding 20: From the presented above, Outcome 6 perspective (Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels) 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.

Considering the above, the performance of the outcome 6 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 6 is considered Amber-Green.**

The main Outputs, indicators and results for **Outcome 7 "People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda"** are presented below.

Table 15: Performance of Outcome 7's Outputs

National Priorities: - Improve the access and quality of public service delivery to citizens at all levels - Fight against corruption in public institutions - Consolidate democratic rule of law - Improve coordination of HIV&AIDS and gender equity response - Decentralization and local governance					
UNDAF Outcome 7: People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda					
Outcome 7 Indicators	**Outputs**	**Output Indicators**	**Baselines and targets**	**Key Achievements 2012 to 2014**	**Comments**
-	**Output 7.1** Targeted vulnerable groups participate actively in the development discourse	Indicator 1. # of radio and television programmes produced by children and youth on rights	Radio: Baseline: 1968; Target: 3408 (2010) TV: Baseline: 192; Target: 336 (2015)	1 Over 300 children radio producers engaged in the production and presentation of more than 500 weekly programmes 2 1500 children producers in 70 radio and TV stations were actively engaged in planning and producing 2,262 media programs, bringing the cumulative number from 2011 to 2014 up to 6,912 radio programs and 2,136 TV programs	The reported achievement do contribute to the Outcome 7, however they only indirectly link up to indicator 7.1.
		Indicator 2. # of communities with human rights protection action plans implemented	Baseline: 30 (2011) Target: 100 (2015)	1 Community mobilized and public campaigns undertaken in Maratane refugee camp (province of Nampula)	The activities reported are related to the output but do not directly inform the indicator
1 No. of Development Observatories in which civil society has a common position 2 % of drafted new or revision of existing laws in which civil society has demonstrably participated	**Output 7.2** Civil society and private sector representatives effectively participate in planning and monitoring mechanisms of development policies, strategies and programmes	Indicator 1. # National and provincial development observatories carried out in compliance with the implementation guidelines	Baseline: 1 (2011) Target: 11 (2015)	1 6 (2013) and 14 (2014) 2 Establishment of the National Human Settlement Commission, approved by the Council of Ministers in September 2014 3 Establishment of the Provincial Commission to monitor the urban growth in the Nacala Corridor 4 14 National Observatories held in 2014 5 Operationalization of 29 LCCs according to the government established guidelines.	Indicators are correctly informed and there is additional information on performance.

National Priorities:
- Improve the access and quality of public service delivery to citizens at all levels
- Fight against corruption in public institutions
- Consolidate democratic rule of law
- Improve coordination of HIV&AIDS and gender equity response
- Decentralization and local governance

UNDAF Outcome 7: People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda

Outcome 7 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
		Indicator 2. # of civil society organizations and members involved with the Civil Society Forum for Child Rights Protection (ROSC) and MARP, respectively	ROSC: Baseline: 250 (2011) Target: 500 (2015) (Organizações) MARP: Baseline: 21, Target: 21	1 380 CSOs members of ROSC MARP (2013) 2 Active engagement o 150 CSOs in decision making in 4 provinces (2014) 3 60 people enrolled in the ROSC open course on HRBAP, Advocacy and Monitoring of Social Policy.	The additional achievements reported are related to the output but do not directly inform the indicator
1 % of women Members of Parliament, Ministers, Deputy Ministers, Governors, Ministerial and Provincial Permanent Secretaries, District Administrators, Heads of Administrative Posts, District Permanent Secretaries, Heads of Localities and Provincial Directors		Indicator 3. % of women participating in the provincial councils, in four provinces (Percent)	Baseline: 30% (2011) Target: 40% (2015)		No information
1 % of drafted new or revision of existing laws in which civil society has demonstrably participated	**Output 7.3** The media use effectively information for equitable development	Indicator 1. # of districts covered by rights based radio programmes	Baseline: 60; (2011) Target: 70 (2015)	1 60 radios staff trained in CMCs have programmes on´latoleta´ teaching child rights through games	The achievement reported are related to the output but do not directly inform the indicator
		Indicator 2. # of rights and gender based stories reported by the media/press	Baseline: 312 (2011); Target: 1500 (2015)	1 5 TV Show programs "Real Men" (Homem que é Homem) on violence against women and girls were recorded in 3 district and broadcasted nationally twice a week, at TVM	

Source: UNDAF, UNDAP and Annual Progress Reports

Available additional information relates notably to **Output 7.2 (participation of civil society and the private sector in planning and monitoring mechanisms of development policies, strategies and programmes)**, with the establishment of the National Human Settlement Commission in 2014, with the presence of the civil society. Also in 2014, UNDP technical assistance provided to selected provinces contributed to the increase from 8 to 37 in the number of Local Consultative Councils that are functioning according to the government established guidelines. These are noteworthy achievements that remain isolated when related to the ambitious formulation of Output 7.2.

Despite the nature of the activities under Outcome 7 and their potential to be monitored and quantified, the links between indicators and the reported information are globally weak. For example, indicator 7.3a. "# of districts covered by rights based radio programmes" is informed with information on number of trained radio staff. Indicator 7.1b. "# of communities with human rights protection action plans implemented" was not informed at all or with the information "Support to community based- approach and activities at Maratane refugee camp", which is considered insufficient to understand what was achieved.

Also, indicators where it could be expected that information should be available, such as: "7.2c.: % of women participating in the provincial councils, in four provinces (Percent)", were not informed at all in 2013 and 2014.

Finding 21: 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.

Considering the above, the performance of the outcome 7 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 7 is considered Amber-Green.**

Lastly, Outcome 8 focussed on **"Government and civil society providing coordinated, equitable and integrated services at decentralized level"**.

Table 16: Performance of Outcome 8's Outputs

National Priorities:
- Improve the access and quality of public service delivery to citizens at all levels
- Fight against corruption in public institutions
- Consolidate democratic rule of law
- Improve coordination of HIV&AIDS and gender equity response
- Decentralization and local governance

UNDAF Outcome 8: Government and civil society providing coordinated, equitable and integrated services at decentralized level

Outcome 8 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
1 The increase in users' satisfaction with public services (access to services rate and overall quality)	**Output 8.1** MAE and MPD implement selected strategic areas with Service Charter of the decentralisation policy and strategy in selected provinces	Indicator 1 - Percentage of Administrative Posts restructured and with trained staff in post (out of 394 APs)	Baseline: not set Target: 50% (2013) and 70% (2014)	1 100% (2013) 2 African Charter for Decentralization adopted in 2014.	Indicator were correctly informed in 2013 only.
		Indicator 2 - Percentage of district budget allocated to the capital investment	Baseline: not set. Target:30% (2015)	1 16% (2013)	No information in 2014
-	**Output 8.2** MAE and MPD establish the integrated information and knowledge management system for decision making at decentralized level	Indicator 1 - Number of provinces and districts with functional integrated information management system - IMIS (Number)	Baseline: Province 0; District 0; Target: 11 provinces e 22 districts	1 1 province (Maputo City) with IMIS	The reported achievement do contribute to the Outcome 8, however they do not clearly link up (in anyway – directly, results chain, impact) to any of the outcome 8 indicators set.
1 No. of districts with PES review reports, including cross-cutting issues (Culture, Gender, Human	**Output 8.3** The selected provincial governments, districts and municipalities integrate cross-	Indicator 1 - No. of districts with PES review reports, including cross-cutting issues (Culture, Gender, Human Rights,	Baseline: not set Target: 12 (2013); 47 (2015)	1 20 districts in the provinces of Cabo Delgado, Nampula and Gaza (2013); 2 26 Districts (2014) 3 45 districts developed improved	2014 targets were not reached, but indicators are correctly informed and there is additional

UNDAF Outcome 8: Government and civil society providing coordinated, equitable and integrated services at decentralized level

Outcome 8 Indicators	Outputs	Output Indicators	Baselines and targets	Key Achievements 2012 to 2014	Comments
Rights, Demining , HIV and AIDS)	cutting issues in the cycles of planning and monitoring of PESOE and PESOD.	Demining , HIV and AIDS)		District Strategic Development Plans (PEDDs) and District Social and Economic Plans (PESODs) in 2014. 4 41 districts developed Land Use District Plans.	information on performance.
1 The increase in users' satisfaction with public services (access to services rate and overall quality) 2 No. of cases in which IPAJ has provided assistance 3 The extent to which Government has lived up to its commitment in the national response to HIV and AIDS, tuberculosis and malaria and other endemic diseases	**Output 8.4** Victims of abuse have access to prevention and response services by police, social action, health and justice in an integrated manner.	Indicator 1 - Number of districts with the PRM Service Centres for Women and Children strengthened by presence of at least one officer from the Institute of legal Assistance	Baseline: 21 (2011) Target: 30 (2015)		The activities described are related to the output but do not directly inform the indicator
		Indicator 2 - Number of violence/abuse cases recorded and attended by the Police Stations service offices, disaggregated by sex and age, annually	Baseline: 24,555 (2010) Target: 30,000 (2015) Baseline: 1 (2011) Target: 4 (2015)	1 23,275 cases (2013) 2 24,766 cases (2014) 3 24 districts with Gabinete de Atendimento à Mulher e Criança ('model' police station with Victim Support Unit)	Targets were not reached, but indicators are correctly informed and there is additional information on performance.
1 The increase in users' satisfaction with public services (access to services rate and overall quality)	**Output 8.5** Civil registration and notary services in coordination with civil society ensure increased access to citizenship	Indicator 1 - % of under five children with birth certificates (Percent)	Baseline: 31% (2010) Target: 60% (2015)	1 48% (DHS) (2013) 2 60% (INE) (2014)	Target was successfully reached in 2014

Source: UNDAF, UNDAP and Annual Progress Reports

It also could be noted that most of the activities reported under Output 8.2, 8.3 and 8.4a are related to capacity building, which by their nature can be expected to contribute to the Outcome, yet through only punctual interventions (in geographical locations or due to the relatively small number of beneficiaries, e.g.: Government plans and budgets are informed by child-focused data and information particularly in UNICEF target provinces of Zambézia and Tete; awareness raising campaigns on violence against women and girls targeting 300 students and 37 community leaders), leading to limited qualitative improvements.

Also, the narrative should be able to give additional information every time a proxy indicator is used. For instance Output 8.4 and notably Indicator 8.4b relies on the assumption that the number of cases recorded by the Police is a sign of improvement in the implementation of women's rights, whereas in many contexts, it is the case that official complaints may aggravate the social condition of the victim. This limits the value of the indicator as a proxy, meaning that the reported figures should not be taken

as fully indicative of the prevalence of domestic violence or of the true support received. Indeed, many choose to report to non-legal bodies, specialised structures or CSOs.

> **Are there tangible progress in the Governance programme area?**
>
> Linking with the positive feedback given by the interviewed stakeholders and despite the lack of reported information Output by Output, both Outcomes 7 and 8 showed tangible progress in terms of:
> - Progressive annual growth in the number and quality of media coverage on human rights issues including priority child rights and gender issues;
> - Continuous support leading to effective CSO engagement and decision making at provincial level,
> - A stronger positioning of civil society, with for instance their presence in the National Human Settlement Commission, approved by the Council of Ministers, established in September 2014,
> - The continuous support to public administration leading to 100% of the targeted Administrative Posts being restructured with trained staff in post,
> - Advances in the decentralisation process, with notably the African Charter for Decentralization adopted in 2014,
> - The successful integration of cross- cutting issues in the cycles of planning and monitoring of the PESOE and the PESOD in provincial governments, districts and municipalities,
> - Child rights through undertaking practical steps towards the full implementation of the Charter for Child Rights, for instance the support to civil registration and notary services in coordination with CSO ensure access to citizenship.

Finding 22: 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.

4.5.4   Joint Teams – Crosscutting issues

4.5.4.1   Gender Joint Team

The Gender Joint Team was created under the UNDAF in an effort to highlight the importance of gender mainstreaming, as it should feature in all areas of planning, implementation, budgeting, and M&E. The Joint Team's specific objectives include: ensuring a shared and coherent understanding of gender mainstreaming; monitor progress; capacitate the DRGs to carry out their mandates in a gender sensitive and responsive fashion; gather gender data and analysis for the DRGs; and advocate for an integrated approach within the UN and national partners.

Although the Gender Joint Team has an intricate role to play in the design, implementation, budgeting, and M&E of the UNDAF, it is not able to effectively carry out all its duties given the following factors:

- The fact that gender mainstreaming is carried out by a Joint Team with no specific output has led to a dilution of gender mainstreaming opposed to the intended enhancement. Without gender specific outputs there is no way progress can be qualified, quantified and monitored, leading to a missed opportunity as many activities do in fact contribute to gender mainstreaming however, are not adequately reported on. There not being specific outputs implies there is a lack of funding and motivation for activities to mainstream gender adequately and that it is not a serious priority;

- There is a continued lack of common understanding of what gender mainstreaming entails among UN staff and partners, influencing how it is carried out and its importance in different areas;

- The Gender Joint Team's comprehensive mandate is not matched by adequate funding limiting its impact ability. In addition, many of the gender focal points are junior staff who do not have the ability to influence budgeting, although this has been changing.

The evaluators were unable to elaborate a more comprehensive analysis on the activities carried out by the Gender Joint Team do to a lack of data available. It is clear that much has been achieved in Mozambique regarding gender mainstreaming including the adoption of the penal code, the first national strategy for gender equality including policy on combating violence against women, gender strategy in several sectors including the extractive industry, PN4 HIV policy framework. All of these are in line with international standards and agreements to which Mozambique is a signatory such as the Beijing Declaration. However, due to the inability to adequately monitor progress regarding gender given the lack of indicators and outputs it is difficult to qualify and quantify the UN's contribution to these national achievements.

Finding 23: There is a need to make the gender element stronger not only in each pillar but also in each sub-areas of interventions in order to successfully implement gender mainstreaming.

4.5.4.2   The HIV Joint Team

The HIV Joint Team was created under the current UNDAF in order to mainstream HIV issues across all DRGs. The Joint Team's role is to support the national government strategic plans regarding HIV through technical support, implementation and advocacy. Under the previous UNDAF HIV/AIDS were represented by a DRG. In theory a Joint Team would be better suited to highlight crosscutting issues as is the case of HIV, however in practice the joint team's cohesion and coherence have suffered hence the group is in a process to reorganize itself to better respond to the country's needs. Amends have been made throughout the current UNDAF to better accommodate and account for the work carried out by the team. The Outputs 4.13and 4.14 represent the HIV Joint Team's impact under the UNDAF, however it must be noted that these were not featured in the 2013 Annual Progress Report and only featured in the 2014 Annual Progress Report, although the information on the achievements of the year 2013 also feature in the 2014 report.

The HIV Joint Team is an active group, which is not particular to Mozambique as there are international agreements that foster this synergy among UN agencies regarding issues surrounding HIV. The Joint Team has its own program beyond its duties under the UNDAF, as well as its own M&E system, reporting annually on the same indicators as those featuring in the UNDAF as well as additional ones. The Joint Team may be considered a best practice of the UN DaO approach, there is clarity in terms of roles and responsibilities to better leverage each agency's competitive advantage. There is a clear division of labour in a matrix where roles are assigned according to global standards and agency priorities.

The HIV Joint Team has supported HIV prevention institutions in the provision of quality services focusing primarily in the groups most vulnerable to HIV infections (Output 4.13) by participating in the organization of a meeting on the HIV Sexual Transmission Prevention in Mozambique, which then influenced the elaboration of the Global Fund Concept Note and the new NSP IV. Each agency contributed with technical skill by providing evidence based inputs for the discussions held during the meeting, chairing the working groups' discussions and assisting in the report elaboration.

In addition, in an effort to support the national HIV coordination body the HIV Joint Team participated in the elaboration of several processes including the Concept Note for the Global Fund, as previously mentioned, review the previous National Strategic Plan (III), and the elaboration of the new National Strategic Plan IV (2015-2019).

The main reasons for success:

- International agreement among agencies at the highest level as well as at a technical level has ensured the participation of all agencies.

- Clear roles and responsibilities allow for each agency to use its competitive advantage in a synergetic and complementary manner staving off competition among agencies.

- An independent M&E system that monitors the progress of the team has resulted an accountable partnership that clearly transpires in the UNDAF results matrix as all necessary information including disaggregated baseline data, targets and results is clear.

4.6   Efficiency

Efficiency analysis in this report covers the following areas (i) expenditure analysis for each DRG and (ii) UNDAF contribution to a reduction of transaction costs for the government and for each of the UN agencies. The first area is covered in the first part of the chapter while the second and third are in the second part. Please note that it was not conducted any cost-effectiveness analysis due to the duration of the evaluation.

4.6.1   Reported expenditures during UNDAF implementation

The overall goal of the Mozambique UNDAF (2012 – 2015) is *Reduce 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 total expenditure for the period 2012-2014 was USD 318,630,997. This represents a 44% of execution of the USD 723 million UNDAF indicative CBF set in 2012. The distribution of this expenditure across different Pillar, was as follows: the Social Pillar representing about 61%, 31% the Economic Pillar and 8% allocated to the Governance Sector.

Finding 24: 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.

Graph 9: Expenditure per Pillar, 2012-2014
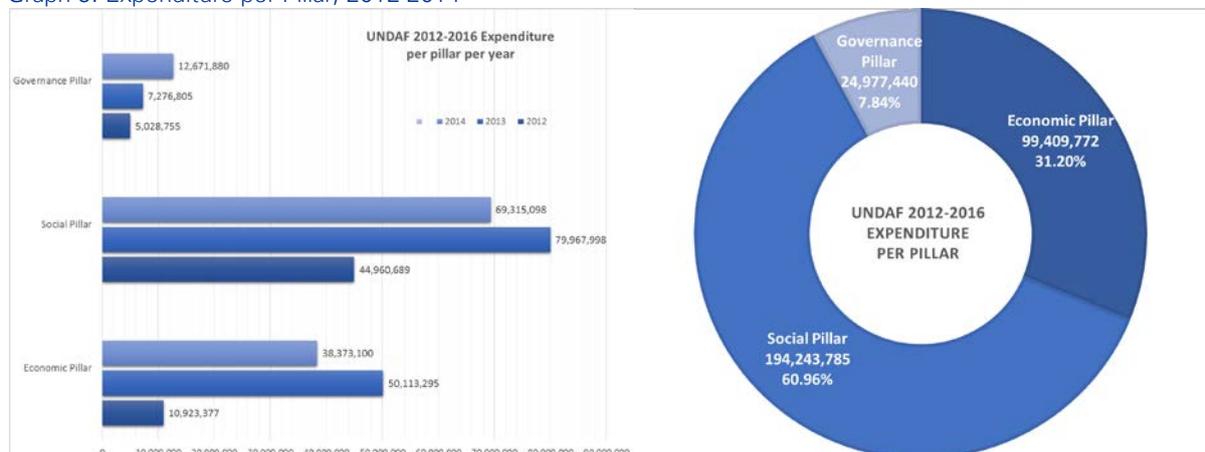
Source: KPMG estimation based on UNDAF annual progress reports

The implementation of UNDAF was funded through Core/Regular source (about 39.7%), the other non-core sources (about 53.6%) and by One Fund (about 6.8%). The majority of the Regular/Core funding was expended under the Social Pillar (about 61.4 million), followed by Economic (about USD 45.4 million) and then Governance Pillar (about USD 19.3 million).

Graph 10: Expenditure per Funding Source, 2012-2014
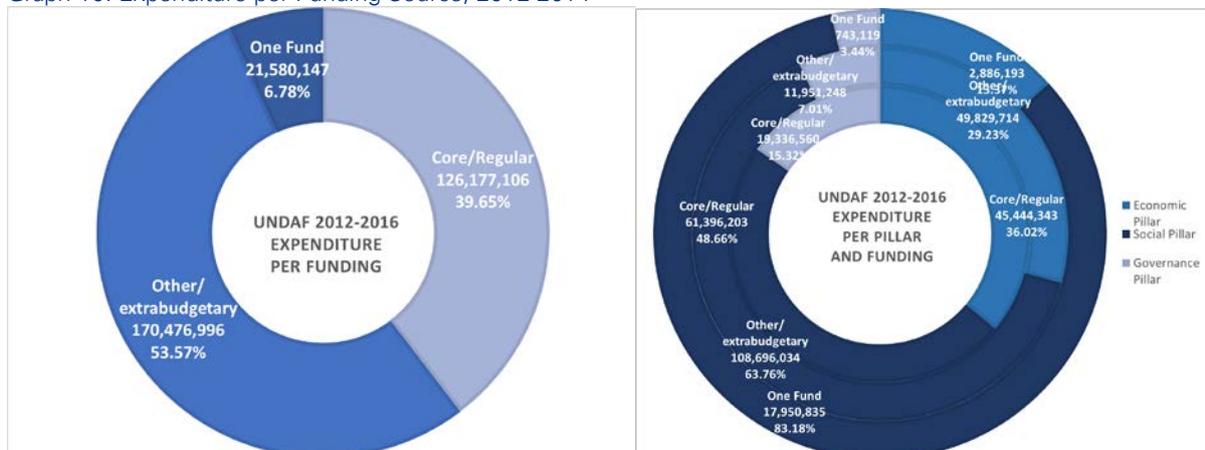
Source: KPMG estimation based on UNDAF annual progress reports

The execution level analysis shows that 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. At outcome level, one can see that only two pillars have outcomes that spent over 54%, specifically Outcome 1 (65.4%) and Outcome 4 (55.2%). The UNDAF was able to fundraise during implementation, reducing the USD 473,801,000 funding gap presented on CBF in about 22%, while spending 74% of the Core/Regular and all of the Non-Core Available, presented in the CBF.
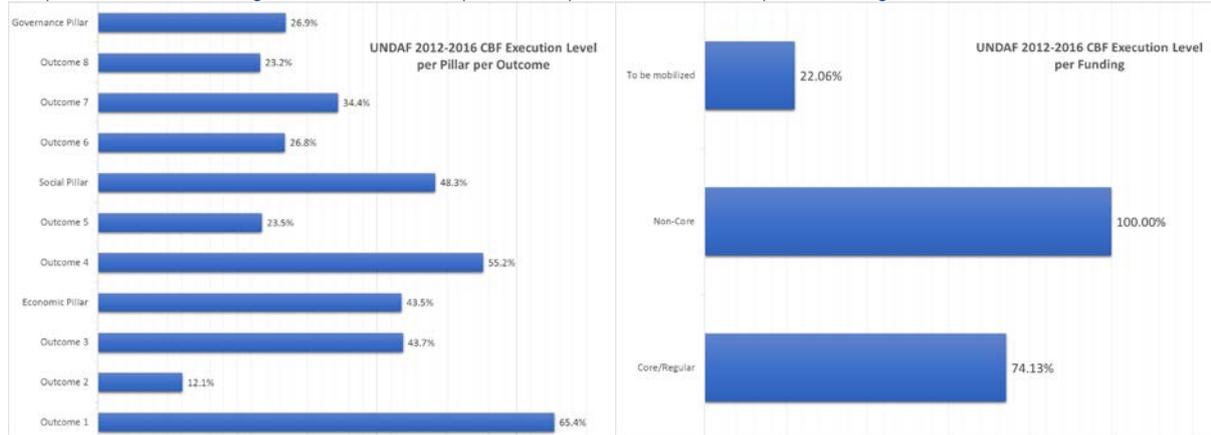
Source: KPMG estimation based on UNDAF annual progress reports

Looking at **Economic Pillar** the estimated budget of USD 228,606,000, it was executed at 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%).

Graph 12: Economic Pillar Expenditure per Outcome, 2012-2014
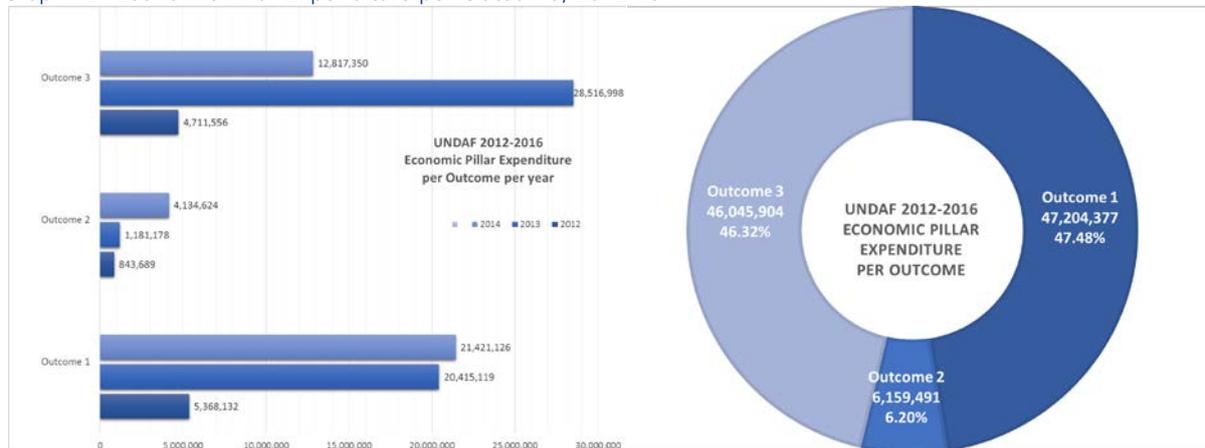
Source: KPMG estimation based on UNDAF annual progress reports

The Outcome 1 presented higher expenditure with regards to Regular/Core funding (about 32.6 million), followed by Outcome 3 (about USD 11.6 million) and then Outcome 2 (about USD 1.2 million). On the other hand, when looking at the non-core/other, the Outcome 3 presents the higher expenditure, of about USD 32.8 million, followed by Outcome 1 of around USD 13.5 million, and then Outcome 2 around USD 3.5 million.

Economic pillar had a fund raising success of about 21.2%. One can see that the Economic pillar is mostly dependent on non-core funding, especially Outcomes 2 and 3.

Graph 13: Economic Pillar Expenditure per Funding Source, 2012-2014
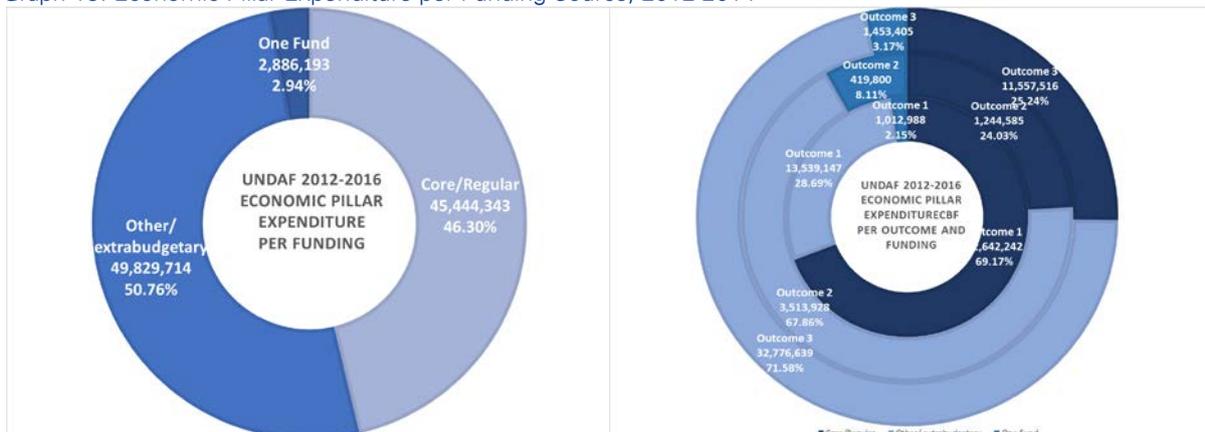
The CBF for Social Pillar estimated USD 401,987,000. This was executed at about 48.3%, corresponding to a total of USD 194,243,785. This was spent mostly in Outcome 4 (about 89.4%), followed by Outcome 5 (about 10.6%).

Graph 14: Social Pillar Expenditure per Outcome, 2012-2014
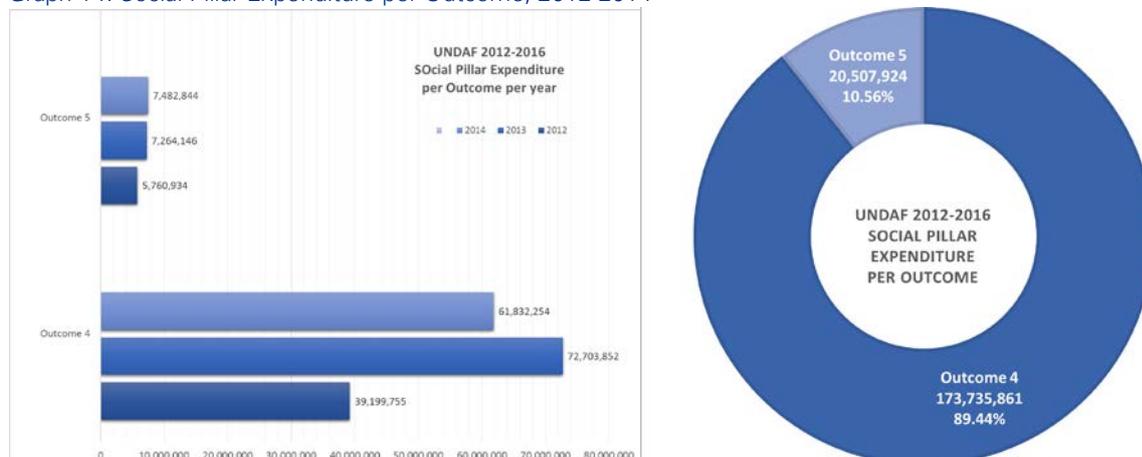
The Outcome 4 presented higher expenditure with regards to Regular/Core funding (about 34.4 million), followed by Outcome 5 (about USD 18.3 million). This tendency was maintained with regards to other funding sources, specifically non-core/other (USD 94.8 million against USD 13.9 million) and ONE Fund (USD 15.6 million against USD 2.4 million). It's also important to note, that the Social area was able to fund raising successfully at 25.6% of the funding gap that existed in Social CBF.

Graph 15: Social Pillar Expenditure per Funding Source, 2012-2014
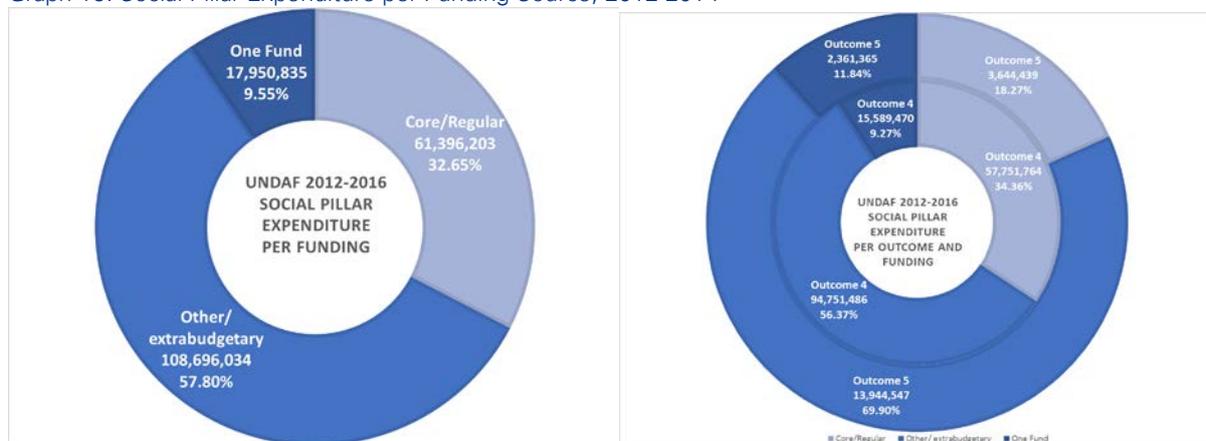
The Governance Pillar CBF was executed at about 26.9%, corresponding to a total of USD 24,977,440. This was spent mostly in Outcome 8 (about 36.6%), followed by Outcome 6 (about 36.4%), and Outcome 7 (about 27%). This pillar is the only one that shows a tendency of increased expenditure over the years.

Graph 16: Governance Pillar Expenditure per Outcome, 2012-2014
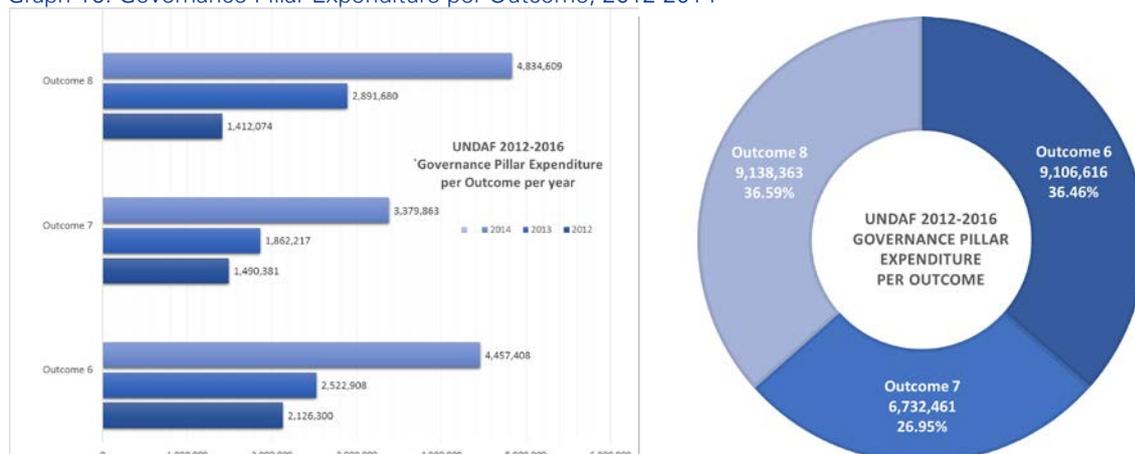
Source: KPMG estimation based on UNDAF annual progress reports

The Outcome 8 presented higher expenditure with regards to Regular/Core funding (about 7.9 million), followed by Outcome 6 (about USD 6.8 million, and Outcome 7 (about USD 4.7 million). On the other hand, when looking at the non-core/other, the Outcome 8 presents the higher expenditure, of about USD 8.3 million, followed by Outcome 6 of around USD 2.1 million, and then Outcome 7 around USD 1.5 million. It's also important to note, that the Governance pillar was able to fund raising successfully at 13.2% of the funding gap that existed in the CBF.

Graph 17: Governance Pillar Expenditure per Funding Source, 2012-2014
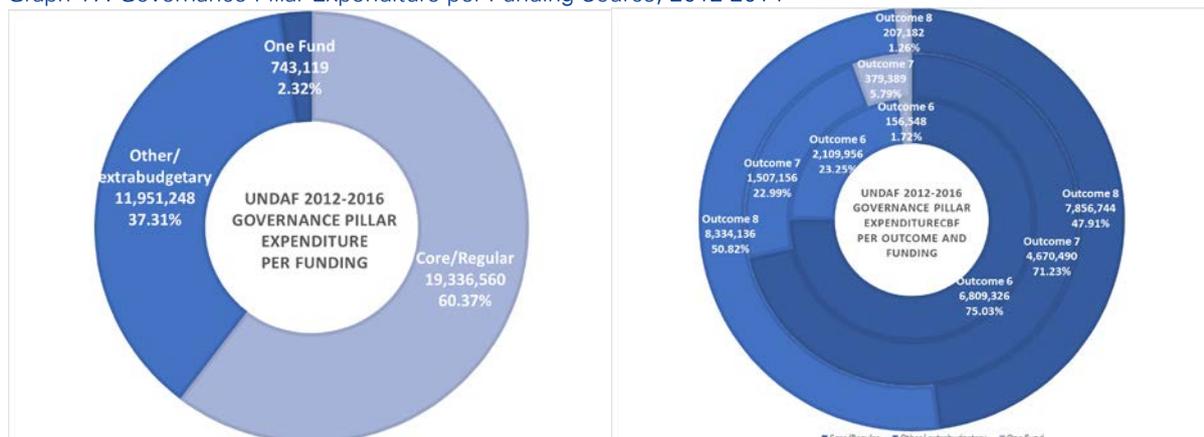
Source: KPMG estimation based on UNDAF annual progress reports

The expenditures pattern across programmatic areas in UNDAF, reflects the plans and cost estimation exercise included either in the UNDAF document as well as in the action plan. It is important to stress the fact that the current UNDAF created expectations of significant resource mobilization for UN agencies what has not occurred, influencing the programme implementation.

The insufficiency of core resources for both administration and programme development represents the single most important constraint on the performance of development entities of the United Nations.

In order to enable developing countries and the international community to reap the full benefit of this contribution, it is imperative that it be provided with adequate resources to effectively perform its key role in development.

4.6.2   Transaction costs for UNDAF implementation

Considering the way the resources were spent in each programmatic area, there is still one prevailing question: "**Could the same results have been achieved with a lower cost?**"

From theoretical standpoint, UNDAF should reduce transaction costs, by streamlining, harmonizing and cutting out duplication. In practice however, interviewees pointed that there is a potential reduction in transaction cost for the GoM while at UN level, it tends to increase. Harmonizing the intervention across

UN agencies requires a significant transaction costs in terms of staff attendance in meetings and joint planning.

Government ministries stated that the integrated annual planning process that brought all UN agencies together was a very positive feature of the UNDAF that reduced their transaction costs and contributed to reduction of duplication of efforts by UN agencies. However, there was a recommendation to streamline UN reporting requirements and balance these requirements against the availability of human resources.

The UNDAF has contributed to greater increase efficiency gains by fostering collaboration and synergies based on a principle of complementarity, this can be seen in the success of Joint Programs created under the UNDAF. The Quality Education project in Changara, Tete, is an example which considers efficiency by applying a multisectoral approach to what is a multifaceted issue, instead of looking at quality education just as the experience of the learner while learning the project has also take into account enabling and disabling factors that influence the quality of education by including elements such as the school feeding program, and life skills including sexual and reproductive health. Such programs have arguably resulted in greater efficiency in interventions as many recognize the UN's ability to mobilize its unique body of knowledge to provide multisectoral approach to challenging issues in development, an example of this is the MDG 4&5 CIDA sponsored project.

There is a need of always having an effective mechanism for coordination and partnership, the Joint Programme design process needs to be more coherent to ensure that the whole programme is more than the sum of the parts contributed by individual agencies. This is fact explain the success of the Joint Programmes.

4.7 Sustainability

Finding 25: 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.

Sustainability reflects the long term viability of the support and initiatives of the UN. The UNDAF contributed to sustainability in two major ways. First, the UNDAF contributed to enhance national capacities in government, CSO and NGOs. The UNDAF built capacities of national partners through their close involvement both at the UNDAF planning and implementation stages. This process strengthens institutional capacity while the Training of Trainers in sectors such as Health are a cost efficient strategy with a multiplying effect, this also allows for impact to be felt more widely (covering more geographical ground) and allow to the penetration of information at a decentralized level. A potential risk raised during the interview phase was the high turnover rate of specialised personnel within the government structure. UNDAF has also fostered sustainability in its actions by capacitating local organizations responsible for the dissemination of information pertaining to people's rights, thought direct implementation the UNDAF has also allowed for the people to exercise their rights to service delivery for instance.

Second, the UNDAF has contributed to greater sustainability by fostering collaboration and synergies based on a principle of complementarity, this can be seen in the success of Joint Programs created under the UNDAF. The Quality Education project in Changara, Tete, is an example which considers sustainability by applying a multisectoral approach to what is a multifaceted issue, instead of looking at quality education just as the experience of the learner while learning the project has also take into account enabling and disabling factors that influence the quality of education by including elements such as the school feeding program, and life skills including sexual and reproductive health.

Third, UNDAF in Mozambique is aligned with country programmes, national long-term and mid-term strategic frameworks and support implementation of these documents/frameworks. From the interviews and desk review, it appears that most projects may not have an explicit strategy for sustainability which involves a clear handover to government. However, since most of the projects of the UNDAF are in support of government priorities and in line with key implementation strategies of the government, it can be argued that they tend to be sustainable. The nature activities carried out by the UN have also a huge potential to influence the allocation of national budget resources in specific thematic areas. There are examples such as Social Protection and WASH sector where funds from the GoM were able to cover relevant activities.

Although the short term sustainability of implementation initiatives is may be questionable due to the host government inability to replicate results, it can be argued that the UNDAF has fostered medium to long term sustainability by increasing the ability of the government to deal with the challenges it faces through its technical support, advocacy role and by equipping the government with evidence based information. There is a potential risk that country programmes of individual agencies run the risks of a lack of donors' interest due to the fact that some funds may be allocated to direct budget support.

The interventions under the UNDAF have led to institutional strengthening in human rights and gender as CSO partners have been capacitated by the UN and has enabled them to carry out their mandates regarding human rights and gender however given UNDAF design limitations this cannot be accounted for the lack of better and clear outputs o indicators in this regard.

5   Conclusions, Recommendations and Lessons

This chapter provides a summary of the main conclusions of the evaluation, the recommendations and lessons learned that emerged from the evaluation.

5.1   Conclusions

Mozambique was one of the eight countries to pilot the DaO UN Reform, and is committed to moving towards the "four ones". The second generation of the DaO in Mozambique captured in United Nations Development Assistance Framework (UNDAF) 2012-2016 is aimed at strengthening the UN's advisory policy and normative role on top priority of national issues and optimize the use of available financial and human resources.

The current UNDAF covering the period 2012-2015 with an extension to 2016 was developed at the same time as PARP 2011-2014, Government and UN staff participation in both processes allowed a greater alignment of the UN with the national planning systems. The UNDAF 2012-2016 is comprised of three focus areas: Economic, Social and Governance, each area is subsequently divided into Outcomes, as shown below.

Monitoring and Evaluation of the UNDAF is based on the UNDAF results matrix, which identifies indicators of achievement for each of the country programme outcomes and the related country programme outputs. UN agencies were responsible for identifying suitable baselines and data sources.

Relevance: The UNDAF was formulated according to the Plano Quinquenal of Government (2010-2014), and developed in parallel to PARP (2011-2014). Both Government documents are aligned to MDGs. However UNDAF also considers the ability of CSO to demand their rights. The UNDAF is of limited flexibility, in the sense that it is difficult to go back to adjust the framework, this is mainly due to the process behind implementing such changes is very complex. However, having broad outcomes allows to accommodate some emerging priorities in the AWP.

Coordination for UNDAF implementation: DaO has facilitated/improved the collaboration and cooperation among agencies. Open communication has allowed agencies to reach out to each other for technical inputs. UNDAF has been implemented using minimal tools for synergy facilitation or coordination. While synthetic tools can be prove to be the most efficient for some tasks, as for instance the CBF for the yearly budgeting. UNDAF implementation lacks stronger tools for effective operational coordination. However, the perception of UN stakeholders is the DaO is no longer being considered. In general, the distribution of roles and responsibilities among the different UNDAF partners was well defined and manifested in an effective implementation of the UNDAF. The Steering Committee has not functioned in the way outlined in the UNDAF. Regarding the CA or added value of UNDAF the following elements were emphasized: (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. During the current UNDAF cycle there are examples of success stories in regards to joint programming such as: (i) PAA, (ii) Farmers Field School, (iii) Joint Social Protection Program, the WASH Program, the Quality Education in Changara, and the MDG 4&5 Project under Health.

Monitoring and Evaluation: There is an apparent disconnection between outcomes and their indicators what creates a challenge to assess progress at outcome level and weakens accountability. Results-based management requires the identification of critical assumptions about the programme environment and risk assessments, clearly defined accountabilities and indicators for results, and performance monitoring and reporting. With many indicators not being informed properly, the M&E framework serves mostly as only a proxy to the performance of the UNDAF system. Current UNDAF outcomes are not all at the same level and it is difficult to infer outcomes from outputs. The identification and measuring indicators is challenging when there are so many agencies involved. The intervention logic is not clear in the M&E matrix. Indeed, there should be a closer relationship between indicators and outputs, and outputs and outcomes.

Equity: The geographical targeting has been used by the UN team to be inclusive of the priorities of all agencies in determining an "average" worst off province and focusing most interventions in those areas.

The 2012-2016 UNDAF was particularly focused on the improvement of the Zambezia and Tete provinces as these were the provinces with the lowest economic and social indicators.

Effectiveness towards development outcomes: 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 quantified, not allowing for the analysis of the UN's attribution of results.

- Economic Pillar: The UN intervention supported activities aimed at stimulating production & productivity of small farmers and artisanal fishermen and the decrease in discriminatory practices towards women in land tenure. Activities were implemented to enhance employment supply through management practices, institutional capacity building for MSMEs and Entrepreneurship Curriculum Programme. However, the targets set out in the UNDAF Matrix Results under outcome 2 do not provide relevant information on or related to the outputs or the baselines set forth. For instance, the target activities are at a policy/upstream level while the indicators are set to measure implementation/downstream efforts. The UN has made significant contributions for the implementation of gender sensitive, effective and integrated systems for disaster risk management and natural resource management.

- Social Pillar: Activities implemented under this Development result have contributed considerably for the improvement of the national indicators in Mozambique by fortifying the government's ability to respond to the demand for basic services in WASH and Built Environment, Social Protection, Education, and Health and Nutrition. The UN support focused primarily on the supply of services, and less emphasis was placed on the demand side. The success of WASH Programme juxtaposed over the UNDAF outputs highlights the inadequacy of many indicators to successfully measure the progress made by the Social area in regards to WASH. Clearly progress is being made in this area, however it is not being accurately captured by the UNDAF. At a policy and coordination level great strides were made in the Social Protection sector in Mozambique largely with the support of the UN. The UN has contributed to a more integrated sustainable social protection program by providing coordination and material support to governmental institutions. Social protection is gaining space on the political agenda and is seen as a core investment in the poverty reduction agenda. UN Interventions in Education Sector tend to be consolidated in a holistic package on education, which focuses on improving quality of teaching, increased levels of retention (especially for girls), learning and improving the school environment. The Ministry of Health acknowledges the important role of the UN agencies in the health sector and in particular the relevance of its technical advisors and policy support.

- Governance Pillar: There are significant gaps in the collection or reporting of data rendering it difficult to interpret performance under Outcome 6, up to 9 indicators out of 11 have no or insufficient information. The poor causal link from outputs to outcomes is particularly true for Outcome 6. No specific improvement in the collection of data was made from 2013 to 2014. To have "a critical mass" of results to report on, result based monitoring system need to be organised differently.

- Joint Teams: There are two Joint Teams: Gender and HIV. The Gender Joint Team's comprehensive mandate is not matched by adequate funding limiting its impact ability. There is a need to make the gender element stronger not only in each pillar but also in each sub-areas of interventions in order to successfully implement gender mainstreaming. The HIV Joint Team is an active group that meets regularly and produces good work, this is not particular to Mozambique as there are international agreements that foster this synergy among UN agencies regarding issues surrounding HIV.

- Efficiency: The expenditures pattern across programmatic areas in UNDAF, reflects the plans and cost estimation exercise included either in the UNDAF document as well as in the action plan. However, the level of funding gap in the current UNDAF was significant. The insufficiency of core resources for both administration and programme development represents the single most important constraint on the performance of development entities of the United Nations. The general perception is that UNDAF should decrease the costs for the government, but that it increases agency costs. The outcome 8 is the most efficient, being the one with strong mobilization of funds while low level of execution to perform Amber-Green. In addition, it spent about USD 103 of noncore funding per each UN's dollar spent. Then follows three outcomes, Outcome 2, 3 and 5. While Outcomes 2 and 5 are strong in terms of noncore funds per unit of UN fund and budget execution level to achieve an Amber-Green, outcome 3 performs better in terms of fund mobilization and use of external funds per unit of internal fund.

- 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. A potential risk raised during the interview phase was the high turnover rate of specialised personnel within the government structure.

5.2   Recommendations

Recommendation 1: The UNDAF needs to strengthen its alignment with the National Plans especially in terms of timing.

Although UNDAF is aligned to PARP at strategic level, it is important to ensure an alignment at operational level. In fact, the majority of ministries interviewed mentioned that UNDAF was supporting activities included in their strategic plans while others were unable to report those activities supported by the UN through nationals reporting systems as they were not aligned to national priorities. It is important to adjust adequately the timing when the UN team conducts the annual work planning in relation to national planning cycle. This would allow the government stakeholders to provide a clear and realistic view in terms of sectorial priorities. A closer and more articulated relationship with national and institutional partners and CSOs would allow the UNDAF to remain relevant to national priorities during the entire cycle.

Recommendation 2: UNDAF implementation needs to emphasize a collective strategic vision of the UN's contribution to national priorities, and focus the UN's limited resources on those issues where the UN can make the biggest difference, based on its comparative advantage and capacities.

The UNDAF should reflect a clearer focus and strategic intent, and be realistic, with a limited number of expected results. Concentrating the M&E system on key strategic results will be key to show where the UN best contributes. Implementing the UNDAF with a clearer strategic intent will be a key challenge, but if successful, this would result in a clearer role for the UN, Government, and development partners, strengthening thus mutual accountability. It is crucial to have a realistic vision of what the UNDAF is/is not doing, and what it can/cannot do. The UNCT is called to set realistic expectations on what can be achieved, and to be inclusive, but focused.

Recommendation 3: The coming UNDAP should articulate a clear theory of change for the next country program and define its role within the change process to maximize its comparative advantage and resources.

Articulating a theory of change for each DRG would allow the program to more precisely define causal links between what program implementers will do and the impacts the program will have, including the interim results (outputs and outcomes) that would help the program measure progress. A well-defined theory of change and simplified framework of results would help program managers decide what projects or components to pursue and where to invest scarce resources, and also how to assess progress and identify needed changes. It would also provide UN and its stakeholders with greater clarity about its direction in Mozambique. It is important to remark that the outputs and outcomes should be formulated at an appropriate level of breadth. Having too broad outcomes will weaken the "evaluability" of the programme.

Recommendation 4: The Government needs to take ownership and leadership of the UNDAF implementation in order to ensure that the UNDAF contributes to the national priorities.

The starting point for this to happen is having a functional UNDAF steering committee according to its mandate. This would contribute to improve transparency of the Common Budgetary Framework, effectiveness and efficiency of UNDAF in relation to the GoM. Simultaneously, the UN needs to continue supporting institutional and human capacity strengthening of the Government. Moreover, a closer and more articulated relationship with the GoM allows UNDAF to remain relevant during the entire cycle. Last but not the least, streamlining the UNDAF, making it less diffuse and more focused would strengthen GoM's ownership.

Recommendation 5: The M&E group could be "empowered" and play a more active role in all stages of UNDAF.

In general there is a need to engage the M&E group early on in the UNDAF preparation so that appropriate and viable monitoring of progress and results can be undertaken. It is important to include them in the decision of the formulation and adjustments of all M&E related components. Most the

weakness related to M&E, in the current UNDAF, were already identified during the design phase. However, this group did not have a decision role and were unable to influence changes.

Another relevant element is ensuring a robust and practical reporting framework with the use of technology to facilitate data capture and analysis.

Recommendation 6: The UN should strengthen the use of effective RBM and M&E systems to monitor and manage the UNDAF strategically.
Results need to be attributable to the UN to ensure accountability and show progress. This is the reason why UNDAF should include a robust set of measurable results and for which UN can be held accountable. It is also important to set clearly how results will be monitored during the implementation and the tracking system that will be used for outputs and outcomes.

Recommendation 7: The UNDAF could progressively be implemented through more joint programmes, carefully chosen, after a cost-benefit analysis.
Mozambique has already some good examples of joint programmes and they could be replicated in other thematic areas. The key element to consider is pursuing JPs that reflect complementarities and synergy among UN agencies to collectively work together on common national development priorities, and reduce duplicative activities between the UN and development partners. A clear rationale for joint action and a division of labour, clear benefits, as well as complementary expertise and comparative advantage among participating UN agencies, should always be documented. There should also be a high level of government ownership in these joint programmes. This could potentially be a way the UN will use to move away from the current agency driven approach and truly commit to "*Delivering as One.*"

Recommendation 8: Speeding up fund disbursements and harmonising reporting requirements.
Several implementing partners emphasized that the UN needs to find more innovative ways of improving and speeding up funds disbursements to enable timely implementation of UNDAF activities without compromising on accountability. Timely disbursement of funds will ensure effective and efficient implementation of programmes and initiatives. It was also mentioned that, the UN could harmonize the reporting formats across all agencies.

Recommendation 9: The UNCT should ensure a better resource mobilization around UNDAF strategic goals.
The UNDAF should facilitate a better mobilization of resources and a more predictable and unearmarked funding.

Recommendation 10: Sustainability of programmes being implemented need to be clear.
The evaluators were unable to find sustainability aspects in UNDAF program documents. Sustainability must be considered in the design of new programs and monitored throughout the life of the program. This will require UN to be considerably more proactive in identifying potential sustainability issues and developing sustainability and exit strategies during the planning stage as well as identifying mitigating strategies to support sustainability of results.

5.3   Lessons Learned

This section identifies lessons from this evaluation of the UNDAF in Mozambique that may be of benefit to programming in the next cycle:

- **Coordination for annual planning:** Synchronizing the timing of UN annual planning with the national planning cycle may reinforce UNDAF contribution to respond national priorities.

- **Theory of change**: A well-defined theory of change and simplified framework of results would help program managers decide what projects or components to pursue and where to invest scarce resources, and also how to assess progress and identify needed changes.

- **Ownership:** The Government needs to take ownership and leadership of the UNDAF implementation in order to ensure that the UNDAF contributes to the national priorities.

- **Breadth of outcomes:** It is recommended to use Outcomes that are at the same level of reach in terms of implementers' influence. This would allow the design to go from a "list of potential actions", with a series of activities linked to outputs which are supposed to lead to outcomes, to the "why and how" change might happen in the identified focal areas, giving stronger guidance and rationale for future actions.

- **Flexibility:** Ideally, UNDAF responsiveness and flexibility to emerging global, regional, and national development issues and changing national circumstances and priorities should be ensured without incurring the risk of sacrificing its coherence. Outcomes cannot be very broad as it makes difficult to assess achievements of the programme implementation.

- **Joint Programmes**: JPs can potentially be a way the UN can use to move away from the current agency driven approach and truly commit to *"Delivering as One.*

- **Coordination for JPs:** The most successful partnerships between agencies to carry out joint activities are regulated by signed Memorandums of Understanding that clearly state the roles and responsibilities of each agency within a project. There is a need of always having an effective mechanism for coordination and partnership, the Joint Programme design process needs to be more coherent to ensure that the whole programme is more than the sum of the parts contributed by individual agencies. This is fact explain the success of the Joint Programmes.

Appendix 1   Evaluation Matrix

EVALUATION MATRIX			
Criteria/ Sub-criteria	**Questions to be addressed by outcome-level evaluation**	**Data sources**	**Data collection methods**
<u>Overview Questions</u>	▪ To what extent is the current UNDAF designed as a results-oriented, coherent and focused framework? ▪ Is the distribution of roles and responsibilities among the different UNDAF partners well defined, facilitated in the achievements of results? ▪ Does the UNDAF respond to the challenges of national capacity development and does it promote ownership of programmes by national partners? ▪ To what extent and in what way has the UNDAF contributed to achieve better synergies among the programmes of UN agencies with an effect on the progress towards the National Development priorities? ▪ Have agency supported programmes been mutually reinforcing in helping to achieve UNDAF outcomes? ▪ To what extent and in what way has the UNDAF contributed to a reduction of transaction costs for the government and for each of the UN agencies? ▪ Was the approach of using a broad UNDAF outcomes successful? Were outcomes formulated at an appropriate level to ensure accountability and impact? ▪ What were the lessons learnt from UNDAF implementation: from overall/focus area/agency perspective? Please consider the following areas formulation, implementation, M&E, coordination and partnerships. ▪ DaO and JP: How would you describe the experience and how could it be more effective.	▪ UNDAF programme documents ▪ UNDAF programme Annual Work Plans ▪ Programmes thematic areas evaluation reports ▪ Government's national planning documents ▪ Human Development Reports ▪ MDG progress reports	▪ Desk reviews of secondary data ▪ Interviews with key UN staff; ▪ Interviews with government partners ▪ Interviews with NGOs, CSOs, implementing partners ▪ Interviews with cooperation agencies (donors)
<u>Comparative Advantages</u>	▪ What value added does the UN have that other Development partners do not? Specify and	▪ Programmes thematic areas evaluation reports ▪ UN staff	▪ Desk review of secondary data ▪ Interviews with

Criteria/ Sub-criteria	Questions to be addressed by outcome-level evaluation	Data sources	Data collection methods
	explain. ▪ To what extent and in what way have the comparative advantages of the UN organizations been utilized in the national context specifically in relation to other Development Partners active in the country (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies)? ▪ Is the UN using its comparative advantage effectively?	▪ Development partners ▪ Government partner ▪ Implementing partners	UN staff, development partners and government partners, implementing partners,
Equity	▪ Do you feel the UN has been able to contribute to the reduction of poverty or disparities, in economic terms? ▪ Has UNDAF been able to contribute to reduction of poverty or disparities, in geographical terms (among provinces; urban/peri-urban/rural)? ▪ Do you feel the UN has been able to contribute towards a more inclusive, transparent and equitable governance ("broker" role)?	▪ UNDAF programme documents ▪ UNDAF programme Annual Work Plans ▪ Programmes thematic areas evaluation reports ▪ Government's national planning documents ▪ Human Development Reports ▪ MDG progress reports ▪ Government partners progress reports ▪ Implementing partners	▪ Desk reviews of secondary data ▪ Interviews with key UN staff; ▪ Interviews with government partners ▪ Interviews with NGOs, CSOs, implementing partners ▪ Interviews with cooperation agencies (donors)
Relevance	▪ Do UNDAF outcomes reflect national priorities in your focus area, considering 2012 priorities? ▪ Have the UNDAF outcomes been relevant in terms of internationally agreed goals and treaties (MDGs, etc.)? ▪ Did UNDAF respond to significant changes happening in the country/global context? In what ways did adaptation took place? What could have been done differently? ▪ How do you rate the UN cooperation relation with local partners (GoM, CSOs, and NGOs)? ▪ What is the expected role of	▪ UNDAF programme documents ▪ UNDAF programme Annual Work Plans ▪ Programmes thematic areas evaluation reports ▪ Government's national planning documents ▪ Human Development Reports ▪ MDG progress reports ▪ Government partners progress reports	▪ Desk reviews of secondary data ▪ Interviews with key UN staff; ▪ Interviews with government partners ▪ Interviews with NGOs, CSOs, implementing partners ▪ Interviews with cooperation agencies (donors)

EVALUATION MATRIX			
Criteria/ Sub-criteria	**Questions to be addressed by outcome-level evaluation**	**Data sources**	**Data collection methods**
	the UN? ▪ Has the UN supported mutually reinforcing programmes in order to achieve National Development Goals? ▪ Has the UN contributed to prioritization of the most vulnerable groups in the National Development Plans? ▪ How well did UN contribute to the achievement of MDGs in the country? What specific initiatives, projects or advice was UN able to offer toward fulfilling MDG aims? ▪ How do you rate the coordination effort to work with UN? ▪ What are the main challenges and gaps originated from this cooperation? How can it be improved? ▪ Has the UN successfully prioritized the needs of the most vulnerable groups (women, rural, and HIV)?		
Effectiveness	▪ Which are the main factors that contributed positively to the progresses towards the UNDAF outcomes in your focus area? ▪ Do you believe UN strategies are the best ones to ensure achievement of results in terms of (capacity building, advocacy, upstream vs downstream interventions)? Please explain your answer. ▪ To what extent were human rights and gender mainstreaming approaches taken into consideration in the implementation of the UNDAF?	▪ UNDAF programme documents ▪ Programmes thematic areas evaluation reports ▪ UN staff ▪ Development partners ▪ Government partner ▪ Implementing partners ▪ Human Development Reports ▪ MDG progress reports	▪ Desk reviews of secondary data ▪ Interviews with key UN staff; ▪ Interviews with government partners ▪ Interviews with NGOs, CSOs, implementing partners ▪ Interviews with cooperation agencies (donors)
Efficiency	▪ Do you think the funds available have been properly used? Explain. ▪ To what extent resource allocation of UN agencies took into account marginalised groups? ▪ Are there indicated percentages that guarantee the inclusion of vulnerable groups in UN	▪ UNDAF programme documents ▪ Programmes thematic areas evaluation reports ▪ UN staff ▪ Development partners ▪ Government partner ▪ Implementing partners	▪ Desk review of secondary data ▪ Interviews with development partners and government partners, civil society partners, associations

EVALUATION MATRIX			
Criteria/ Sub-criteria	**Questions to be addressed by outcome-level evaluation**	**Data sources**	**Data collection methods**
	supported programmes? Are they observed? Please provide examples? ■ To what extent have the organizations harmonized procedures in order to reduce transaction cost and enhance results? ■ Are UN procedures and processes easy to understand? What types of reporting were required, and were they submitted on a regular basis? ■ Are you familiar with the M&E arrangements for UN projects? How well did M&E work (in your opinion)? What effects did they have in the project?		
Sustainability	■ To what extent and in what ways have the national capacities been enhanced in terms of: – Technical capacity; – Financial independence; – Mechanisms to exercise rights; ■ Have complementarities, collaboration and/or synergies fostered by UNDAF contributed to greater sustainability of results of Donors intervention in the country? ■ To what extent has institution-building and institution-strengthening taken place in human rights and gender equality terms? ■ Do you think the initiatives/programs that the UN has been involved with in your area are sustainable? ■ Do you think the initiatives programs will be able to continue without the help of the UN?	■ Programme documents ■ Annual work plans ■ Evaluation reports ■ UN staff ■ Progress reports	■ Desk review of secondary data ■ Interviews with UN staff

Appendix 2   UN Interview Guide

UN Interview Guide for UNDAF Evaluation

Background

The United Nations Development Assistance Framework for Mozambique (UNDAF) 2012 – 2015 with its extension over 2016, is the programme framework of the UN in Mozambique to support the Government in its final stretch towards the MDG timeframe of 2015.
The UNDAF was designed as a strategic, all-inclusive and common programme framework with 8 broad outcomes for the programme cycle. An UNDAF Action Plan has operationalized the UNDAF and hence constitutes the *One Programme.* The UNDAF results are organized around three focus areas in the economic, social and governance fields.

Introduction

Inputs collected through this questionnaire will be used for UNDAF evaluation exercise. The evaluation will be a forward-looking one, with aim to feed into the design and preparation of the next UNDAF. This exercise intends to capture key processes (related to implementation, M&E, resource mobilization, partnership and coordination), major achievements, challenges faced, opportunities and lessons learned during UNDAF cycle. There are no wrong and right answers.
Interviewees will be asked to place their answer on a scale of 1 to 5 as to determine if they agree with a statement (1 strongly disagree to 5 strongly agree), or their level of satisfaction (1 not satisfied to 5 very satisfied). The questionnaires is structured according to the scope criteria mentioned in the TOR: equality, relevance, effectiveness, efficiency, and sustainability.

Please note that the questions are subject to minor changes according to the interviewee and background information gathered prior to the interview. Furthermore these questions are a guide for the interviewer and interviews will take on a more fluid format.

Interviewee Identification

Name:						
Designation:						
Agency:						
Number of years in post (within UNDAF 2012 – 2015)						
Association with UNDAF process:	(i) Formulation (ii) Implementation (iii) M&E (iv) Resource mobilization (v) Partnership (vi) Coordination					
		No specific knowledge		Reasonable	Knowledge of objectives and results	
What is your level of knowledge of UNDAF?		1	2	3	4	5

Questionnaire

Section A: Overview Questions

		Strongly disagree		Indifferent	Strongly Agree	
1.	To what extent is the current UNDAF designed as a results-oriented, coherent and focused framework?	1	2	3	4	5

1.1 Please explain your answer.
1.2 Are expected outcomes realistic given the UNDAF timeframe and resources?

		Strongly disagree		Indifferent	Strongly Agree	
2.	Is the distribution of roles and responsibilities among the different UNDAF partners well defined, facilitated in the achievements of results?	1	2	3	4	5

2.1 Please explain your answer.

		Strongly disagree		Indifferent	Strongly Agree	
3.	Does the UNDAF respond to the challenges of national capacity development and does it promote ownership of programmes by national partners?	1	2	3	4	5

		Strongly disagree		Indifferent	Strongly Agree	
4.	To what extent and in what way has the UNDAF contributed to achieve better synergies among the programmes of UN agencies with an effect on the progress towards the National Development priorities?	1	2	3	4	5

4.1 Has the UNDAF enhanced joint programming by agencies and/or resulted in specific joint programmes? Please explain.

4.2 How could it be more effective? What challenges did you faced?

		Strongly disagree		Indifferent	Strongly Agree	
5.	Have agency supported programmes been mutually reinforcing in helping to achieve UNDAF outcomes?	1	2	3	4	5

5.1 Has the effectiveness or programme support by individual agencies been enhanced as a result of joint programming?

		Strongly disagree		Indifferent	Strongly Agree	
6.	To what extent and in what way has the UNDAF contributed to a reduction of transaction costs for the government and for each of the UN agencies?	1	2	3	4	5

6.1 In what ways could transaction costs be further reduced?

		Strongly disagree		Indifferent	Strongly Agree	
7.	Was the approach of using a broad UNDAF outcomes successful? Were outcomes formulated at an appropriate level to ensure accountability and impact?	1	2	3	4	5

7.1 Have we achieved UNDAF outcomes in your focus area? Please explain.

7.2 What are the challenges of ensuring that UNDAF outcomes are met?

8. Do you believe that achieving UNDAP outputs would contribute to achieve UNDAF outcomes?

9. What were the lessons learned from UNDAF implementation: from overall/focus area/agency perspective?

Please consider the following areas formulation, implementation, M&E, coordination and partnerships.

10. What was the impact from joint advocacy around signature issues? Has this been an effective way to leverage joint action and particular impact around key priority areas?

11. Were programmatic principles (HRBA, gender, environmental sustainability, RBM, capacity development) adequately incorporated?

12. Delivering as one and Joint Programming: How would you describe the experience and how could it be more effective.

13. What value added does the UN have that other Development partners do not? Specify and explain.

14. To what extent and in what way have the comparative advantages of the UN organizations been utilized in the national context specifically in relation to other Development Partners active in the country (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies)?

15. Is the UN using its comparative advantage effectively?

16. Were there critical gaps that UNDAF did not address? What were they?

17. Do you have any recommendation for the next UNDAF cycle?

Section B: Questions on Programmatic Principles

Equality

	Strongly disagree		Indifferent	Strongly Agree	
18. Do you feel the UN has been able to contribute to the reduction of poverty or disparities, in economic terms?	1	2	3	4	5

18.1 Provide evidence (examples) of any transformational change (mention specific outcomes).

	Strongly disagree		Indifferent	Strongly Agree	
19. Do you feel the UN has been able to contribute to the reduction of poverty or disparities, in social terms (between men and women; adults and children)?	1	2	3	4	5

19.1 Provide evidence (example) of any transformational change (mention specific outcomes).

	Strongly disagree		Indifferent	Strongly Agree	
20. Has UNDAF been able to contribute to reduction of poverty or disparities, in geographical terms (among provinces; urban/peri-urban/rural)?	1	2	3	4	5

	Strongly disagree		Indifferent	Strongly Agree	
21. Do you feel the UN has been able to contribute towards a more inclusive, transparent and equitable governance ("broker" role)?	1	2	3	4	5

21.1 Provide evidence (example) of any transformational change (mention specific outcomes).

21.2 How is the UN contributing to these factors:

- Democracy?
- Higher participation in development agenda?
- Decentralization of service delivery?

Please provide an explanation.

	Strongly disagree		Indifferent	Strongly Agree	
20. Do UNDAF outcomes reflect national priorities in your focus area, considering 2012 priorities?	1	2	3	4	5

20.1 Can you provide examples? What outcomes reflect this?

20.2 What are the areas that need interventions (additional or not prioritized)?

20.3 How has UNDAF supported or contributed to relevant national policies or strategies? Can you provide specific examples of good contributions?

21. How well did UN contributed to the achievement of MDGs in the country? What specific initiatives, projects or advice was UN able to offer toward fulfilling MDG aims?

	Strongly disagree		Indifferent	Strongly Agree	
22. Have the UNDAF outcomes been relevant in terms of internationally agreed goals and treaties?	1	2	3	4	5

22.1 In which areas is this reflected? Which outcomes reflect this?

	Strongly disagree		Indifferent	Strongly Agree	
23. To what extent UNDAF has contributed to strengthen local capacity in terms of building relationships, realization of human rights, gender mainstreaming, etc.?	1	2	3	4	5

23.1 Can you provide examples?

	Strongly disagree		Indifferent	Strongly Agree	
24. Do you think the work carried out by the UN is relevant to implementing partners?	1	2	3	4	5

24.1 Why or why not? What could have been done differently?

25. Which are the main factors that contributed positively to the progresses towards the UNDAF outcomes in your focus area?

26. Did UNDAF respond to significant changes happening in the country/global context? In what ways did adaptation took place? What could have been done differently? Provide examples.

Effectiveness

	Strongly disagree		Indifferent	Strongly Agree	
27. How do you rate the UN cooperation relation with local partners (GoM, CSOs, and NGOs)?	1	2	3	4	5

27.1 Please explain.

28. What is the expected role of the UN:

- Support to policy making?

- Capacity development of national institutions?

- to ensure completion of the international development agenda
- Other, (specify)?

28.1 What is the expected role of the local partners in relation to UN?

29. What are the main challenges and gaps originated from this cooperation? How can it be improved?

30. Do you believe UN strategies are the best ones to ensure achievement of results in terms of (capacity building, advocacy, upstream vs downstream interventions)? Please explain your answer.

Efficiency

	Strongly disagree		Indifferent	Strongly Agree	
31. Has the UN contributed to prioritization of the most vulnerable groups in the National Development Plans?	1	2	3	4	5

	Strongly disagree		Indifferent	Strongly Agree	
32. Has the UN successfully prioritized the needs of the most vulnerable groups (women, rural, and HIV)?	1	2	3	4	5

32.1 Please provide specific examples.

32.2 What are the specific actions taken to include vulnerable groups?

	Strongly disagree		Indifferent	Strongly Agree	
33. Do you think the funds available have been properly used? Explain	1	2	3	4	5

33.1 Are there systems in place to ensure the funds are executed according to the budget?

34. To what extent resource allocation of UN agencies took into account marginalised groups?

Sustainability

35. To what extent and in what ways have the national capacities been enhanced in terms of:
- Technical capacity
- Financial independence
- Mechanisms to exercise rights

36. Have complementarities, collaboration and/or synergies fostered by UNDAF contributed to greater sustainability of results of Donors intervention in the country?

37. To what extent has institution-building and institution-strengthening taken place in human rights and gender equality terms?

	Strongly disagree		Indifferent	Strongly Agree	
38. Do you think the initiatives/programs that the UN has been involved with in your area are sustainable (financial, social, institutional)?	1	2	3	4	5

	Strongly disagree		Indifferent	Strongly Agree	
39. Do you think the initiatives programs will be able to continue without the support of the UN?	1	2	3	4	5

39.1 Please explain.

Appendix 3   UN Questionnaire Table

UN Questionnaire Table for UNDAF Evaluation

Interviewee Identification

Name:	
Designation:	
Agency:	
Number of years in post (within UNDAF 2012 – 2015)	
Association with UNDAF process:	(vii) Formulation (viii) Implementation (ix) M&E (x) Resource mobilization (xi) Partnership (xii) Coordination

Questionnaire

Section A: Overview Questions

		Strongly Disagree		Indifferent	Strongly Agree	
1.	The current UNDAF design is results-oriented, coherent and focused framework.	1	2	3	4	5
2.	The distribution of roles and responsibilities among the different UNDAF partners is well defined, facilitating the achievements of results.	1	2	3	4	5
3.	UNDAF responds to the challenges of national capacity development and promotes ownership of programmes by national partners.	1	2	3	4	5
4.	UNDAF contributed to achieve better synergies among the programmes of UN agencies with an effect on the progress towards the National Development priorities.	1	2	3	4	5
5.	Agency supported programmes are mutually reinforcing helping to achieve UNDAF outcomes	1	2	3	4	5
6.	UNDAF contributed to a reduction of transaction costs for the government and for each of the UN agencies.	1	2	3	4	5
7.	The approach of using a broad UNDAF outcomes was successful	1	2	3	4	5
8.	Outcomes were formulated at an appropriate level to ensure accountability and impact	1	2	3	4	5

Section B: Questions on Programmatic Principles

Equality

		Strongly disagree		Indifferent	Strongly Agree	
9.	UN has been able to contribute to the reduction of poverty or disparities, in economic terms	1	2	3	4	5

10. UN has been able to contribute to the reduction of poverty or disparities, in social terms (between men and women; adults and children,)	1	2	3	4	5
11. UNDAF been able to contribute to reduction of poverty or disparities, in geographical terms (among provinces; urban/peri-urban/rural)	1	2	3	4	5
12. UN has been able to contribute towards a more inclusive, transparent and equitable governance ("broker" role)	1	2	3	4	5

Relevance

	Strongly disagree		Indifferent	Strongly Agree	
13. UNDAF outcomes reflect national priorities in your focus area	1	2	3	4	5
14. UNDAF outcomes are relevant in terms of internationally agreed goals and treaties	1	2	3	4	5
15. UNDAF has contributed to strengthen local capacity in terms of building relationships, realization of human rights, gender mainstreaming	1	2	3	4	5
16. Work carried out by the UN is relevant to implementing partners	1	2	3	4	5

Effectiveness

	Strongly disagree		Indifferent	Strongly Agree	
17. UN cooperation relation with local partners (GoM, CSOs, NGOs) is good	1	2	3	4	5

Efficiency

	Strongly disagree		Indifferent	Strongly Agree	
18. UN contributed to prioritization of the most vulnerable groups in the National Development Plans	1	2	3	4	5
19. UN successfully prioritized the needs of the most vulnerable groups (women, rural, and HIV)	1	2	3	4	5
20. Funds available have been properly used	1	2	3	4	5
21. Initiatives/programs that the UN has been involved in in your area are sustainable	1	2	3	4	5
22. The initiatives programs will be able to continue without the support of the UN	1	2	3	4	5

Appendix 4   UN Partner Interview Guide

UN Partner Interview Guide for UNDAF Evaluation

Background

The United Nations Development Assistance Framework for Mozambique (UNDAF) 2012 – 2015 with its extension over 2016 is the programme framework of the UN in Mozambique to support the Government in its final stretch towards the MDG timeframe of 2015.
The UNDAF was designed as a strategic, all-inclusive and common programme framework with 8 broad outcomes for the programme cycle. An UNDAF Action Plan has operationalized the UNDAF and hence constitutes the *One Programme.* The UNDAF results are organized around three focus areas in the economic, social and governance fields.
Introduction

Inputs collected through this questionnaire will be used for UNDAF evaluation exercise. The evaluation will be a forward-looking one, with aim to feed into the design and preparation of the next UNDAF. This exercise intends to capture key processes (related to implementation, M&E, resource mobilization, partnership and coordination), major achievements, challenges faced, opportunities and lessons learned during UNDAF cycle. There are no wrong and right answers.
Interviewees will be asked to place their answer on a scale of 1 to 5 as to determine if they agree with a statement (1 strongly disagree to 5 strongly agree), or their level of satisfaction (1 not satisfied to 5 very satisfied). The questionnaires is structured according to the scope criteria mentioned in the TOR: equality, relevance, effectiveness, efficiency, and sustainability.

Please note that the questions are subject to minor changes according to the interviewee and background information gathered prior to the interview. Furthermore these questions are a guide for the interviewer and interviews will take on a more fluid format.

Questionnaire

Equality

	Strongly disagree		Indifferent	Strongly Agree	
1. Do you feel the UN has been able to contribute to the reduction of poverty or disparities, in economic terms?	1	2	3	4	5

1.1   Provide evidence (mention specific outcomes).

	Strongly disagree		Indifferent	Strongly Agree	
2. Do you feel the UN has been able to contribute to the reduction of poverty or disparities, in social terms (between men and women; adults and children)?	1	2	3	4	5

2.1   Provide evidence (example) of any transformational change (mention specific outcomes).

	Strongly disagree		Indifferent	Strongly Agree	
3. Has UNDAF been able to contribute to reduction of poverty or disparities, in geographical terms (among provinces; urban/peri-urban/rural)?	1	2	3	4	5

3.1   Are you aware of any geographical focus that the UN has taken in the past years of implementation (2012-2015)?

	Strongly disagree		Indifferent	Strongly Agree	

4. Do you feel the UN has been able to contribute towards a more inclusive, transparent and equitable governance ("broker" role)?	1	2	3	4	5

4.1 Provide evidence (example) of any transformational change (mention specific outcomes).

4.2 How is the UN contributing to these factors:

- Democracy?
- Participation in development agenda?
- Decentralization of service delivery?

Please provide an explanation.

4.3 Were specific vulnerable groups supported during UNDAF implementation? If so, how (provide examples)?

4.4 Does the UN effectively advance for a focus on vulnerable groups?

Relevance

	Strongly disagree		Indifferent	Strongly Agree	
5. Do UNDAF outcomes reflect national priorities?	1	2	3	4	5

5.1 In which areas is this reflected? What outcomes reflect this?

5.2 What are the areas that need interventions (additional or not prioritized)?

5.3 How has UNDAF supported or contributed to relevant national policies or strategies? Can you provide specific examples of good contributions?

	Strongly disagree		Indifferent	Strongly Agree	
6. Have the UNDAF outcomes been relevant in terms of internationally agreed goals and treaties (MDGs, etc.)?	1	2	3	4	5

6.1 In which areas is this reflected? Which outcomes reflect this?

	Strongly disagree		Indifferent	Strongly Agree	
7. To what extent UNDAF has contributed to strengthen national/local capacity in terms of building relationships, realization of human rights, gender mainstreaming, etc.?	1	2	3	4	5

7.1 Can you provide examples?

	Strongly disagree		Indifferent	Strongly Agree	
8. Do you think the work carried out by the UN is relevant to your work as a partner organization?	1	2	3	4	5

8.1 Why or why not? What could have been done differently?

9. What are the major challenges/barriers you identified?

	Strongly disagree		Indifferent	Strongly Agree	
9.1 Has the UN provided any support addressing the bottlenecks?	1	2	3	4	5

9.2 How do you think they can be addressed?

10. Which are the main factors that contributed positively to the progress towards UNDAF outcomes?

11. Do you feel the UN has been able to advocate for your interests at the national level? In what areas? Provide

specific examples.

 11.1 Were there critical gaps that UNDAF did not address? What were they?

12. Did UNDAF respond to significant changes happening in the country/global context? In what ways did adaptation took place? What could have been done differently? Provide examples.

Effectiveness

13. What activities have been undertaken under UNDAF you are familiar with? What short term outputs have been produced? What longer term effects were produced?

	Strongly disagree		Indifferent	Strongly Agree	
14. How do you rate the cooperation relation with UN in terms of achieving National Development goals?	1	2	3	4	5

 14.1 Please specify the areas.

	Strongly disagree		Indifferent	Strongly Agree	
15. How do you rate the UN contribution in the implementation of your mandate?	1	2	3	4	5

 15.1 What is the expected role of the UN?

 15.2 What is your the expected role in relation to UN?

 15.3 What are the most important types of activities the UN carries out in relation to you?

16. Has the UN been able to cooperate effectively with other development partners

	Strongly disagree		Indifferent	Strongly Agree	
17. How do you rate the coordination effort to work with UN (implementation, planning)?	1	2	3	4	5

 17.1 What are the positive elements?

 17.2 What aspects can be improved?

18. Has the UN supported mutually reinforcing programmes in order to achieve National Development Goals? Do you convene to coordinate your efforts toward achievement of these goals? How does this coordination take place? How often this happens?

19. What are the main challenges and gaps originated from this cooperation? How can it be improved?

20. To what extent were human rights and gender mainstreaming approaches taken into consideration in the implementation of the UNDAF? Did the UNDAF contribute to building capacities of right holders to claim their rights and duty bearers to fulfil their duties?

21. Was the activity linked to government activities or activities of other agencies? How well were they coordinated? Please explain.

22. Were there significant unexpected results or achievements that you know of? What were they?

23. What has been the scope or reach of the projects and their benefits? Who has been affected (either positively or negatively)? To what extent were men and women affected differently?

24. Did your initiative have a capacity development/strengthening objective? Were needs identified? Were some

left out? Has the project been effective strengthening capacities of men and women involved?

25. To what extent men and women benefited differently?

Efficiency

26. How well did UN contributed to the achievement of MDGs in the country? What specific initiatives, projects or advice was UN able to offer toward fulfilling MDG aims?

	Strongly disagree		Indifferent	Strongly Agree	
27. Has the UN contributed to prioritization of the most vulnerable groups in the National Development Plans?	1	2	3	4	5

	Strongly disagree		Indifferent	Strongly Agree	
28. Has the UN successfully prioritized the needs of the most vulnerable groups (women, rural, and HIV)?	1	2	3	4	5

    28.1 Please provide specific examples.

    28.2 What are the specific actions taken to include vulnerable groups?

29. Where you able to achieve the targets agreed with UN with the budget allocated?

	Strongly disagree		Indifferent	Strongly Agree	
30. Do you think the funds available have been properly used? Explain	1	2	3	4	5

    30.1 Are there systems in place to ensure the funds are executed according to the budget?

31. To what extent resource allocation of UN agencies took into account marginalized groups?

32. Are there indicated percentages that guarantee the inclusion of vulnerable groups in UN supported programmes? Are they observed? Please provide examples?

    32.1 Do you feel there has been a real change in how women are viewed in your sector? Or are there more women only because of project requirements?

33. To what extent have the organizations harmonized procedures in order to reduce transaction cost and enhance results?

34. Are UN procedures and processes easy to understand? What types of reporting were required, and were they submitted on a regular basis? Why or why not? Did the plans and reports required from UN add to the burden of implementation partners? Please provide examples.

35. Are you familiar with the M&E arrangements for UN projects? How well did M&E work (in your opinion)? What effects did they have in the project?

Comparative Advantages

36. What value added does the UN have that other Development partners do not? Specify and explain.

37. To what extent and in what way have the comparative advantages of the UN organizations been utilized in the national context specifically in relation to other Development Partners active in the country (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies)?

38. Is the UN using its comparative advantage effectively?

Sustainability

39. To what extent and in what ways have the national capacities been enhanced in terms of:

- Technical capacity
- Financial independence
- Mechanisms to exercise rights

40. Have complementarities, collaboration and/or synergies fostered by UNDAF contributed to greater sustainability of results of Donors intervention in the country?

41. To what extent has institution-building and institution-strengthening taken place in human rights and gender equality terms?

	Strongly disagree		Indifferent	Strongly Agree	
42. Do you think the initiatives/programs that the UN has been involved with in your area are sustainable?	1	2	3	4	5

	Strongly disagree		Indifferent	Strongly Agree	
43. Do you think the initiatives programs will be able to continue without the help of the UN?	1	2	3	4	5

43.1 Please explain.

Appendix 5   UN Partner Questionnaire Table

UN Partner Questionnaire Table for UNDAF Evaluation

Interviewee Identification

Name:	
Designation:	
Agency:	
Number of years in post (within UNDAF 2012 – 2015)	

Questionnaire

Equality

		Strongly disagree		Indifferent	Strongly Agree	
1.	UN has been able to contribute to the reduction of poverty or disparities, in economic terms.	1	2	3	4	5
2.	UN has been able to contribute to the reduction of poverty or disparities, in social terms (between men and women; adults and children)	1	2	3	4	5
3.	UND has been able to contribute to reduction of poverty or disparities, in geographical terms (among provinces; urban/peri-urban/rural)	1	2	3	4	5
4.	UN has been able to contribute towards a more inclusive, transparent and equitable governance ("broker" role)	1	2	3	4	5

Relevance

		Strongly disagree		Indifferent	Strongly Agree	
5.	UNDAF outcomes reflect national priorities	1	2	3	4	5
6.	UNDAF outcomes are relevant in terms of internationally agreed goals and treaties (MDGs, etc.)	1	2	3	4	5
7.	UN has contributed to strengthen national/local capacity in terms of building relationships, realization of human rights, gender mainstreaming, etc.	1	2	3	4	5
8.	The work carried out by the UN is relevant to your work as a partner organization	1	2	3	4	5
9.	UN has provided support addressing the bottlenecks	1	2	3	4	5

Effectiveness

		Strongly disagree		Indifferent	Strongly Agree	
10.	The cooperation relation with UN in terms of achieving National Development goals is effective	1	2	3	4	5

		Strongly disagree		Indifferent	Strongly Agree	
11.	UN contributed to the implementation of your mandate	1	2	3	4	5
12.	There is strong coordination when working with the UN	1	2	3	4	5

Efficiency

		Strongly disagree		Indifferent	Strongly Agree	
13.	UN contributes to prioritization of the most vulnerable groups in the National Development Plans	1	2	3	4	5
14.	UN successfully prioritized the needs of the most vulnerable groups (women, rural, and HIV)	1	2	3	4	5
15.	Funds available have been properly used	1	2	3	4	5

Sustainability

		Strongly disagree		Indifferent	Strongly Agree	
16.	The initiatives/programs that the UN has been involved with in your area are sustainable	1	2	3	4	5
17.	The initiatives/programs will be able to continue without the help of the UN?	1	2	3	4	5

Appendix 6   List of Interviewed Institutions

A. Government Institutions

1. Ministry of Foreign Affairs and Cooperation

2. Ministry of Economy and Finance

3. Ministry of the Interior

4. Ministry of State and Civil Service Administration

5. Ministry of Health

6. Ministry of Gender, Children and Social Welfare

7. Ministry of Education and Human Development

8. National AIDS Council

B. United Nations Agencies

9. ILO

10. WFP

11. UNICEF

12. UN WOMEN

13. UNIDO

14. UNFPA

15. FAO

16. WHO

17. UNDP

18. UNESCO

19. UN Habitat

20. UNHCR

21. OIM

22. UNAIDS

23. Governance DRG

24. Economic DRG

25. Social DRG

26. Gender JT

27. HIV JT

28. UN Monitoring and Evaluation Group

C. Non-Governmental Organizations

29. National Farmers Union

30. Forum Mulher

31. Conselho de Religiões de Moçambique

32. Fundação para o Desenvolvimento da Comunidade

D. Bilateral Development Partners

33. European Union

34. Embassy of Sweden

Appendix 7   List of Consulted Documentation

1. CBF Analysis Updated 14 May - Final version
2. CBF Template 2015 - 15 Jan 2015
3. CBF UN Mozambique 2013 Consolidated
4. CBF UN Mozambique 2014 Consolidated
5. CBF UN Mozambique 2015 Consolidated
6. Compiled SDRG CBF 2015 - 17 Feb 2015
7. Compiled SDRG CBF 2015 - 4 Feb 2015
8. CONSOLIDATED UN PLANS WITH GOVERNMENT 2015 (Consolidated Government Plans 2015)
9. Copy of Summary table of proposals FINAL 24oct
10. Country Office Annual Report (3.UNFPA Annual report 2013 final)
11. DRG Annual Work Plan 2013 (2013 SDRG CBF consolidated - Jan 30-13)
12. FINAL of SDRG 2014 Planning-CBF - consolidated inputs - April 24
13. FINAL UNDAF Mozambique Progress Report 2014
14. Food and Agriculture Organization - Annual Report 2014 (FAO Annual Report 2014)
15. Food and Agriculture Organization - Mozambique Country Programme Report 2013 (FAO Annual Report 2013)
16. Geographical targeting for the 2012-2015 UNDAF Action Plan (GT - 2012-2015 UNDAF Action Plan-UNCT retreat - Feb 2012)
17. Influência da Oferta dos Enxovais para Adesão ao Parto Institucional na Província da Zambézia
18. MDG 4&5 Consolidated Report 2013
19. Mid-Year Review 2012 Joint Activities (MYR consolidated joint activities 3.9.2012)
20. MOZAMBIQUE (Quick Shelters Mapping Report Final.doc)
21. Mozambique One fund MDG 4+5 Annual Report 2012
22. Mozambique One fund MDG 4+5 Annual Report 2012
23. Mozambique One UN Fund - Consolidated Narrative and Financial Annual Report 2013 (Mozambique One Fund Annual report 2013)
24. Planning Matrices
25. PLANO DE ACÇÃO: do Quadro das Nações Unidas para Assistência ao Desenvolvimento de Moçambique (Plano de ação do UNDAF final PT assinado)
26. Plano de Aceleração da Resposta ao HIV e SIDA (Plano de Aceleração Digital Edition (1)
27. Plano Estratégico da Educação 2012-2016 (PEE2012-2016_Final copy)
28. Plano Estratégico da Malária 2012 – 2016 (PNCM Plano Estratégico Malaria 2012-2016)
29. PLANO ESTRATÉGICO DO SECTOR DA SAÚDE 2014 - 2019 (PESS 2014-2019 final)
30. Plano Estratégico Nacional de Resposta ao HIV e SIDA - PEN III (2010-2014): Relatório de Avaliação (Relatório Avaliação PEN III vFinal 19Set2014)
31. Plano Integrado Para o Alcance dos Objectivos 4 e 5 de Desenvolvimento do Milénio (Plano Integrado para MDG 4 5)
32. Plano Nacional Eliminação da Transmissão Vertical do HIV 2012-2015 (Plano ETV abril 14)
33. Plano Nacional para o Avanço da Mulher para o Período 2010-2014 (PNAM)
34. Política Nacional da Malária 2011 (PNCM Politica Nacional 2011)
35. Politica Nacional de Educação (politica educação)
36. Proposta do Plano Quinquenal do Governo 2015-2019 (PQG 2015 2019 Versão para o CM 17 Fev
37. Relatório final, Agosto de 2014 (relatório final setembro 2014 pesquisa enxovais) "
38. SDRG - 2013 Planned Priorities – Consolidated (SDRG 2013 Planned Priorities - Consolidated - May 8 2013)
39. SDRG - 2014 Planned Priorities - Consolidated (SDRG - 2014 Planned Priorities - May-6-14)
40. SDRG Matrix annual review 25-1-13
41. Social DRG - 2013 UNDAF mid-year light progress report (3.Social DRG 2013 MYR - consol results -Sept 26-13)
42. Support to the National Integrated Plan to achieve MDGs 4&5 - Reporting Period: 1 January – 31 December 2013 (Mozambique One UN Fund MDG 45 Programme Consolidated Annual Report 2013)

43. UN Agency & Donor Geographical Mapping Mozambique 2012 Activities/Projects (UN Mapping Report final draft 4 07 12 (2))
44. UN in Mozambique Real Time Monitoring – Aug 23, 2013 (UN in Mozambique Real Time Monitoring - Aug 23 2013)
45. UN mapping exercise Preliminary Results 2012: For presentation at the M&E RG and UN MYR - August 2012 (UN mapping exercise - an overview - Sept 6 2012)
46. UN MOZAMBIQUE - DRG/JTs/WG 2014 AWP (Copy of AWP-2014 GJT)
47. UN MOZAMBIQUE - GENDER JOINT TEAM ANNUAl WORK PLAN 2013 (Gender Joint Team AWP-2013)
48. UN MOZAMBIQUE GENDER JOINT TEAM ANNUAL WORK PLAN 2015 (AWP 2015_GJT_Final_FR_10 02 2015)
49. UN Mozambique, One Fund allocation proposal 2012: MATERNAL AND CHILD HEALTH & NUTRITION (Health - Final 2012)
50. UN Mozambique, One Fund allocation proposal 2012: Social Protection (Social Protection - Final 2012)
51. UN Mozambique, One Fund allocation proposal 2012: SUPPORT NATIONAL HIV AND AIDS RESPONSE (HIV and AIDS Response - final 2012)
52. UNDAF - Annual Progress Report 2012 (2012 UNDAF Annual Review report_Repaired_Draft 0_INTERNAL_UNCT Extraordinary mini Retreat)
53. UNDAF 2012-2015 Database Review and Refinement of UNDAF Indicators - Social DRG plenary meeting 27/09/12 (UNDAF 2012-2015 Database update presentation SDRG 27 September 2012 draft 3)
54. UNDAF ANNUAL PROGRESS REPORT 2013 - Internal Version (FINAL UNDAF Mozambique Progress Report 2013)
55. UNDAF ANNUAL PROGRESS REPORT 2013 (FINAL UNDAF Mozambique Progress Report 2013 Internal version (2))
56. UNDAF Annual Report - Draft (2011 UNDAF report-UNICEF final comments - Feb 2012)
57. UNDAF internal progress report 2012 (incomplete)
58. UNDAF Management Plan 2012-2015, Mozambique - Draft 1 (UNDAF Consolidated Mgmt Plan I - Sept 15 2011)
59. UNDAF Mid-year results assessment 2012 - Light Stocktaking exercise per UNDAF Output (MYR consolidated outputs 5.9.2012)
60. UNDAF Strategic Reflection and Midterm Review (UNDAF SR MTR Report FINAL)
61. United Nation Management Plan 2012-2015 Mozambique (UN Management Plan Feb 2012)
62. United Nations Assistance Development Framework for Mozambique 2012-2015 - ACTION PLAN (UNDAF Action Plan Final ENG signed)
63. UNITED NATIONS Gender Joint Team - Draft Annual Workplan 2012 (GJT_AWP_2012_activities_distribution)
64. United Nations in Mozambique - Preliminary Joint Assessment for Geographical Targeting Feb 2012 (Indicators for Geographical Targeting (new)-March 2012)

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