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The One UN Fund Annual Progress **REPORT** 2008



Table of Contents

Part I. Overview of the One Fund

Part II. Status of implementation of the Joint Programmes and results

2.1. Joint Programme Achievements

- 2.1.1. Support to Decentralization and Integrated Local Development
- 2.1.2. Building Capacity of Civil Society Organisations, including Communication for Empowerment.
- 2.1.3. Joint Programme on Women's Empowerment and Gender Equality
- 2.1.4. Joint Programme Ensure the Most Vulnerable Populations have Access to a Social Safety Net
- 2.1.5. Joint Programme on Emergency Preparedness and Disaster Risk Reduction
- 2.1.6. Joint Programme on Strengthening the HIV and AIDS Response in Mozambique
- 2.1.7. Joint Programme on Promotion of Youth Employment
- 2.1.8. Joint Programme on Building Commodity Value Chains and Market Linkages for Farmers Associations

2.2. Joint Programme Challenges

Part III. Progress on the Implementation of the Change Management plan

Part IV. Status of the Operationalization of the One Office and Common Premises

Part V. Implementation of the UN Communication strategy

Part VI. The One Programme and One Fund management Structures

Part VII. Overview of results by Strategic Areas of UN Interventions and observations on the One fund

Part VIII. One UN Fund: Main Challenges and Lessons Learnt

Tables

Table I. The One Programme Overall resource Requirement (2007-2009)

Table II. One Fund Status in 2008

Table III. Change Management Resources in 2008

Table IV. One Fund Allocation to One Programme (JPs) in 2008 (US \$)

Table V. One Fund Allocation per Joint Programme and Financial Performance

Annexes

List of acronyms

AWP	Annual work plan
ANAMM	Associação Nacional dos Municípios de Moçambique
CENOE	Centro Nacional Operativo de Emergência/ Emergency National Operation Centre
CIDA	Canadian International Development Agency
DaO	Delivering as One
DFID	Department for International Development
DOCO	Development Operations Coordination Office
DRR	Disaster Risk Reduction
ERP	Emergency Response Preparedness
FAO	Food and Agriculture Organization
HACT	Harmonized Approach to Cash Transfer
HLCM	High Level Committee on Management
HQ	Head Quarters
ICT	Information and Communication Technologies
ILO	International Labor Organization
INAS	Instituto Nacional de Acção Social/ National Social Action Institute
INGC	Instituto Nacional de Gestão de Calamidades/National Disaster Management Institute
JP	Joint Programme
LTA	Long Term Agreement
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MINT	Ministério do Interior/ Interior Ministry
MISAU	Ministério da Saúde/ Ministry of Health
MDG-F	Millennium Development Goals Fund
NRAs	Non-Resident Agencies
OMT	Operations Management Team
PARPA	Plano de Acção para a Redução da Pobreza Absoluta
PES	Plano Económico e Social/ Economic and Social Plan
PES/OE	Plano Económico e Social e Orcamento/Economic and Social Plan and Budget
RDT	Regional Directors Team
RC	Resident Coordinator
RCO	Resident Coordinator Office
UNFPA	United Nations Population Fund
UNAIDS	United Nations Programme on HIV/AIDS
UNICEF	United Nations Children Fund
UNDP	United Nations Development Programme
UNCT	United Nations Country Team
UNDAF	United Nations Development Framework
VSAT	Very Small Aperture Terminal
WFP	World Food Programme
WHO	World Health Organization
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNESCO	United Nations Educational, Scientific and Cultural Organization

Introduction

The UNCT began implementing the One Programme in 2008 under the Delivering as One Initiative launched in 2007. The One Programme was developed as a subset of the UNDAF and is comprised of 11 Joint Programmes developed around the four main areas of the UN comparative advantage in Mozambique. These are policy/advocacy, normative and technical support, capacity development and civil society partnerships.

The start of the implementation of the Joint Programmes in 2008 was accompanied by the operationalization of the overall UN Operational Plan which integrates four key components: One Budgetary Framework and One Fund; One Leader; One Office/Common Services; and Communicating as One.

The current report describes how the One Fund was operationalized in support of the overall UN Operational Plan in 2008. The One UN Fund was established as the vehicle for new resources pooled by donors, with a two-fold objective: (1) to support resource mobilisation, allocation and disbursement of donor resources to the joint programmes, and in particular the unfunded part of the joint programmes ; and (2) to provide support to the One UN Change Management initiatives.

The Change Management process was aimed at consolidating the mechanisms to harmonize operational procedures and ways of working among various UN agencies with the view of increasing the UN's cost effectiveness and efficiency. The Change Management project included funding of staff to empower RCO office in the transition period, funding to support the One Office and common service initiatives as well as the implementation of the One UN Communication Strategy.

The report is divided into the following eight sections illustrating the progress achieved in the implementation of the One UN Operational plan with the support of the One Fund in the year 2008:

- Part I. Provides an overview of the One Fund. It indicates the initial funding needs of the One Programme, the funding gap, the contributions received on the One Fund in 2008 and the balance by the end of the programme cycle.
- Part II. Describes the status of implementation of the Joint Programmes and the results achieved in the period.
- Part III. Describes the progress achieved in the implementation of the Change Management plan.
- Part IV. Describes the progress achieved in the operationalization of the One Office and Common Premises.
- Part V. Describes the results achieved in the implementation of the UN Communication strategy.
- Part VI. Illustrates how the One Fund supported the consolidation of the One Leader and the overall UN in-country Management System.
- Part VII. Gives an overview of the results achieved by Strategic Areas of UN Interventions thus highlighting the relevant aspects of the overall One Programme implementation and the use of funds in the period and makes as well some considerations on the way forward.

Part I. Overview of the One Fund in 2008

This section gives an overview of the One Fund in 2008. It describes the Initial funding needs of the One Programme, the funding gap, the contributions received on the One fund in 2008, the allocations made and the balance by the end of the programme cycle.

The One Programme total resource requirements for the period 2007-2009 is estimated to be US\$115,007,200. The table below describes the combined funding needs of the Joint Programmes in each UNDAF Pillar. The Joint Programmes are expected to contribute with 30% of the resources needed, or US\$34,502,160. At the time of the launch the Agencies had secured US\$30,481,000. This estimate added to the funds received in 2007 left a One Programme funding gap at 47%.

Table I. The One Programme Overall resource Requirement (2007-2009)

Pillar	BUDGET			TOTAL	% Unfunded
	Total Budget (US\$)	Total Funded (US\$)		UNFUNDED (TB mobilized)	
		Confirmed	Pledged		
HIV/AIDS	20,053,000	6,218,000	5,625,000	8,210,000	40.94
Econ.Devel.	24,254,200	2,350,000	11,550,000	10,354,200	42.69
Governance	41,795,000	11,720,000	8,545,000	21,530,000	51.51
Hum. Capital	28,905,000	10,193,000	3,885,000	14,827,000	51.30
Total	115,007,200	30,481,000	29,605,000	54,921,200	47.75

By December 2008, donors provided a total of **US\$21,259,666.80** to the One Programme. The contributions came from four donors, Spain, Canada, Norway and Sweden. These donors provided **US\$ 19,932,222** to the One Programme (11 Joint Programmes) and they earmarked **US\$1,278,348** to Change Management.

Table II. One Fund Status in 2008

Donors	Firm Commitments		Funds Received	
	Donor Currency	US\$	Donor Currency	US\$
Canada	CAD		10,000,000	9,843,489 ¹
Spain	US\$		8,000,000	8,000,000
DfID	US\$	100,000		
Austria	EUR 250,000	395,551		
Sweden	US\$		5,000,000	638,400.02 ²
The Netherlands	EUR 4,000,000	6,349,206		
Norway	Kroner		20,000,000	2,777,777.78
Total Received		6,817,257		21,259,666.80
Total One Programme Funds				19,932,222
Total Change Management Funds				1,278,348

The **\$US 1,278,348** donors contribution to Change Management was added to the **\$USD 150,000** DOCO first allocation to the change process making a total of **\$USD 1,428,348** available to the change plan by the end of 2008. The Change Management funding gap by the end of 2008 thus calculated stayed at **\$USD 334,773** out of the total resource requirement for the period 2007-2009 estimated at **\$US1,773,121**.

Table III. Change Management Resources in 2008

Donors	Firm Commitments		Funds Received	
	Donor Currency	USD \$	Donor Currency	US \$
Canada	CAD			639,948
Sweden	Kroner		5,000,000	638,400.02
DFID	US \$	100,000		
DOCO	US \$		150,000	150,000
Total Received				1,428,348.02

The available One Fund money to the JP in 2008 was calculated at **\$US 19,781,505.61** after the AA fee deduction. The JPs needs for 2008 were estimated at **\$US 13,012,358** as per their Annual Workplans plans having the One Fund therefore satisfied the 2008 needs in its entirety. A balance of **\$US 6,769,147.61** was carried forward to 2009.

¹ This is 30% of the \$USD 115,007,200 One Programme budget

¹ Includes earmarking for Change Management US\$639,948

¹ US\$638,400.02 was received in 2008 but credited in 2009

Table IV. One Fund Allocation to One Programme (JPs) in 2008 (US \$)

One Fund resources (Before AA fee)	19,981,318.80
AA Fee (1%)	199,813.19
Funds available in 2008 post AA Deduction	19,781,505.61
One Fund Allocation in 2008 as per the JPs AWP's	13,012,358
One Fund Balance in 2008 (Carried forward to 2009)	6,769,147.61

The Table below shows the allocations to 8 Joint Programmes in 2008. The three remaining JPs were not ready for signature and emphasis was given to get them ready for the next One Fund allocation window.

Table V. One Fund Allocation per Joint Programme and Financial Performance

N.	Joint Programme	Allocation / 08	Expenditures
1	Strengthening the HIV and AIDS response in Moz.	1,578,668	618,511
2	Promotion of Youth employment	2,441,645	445,157
3	Commodity value chains and market linkage	427,676	54,797
4	Building capacity of civil society	1,231,043	688,126
5	Women's empowerment and Gender Equality	1,574,355	391,631
6	Support to Decentralization	1,624,847	239,079
7	Vulnerable populations and access to local safety net	1,750,582	239,079
8	Emergency Preparedness and Disaster Risk Reduction	2,383,542	1,399,893
	Total allocation/expenditures	13,012,358	4,826,908

Part II. Joint Programmes Implementation Status

Eleven Joint Programmes were developed as part of the One Programme since the launch of the DaO process in Mozambique in 2007. Eight began implementation in 2008. The status of the Joint Programmes is discussed below.

Active Joint Programmes in 2008:

1. Women's Empowerment and Gender Equality -- June 2007
2. Strengthening the HIV and AIDS Response in Mozambique - December 2007
3. Building Capacity of Civil Society Organisations, including Communication for Empowerment - December 2007
4. Ensure the Most Vulnerable Populations have Access to a Social Safety Net -- March 2008
5. Emergency Preparedness and Disaster Risk Reduction - March 2008
6. Promotion of Youth Employment - April 2008
7. Building Commodity Value Chains and Market Linkages for Farmers Associations - April 2008
8. Support to Decentralization and Integrated Local Development - May 2008

Two Joint Programmes were still pending signature from the Government at the end of 2008:

9. Enhance the Quality and Accessibility of Sexual and Reproductive Health Services, Neonatal, Child Health Services and Nutrition - only signed in May 2009
10. Building Capacities for Effective Trade Policy Formulation and Management

The Eleventh Joint Programme on Climate Changes and Environment Protection was funded by the Spanish led MDG-F initiative.

While the first allocations to the Joint Programmes only came in [July 2008], the programmes were under active implementation using agencies' own funds.

2.1. Joint Programme 2008 Results

Most Joint Programmes have been under implementation for a year or less, so it is too early to talk about impact on development results. However, it is possible to highlight some achievements that show how the UN system in Mozambique is constructing a better way of doing business. At this relatively early stage of implementation, it is possible only to report on outputs. Following are summaries of each Joint Programme, organized by UNDAF pillar. Full narrative reports of each Joint Programme can be found in the Annex.

2.1.1. Support to Decentralization and Integrated Local Development

The Decentralization and Integrated Local Development Joint Programme (Decentralization Joint Programme JP) aims at decentralizing the functions of the State and budget allocations to district and municipal levels to facilitate local development. The Decentralization JP comprises the following three outcomes:

- => Decentralized government capacity strengthened in all provinces, in at least 50 districts and at least 3 municipalities, for participatory and gender responsive planning, monitoring and evaluation, gender sensitive needs assessment as well as coordination and partnership;
- => Government capacity in all provinces, in at least 50 districts and 3 municipalities (South, Centre and North), improved to implement, coordinate and support the efficient and accountable delivery of integrated basic services; and
- => National level policy management, harmonization and alignment capacities strengthened at downstream and upstream level.

Results

In order to better assess the extent to which the programme component is progressing in relation to the outcomes and outputs expected, the main activities and achievements of the Decentralization JP are described according to three Strategic Areas:

Policy and Advocacy

The contributions to the strategic focus area of Policy and Advocacy included providing technical and financial support for studies that produced inputs to the ongoing preparation of the Decentralization Strategy by the Ministry of State Administration (MAE) and the Ministry of Planning and Development (MPD). The studies provided insights in a number of areas, including: (1) integration of food security and nutritional issues in district planning; (2) modalities to channel funds to the lower tiers of the Government system; (3) gender profiles in the Gaza Province; and (4) mapping of women and men in local consultative councils in Nampula, Cabo Delgado and Inhambane. The compilation of a State of the Mozambican Cities Report is ongoing in coordination with (ANAMM) and the Ministry of State Administration (MAE), which is complemented by the organisation of peer-to-peer learning and training events related to participatory budgeting and municipal and urban development.

The activities implemented during 2008 ensured the participation of Government, municipal and CSO representatives in networking events and seminars in country and abroad related to sustainable urban development. This built a basis for a Mozambican Urban Forum to be established under the programme in the future.

The JO supported MAE in developing capacity to ensure its leadership and policy guidance in preparing the decentralization strategy and responding to the expanding municipalisation process. The JP also included a partnership with the media involving advocacy activities and the dissemination of accumulated experiences and best practices, such as "Education for All" initiatives at decentralized levels.

Technical and financial support was provided to CSOs to participate in the planning process at different levels, including in particular the district level, and to engage in evidence-based advocacy.

Normative and Technical Support

- The JP has provided long and short-term financial and technical support in supporting government agencies to lead the implementation of decentralization initiatives at central and decentralized levels. This has resulted in:
- Identification of basic requirements for implementing the Urban Governance Index methodology;
- Preparation of the new National Programme for Decentralized Planning and Finance;
- Drafting of TOR and procurement of consultants for the preparation of the Decentralization Strategy;
- Preparation of manuals, guidelines and training on decentralization, local governance and gender issues;
- Increased availability of baseline data to support M&E systems in national institutions such as INE and UEM - in this regard the Education Information Management System and the Integrated Management Information System (IMIS) are being strengthened, and selected provinces and districts were trained in using ESDEM and SPSS to improve the capacity of provincial and district planners in PME;
- Development of a preliminary ESDEM web-enabled version (please consult link: <http://196.22.54.6/di5web/>). INE has benefited from 3 "project staff" for ESDEM management who are currently updating the database through review of indicators by a Reference Group;
- Provision of technical assistance to specific districts for developing the District Operational Plans and Budgets (the District's annual work plan and budget);
- Provision of technical assistance for preparing the Development Observatories at national and provincial levels;
- Development of a GIS database to improve the quality of district profiles. Socio-demographic data has been updated in areas affected by floods in Tete and Sofala Provinces;
- Identification of the main factors that constrained adequate performance of the provincial institutional framework related to the area of food security and nutrition; and
- Preparation of Rapid Health Assessments in the Millennium Villages of Chibuto and Lumbo.

Technical support provided to selected districts has resulted in improved District Annual Plans and District Strategic Plans that take into account MDGs, gender, children's rights, HIV/AIDS, Food Security and sectoral issues.

Strategic District Development Plans (PEDDs) have recently been finalized in the province of Gaza and are in the process of being approved. It is expected that these documents will constitute a key instrument in facilitating dialogue between the district and the provincial and central Government, as well as between governmental sectors, cooperation agencies,

donors, NGOs and members of civil society. These processes will guide the design and implementation of development actions to support the fight against poverty and hunger. The documents incorporate a situation analysis, the definition of critical development constraints and opportunities, the definition of strategic development objectives and a prioritised action plan. It is recognized that the first part of this process has created a more enabling environment within which key stakeholders have a better understanding of the food security and nutritional issues.

Key stakeholders from both cooperation agencies and governmental institutions are aware that significant improvements need to be achieved in the reduction in the number of undernourished people. The major challenge related to this is to integrate food security and nutritional objectives more explicitly into district development plans, and to translate the commitments of different actors into the allocation of the financial, technical, physical and human resources appropriate for efficient and coordinated implementation of the strategies.

Capacity Development

Capacity development has been a central feature of this JP. It includes working within government structures at both central and local levels, providing on-the-job training, and enhancing civil servants' skills in the preparation of norms, manuals and guidelines on decentralization issues. The results of these efforts are becoming visible in the quality of planning and budgeting documents at local level, as well as in the understanding of challenges facing the decentralization process demonstrated by civil servants in a number of events.

A fundamental factor for an adequate and efficient mainstreaming of food security into "Strategic Development Plans" has been the strengthening of the capacity of Government, civil society and key stakeholders, particularly at decentralized levels, in participatory planning, monitoring and evaluation of food security issues.

The process of pre-sensitization of key stakeholders, through seminars on issues related to food security, is a methodology that has been used to promote a deeper understanding of the multi-dimensional nature of the problem. This approach has focused on identifying the underlying causes of the problem, and has constituted a fundamental factor leading to the inclusion of food security as a crucial cross-cutting issue that needs to be mainstreamed into district development plans.

Discussions about how to integrate cross-cutting issues in district development plans, particularly in the areas of food security and nutrition, gender and HIV/AIDS, were carried out in the Provinces of Gaza, Zambézia and Nampula. The number of planners trained in simulation models on educational and gender issues has increased, and more and more civil servants have been capacitated and are using computer-based M&E tools and gender responsive planning and budgeting respectively. A team of GRB trainers and facilitators has been trained within MPD. At municipal level, some of the above-mentioned training tools were tested, and collaboration has started for the identification of appropriate indicators for monitoring urban development.

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In a few cases capacity development included the provision of locally available equipment. For instance, bicycle-ambulances were provided to the Millennium Village in Lumbo (Nampula Province) in order to improve the timely access to health services, and villagers were trained in the maintenance of such equipment. In 2008, special efforts were made to link community initiatives in Millennium Villages with district planning and budgeting processes, in order to ensure synergies in district-level development projects, as well as to promote the sustainability of community-empowerment projects. Improving district's capacity for service delivery was also targeted by supporting line ministries represented in Nampula and Rapale districts (health, agriculture, education, social services and labour/INEFP) through the provision of new IT, transport and agriculture (truck and tractor) equipment, medicines and mosquito nets.

In the area of international protection, INAR and relevant line ministries at provincial and district levels in the Provinces of Gaza, Tete, Nampula and Manica received training on how to better serve the needs of refugees, and to meet Mozambique's commitments outlined in the refugee-related international and regional conventions.

2.1.2. Building Capacity of Civil Society Organisations, including Communication for Empowerment.

- The main purpose of the Civil Society Joint Programme is to ensure that civil society organizations and structures (including traditional authorities) are strengthened and involved in the development agenda at national and decentralized level.
- Activities are aimed at strengthening the capacity of Government, national and local authorities, CSOs, communities and families to create opportunities for national commitment and an enabling environment for the care and protection of children, the promotion of gender equality and women's empowerment and workers' rights including the rights of people with disabilities.
- The programme activities are implemented in partnership with 28 Civil Society Organizations.

Results

The following activities were undertaken with the purpose of achieving the Joint Programme expected results during the implementation period in 2008:

Expected result 1: Advocacy approaches seek to leverage knowledge and resources for women and children and quality education for all as a human right.

- The National Plan of Action on Prevention of Violence against Children was finalised and is waiting for the MMAS's approval.
- Created capacity within Ministry of Planning and Development to conduct gender-based expenditure tracking and enhanced capacity within MINT and MISAU for gender budgeting with a focus on VAW. As a result, VAW issues are visible in MINT and MISAU 2008 and 2009 annual workplans.
- Technical support has been provided to MINJUS to draft Articles of Association/Statute for the establishment of the National Coordination Body which will play a very important role towards the realisations of children's rights. Currently the documents is under review by concerned Ministries and expected to be submitted to the Council of Ministers for approval in 2009 (MMAS, MINJUS, MEC, MINT).
- A series of eight budget briefs focusing on various aspects, including the Aide Memoire, the MTEF and analysis of the allocations of the State Budget to the social sectors were produced and are currently being disseminated among MPs and CSOs. The briefs highlight the key features of the 2009 State Budget Proposal and present details about how the allocation of public resources in 2009 will support the realisation of children's rights.
- CSOs are being supported to conduct public education for women and men on gender equality and women's rights at the community level. The support entails the development of training modules, the training of community radios journalists, and support for content development as well as the creation of institutional gender mechanisms.
- Moreover, a total of 75,000 IEC materials on violence against children were disseminated to communities in 5 focus districts and others through DPMAS sensitisation activities. These materials were also disseminated to more than 2,500 community leaders, school council members as well as to community radio stations.

Expected result 2: Child-friendly media networks are established and functioning and education sector annual award for outstanding articles in newspapers, Radio and TV attributed to the best media professionals.

- One national network of child-friendly journalists established with 232 journalists (24% of registered journalists in the country) from various types of media. This national network is currently advocating for the realization of children's rights at national and sub-national level through production and publication of news articles addressing various issues hindering the realization of the children's rights.
- Monitoring tools for print media were produced to measure the quality and quantity of media coverage on children's rights. One analysis of the coverage of children's rights by national media was undertaken and will be published early 2009. The document will serve to raise awareness and interest of the media to write articles addressing children issues

Expected result 3: Research, information and monitoring systems that facilitate improved targeting and support to children and women are in place and functioning, and National learning achievements assessment put in place and supported by CSOs.

- A research system has not yet been established. The convening NGO and its partners are, however, finalizing the ToR for the research network. Two meetings have been held to date with the relevant parties to define the network strategy. The research network will be linked to the REDICEM website which has been launched and serves as a repository of strategic information on children's rights (www.redicem.org.mz). The website is maintained by the Development Information Centre (DIC) in the national library and selected staff members have been trained. An upgrade of the website and additional training for civil society members is planned for the first half of 2009.

Expected result 4: Regulatory framework for civil society reviewed.

- Technical and financial support was provided for the revision of the regulatory framework, which resulted in the establishment of a National Reviewing Committee with 25 members representing different CSOs. The implementation lead agency, FDC, has conducted regional (Northern, Central & Southern) consultation meetings covering 90 CSOs including CBOs, faith-based organisations, academia, Trade Unions, professional associations as well as political parties. The results of the national consultation were validated in a national conference with 55 participants on the 8th of December. The final draft bill will be adopted and submitted to the relevant official entities in 2009.

Expected result 5: Civil Society Index and mapping conducted with CIVICUS methodology and capacity development plans formulated.

- Advocacy activities for the ratification and implementation of international labours' conventions conducted;
- Civil Society Index / mapping was conducted utilising the CIVICUS methodology and a report was launched in June 2008. During the official launch more than 120 people were present, including CSO representatives, UN Agencies, Government and cooperating partners. By December 2008 more than 5000 copies of the report (Portuguese) and 4500 (English) had been distributed. The document is also available on the UNDP website.
- Participatory civil society mapping and capacity assessment was undertaken, providing a realistic panorama of civil society in Mozambique, including community-based organisations (CBOs) working in the education, communication and information sectors.

Expected result 6: CSOs planning, implementing and monitoring skills enhanced for managing projects and programmes

- Three institutional capacity building curricula were produced, covering the following areas: (i) human rights; (ii) ethics and citizenship; (iii) leadership and development; and (iv) project development and management.

- Nine workshops on project cycle were conducted for 130 people responsible for the management and leadership of 83 CSOs in the Provinces of Gaza, Nampula and Cabo Delgado. The aim of these workshops is to improve the management skills of the targeted CSO.

Expected result 7: CS partners and other duty bearers technically skilled in the following areas:

- More than 300 CSOs and approximately 200 duty-bearers trained in human and children's rights and 40 CSOs trained specifically in human-rights based approach to programming (HRBAP). 40 CSOs were also trained in evidence-based advocacy to better participate in children's rights discussions. This has strengthened dialogue between CSOs and decision-makers and has subsequently increased the accountability of CSOs in decision-making processes.

Expected result 8: Communities and CSOs have increased awareness of the right to participate in development processes and increased capacity to actively participate in and contribute to development planning, implementation, monitoring and evaluation processes at the local and provincial levels through recognized mechanisms such as PO/IPCC.

- All provinces (including Maputo City) have successfully established Development Observatory mechanisms to promote collaboration with civil society, the private sector and other partners in decision-making processes. At the district level a fora for the participation of communities in decision making process, IPCC, was established. However, its impact in influencing decisions at that level is still very minimal partly because participation of member is not regular due to the lack of information sharing regarding community meetings.
- In addition, the capacity of 66 youth associations from eight provincial youth councils was strengthened on issues related to PARPA, thereby enabling them to actively engage in key decision-making fora, such as school councils, provincial Development Observatories and IPCC at local and provincial levels.
- Support was provided to CSOs to assist them in developing Joint Position papers in preparation for the Accra Agenda on Aid Effectiveness, as well as support for a follow-up national seminar to disseminate the results. The support was also extended for the establishment of a common action plan for the Development Observatories and Joint Reviews.
- Conducted one training of trainers workshop with the objective of providing the participants with the necessary skills to train other CSOs on monitoring public policies, plans, poverty indicators and active citizenship participation processes. The training involved a total of 38 trainers (21 men and 17 women), including university students.
- Support was provided for the holding of a national seminar on the management of debt and public resources designed to increase effectiveness in the monitoring of

public expenditure. More than 100 participants, including members of Parliament, government, donors and CSOs from the different provinces attended the seminar.

- In the area of policy monitoring & evaluation, a research on education quality was carried out in five districts of Maputo, Inhambane and Nampula in support of evidence-based advocacy initiatives. The satisfaction levels of the local communities with regard to the quality of primary education in the districts of Rapale and Mossuril (Nampula), Zavala (Inhambane) and Chibuto (Gaza) was assessed, and recommendations channelled to the Provincial Directorates of Education in these provinces with the aim of influencing changes.
- The capacity of women's organizations was strengthened to enable them to participate in policy-making fora, and to strengthen their demands for adequate financing for gender-related interventions.

Expected result 9: Effectiveness of communication for empowerment and social mobilization/community participation for the realization of the rights of the most vulnerable enhanced.

- 52% of localities from 69 districts in 8 provinces (Cabo Delgado, Nampula, Zambezia, Sofala, Manica, Tete, Gaza and Maputo) were reached via multimedia mobile unit activities. Around 900,000 people (480,000 in 2008 and 400,000 in 2007) were reached with key information on children's rights, the importance of basic education (with a focus on gender), the promotion of good hygiene practices, and the prevention of HIV, child abuse and cholera.
- 58% of localities from 68 districts in 8 provinces were reached via community theatre activities. Around 363,000 people (210,000 people in 2008 and 153,000 people in 2007) were involved in debates on children's rights, on the importance of basic education (with a focus on gender), good hygiene practices and the prevention of violence, child abuse, cholera and HIV.
- More than 30 campaigns against girl child abuse in education were carried out. These campaigns involved teachers, community leaders, education authorities, girls clubs and civil society organizations with the objective of sensitizing all duty bearers to protect children against abuse.
- An assessment of the communication and media needs at the community level was undertaken, the results of which have been disseminated and can be of great use for the planning process of development initiatives focusing on the needs of the most vulnerable.

Expected result 10: Community-based surveillance systems to prevent violence, abuse and exploitation are established and functioning.

- A total of 525 school councils have been established and community sensitisation activities on children's rights and the prevention of violence against children carried

out in 5 CFDs, by both Government and CS partners.

- 53 girls clubs and 23 grupos de escutas were established and operationalised to protect and report cases of sexual abuse in schools. These clubs have increased the number of cases of abuse being reported to the Gabinetes de atendimento or local authorities and to raising the awareness of communities and school teachers to prevent and protect children from abuse.
- 105 provincial and district focal points (from social action, police, health, education and labour) were trained in preventing and responding to violence against children. Together with this six gabinetes de atendimento were operationalised in Maputo, Beira, Quelimane, Chimoio, and Buzi, and seven others are being rehabilitated in Maganja da Costa, Mossurizi, Xai-Xai, Chibuto, Tete, Changara and Lichinga. Consequently, 14,181 victims of violence (2,721 children, including 1,502 girls, 9,224 women, and 2,336 men) were supported through the gabinetes de atendimento established nation-wide.
- A multi-sectoral protocol on referral systems for the assistance of victims of violence is being developed together with the relevant ministries. When finalized it will be approved by MINT, MIMAS and MISAU.

2.1.3. Joint Programme on Women's Empowerment and Gender Equality

The Joint Programme on Women's Empowerment and Gender Equality aims to maximize the UN's effectiveness and strengthen its support in the areas of gender sensitive legislation, the economic empowerment of women and the elimination of gender-based violence. The programme contributes towards building the capacity of the Government and partners from civil society (CSO) in the following areas:

- To advocate for gender sensitive legislation and disseminate information on women's rights;
- To support national efforts to fulfil commitments made for the benefit of women on the national agenda;
- To enhance women's economic empowerment through enterprise development and access to credit;
- To increase women and girls' access to basic education and contribute to the elimination of gender-based violence.

The Programme targets selected provinces in the north, centre and south and is being implemented in direct collaboration with Government and specific CSOs to strengthen their capacity to develop, plan and implement gender policies and alleviate poverty while striving to meet the MDGs. The Programme will strengthen institutional capacity through following interventions: the provision of joint and systematic training, M&E and reporting on progress in order to learn from good practices, complementing Government efforts based on the UN's comparative advantages, integrating programme efforts and mobilizing the necessary resources for a common goal.

The Ministry of Women and Social Action (MMAS) is responsible for ensuring the mainstreaming of gender issues into the national development plans and programmes. MMAS also acts as the coordinating entity for this UN Joint Programme initiative.

Results

The JP on Women's Empowerment and Gender Equality has made significant progress in the four programmatic areas identified: policy and advocacy issues, normative and technical support, capacity building and civil society partnership. Several activities which were implemented in 2008 have provided a good basis for further activities in 2009, specifically in the area of economic support which is aimed at improving the economic conditions of women, and in particular those living in the rural areas.

The expected results and main achievements to date include the following:

Expected Result 1: National capacity strengthened to formulate, advocate and implement gender sensitive legislation, policies and programmes including the participation of civil society.

In relation to this expected result, various advocacy activities have been carried out. The first national conference on Women and Gender was held in 2008, and a declaration outlining the priorities for gender equality efforts in the country was produced. In addition, pressure to discuss the Law against Violence Against Women was increased and this

issue has now been tabled for Parliament's first session of 2009. In addition, research on traditional rights and norms in Nampula and Sofala Provinces has been initiated.

With regard to mainstreaming gender into programmes, advocacy activities were carried out to ensure that Gender is effectively mainstreamed through the inclusion of a gender module in the curriculum of the Faculty of Social Science at Eduardo Mondlane University. 16 permanent secretaries (including two women) and 25 national directors of planning (including one woman) were trained on gender responsive planning and budgeting. It is evident that legislation, policies and plans, as well as the planning and budgeting call circulars for 2009 were more gender sensitive when compared to previous years. MPD, MINT and MISAU have enhanced their capacity to undertake gender sensitive budgeting. The capacity of MINAG was strengthened, enabling it to address the provision of extension services in the framework of food security and nutrition in the National Extension Strategy. A strategy for the inclusion of gender equality in the health sector was discussed and approved and the MOH is currently developing a Gender, Women and Health profile.

Expected Result 2: Community access to business and financial services, disaggregated by district, area and beneficiaries, in particular women and other marginalized groups, increased:

Under expected result 2, and specifically in the area of economic empowerment, a number of successes have been achieved. 6 food processing pilot and demonstration production centres for honey, cassava, fruits and vegetables with capacity for fortification process were launched. The assessment was completed, processing equipment identified, small scale processors selected, and business plans developed for all the district areas selected in the programme. A preliminary assessment was conducted on craft industries in Nampula Province (Monapo and Ribaue) and a consultant has been recruited for the development of a training programme. This activity is ongoing.

In addition, farming systems and livelihoods have been improved through the Farmer Field School Programme. 18 Master Trainers benefited from extended seasonal training in the Farmer Fields School approach. With the support of the Centro de Formacao Juridica e Judicial the programme helped strengthen the capacity of CSOs to address the rights of women to land and natural resources.

Expected Result 3: Capacity of national and local authorities and civil society organizations to effectively address the issue of public security and gender-based violence strengthened.

Pertaining to this result, a National Action Plan on the Prevention and Fight against Violence Against Women was developed, subsequently presented at a national meeting and approved by the Government in December 2008. The first refugee centre for women victims of violence that has adequate conditions to provide multi-sectoral services has been established. In the period January to October 14,181 victims (2,721 children, 9,224 women and 2,336 men) were supported by the Police through over 200 "Gabinete de Atendimento" that were established nationwide. Over 200 MMAS and MINT-Police staff members were also trained on the prevention of violence against women and children at both national and provincial level.

With regard to advocacy on Gender Based Violence support was extended to the promotion of "Men as Partners" initiative in Mozambique as a means to consolidate Men's engagement against Violence Against Women. In addition at least 8 children's rights advocacy workshops were conducted by NGO partners, and at least 215 members of 57 partner organizations (local NGOs/CSOs) were trained on children's rights and the protection of children from violence nationwide. Community members also increased their knowledge on prevention of violence against children through various sensitization activities conducted by DPMAS, including the distribution of 75,000 IEC materials that have been developed. In partnership with MOH, a research study on men's involvement in reproductive health services in Mozambique has been conducted.

2.1.4. Joint Programme Ensure the Most Vulnerable Populations have Access to a Social Safety Net

The purpose of the Joint Social Protection Programme is to "ensure that the most vulnerable populations have access to social safety nets". The main output is that a "national policy and strategy is formulated that integrates safety net interventions including cash and material transfers by Government and partners and promotes the allocation of adequate budgets for social safety net programmes". To this end the Joint Social Protection Programme aims at establishing a comprehensive model, in Sofala province, that creates local demand for and access to high quality safety net interventions.

Results

In addition to specific results achieved in each programme area as outlined below, the Ministry of Social Action has called on the Social Protection JP to assist in developing a basic Social Protection strategy/policy. The team has also worked closely to coordinate the safety net component of the UN response to the rising food crisis and has prepared a joint paper intended to influence Government policy on this emerging crisis. This paper was recently presented at the Joint Executive Board meeting in New York by the UN Resident Coordinator.

In the context of the Joint Programme objectives the following areas of progress have been achieved, specifically during the implementation period of 2008:

Expected Result 1: Stronger common vision on SP created and reinforced in the context of PARPA II.

- The official launch of the PARPA Working group for Social Action in August 2008 has been actively supported. This forum is now operational and will be used as the key forum for policy and strategy discussions and the coordination of Programme interventions (including M&E).
- ILO and UNICEF have provided technical support to the sub-group of the PARPA working group that has been formed to support the elaboration of the multi-sectoral, national basic social protection strategy. A first phase of consultation with different national stakeholders has taken place, with technical assistance and input from the Chronic Poverty Research Institute based at the University of Manchester.

Demographic, labour market and macro-economic data was collected in order to produce quantitative models to support policy decisions. This strategy is expected to result in a strengthened common vision on and action regarding basic social protection in Mozambique.

Expected Result 2: Increased government capacity for planning and budgeting for the expansion of coverage of social protection programmes.

- The number of direct beneficiaries has risen from 112,977 to 143,455. Lobbying efforts were successful in terms of obtaining an increase in the benefit amount, which has served as an incentive for participation in the programme. The number of indirect beneficiaries has risen from approximately 50,000 dependants in 2007 to 143,999 by the end of 2008.
- An increase in Government budget allocation (10%) for Programa Subsídios de Alimentos
- The introduction of regulations for the extension of social protection to self-employed people approved by Parliament.
- Other areas currently in progress are: (i) support being provided to improve the organisational capacity of INAS, (ii) programme consolidation together with MPD, MF and Partners, including the provision of hardware (computer for the introduction of e-sistafe and the new M&E system, vehicles) and (iii) technical support provided to an additional 30 delegations.

Expected Result 3: Key social assistance programmes evaluated and informing the development of the INAS intervention strategy for social protection.

- Technical support has also been provided for the strengthening of the INAS intervention strategy, which is still in progress. This support included the formulation of an Institutional Development Plan, both at the level of administrative and financial management, as well at the human resources and organizational culture level. The Plan was funded and will be implemented by INAS in 2009 and 2010.
- Technical support has also been provided for the development of the national basic social protection strategy, the INAS M&E system, the PSA baseline impact evaluation, for the process of bringing INAS on e-Sistafe, and for acquiring a separate budget line for INAS programmes in the state budget.
- Training was provided to INSS on the basic concepts of Social Protection and on Governance issues for Social Security Institutions. The Programme also supported the dissemination of legislation to employees to inform them about their rights.

Expected Result 4: The capacity of provincial and district authorities increased for greater coordination and implementation of social safety nets.

- Technical support has been provided at central level to strengthen the functioning of the Núcleo Multi Sectorial for OVCs. This has resulted in better coordination and support to provincial and district technical working groups and núcleos.
- Technical support has been provided in Sofala province, including for the installation of the grupo técnico in 4 districts. DPMAS Sofala oversees the provision of in-kind assistance and targets. As a result of this OVC technical working groups are functioning at provincial and district level, which has resulted in improved coordination in Sofala under DPMAS leadership.
- With regard to food support, basic kits of materials and access to basic services has been met.
- WFP umbrella partners have been trained in food management. WFP provided technical support to 7 DPMAS provincial OVC food assistance committees in the areas of targeting, operational planning, monitoring and quality assurance of basic services (educational, health, financial, legal, psycho-social, nutritional) that are provided by NGO partners. Technical support was also provided for operational planning for 2009.
- A comprehensive field manual has been developed with guidelines for OVC data collection, disaggregated by type of orphanhood as well as sex. The manual will contribute to improvements in criteria-setting and processes around the selection of beneficiaries for both in-kind and food support.
- LEDA Sofala has been created and is operating a credit & saving scheme for rural communities, specifically directed at the most vulnerable groups.

Expected Result 5: Selected target groups have access to a comprehensive set of basic services, OVC and AIDS affected households and vulnerable households unable to work.

- The process regarding the revision of the current M&E system of INAS has been started and is expected to culminate in a new comprehensive M&E system in 2009. The forms for the registration of assistance to OVCs (three of six basic services) have been rolled out to 7 provinces, and it is planned that an additional 2 provinces will be included in 2009.
- Partnerships between DPMAS and civil society have been strengthened via the Provincial OVC technical working group/NUMCOV, and a new monitoring form that captures data regarding civil society interventions has been introduced to facilitate the access of OVCs to six basic services.
- The targets set for the number of OVCs and AIDS affected households receiving basic kits and food support have been met and both interventions are in the process of being aligned with the INAS PASD (Programa Apoio Social Directo) programme.

- 1,432 households have been supported with basic kits in Sofala (428 PASD and 1004 kits during the emergency).
- In partnership with MEC, 10,300 OVC (5,253 girls and 5,047 boys) in primary schools received. Take Home Rations twice a year.
- An increase in the number of direct beneficiaries (27%) for the Programa Subsidio de Alimentos, of which 36% are men and 63% are women.
- Food assistance was provided monthly through DPMAS to 11,000 OVCs (5,610 girls and 5,390 boys) and 2000 chronically ill people (1,020 women and 980 men) in Sofala Province in 2008. This included coverage of 8000 indirect beneficiaries per month, specifically families/households of chronically-ill people.
- Food assistance and food baskets were distributed to 2,000 households and 18,000 children, while basic kits were delivered to 4,500 households in 7 provinces.

2.1.5. Joint Programme on Emergency Preparedness and Disaster Risk Reduction

The overall goal of this Joint Programme is to strengthen national capacities at all levels to reduce the risk of disasters and mitigate their impacts on the vulnerable populations in the country. The Joint Programme builds on the National Master Plan for Disaster Risk Reduction in order to strengthen institutional frameworks and systems for preparedness, response and disaster risk reduction at national, provincial, district and community levels within an overall vulnerability reduction perspective. For this purpose, in addition to the delivery of capacity building activities and the implementation of participatory projects at community level, the programme supports the Government in mainstreaming disaster management issues, developing plans and policies, and promoting inter-sectoral dialogues. These are all essential elements that are needed to carry out long-term mitigation strategies, and to ensure that a smooth transition mechanism is in place to facilitate movement from the emergency phase to the reconstruction/development phase.

Results

As this is the first year of implementation, key results are inevitably process-oriented. However, the Joint Programme has already been instrumental in providing a co-ordinated support to disaster preparedness activities in 2008, and has set the basis for a stronger and more systematic integration of Disaster Risk Reduction issues in development planning. Based on the expected results, the

- **Policy/Norms developed for humanitarian response, DRR and vulnerability reduction.**

Various studies were carried out throughout the period, namely a study of a legal, policy

and institutional framework for sustainable land use planning, a critical review of the resettlement process, and a study on the impact of climate change on disaster risk in Mozambique;

An initial discussion with INGC also took place on how to revive the process of developing a disaster management act, which had originally been drafted in 2004. The desired result is to resurrect the process through discussion with the CTA based in parliament.

- DRR mainstreamed in national development plans and programmes.

UN agencies have been involved on a continuous basis in advocating for the integration of DRR in national development plans throughout this period. Support has been provided for mainstreaming DRR issues into the poverty reduction strategy, and for the reactivation of the Donor DRR working group;

Support was also given for the update of the National Food Security and Nutrition strategy in order to include the risk of disasters as a threat. A review of 'good practices and lessons learned in protection' for the flood response in 2008 was also conducted;

Other activities conducted were a national workshop on education in emergencies, a series of discussions on water and sanitation issues, and the draft of a policy proposal concerning building codes.

- Central, provincial and district level institutions strengthened for disaster risk reduction, contingency planning, and emergency preparedness and response.

Various norms and guidelines were developed in the reporting period. A number of manuals were compiled and disseminated, and booklets relating to house construction, disease prevention, health/nutrition, and gender and HIV were made available for use in emergency situations;

Training activities have been implemented to develop the capacity of INGC, line ministries and institutions, local authorities, as well as NGOs and communities. In addition, several UN Agencies have undertaken awareness campaigns and produced and disseminated awareness materials on issues related to Gender, HIV/AIDS, and Disaster Prevention;

Contingency and Emergency Preparedness and Response planning processes were supported at different levels, leading to the timely development and dissemination of a number of plans for the period 2008/2009. All emergency response capacities were tested through annual simulation exercises at provincial and national levels. The capacity of the CENOE's and COE's was also strengthened through the provision of IT, communications equipment and furniture;

Innovative architectural plans for building cyclone/flood-resistant houses and public buildings, and elevated platforms for moderate flooding areas were elaborated based on field observations and discussions with the Government;

These guidelines, plans, equipment and training activities have served to strengthen capacity at various levels from central to district level.

Technical support was provided for vulnerability assessment, and trade fairs were also organised for flood affected populations. Training and capacity building activities also took place, including water and sanitation interventions and hygiene promotion. Various reconstruction and housing activities also took place, which included the development of land use plans, the construction of prototypes of cyclone resistant houses, and construction of ecological latrines. Water pumps, emergency kits and livestock were also distributed to communities affected by floods;

Awareness raising activities were conducted through the use of radio spots in the area of hygiene promotion and HIV/AIDs;

The results of such activities are that there is greater engagement of communities through these projects, and the vulnerability of those communities, in the event of disasters, is reduced.

- Early Warning System strengthened for natural hazards at central, provincial and district level.

The development of common rapid assessment tools and sectoral assessment tools has begun through the acquisition of IT equipment and technical assistance. Work has also begun on the development of national disaster Atlas, as part of the GRIP (global risk identification programme). A public awareness and communications strategy for an early warning system has also been developed. At a community level, a study was carried out on community radio station networks to assess capacity and infrastructure of equipment in flood prone areas.

The initiation of this programme means that information on natural hazards is strengthened, and in addition, there is greater knowledge of the communications capacity gaps which need to be addressed, especially with regard to communications equipment and public awareness.

- Information sharing and knowledge management strengthened between the different sectors for preparedness, contingency planning, response and early recovery.

A GRIP (global risk identification programme) was launched, which includes the establishment of a national disaster database (DesInventar), and provision of training for INGC users. This programme will strengthen knowledge of natural disasters, and will support a strengthened national emergency preparedness process.

2.1.6. Joint Programme on Strengthening the HIV and AIDS Response in Mozambique

The primary aim of the Joint Programme is to strengthen the HIV response in Mozambique. Specifically, the programme is intended to 'empower individuals, civil society, national and local public and private institutions to halt the spread of HIV among populations at higher risk and to mitigate its impact'. The HIV Joint Programme consists of two key components where the UN can offer significant added value, namely in the areas of (i) Prevention and Youth and (ii) Mainstreaming HIV and Gender.

Prevention and Youth: This component is intended to build the capacity of youth associations and youth serving organizations in order to accelerate the response around combating HIV in the Central Region of Mozambique. More specifically, programmes in this area will support improved quality and expanded coverage of essential services to address HIV and AIDS, with a significant focus on prevention activities among adolescents and young people.

Mainstreaming HIV and Gender: The objective of this component is to establish a national mechanism to build a critical mass of civil society experts in mainstreaming HIV and gender. This component will also contribute to building the capacity of national CSOs to support their members in mainstreaming HIV and gender in their interventions.

Results

Despite delays in the receipt of funds, progress was made since the launch of the Joint Programme. The achievements of this JP in 2008 are here arranged by the three Strategic Areas of intervention.

1. Policy and Advocacy

The HIV Joint Programme facilitated policy and advocacy initiatives across several youth prevention areas, including involving and mobilizing community and traditional leaders, as well as supporting the development of strategic alliances with local service providers. This enabled the National Youth Council (CNJ) to strengthen its involvement in continuous lobbying activities with key decision-makers at various levels, specifically for the integration and active participation of young people in decision-making forums. In addition, 66 youth associations affiliated to CNJ are actively promoting the participation of 132 children and young people in decision-making forums at local level (school councils and consultative committees) and in the provincial Development Observatories in 8 provinces. Finally, a process of communication and collaboration between community traditional leaders, CBOs and Youth Associations on HIV and AIDS has been established for the first time in 2 of the selected provinces (Zambezia and Sofala).

In relation to the mainstreaming component, advocacy activities were carried out to ensure that HIV and AIDS is substantively mainstreamed at academic institutions, through its inclusion in the curriculum of the different faculties. In addition, formal and informal trade unions (ASSOTSI and UGC) and 20 SME (Small and Medium Enterprises) have been assisted in developing HIV programmes and strategic plans. The UGC is being supported in developing guidelines for HIV and AIDS workplace policies for their members.

2. Normative and Technical Support

In the strategic focus area of normative and technical support, outputs have included the legal establishment of 20 Youth Associations, and the provision of training development, coordination and advocacy support to CNJ/CPJs. Technical support has facilitated the introduction of the 'social cultural approach'. In two of the selected provinces (Zambezia and Sofala) ARPAC (Arquive for Cultural Patrimony), UP (Sofala), MONASO and Provincial Nucleus for HIV in Sofala and Zambezia, and the Ministry of Science and Technology have adopted the social cultural approach to HIV. In addition, a KAP study on HIV and AIDS

appropriate social-cultural priority interventions was undertaken to determine the project baseline in order to guarantee quality project implementation evaluation.

A comprehensive KAP study template was developed for appropriate context-based HIV and AIDS priority interventions. Fifteen activists were trained on Home-based Care in Manica province through Community Development Centres, and HIV sensitization campaigns were undertaken with 150 SMEs in Manica and Sofala provinces

3. Capacity Development

With regard to capacity development, outputs have been divided into the three key areas of institutional development, skills building and knowledge management.

Institutional Development

Several outputs in the area of institutional development are currently in progress or have been completed. Preparations for the capacity building of the national and provincial youth councils in the four focus provinces are in progress. CNJ and CPJs in the four provinces (Zambezia, Tete, Manica, Sofala) were supported with computers and printers. Forty three school and radio clubs (Os Bradas) were established in 5 provinces, involving more than 20,000 children in the promotion and implementation of children's rights-related activities (including HIV) at school and community levels by using an innovative edutainment approach. 64 FORCOM, RM and TVM children's clubs were strengthened through the provision of equipment. These clubs were provided with computer equipment, books for the children's libraries, editing equipment, promotional material and furniture. Organisational management of the clubs was improved through the creation of a database with detailed information on schools, radios, clubs, facilitators and members. In the area of mainstreaming HIV and Gender, ECoSIDA was supported to establish two provincial branches in Tete and Manica.

Skills Building

Skills building is an important element of the Joint Programme, as illustrated by the following outputs:

- 118 young people, from 59 youth associations, trained in decision-making fora in six provinces;
- 40 young people, from 80 children trained in peer communication, integrated into the community radio and mobile unit activities to promote children's rights and HIV prevention in 8 provinces. 20 radio clubs trained on children's rights and HIV issues as well as programme production, in partnership with FORCOM. 33 "Os Bradas" facilitators were trained in the five provinces;
- 1034 children and adolescents are participating as producers and presenters in the child-to-child media programmes on children's rights and HIV prevention. Provincial and regional training of child-to-child programme producers and

presenters on radio and TV programme production was conducted, with programme content focusing on children's rights and HIV prevention;

- Training on socio cultural approaches was provided, with the purpose of strengthening the capacity of local organizations working with youth to provide effective HIV communication and to implement socio-culturally appropriate interventions;
- Community radio clubs were trained to provide effective HIV communication and social mobilization;
- Local organizations working with youth were supported in strengthening collaboration with community leaders, and key institutions were strengthened with the purpose of prioritizing and promoting socio-culturally appropriate interventions involving local key stakeholders;
- Training on mainstreaming of HIV, AIDS in sectoral plans were conducted with focal points of major Ministries. Support to the Ministry of Labour General through the training of inspectors in HIV prevention and impact mitigation during the inspection process;
- 34 Certificates awarded to lecturers and students that attended the Training on the Economics of AIDS conducted at the economics faculty of the University of Eduardo Mondlane;
- Training provided to 20 CSOs from Maputo, Sofala, Manica, Zambézia and Tete to capacitate them as training providers and to strengthen the capacity of these CSOs in the mainstreaming of HIV and AIDS;
- Assistance provided to OTM Manica, Maputo and Sofala in the training 100 peer educators.

Knowledge Management

In the area of knowledge management, instruments were provided to CNJ and CPJs in the 4 provinces for the collection of information on youth associations. In addition, HIV-related material and toolkits were produced for CSOs and academia, and these will be reproduced and related training conducted in 2009.

2.1.7. Joint Programme on Promotion of Youth Employment

The main objective of the Youth Employment Joint Programme is improved self-employment for youth through specific support for youth initiatives, including the implementation of the Employment and Vocational Training Strategy (EVTS). Employers' organisations and trade unions will also be strengthened and more actively involved in the implementation of EVTS at national and local levels.

Results

As 2008 was the first year of the Joint Programme implementation, the results listed below are more preparatory and process-oriented in nature.

1. Policy and Advocacy

- An assessment of the entrepreneurship environment (policies, plans and strategies that promote youth employment) was undertaken.
- The supply and demand of business delivery services (BDS) by youth was researched and the findings disseminated.
- Advocacy meetings were organized at national and provincial levels. Each institution involved in the JP was sensitized on the key youth issues, as well as the associated rights and needs of youth, and agreement was reached on the responsibilities to be undertaken by each of the participating institutions. The Governor of Nampula, as well as provincial and local authorities in Monapo, Mossuril and Ribaué made commitments to support project activities focused on youth employment.
- Government has been sensitized around support for community-based organizations in the creation of employment and the enhancement of self reliance, which it is anticipated will guarantee the sustainability of the project.
- Consultations with and training of provincial and district government officials were undertaken, specifically in the areas of self-reliance strategies and building the capacity of the National Institute of Refugees (INAR). Support was provided to the relevant Government line ministries to better serve refugees and to meet Mozambique's obligations as outlined in the various refugee laws/acts/conventions.
- The MEC participated in two international expert meetings on the promotion of women's entrepreneurship.

2. Normative and Technical Support

- The training package on "Start and Improve your Construction Business" was adapted and translated into Portuguese, and will be piloted in the selected provinces.
- Technical Support was provided to 20 Youth Organizations, primarily those working in the construction and tourism sectors, through training that took place in Maputo and Nampula provinces. The aim of the training was to understand and identify the best ways to ensure 'Decent Work' for young men and women.
- The internship regulation will be developed in collaboration with INEFP, with the technical support of a labour and fiscal law expert.
- 25 young people received training in business planning and entrepreneurship in Maputo. This training has created the conditions for future partnerships with micro-finance institutions through the CPI (Investment Promotion Centre).

- Three youth organizations received support for agri-business development in partnership with DNPDR-MPD.
- Self-employment opportunities related to the crafts industry were identified for youth employment in Lumbo and Mozambique Island.
- District capacity building for the delivery of services was undertaken through support to the Ministry of Labour /INEFP under the umbrella of INAR. This support included the construction of office and warehouse facilities, the provision of training equipment and kits for graduates, IT equipment, generator and transport.
- Technical support was provided to Nampula province for identifying self-employment activities for youth in craft / creative industries in Lumbo, Ilha de Mozambique and Mossuril.
- The Lumbo craft centre was rehabilitated, and the design of a training package on craft business, literacy and non-formal education was initiated.
- Teaching and learning materials on entrepreneurship were developed for secondary schools.
- A local needs assessment of business opportunities for crafts was undertaken in Ilha de Mozambique and Mussoril (Nampula).
- Under the leadership of the Ministry of Education and Culture the Entrepreneurship Curriculum Programme was introduced in 39 secondary and technical and vocational schools (3 schools per province and 9 in Cabo Delgado).
- Technical assistance was provided for the development of a database for youth craft activities in Ribaué, Monapo and Mossuril (Nampula).
- In 2008 the vocational training school at INEFP Maratane camp was improved, which resulted in an increase in the enrolment of women students, and a diversification of vocational skills training to include hairdressing and hospitality.
- Three Enterprise Development and Investment Promotion Units (EDIPUs) are currently being established in Maputo, Inhambane and Nampula. These comprise a team of 12 experts and support staff who provide business training and support services under the leadership of the Business Advisory Centre (CADI) based at the Mozambique Industrial Association (AIMO) in Maputo.

3. Capacity Development

- Trainers from INEFP and others from Civil Society Organizations, namely PWD Organizations and Youth Organizations, BASSE Consultants and CPJ in Maputo, Sofala and Nampula, were trained as facilitators in entrepreneurship for the

promotion of business through Village Phones. Priority areas were identified in youth training packages.

- Youth training for income generation through self-employment activities (Village Phone Operators) was provided in Maputo, Sofala and Nampula.
 - 90 members of Trade Unions, Employers Organizations, Youth Organizations and Organizations of People With Needs For Special Attention were trained in Project Cycle Management in Maputo, Sofala and Nampula provinces.
 - Training of managers, coordinators and facilitators in Project Cycle Management, specifically to benefit young men and young women, was held in Nampula, Sofala, Maputo City and Maputo province.
 - In collaboration with INEFP, a capacity assessment of 20 youth organizations in the selected provinces was undertaken. These 20 youth organizations (around 40 people) were trained in Decent Youth Employment in Maputo and Nampula. Training materials have been adapted and translated into Portuguese.
 - A national working group under the leadership of the Ministry of Education and Culture, 11 provincial working groups under the leadership of the Provincial Directorates of Education and Culture and 39 school working groups have been organized and mobilised for guiding and overseeing the introduction of "Noções de Empreendedorismo" as a subject area to be included as part of the secondary school curriculum reform.
 - Three Enterprise Development and Investment Promotion Units (EDIPUs) implemented entrepreneurship and enterprise upgrading training, with a focus on starting new businesses or upgrading existing businesses. This training benefitted 105 young potential entrepreneurs (47 women and 58 men), including informal business operators.
 - Government capacity was strengthened in Nampula Province and district through participatory assessments, planning and programme implementation.
 - 90 students successfully completed courses in computer literacy, carpentry, masonry, tailoring, electrification and welding.
 - The capacity of the Centro de Mutawanha (Centro de Formação de Quadros em Educação de Adultos) in Nampula was strengthened, thereby enabling the Centre to develop comprehensive training programmes that will enhance the quality of adult education and non-formal education training activities for youth in Nampula province.
- 4. Civil Society Partnerships.**
- One CBO, BASSE Consultants, was supported to assist in the promotion of business development through Village Phones.

Partnerships were established with local communities in Lumbo for cleaning, maintaining and safeguarding the central area of Lumbo. A partnership is being established with a private sector company (Joao Ferreira dos Santos) for the management of the Lumbo craft centre and for the promotion of youth vocational training activities.

- Partnerships have been established between JP implementing partners (young women and men, workers, employers and Government counterparts) and civil society as part of the joint training for Project Cycle Management facilitators.
- Under the leadership of the Business Advisory Centre (CADI) based at the Mozambique Industrial Association (AIMO), three Enterprise Development and Investment Promotion Units (EDIPUs) were established.

2.1.8. Joint Programme on Building Commodity Value Chains and Market Linkages for Farmers Associations

The overall objective of the programme is to increase the income of smallholders in rural areas and enhance their livelihoods, in line with the Government objectives for rural and economic development. The Joint Programme's main outcome is to increase the amount of maize (cereals) and beans and peas (pulses) purchased by WFP directly from smallholders' organisations in Mozambique. The focus is to offer a viable market opportunity through WFP's local procurement activities - and to add value to smallholders' production through the provision of infrastructure, enhancing access to credit, and providing technical assistance to improve post-harvest handling and the quality of the final product. All this will improve the capacity of smallholders to access other markets and obtain higher prices in the long-term, as well as enhance farmers' organizational capacity.

Results

The programme activities only started in November 2008. Between November and December most of the programme activities were focused on planning processes, the establishment of the steering committee, and an initial field assessment mission.

The field mission undertaken in November 2008 provided a platform for the programme to commence in earnest, with increased emphasis on advocacy among farmers, Government at provincial and district level, and other partners. Based on the expected outputs and outcomes, the following points reflect the status of specific activities implemented thus far:

- Finalization of the draft post-harvest handling manuals;
- Draft of training schedules developed;
- Identification of beneficiary organizations, specifically those organizations to be trained in Sofala, Manica, Zambezia and Nampula.

In terms of storage infrastructure, deserving smallholders will be provided with family silos

to assist them in improving their handling and storage capacity. These smallholders will be selected in consultation with the relevant associations and community leaders. At a community level community warehouses will be constructed to support community level storage.

To ensure that farmer associations are able to participate in this programme effectively, there is a need to make some funds available to enable them to buy from the farmers. A framework for the creation of a revolving guarantee fund has been developed and is under discussion with various potential partners. This fund is expected to be in operation by April 2009, which will be in time for the year's marketing season.

The Joint Programmes, as coherence tools, have contributed to bringing UN organizations together and ensuring effective use of the differentiated expertise of the UN, including of specialized and Non-resident agencies. Positive results were identified in the governance, human capital, HIV/AIDS and Economic development pillars in policy and advocacy, technical support, capacity development and partnership with the civil society. In addition to joint programmes, the UN support to the Government Response to the Food Crisis was an example of working together in response to a problem which, by its very nature, requires a holistic and coordinated approach. A collaborative approach was also evident in the preparation and successful submission of three proposals for the MDG Achievement fund, premised on Joint programming and Joint programmes.

The inclusion and contribution of NRA's expertise has strengthened the UN system response to local developmental needs in areas such as of environment, financing for agricultural development, decent work and job creation, trade, human settlements, and industrial development.

2.2. Joint Programme Challenges

Enhancing coordination mechanisms and the flow of information among the participating agencies, the Government, and civil society organizations remains the biggest challenge currently facing the Joint Programmes. Where the number of participating agencies is higher, this challenge increases. With a few exceptions UN agencies are still working bilaterally with different implementing partners, at the expense of synergies that could strengthen the impact of the UN's work in the country. On the UN agencies' side, a reinforced sense of a common vision and a clearer sense of how comparative advantages can be maximized will be critical. At the same time, better means of communication between agencies and with Government and civil society will be important. The joint monitoring and evaluation on site reviews being undertaken in 2009 will assist in improving coordination between the UN Agencies and their implementing partners.

Similarly, a better harmonization of the methodological approaches, and the need to ensure that a consolidated approach for project implementation, in order to more effectively integrate cross-cutting issues such as HIV, Gender and Food Security and Nutrition into programming, planning, monitoring and budgetary processes, is required.

Agency staffing issues have also been a challenge. Mobility of international staff, who are focal points for example, can add additional challenges to inter-agency coordination.

Moreover, the increased workload during the early stages, at least, of Delivering and One and Joint Programmes comes at the same time as a trend to reduce staff in agencies, creating serious human resources management issues.

Lessons learnt include the fact that full ownership of the Government in all phases of the programme cycle is essential. Where different agencies have different levels of success at this, with their different government partners, this has led to uneven rates of progress and implementation delays. Weak coordination among Government departments is also a challenge.

There is a need to build a system to document results better and to develop a knowledge management system that can be used to monitor progress and disseminate good practices. Once such systems are put in place it will be easier to integrate joint programme interventions that contribute to the same outcomes.

A delay in the disbursement from the One UN fund presented the JPs with a challenge. In some cases activities were started using UN Agencies' own resources (for example, in the implementation of emergency response and early recovery activities in response to 2008 floods and cyclone), but in others activities needed to be rescheduled and procurement delayed. The November elections in some cases also caused unexpected delays.

Part III. Progress in the implementation of the Change Management process.

With the completion of the capacity assessment by the consulting firm Dalberg, held in conjunction with the UN Global Change Management in 2007, the UNCT ensured throughout 2008 the integration of the recommendations into the Change Management Plan. The CMP integrates all aspects of the reform process in Mozambique and outlines an inter-agency strategy to the end of 2010. In 2008 the UNCT approved the CMP and Annual Workplan. The CMP introduces a set of activities organized into the following five areas: *Building Common ICT Infrastructure and Services, Establishing Common Premises, Harmonizing Business Practices, Increasing Capacity, and Ensuring Staff Inclusion, Training and Welfare.*

The UNCT created a new position for a Change Management Officer in the Office of the Resident Coordinator to coordinate better and implement the Delivering as One agenda in Mozambique. The officer was hired in early 2008 and began developing the project and plan of action.

The activities are organized in a 2008-2010 Work Plan and will be carried out by the established inter-agency working groups and supported by the Change Management Officer, and when feasible, delivered through outside expertise. To create ownership and accountability for all activities in the work plan, activities have been integrated into respective inter-agency functional area work plans for 2009.

The added value of a comprehensive Change Management Plan rests in the integration of all aspects of the DaO concept into one project document. This document accounts for the interdependencies of the change process and establishes a concrete work plan for the UNCT that is carried out and supported by all agencies.

The main challenges of the change management project are twofold. First, the change process is connected to a relatively short implementation phase which ends in 2010. Second, the process of change adds increased workload on staff across all levels who are contributing to inter-agency working groups in addition to fulfilling their full-time engagements with an individual agency. This is coupled with the need for a relatively high functional expertise to successfully work in areas such as Harmonization of Business Practices or the design of a Common ICT Infrastructure.

Part IV. Status of the One Office and Common Premises.

The search for land for the common premises has been one of the major challenges of the UN in Mozambique. The UN spent the all of 2007 and 2008 in the search and analysis of the various options provided by the Government. None of the options proved to be viable. The breakthrough came only in 2009 when the Government proposed a suitable location; the UN has send a formal request for this land. A consultant has been hired to develop a business case who will work from July 1st, 2009 for 4 months (incidentally, the task will cost US\$30,000 less than budgeted). The UNCT has planned to have the Common House proposal ready by end of October, 2009. Additional information on this topic will be provided on the 2009 report.

Part V. Results in the implementation of the UN Communication strategy

Communications is an essential component of the change management process and also a core function of what the UN does as an advocate for policies and global norms. In 2008 the UN Communication Group developed a joint Communication Strategy and a work plan that has been implemented by all UN Agencies in Mozambique. The UN Communication Group has been supporting the UN Resident Coordinator and the heads of agencies in their pivotal role as the UN's lead communicators speaking with "One voice" and strategically positioning the whole UN in the country.

After some initial adjustments, there has been a progressive shift from agency to issue-based communications and this has strengthened the UNCT communications messages and products. The monthly newsletter, the joint website, and media appearances have helped to simplify the often confusing set-up and organization of the UN System for the Government, other partners, public and media, providing them an option for a single source for UN information. The fact that most events, projects and programmes around Delivering as One are organized jointly has been a step that the Government and other stakeholders have warmly welcomed.

Part VI. The One Programme and One Fund management Structures

This section describes the management structure of the One Programme the interlinked One Fund. These structures however are not directly funded by the One Fund but their performance has direct implications on the overall programme and funding implementation.

In 2008 the Resident Coordinator system was further strengthened with improved clarity on the division of labour within the UN system, further clarity on the role of the Resident Coordinator and firewall, and practical application of the core management principles adopted the previous year. The Resident Coordinator is recognised by all heads of agencies as the team leader. For all UN related issues, activities, or events, or even for agency specific activities which have broader UN relevance, the UN speaks with one voice through the RC or through a Head of Agency, on behalf of the whole team.

The UNCT is supported by the **Programme Management Team (PMT)**, composed of the Deputy Representatives and Senior Programme Officers from all agencies, which was established to support the development, implementation, monitoring and evaluation of the One UN Programme within the Delivering as One process. The UNCT is also supported by the **Operation Management Team (OMT)** composed of Senior Operational Managers from all agencies. The OMT was established several years ago to identify options for more cost-effective operations of the UN activities in Mozambique.

Within the wider development framework, the UNCT continues to harmonise its support increasingly with that of other development partners, through continued participation in the existing national coordination fora, including the SWAp and the working groups under the Programme Aid Partnership.

To oversee this process the DaO **Steering Committee** convenes twice a year, and is composed of members of the Government and representatives of the UN agencies. In 2008 the Steering Committee met once in the first semester to assess progress and decide on the One Fund allocation for the JPs ready for implementation. The objective of the Delivering as One UN Steering Committee is to support the transformation of the UN system in Mozambique by providing effective oversight to the ongoing pilot process, and by taking strategic decisions to facilitate its progress. In this capacity, the Committee oversees and monitor the implementation of all components of the DaO Operational Plan.

The National Tripartite Advisory Group brings the donors to the DaO process at country level. The Group consists of high level representatives of Government, three from the aid coordinating ministries and two from line ministries, the international donor community in and the UN system in Mozambique.

During the year the RC convened various meetings and provided updates on the reform and DaO progress. The Advisory Group did not meet formally in 2008, but the Government is committed having a meeting in 2009.

The United Nations Development Programme's Multi-Donor Trust Fund (MDTF) Office has been designated as the Administrative Agent for the One Fund for

Mozambique, which have been explicitly delegated by the Executive Coordinator of the MDTF Office to the UNDP Country Office consistent with the UNDG Joint Programming Guidelines currently in force. Its responsibilities as Administrative Agent include the receipt, administration, and management of contributions from Donors; disbursement of funds to the Participating UN Organizations in accordance with instructions from the Executive Committee; and consolidation of narrative and financial reports produced by each of the Participating UN Organizations as well as the provision of these reports to the Resident Coordinator for onward submission to Donors.

Part VII. Overview of results by Strategic Areas of UN Interventions and observations on the One fund

This section highlights the results the UN in Mozambique has achieved in 2008 on the four strategic areas of comparative advantage namely policy/advocacy, normative and technical support, capacity development and civil society partnerships.

Policy and advocacy - In the area of policy and advocacy, the UN family is working closely together and with national partners to coordinate its interventions in support of policy development and analysis and advocacy for core UN concerns, such as human rights and good governance. The UN is undertaking policy engagement and advocacy through the existing national coordination fora, such as the SWAs and the PAP Working Groups, through a coordinated approach in line with the agreed division of labour, which is based on the comparative advantages of the different UN system organisations.

Normative and technical support - In the area of technical support, the UN family is working together to provide technical support to national partners to implement, monitor and evaluate development programmes. Focus is being placed on avoiding the duplication of efforts, with technical support being provided on the basis of the specific areas of expertise of each organisation and support already being provided by other partners.

Capacity development - In the area of capacity development, the UN family is focusing on coordinated and sustained efforts to strengthen national capacity, both at the national and sub-national levels. The UNCT ensures a collective approach towards capacity development, maximising individual agency strengths at country level, including non-resident agencies, in line with UN Reform.

Civil society partnerships - In the area of civil society partnerships, the UN family is continuing to strengthen the capacity of civil society organisations and is also working to rationalise its support in this area. Given its impartiality, the UN is an ideal mediator between Government and civil society and has a key role as a "neutral broker". The UN is focusing on enhancing the links between Government and civil society, through both strengthening the capacity of civil society organisations to participate in development processes and improving mechanisms to facilitate their participation.

In light of the ongoing challenges faced in working towards attainment of the MDGs in Mozambique, during the 2007 to 2009 transition period the UN will continue to focus on support in the eight MDG areas. Within the rapidly evolving aid environment, however, and in particular as a consequence of the increasing move of donors towards the provision of General Budget Support, the role of the UN is changing. Over the coming years, in order to reposition itself in the new aid environment, the UN will focus increasingly on the following four areas: (1) policy and advocacy; (2) normative and technical support; (3) capacity development; and (4) civil society partnerships. This shift is already evident in the 2007-9 UNDAF, under which approximately 82 of the 97 outputs fall under these four areas.

For this reason, the transition period from 2007 to 2009 is being used by the UN Country

Team as an opportunity to build upon the current momentum and demonstrate concretely the added value of the UN in these four areas. The One Programme therefore focuses specifically on selected outputs of the UNDAF that fall under these four areas. In each of these four areas, the UN family is working together through joint programming modalities to ensure a coherent approach to supporting Government and civil society partners. The results achieved in these four areas will help to define the work of the UN in future and to pave the way for the development of a strategic One Country Programme for the next cycle.

Part VIII. One UN Fund: Main Challenges and Lessons Learnt

While it is clear that achievements were made during the first year of DaO implementation, this experience has also revealed continuing challenges, some of which the UNCT has begun to address successfully, and new challenges. Overcoming these challenges will be the UNCT's focus for the next years. They include:

1. The challenge of leadership and involvement of line ministries has only been partially overcome, as most were involved in the design of the One Programme and are currently involved in the implementation. The coordination mechanisms within Joint Programmes will improve and increase the involvement of line ministries. Going beyond the central level will become a main focus.
2. The challenge of the harmonization of business practices has had some success, as the example of the ICT, joint procurement and HACT clearly show. However, there is a limit to what can be harmonized at the country level without harmonization at the Headquarters levels, especially in the area of finance and human resource.
3. The coordination structures have increased workload, more so with the focus on implementation. A review of the functioning and composition of working groups provided recommendations on how to rationalize these groups. For example, it became clear that small agencies do not need to overstretch their capacities by trying to be "present" in all committees, but that they should focus only on those where they add real value. The UNCT has agreed to ensure that staff contributions to interagency processes linked to the UN Reform are duly acknowledged in their performance appraisal.
4. Communication was noted as a challenge as well. In 2008, the implementation of the communication strategy helped to overcome most of the challenge. However, much remains to be done, to ensure that all stakeholders are properly informed. The Steering Committee is exploring the possibility of increasing the number of its meetings to three rather than two, and a meeting with the Advisory Group is now scheduled for every two months.
5. On the funding challenge, although the One Fund managed to receive USD 21,409,612 as of December 2008 there remains a gap of USD 57,889,709, representing 67% of the total budget. Not securing these funds might jeopardize the effectiveness of the One Programme not only in delivering results, but also in providing needed lessons for the development of the new programme, given the two year extension.
6. The inclusion of NRAs in Mozambique is considered a major achievement, thanks to a general culture of inclusiveness, and to a staff dedicated to ensuring a two way flow of information. The real challenge is the implementation capacity of NRAs, as can be seen in the relatively low implementation rate of their components in Joint Programmes. Some of them have boosted their field presence; others have increased the support missions from regional offices or Headquarters. This is clearly a challenge we need to continue to deal with.

