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Delivering as One in Mozambique

UNITED NATIONS

Delivering as One:

**Operational Plan of the
UN System in Mozambique
2007-2009**

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1 The Delivering as One UN Concept in Mozambique

1.1 Introduction

The national Millennium Development Goal (MDG) progress report produced in 2005 indicated that **of 11 MDG targets for which data were available, only five have the potential of being met** without a considerable acceleration of efforts – those relating to poverty, under-five mortality, maternal mortality, malaria and the establishment of an open trading and financial system. In order to avoid falling short of the MDG targets, the efforts of the Government of Mozambique and all of its development partners need to be significantly accelerated.

In order to respond more effectively to the challenges of meeting the MDGs, the UN in Mozambique has in recent years been moving towards improved coordination and increased alignment with national priorities. The implementation of UN reforms and the rapidly evolving development assistance environment in Mozambique, characterised by a move towards more flexible aid modalities such as sector Common Funds and General Budget Support (GBS), have provided the UN family with an opportunity to accelerate reform activities at country level. This process has enabled the UN Country Team to work more closely together, acting as one family and speaking with one voice.

It has been recognised, however, that the process of reform needs to be further accelerated, in line with the recommendations of the Triannual Comprehensive Policy Review (TCPR) (2004), the Ex-Com Principals Retreat (July 2005) and the report of the Secretary-General on the recommendations of High-Level Panel on UN system-wide coherence (HLP) (A/61/836), in which he supported the recommendations, in particular that related to the UN 'Delivering as One' at the country level. In response the Government of Mozambique offered, and, was officially designated as a Delivering as One UN pilot country in January 2007.

This document outlines the vision for the Delivering as One UN in Mozambique and how this vision is to be achieved, through implementation of the "Four Ones" proposed in the report of the High Level Panel, namely: (1) One Programme; (2) One Budgetary Framework; (3) One Leader; and (4) One Office/Common Services.

1.2 Background

1.2.1 The national context

Since the signing of the 1992 Peace Agreement, Mozambique has been viewed as one of Africa's most successful stories of post-war reconstruction and economic recovery. The country held its third peaceful and democratic legislative and presidential elections in December 2004, reaffirming its **commitment to political stability, democratic governance and national reconciliation**. The Government has engaged in an ambitious economic, social and political reform agenda, and has made efforts to consolidate macro-economic stability, as a result of which the country is experiencing **strong economic growth**, averaging nine per cent between 1997 and 2003, and has made significant progress in reducing poverty.

In spite of these achievements, many development challenges remain. Mozambique remains one of the poorest countries in the world and was ranked 168th out of 177 in the 2006 Human Development Index. The national Millennium Development Goal (MDG) progress report produced in 2005 indicated that **of 11 MDG targets for which data were available, only five have the potential of being met** without a considerable acceleration of efforts – those relating to poverty,



under-five mortality, maternal mortality, malaria and the establishment of an open trading and financial system.

Underlying and compounding all of these challenges is the **vulnerability of the country to the combined effects of the 'Triple Threat' of protracted natural disasters, HIV and AIDS and weakened national capacities**. Mozambique suffers from recurrent drought, particularly in semi-arid areas, which has led to pockets of food and nutrition insecurity and reduced access to safe water and sanitation in affected areas. The country is also prone to sudden onset emergencies such as cyclones and floods, resulting in *inter alia* loss of crops and livelihoods and outbreaks of cholera and high levels of diarrhoea among children, particularly in the rural areas.

The single greatest threat to development in Mozambique is **HIV and AIDS** and the pandemic is threatening to undermine all of the results achieved by the Government over the last decade. The HIV prevalence rate for 15-49 year-olds increased from 8.2 percent in 1998 to 16.2 percent in 2004. The HIV and AIDS pandemic in Mozambique has a woman's face: the prevalence among women in the 15-24 age group is three times higher than that among men. In addition to the human cost of HIV and AIDS, the epidemic is also threatening to seriously weaken institutional capacity and decrease economic productivity through the loss of manpower. Estimates indicate that AIDS may reduce the economic growth per capita by between 0.3 and 1.0 per cent each year. The reduction of poverty rates will be slower on account of weaker economic growth, a reduction in the accumulation of human capital and an increase in household dependency rates.

The Government has invested heavily in public sector reform, capacity development and an ambitious decentralisation programme, with the objective of improving efficiency, enhancing transparency and devolving responsibility from the heavily centralised state ministries to the provinces and districts. The limited operational and managerial capacity of some sectors remains a concern, however, particularly at the sub-national levels and in relation to the recruitment and retention of qualified human resources, a problem that is being exacerbated by the AIDS pandemic.

If Mozambique is to attain the MDGs, it requires an urgent halt and reversal of the incidence of HIV, improvements in the efficiency of service delivery to the poor, employment creation, increases in the state revenue, reductions in foreign aid dependency, and effective preparedness for recurrent natural disasters. Particular focus will need to be placed on reaching the most disadvantaged communities in order to reduce the prevailing disparities, increase participation in development processes and ensure that the development gains are experienced by all Mozambicans.

1.2.2 National development goals and priorities

In May 2005, the Government of Mozambique adopted a new Five-Year Plan for the period 2005-2009. The main objectives of the plan are: (i) to reduce the levels of absolute poverty, which will be pursued through activities in the areas of education, health and rural development; (ii) rapid and sustainable economic growth, focusing attention on the creation of an economic environment that favours private sector activity; (iii) economic development of the country, with an initial focus on rural areas, and the reduction of regional imbalances; (iv) consolidation of peace, national unity, justice, democracy and national awareness, as indispensable conditions for the harmonious development of the country; (v) to combat corruption, crime and red tape; and (vi) to strengthen sovereignty and international cooperation.

The **National Action Plan for the Reduction of Absolute Poverty** (PARPA II), 2006-2009, is intended to operationalise the objectives of the Five Year Plan. The PARPA II sets out the country's medium term strategy to promote growth and reduce poverty, as defined through the



three pillars of: 1) Governance; 2) Human Capital; and 3) Economic Development. The PARPA II was prepared by the Government of Mozambique involving civil society and development partners, including the World Bank and the International Monetary Fund (IMF). The UN family participated actively in the development of the PARPA II in order to ensure full integration of the UN planning and programming framework into the overall national development agenda. In an attempt to include the local perspective, hasten decentralisation and improve the monitoring systems of the PARPA II, special attention was paid to the provincial priorities of civil society arising from provincial Poverty Observatories. The PARPA II is operationalised through annual Economic and Social Plans and the annual State Budget.

1.2.3 Aid environment in Mozambique

Mozambique is Africa's single biggest recipient of international development assistance. About 50 per cent of annual government spending is financed from external assistance. The way this assistance is delivered has changed considerably, with a clear and concerted move towards increased harmonisation and alignment of donor activity centred on the PARPA process, together with an interrelated move towards more flexible aid modalities such as sector Common Funds and General Budget Support (GBS). Flexible modalities such as GBS and common funds now comprise around 40 per cent of gross aid commitments.

The move towards harmonisation, alignment and more flexible aid modalities to support the PARPA implementation has been led in Mozambique by the Programme Aid Partnership (PAP), a group of 19 bilateral and multilateral donors providing GBS to the State Budget. The Government and its partners signed a Memorandum of Understanding (MoU) in 2004, which sets out the principles, terms and operations for the Programme Aid Partnership (PAP). This is one of the largest joint programmes in Africa, both in terms of volume and the number of donors involved. The PAP is organised around a structure of 24 thematic groups, in which Government, donors, the UN and civil society participate to monitor progress against the PARPA II indicators, notably through a Joint Review process twice a year.

1.2.4 Re-positioning the UN¹

The evolving aid environment in Mozambique has been viewed as an opportunity to initiate reflection at the country level on the future role of the UN. As part of this process, the 2004 Mid Term Assessment of the second United Nations Development Assistance Framework for Mozambique (2002-2006) represented the first stage in a series of internal and external reviews to discuss the repositioning of the UN within the changing environment.

As a result of these ongoing discussions, a number of areas of **comparative advantage of the UN** system in Mozambique have been identified:

- **Advocacy** for UN core values, including human rights, gender equality, human security and the Millennium Development Goals.
- **Normative and technical advisory services**, setting standards and ensuring quality control, in addition to providing technical advice according to the agencies' respective mandates.

¹ The UN System in Mozambique currently comprises eight agencies (FAO, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, WFP, WHO) with physical in-country presence, a UNAIDS Secretariat and with 11 other agencies (IFAD, ILO, OCHA, UNDESA, UNIDO, UNIFEM, UN-Habitat, UNHCHR, UNODCP, UNCDF, UNV) covering Mozambique from other countries, regional offices or Headquarters.



- **Strengthening of national capacity** at both central and decentralised levels, particularly strengthening Government capacity to deliver the additional resources channeled from DBS through the State Budget.
- **Support to national scale-up** of evidence-based programmes.
- **Implementation Services.** The UN can be sub-contracted to implement services on behalf of the Government, as seen in other regions, such as Latin America.
- **Support to national humanitarian response** in sudden onset emergencies.
- **Bringing the voice of civil society to the table.** The UN can play a strategic role in ensuring that the voice of civil society is heard. In so doing, it would also ensure that provinces, districts and communities are given similar opportunities and access to make their voices heard and to influence central government policy.
- **Building partnerships between all stakeholders.** Given its impartiality, the UN is an ideal mediator and facilitator to foster partnerships.

The UN has been increasingly focusing on engagement in “upstream” areas, such as policy dialogue, within the context of the broader development framework, notably through more coordinated participation in the Joint Review process of the Programme Aid Partnership (PAP), the Development Partners Group (DPG) and the sectoral coordination fora.

This policy level engagement has been facilitated by an internal review process aimed at identifying the particular comparative advantage of individual UN agencies and agreeing on a subsequent division of labour, under which agencies are designated as ‘lead’ agencies representing the UN family in particular areas on the basis of expertise.

This process has enabled the UN family to engage more strategically and coherently in existing coordination fora such as the SWAps and the PAP Working Groups, with lead agencies adopting convening roles in key sectors, such as HIV and AIDS, Education and Agriculture and Rural Development.

In addition, the UN family has made significant progress in terms of Humanitarian Reform, through implementation of the Inter Agency Standing Committee Cluster Approach. In mid 2006, the UN Disaster Management Team Working Group agreed that emergency preparedness planning in 2007 should be centred on the creation of a wider Humanitarian Country Team in Mozambique, to be convened by the UN Resident Coordinator. The Cluster Approach was first operationalised in early 2007, during the emergency response to severe flooding in the Zambezi valley, and the Humanitarian Country Team has been institutionalised as a permanent mechanism of support to national emergency preparedness and response.

The evolving aid environment, the identification of areas of UN comparative advantage, and the changing role of the UN within the current development context all informed the development, in 2006, of the third generation United Nations Development Assistance Framework (UNDAF), covering the period 2007 to 2009.

1.2.5 Harmonisation and alignment – implementation of the Paris Declaration

Harmonisation of the PARPA II and the 2007-2009 UNDAF

The preparation of the third generation of Common Country Assessment (CCA)/UNDAF coincided with the elaboration of the PARPA II, which offered a unique window of opportunity to



simplify and align the process of the UNDAF with that of the PARPA II. In order to embark on this opportunity, and as an important step towards the harmonisation and alignment of UN efforts with those of Government and development partners, the UN Country Team agreed not to conduct a parallel CCA process, but rather to engage strategically and in a coordinated manner in both the development of the 2005 national MDG Report and the development of the PARPA II. It was agreed that the UNDAF would be aligned with the PARPA II, both in terms of content and cycle, and would cover the period from 2007 to 2009. UN engagement in the PARPA II process ensured that the final document reflected core UN concerns, such as human rights, the MDGs and the mainstreaming of HIV and AIDS and Gender, and therefore provided a solid framework on which to base the 2007-9 UNDAF.

The 2007-9 UNDAF outcomes were defined on the basis of certain guiding principles, namely: 1) complete alignment between the selected UNDAF and PARPA II pillars; 2) clear reference to the PARPA II priorities; 3) all UNDAF outcomes should involve at least two, and preferably three or more UN agencies; 4) priorities should be based on tangible/measurable results with corresponding baselines; and 5) all planned outcomes should complement contributions made by the UN's development partners.

As a result, the third generation UNDAF represents a significant improvement in comparison to the previous two UNDAFs: it is more aligned, both in substance and cycle, with the national development framework, and builds on the country assessment conducted by the Government; it outlines the measurable results of the UN and clearly delineates the complementary roles and contributions of each agency; and it is more strategic, focused and results-based - all UNDAF outcomes/outputs involve at least two, preferably three or more UN agencies, providing a solid basis for joint programming.

Alignment of UN planning mechanisms with those of Government

Over the past couple of years, progress has been made in terms of aligning UN planning, monitoring and evaluation tools and coordination mechanisms with those of the Government and other development partners. The establishment of a Working Group on implementation of the Paris Declaration, composed of donors and the UN, under the chairpersonship of the Resident Coordinator, has helped in the implementation of various activities to improve harmonisation and alignment and to coordinate the monitoring of joint commitments, including merging of UN and EU project databases, sector alignment of MoUs and the mapping of all ongoing Paris Declaration activities to identify gaps and initiate a systematic mechanism to monitor progress.

Furthermore, in recognition that its annual planning and M&E cycle is not aligned with that of the Government, the UN Country Team has decided to align fully with the Government's annual planning cycle, starting with the elaboration of Annual Work Plans for 2008 in May 2007 (i.e. when the 2008 national Economic and Social Plan – the annual operationalisation of the PARPA II - is developed), rather than December 2007. This will ensure that the expected results and financial information of activities under the UNDAF for 2008 are provided to the sectors in time to allow integration into the Economic and Social Plan, the State Budget for 2008 and the sectoral plans of action. Starting in 2007, there will be only one joint Government/UN annual review of UNDAF activities.

1.3 Vision of Delivering as One UN in Mozambique

The vision for Delivering as One in Mozambique is of a unified United Nations presence, which speaks, acts, and delivers as one. The overall goal of Delivering as One in Mozambique is to ensure the delivery of concrete results in support of the national development objectives and priorities by a more coherent, better coordinated, funded and managed UN.

Delivering as One will be based upon the following key principles:



- maximising development results and impact, while minimising transaction costs;
- full ownership and lead role by the Government on financial, operational, programmatic and managerial engagement at national and decentralised levels;
- a strengthened, empowered and accountable Resident Coordinator, guiding the efforts of the UN system in Mozambique, with the support of a cohesive, proactive and fully inclusive UN Country Team;
- continuous consultations with all development partners, through active engagement in all relevant coordination mechanisms;
- resolve to build on country UN reform experience and seize the opportunity of the new momentum based on one programme, one leader, one budgetary framework, and a unified country presence that speaks with one voice; and
- full commitment and support to this initiative by the totality of the UN system at the regional and global levels.

The “**Four Ones**” in Mozambique:

- **One Programme:** focusing on a sub-set of selected, strategic UNDAF outputs highlighting joint programmes. Strategic inclusiveness in One Programme focuses on the contribution of all UN agencies, specialised and non-specialised, resident and non-resident in areas of UN comparative advantage to achieve greater impact in the context of Mozambique development priorities and of the new aid environment;
- **One Leader:** an empowered and accountable Resident Coordinator, with the competencies and authority to guide the development and management of the UN in Mozambique and speak with one voice on behalf of the UN and supporting Agency representatives leading agency specific representation in-country, while exploring opportunities for clustering of representation where more effective and efficient. This is the “Cabinet Model”, with the RC acting as the “Prime Minister” and the UN Country Team members acting as the “ministers”;
- **One Budgetary Framework and One Fund:** consolidating all contributions to support a coherent and joint resource mobilisation, allocation and disbursement of donor resources to the UNDAF and the Delivering as One UN Operational Plan;
- **One Management System;** a results-based management system, with integrated support services, under which all agencies share joint premises and common services, wherever cost-efficient, with an aim to ensure efficient and effective delivery of operations support for programmatic activities of all agencies in the country. This arrangement ensures that cooperative arrangements are in place to build on synergies and maximise the use of available capacities and infrastructure.

Following the design and development of the Operational Plan, through a participatory and consultative process involving the government, development partners and UN agencies at country level as well as regional and headquarters level, the conditions are set for effective implementation of the Operational Plan from the last quarter of 2007 until the end of the current UNDAF cycle in December 2009. This transitional and short cycle will pave the way for an even more coherent, better coordinated, funded and managed UN for the next programming cycle where a UN with a unity of purpose, coherence in management and effectiveness and efficiency in operations will be better equipped and adapted to respond to the emerging challenges facing Mozambique in the medium and long term.



2 One Programme

The **vision for the One Programme** is of one common programme of support to the national development agenda, inclusive of the contribution of all UN agencies - specialised and non-specialised, resident and non-resident - which is aligned with national priorities and supports the attainment of national and international goals.

As the designation of Mozambique as a Delivering as One UN pilot country came after the development and signature of the 2007-9 UNDAF, the period **2007 to 2009 is viewed as a transition period**, with the UN Country Team working towards the development of One Country Programme for the next programming cycle - depending on the Government cycle of the next Five Year Plan, which is still to be determined - and a single Country Programme Action Plan (CPAP). **The UN family is committed to the achievement of all results in the UNDAF, but will also place particular focus on a sub-set of results** that best demonstrate the added value of the UN in the current aid environment.

2.1 2007-2009 UNDAF: The Strategic Framework

The 2007-2009 UNDAF provides the strategic framework for all UN programming in Mozambique. Based on the key development challenges as identified in the 2005 MDG Progress Report, the national objectives as outlined in the PARPA II, the identified areas of comparative advantage, lessons learned from previous cooperation and recognition of the need to accelerate efforts significantly in particular areas in order to attain the MDGs, the overall goal of the UNDAF is:

To support national efforts to reduce poverty, strengthen democratic governance and achieve equitable growth and development, in order to reduce the prevailing disparities in the country.

In order to achieve this goal, the UN Country Team agreed on three inter-dependent and mutually reinforcing pillars of cooperation - **Governance, Human Capital and HIV and AIDS** - under which corresponding joint outcomes and outputs were developed.

Within the context of implementation of the Delivering as One UN initiative and in order to ensure a fully inclusive approach and draw upon all UN services and expertise, including those of both the funds and programmes and the specialised, resident and non-resident agencies, the UNDAF was revised to include a fourth pillar on **Economic Development**. This fourth pillar, which aims to support national activities under the Economic Development pillar of the PARPA II, reflects more accurately the specific contributions, and normative functions, of the specialised and non-resident agencies to the development efforts in Mozambique and was developed using the same guiding principles used in the development of the other three pillars.

Together, the four pillars make up the UNDAF, an **overall strategic framework** to which all of the UN agencies working in Mozambique are committed.

2.2 One Programme: The Operational Framework

The UN in Mozambique is **committed to the achievement of all results planned under the UNDAF**. While the UNDAF provides the overall strategic framework for UN support to national priorities in Mozambique during the current transition period, the One Programme is intended to provide a focused and results-based **operational framework that both ensures attainment of**



all the results outlined in the UNDAF and also paves the way for a reformed UN under the next cycle.

The One Programme places particular focus on a sub-set of selected, strategic outputs highlighting joint action in those identified areas of comparative advantage of the UN, which present the greatest opportunity for the UN agencies to work together to achieve greater impact.

As outlined above, through an ongoing process of consultation within the context of UN Reform and the Paris Declaration on Aid Effectiveness, the UN Country Team in Mozambique has identified eight areas of comparative advantage of the UN, namely: (1) advocacy for UN core values, including human rights, gender equality, human security and the Millennium Development Goals; (2) normative and technical advisory services; (3) strengthening of national capacity at both central and decentralised levels; (4) support to national scale-up of evidence-based programmes; (5) implementation services; (6) support to national humanitarian response; (7) bringing the voice of civil society to the table; and (8) building partnerships between all stakeholders.

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 these eight areas. Within the rapidly evolving aid environment, however, and in particular 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 viewed 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. 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.

The matrix in Annex 1 outlines the UNDAF outputs under each of the four main areas – policy/advocacy, technical support, capacity development and civil society partnerships.

In each of these four areas, the UN family will work together through joint programming modalities to ensure a coherent approach to supporting Government and civil society partners.

2.2.1 Policy and advocacy

In the area of policy and advocacy, the UN family will work 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 will undertake policy engagement and advocacy through the existing national coordination fora, such as the SWAPs and the PAP Working Groups, through a coordinated approach in line with the agreed division of labour, which has been based on the comparative advantages of the different UN system organisations.

2.2.2 Normative and technical support

In the area of technical support, the UN family will work together to provide technical support to national partners to implement, monitor and evaluate development programmes. Focus will be 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.

2.2.3 Capacity development

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

2.2.4 Civil society partnerships

In the area of civil society partnerships, the UN family will continue to strengthen the capacity of civil society organisations and will also work 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”. Focus will be placed 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.

2.3 Joint Programmes

Within the framework of the selected focus outputs of the UNDAF, the One Programme will place specific focus on the achievement of results in a total of 11 **joint programmes**, in order to ensure more coherent, effective, and efficient support for the attainment of national and international goals. These joint programmes, which are governed by the respective legal basic agreements between the Government of Mozambique and the different participating UN agencies, have been specifically developed with the One Programme in mind. Therefore, they do not encompass the totality of all joint programmes and joint programming efforts of the UN family. They complement the broader joint programming efforts that will be undertaken as part of the 2007-2009 UNDAF.

As part of the One Programme, a maximum of three to four joint programmes have been identified under each of the UNDAF pillars to provide illustrative examples of how the Delivering as One UN initiative can be operationalised in practice.

Each of the joint programmes selected as part of the One Programme reflects a combination of the four focus areas - policy/advocacy, normative and technical support, capacity development and civil society partnerships - and aims **to demonstrate how the UN family will work together more coherently and effectively in these four areas** to achieve results under the particular UNDAF pillar to which it primarily contributes.

The joint programmes for this purpose have been selected based on the following key principles:

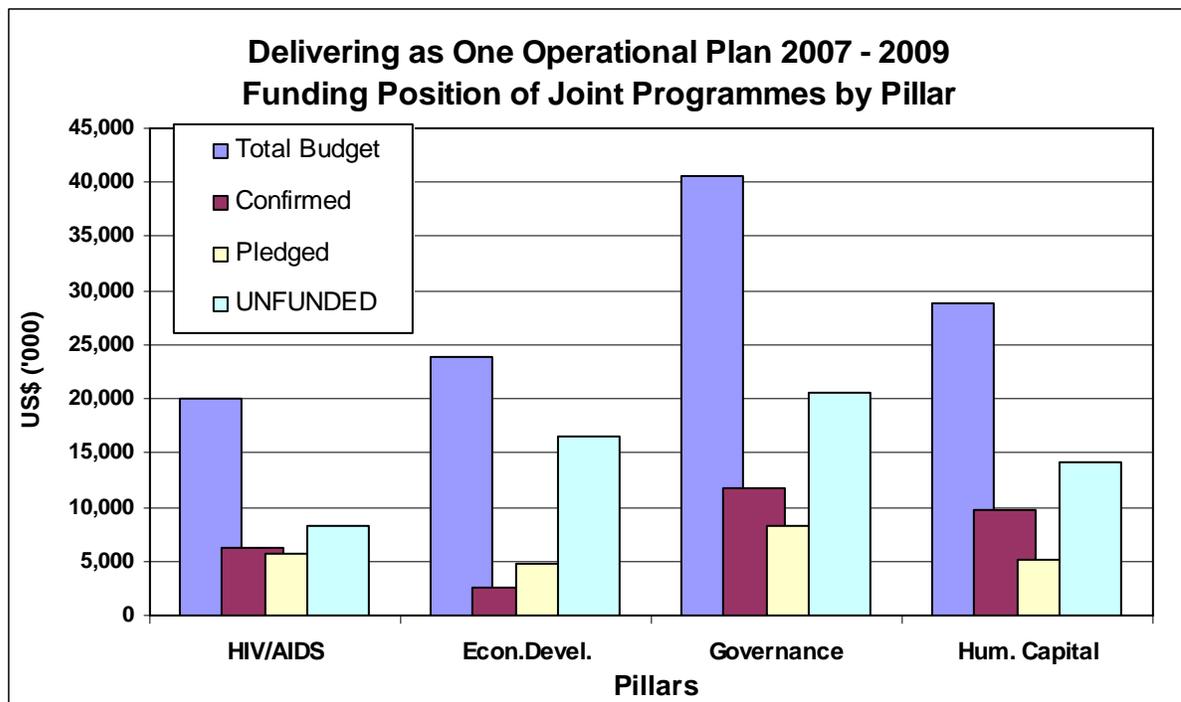
- The programme should project the comparative advantage of the UN and **include a combination of the four priority areas** of support: policy/advocacy, normative and technical support, capacity development and civil society partnerships;
- The programme should **focus on “quick wins/low hanging fruits”** - relatively inexpensive, high-impact initiatives with the potential to generate major short-term gains;
- The programme should **build on existing activities/programmes**;
- The programme should be one in which there is **added value in collaborating**;
- The programme should, as far as possible, **fall under one primary UNDAF pillar**;



- The programme should **address a number of UNDAF outputs** selected as priority outputs of the One Programme;
- The programme should have a **direct relationship to the PARPA II** and should have strong **Government ownership**;
- The programme should, in principle and to the extent possible, be **at least one third funded** (on the basis of *reasonable expectation* of funding);
- The programme should **include three or more agencies**;
- The sum of the joint programmes should reflect inclusiveness, with **all agencies being involved in at least one selected joint programme**;
- The joint programmes are designed taking into account sustainability principles.

Specific mechanisms will be put into place to monitor and document the results of these joint programmes, in order to provide lessons learned to inform the future expansion of the Delivering as One UN initiative in this programming cycle, and also to support the preparation of the next cycle of UN cooperation in Mozambique. It is envisaged that by demonstrating concrete, tangible results in these selected joint programmes, the UN family will pave the way for a more coherent and united UN presence and the delivery of related support structures to the national development agenda. Success in these joint programmes will demonstrate the comparative strengths and complementary range of experiences within the UN system in the selected four theme areas of policy and advocacy, normative and technical support, capacity building and civil society partnerships, and will also contribute to lessons learned and good practices in other areas of intervention by the UN family.

The table below provides a summary overview of the funding requirements of the joint programmes per UNDAF pillar. Details of the joint programmes under each pillar, and their respective budgets are outlined in the following section.





2.4 Joint Programmes: Governance Pillar

Title: Support to Decentralization and Integrated Local Development

UNDAF Output: 1.1.1

Convening/Coordinating Agency: UNDP/UNCDF

Introduction

The PARPA II includes a monitoring and evaluation (M&E) strategy, which aims to develop an integrated national M&E system, operating as a routine part of the planning process. Within the framework of the UNDAF for the period 2007 to 2009, the UN family is committed to support the Government in strengthening its capacity at all levels for participatory planning, M&E, including monitoring national progress against the MDGs. This outcome will support decentralisation and district capacity building process, the government policy that places the "District as a Pole of Development" and Local Economic Development and Small and Medium Enterprises (SME) development. The MV will be the learning sites for addressing comprehensive approaches for MDGs while capitalising potential partnerships and initiatives towards targeted MDGs.

Specific Results

- Government capacity strengthened in selected provinces, districts and municipalities for participatory development Planning, Monitoring and Evaluation.
- Support for decentralisation and district capacity building processes (local organs of state) enhanced.
- National level policy management, harmonisation and alignment capacities strengthened at downstream and upstream levels.
- Local decision-making structures strengthened and involved in the M&E of the development agenda at national and decentralised levels.
- Local Economic Development and Small and Medium Enterprises (SME) promoted through access to business and financial services.

Key Strategies

Policy and advocacy: Building capacity of local stakeholders to implement participatory planning, M&E and gender sensitive policies, including development of innovative financial and business models that ensure more outreach and increase.

Normative and technical support: Supporting decentralisation policies and local governance process with focus on participatory planning, territorial planning, e-Government, HIV and AIDS. This also includes particular support to the MPD, through the implementation of a rural development strategy and District Capacity Building.

Capacity development: Strengthening districts and local governments' capacity for management of integrated service delivery with emphasis on utilities, low cost infrastructure and Millennium Villages development.



Civil Society Partnership: Supporting and strengthening the coordination of decentralised policies, plans and partnerships among the sub-national levels. MV will be implemented through strong partnership among UN, local and regional authorities, CBOs, NGOs and CSO representatives.

Activities

- Strengthen local governments and Consultative Councils – IPPCC capacity for participatory governance and local development.
- Support district and institutional capacity building for service delivery through support to the decentralisation process, health systems, effective agricultural, agro-forestry techniques and cultural behavioural change and technology knowledge for sustainable development.
- Support Local Economic Development with emphasis on development and financial services.
- Build capacity for low cost infrastructure development with local associations (MERAS) particularly women led organisations, strengthened to implement, manage and report on project execution.
- Establish/improve information systems at central and local levels to provide disaggregated and gender-sensitive socio-demographic and employment data.
- Establish/disseminate a national e-Government platform including an online development knowledge base to support service delivery at provincial, municipal and district levels.

Implementing Partners

MPD, MAE, MICOA, ANAMM, INE, MTRAB, MMCAS, MINAG

Participating Agencies

UNDP/UNCDF (Lead), FAO, IFAD, ILO, UNESCO, UNFPA, UNICEF, UN-HABITAT, UNHCR, WFP, WHO

Tentative Budget (2007-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL FUNDED (US\$)		TOTAL UNFUNDED (AMOUNT TO BE MOBILISED) (US\$)
		Confirmed	Pledged	
UNICEF	600,000	100,000	200,000	300,000
UNDP	2,000,000	1,000,000	0	1,000,000
ILO	800,000	200,000	0	600,000
UN-HABITAT	2,000,000	600,000	1,000,000	400,000
UNFPA	900,000	150,000	400,000	350,000
UNCDF	3,200,000	1,000,000	0	2,200,000
WHO	2,000,000	300,000	375,000	1,325,000
UNESCO	1,200,000	450,000	125,000	625,000
FAO	1,000,000	500,000	0	500,000
UNHCR	350,000	0	150,000	200,000
IFAD	2,400,000	2,400,000	0	0
Total	16,450,000	6,700,000	2,250,000	7,500,000

Note: The budget may be adjusted based on progress in implementation of the Joint Programme.



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

UNDAF Output: 1.6.2

Convening/Coordinating Agency: UNICEF

Introduction

The role of Civil Society Organisations (CSO) as a constituency and partner of the Government has been recognised in the PARPA II. However, it is evident that in order to successfully realise the rights of the most vulnerable in Mozambique, civil society needs to participate increasingly and more effectively in political decision-making processes and exert more influence on government policy work. It is also apparent that for CSOs to be effective, considerable focus must be directed towards strengthening the institutional and organisational capacity of civil society organisations at all levels. The UN has a crucial role to play in fostering social awareness and facilitating public democratic dialogue by building CSOs capacity and strengthening communication for empowerment initiatives, which can lead to creating space for the voices of the most vulnerable to be heard. Communication for empowerment will be one fundamental element for the enhancement of the democratic processes due to its crucial role in fostering social awareness and facilitating public democratic dialogue.

Specific Results

- Civil society mapping and capacity assessment conducted and CSO policy dialogue capacity increased.
- CSOs, CBOs and Communication Organisations' capacities in the PARPA and MDG planning, implementation, monitoring and evaluation and research-based policy analysis strengthened, with particular attention to the realisation of children's rights and quality in "education for all".
- Legal and regulatory framework for CSOs, particularly targeting vulnerable groups, reviewed and revisions proposed.
- Effectiveness of communication for empowerment enhanced, and social mobilisation and community participation in development enhanced.

Key Strategies

Policy and advocacy: Conducting civil society mapping and capacity assessment and increasing CSO policy dialogue capacity.

Normative and technical support: Providing integrated, comprehensive technical support to enhance the CSO capacities to plan, monitor and evaluate programmes, service delivery process, with a focus on vulnerable groups.

Capacity development: Building communication for empowerment capacities, and improving access to information and knowledge in order to enhance participation, ownership, and



accountability in policy decision making processes and encourage dialogue between duty bearers and rights holders, particularly children and education.

Civil society partnerships: Establishing and strengthening partnerships between women's networks and associations and Governmental institutions, NGOs, CSOs, the private sector, bilateral agencies and UN agencies, by particularly focusing on the social and economic rights of women and girls.

Activities

- Train and build institutional capacity of CBOs, including community radios and multimedia centres, in participatory planning, project management, monitoring and evaluation, evidence based advocacy and strategic planning, management of local content production and participatory decision making;
- Support the mobilisation of a broad-based alliance including children, civil society, the media, governmental and international organisations to advocate for the incorporation of children's and women's rights principles into national debates, policies and (development) frameworks;
- Train the CSOs at national and local level on the tools for M&E of OMDs (citizen report cards, public expenditure tracking).

Implementing Partners

Action Aid, HACL, Soul City-N'weti, CNJ, FDC, FORCOM, GTO, LDH, ICS, MISA, Sociedade Aberta, Oslo Governance Centre, CCC, CSOs, UTICT, SNV, MCT, G20, CIVICUS

Participating Agencies

UNICEF (Lead), ILO, UNDP, UNESCO

Tentative Budget (2007-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL FUNDED (US\$)		TOTAL UNFUNDED (AMOUNT TO BE MOBILISED) (US\$)
		Confirmed	Pledged	
UNICEF	5,600,000	3,500,000	1,500,000	600,000
UNDP	5,500,000	1,400,000	1,400,000	2,700,000
ILO	800,000	0	400,000	400,000
UNESCO	450,000	120,000	0	330,000
TOTAL	12,350,000	5,020,000	3,300,000	4,030,000

Note: The budget may be adjusted based on progress in implementation of the Joint Programme.



Title: Women's Empowerment and Gender Equality

UNDAF Outputs: Output 1.4.2, 1.5.4, 1.7.2

Convening/Coordinating Agency: UNFPA

Introduction

Although the situation of women in Mozambique has been improving since independence, the progress of gender equality and women's empowerment in the socio-economic arena is limited. This situation is associated with a high illiteracy rate, economic dependence, unequal gender and power relations, gender-based violence and so on. The joint programme will contribute directly to the achievement of economic empowerment, through private sector empowerment and facilitating access to financial and business services, which is amongst the priorities outlined in the Government's Five Year Plan and PARPA II. The Government reiterated the importance of gender equality in their Five Year Plan for the 2005-2009, which delineates a set of priority measures to address prevailing gender inequalities affecting women and girls.

Specific Results

- Gender sensitive policies, legal frameworks and plans supporting women and girls' rights developed and disseminated.
- Availability of gender-disaggregated data for planning, monitoring & evaluation increased.
- Violation and abuse against women and children reduced; women's ability to deal with gender-based violence, poverty and HIV and AIDS strengthened.
- Service providers' skills to deal with gender-based violence strengthened; involvement of community and cultural leaders in creating an enabling environment for women's empowerment increased.

Key Strategies

- **Policy and advocacy:** Supporting policy development, legal reform, advocacy, monitoring and reporting for gender equality and protection of women, and access to financial and business services at all levels.
- **Capacity development:** Providing technical and financial support to improve government and civil society's capacity to assist women and other marginalised groups to improve economic self-reliance. Support capacity development programmes (trainings) to improve access to pilot food processing centres, micro-finance operators, business advisory services and other economic and natural resources.
- **Civil society partnerships:** Supporting NGO, CBO and women's networks at the community level to coordinate with government partners to effectively address issues of public safety and protection and gender-based violence.



Activities

- Advocate for review and development of gender-sensitive legislations, policies, frameworks and plans.
- Train key Government ministries and civil society on women's rights, gender-based violence, and gender mainstreaming.
- Support the Government and CSOs to provide basic services to vulnerable women and girls at the community level (legal, financial, education, health and psycho-social).
- Support training opportunities in entrepreneurial development, negotiation skills, decision making, leadership, business management skills, marketing, confidence building, through non-formal education.
- Support the development of employment opportunities through creative industries and cultural tourism promotion.

Implementing Partners

MMAS, MPD, MINJUST, MINT, MINAG, MITRAB, MEC, CPI, CSOs (including Fórum Mulher, Women Forum and National Council on Advancement of Women)

Participating Agencies

UNFPA (Lead), FAO, ILO, UNDP, UNESCO, UNICEF, UNIDO, UNIFEM, WHO

Tentative Budget (2007-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL FUNDED (US\$)		TOTAL UNFUNDED (AMOUNT TO BE MOBILISED) (US\$)
		Confirmed	Pledged	
UNDP	2,000,000	0	650,000	1,350,000
UNFPA	1,000,000	0	300,000	700,000
UNIDO	3,000,000	0	0	3,000,000
ILO	1,200,000	0	500,000	700,000
FAO	1,000,000	0	200,000	800,000
UNIFEM	1,300,000	0	100,000	1,200,000
UNICEF	770,000	0	770,000	0
UNESCO	1,200,000	0	100,000	1,100,000
WHO	375,000	0	125,000	250,000
Total	11,845,000	0	2,745,000	9,100,000

Note: The budget may be adjusted based on progress in implementation of the Joint Programme.



2.5 Joint Programmes: Human Capital Pillar

Title: Ensure the Most Vulnerable Populations have Access to a Social Safety Net

UNDAF Outputs: 2.51, 2.5.2

Convening/Coordinating Agency: UNICEF

Introduction

The changing patterns of poverty in Mozambique demonstrate the need for poverty reduction approaches that clearly focus on the most vulnerable social groups. While the Government of Mozambique has been expanding delivery of social assistance to some of the most vulnerable groups in society, over 50% of the population still lives below the poverty line, lacks access to basic social services and protection remains a challenge. The Government has national action plans to address the needs of women and children, including orphaned and vulnerable children, of older people and of people with disabilities. In addition, PARPA II includes a target for coverage of State social assistance within the Human Capital pillar.

Specific Results

- National policy and strategy that integrate safety net interventions including cash and material transfers by government and partners and that promote the allocation of adequate budgets for social safety net programmes is formulated.
- A comprehensive model that creates local demand for and access to high quality safety net interventions is established and operationalised in Sofala Province.

Key Strategies

- **Policy and advocacy:** Support to policy development for social protection and revision of existing social protection schemes to better target the most vulnerable groups and expand coverage.
- **Normative and technical support:** Targeting, monitoring and evaluation, quality assurance.
- **Capacity development:** To a) provide technical support to improve government and civil society capacity in the provision of basic packages/services to the most vulnerable households; and b) provide technical support to local government for enhanced direct support to communities in order to improve economic self-reliance.
- **Civil society partnerships:** NGOs, CBOs, trade unions and employers to coordinate with government partners on the creation of services and benefits for the most vulnerable groups (e.g. social protection, maternity protection, health insurance).

Activities

- Provide technical assistance and training to key Government ministries and civil society partners on: (i) creation and/or expansion of social safety nets; (ii) social inclusion; (iii) support to implementation of the new social protection law; and (iv) design of the INAS strategy for social transfers.



- Integrate social protection, saving schemes, conditions of work, HIV and AIDS, development of SME at the local level in selected provinces and provide direct support to government and selected NGOs with basic kits and food baskets to targeted households.
- Support Civil Society Organisations to refer Orphaned and Vulnerable Children to basic services (legal, financial, nutritional, education, health and psycho-social).
- Mapping, costing and impact estimates of Social Protection Programmes and Social Protection Expenditure Review.

Implementing Partners

MMAS/INAS, MINAG, MITRAB, MPD. INSS, Trade Unions, Civil Society Organisations (including LEDA), Provincial and District Governments

Participating Agencies

UNICEF (Lead) FAO, ILO, WFP

Tentative Budget (2007-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL FUNDED (US\$)		TOTAL UNFUNDED (AMOUNT TO BE MOBILISED) (US\$)
		Confirmed	Pledged	
UNICEF	2,000,000	700,000	300,000	1,000,000
WFP	7,350,000	2,212,000	2,485,000	2,653,000
ILO	1,566,000	466,000	0	1,100,000
Total	10,916,000	3,378,000	2,785,000	4,753,000

Note: The budget may be adjusted based on progress in implementation of the Joint Programme.



Title: Enhance the Quality and Accessibility of Sexual and Reproductive Health Services, Neonatal, Child Health Services and Nutrition.

UNDAF Outputs: 2.2.1, 2.2.2

Convening/Coordinating Agency: UNFPA

Introduction

Despite improvements achieved in the areas of TFR, CPR and maternal mortality rates, between 1980 and 2003, child mortality and malnutrition rates continue to be very high due to preventable causes including malaria, acute respiratory infections, diarrhoea and malnutrition. Around 40 per cent of infant deaths occur within the neonatal period. Of an estimated 715,000 new born/year, 89,000 will die before reaching age one. Between 1997 and 2003, the under five mortality rate decreased from 219 to 178/1000, the infant mortality rate decreased from 147 to 125/1000 and the neo-natal mortality rate stood at 48/1000 (DHS, 2003). In 2004, HIV and AIDS was responsible for five per cent of all children registered deaths.

The rights to sexual reproduction and child health and nutrition underpin MDG 1 - Poverty, MDG 3 - Gender, MDG 4 - Child Health, MDG 5 - Maternal Health and MDG 6 – HIV and AIDS.

Specific Results

- Improved quality of national programmes and service delivery management, integration and provision.
- National policies, strategies, plans, guidelines, clinical norms/standards developed and implemented.
- Maternal and neonatal needs assessment completed and the Road Map to accelerate the reduction of maternal and neonatal mortality costed and implemented.
- National and provincial maternal and neonatal Death Audit Committees established.
- Community involvement and participation in planning and support to sexual/reproductive health and child health strengthened.
- Participation of Government, civil society, NGOs, professional associations and development partners in sexual/reproductive health and child health strengthened.
- Maternity protection and work-family balance conventions signed and implemented.
- Emergency Obstetric Care (EmOC), FP, AIDI, ENBC, and other essential training manuals for formal and in-service training of maternal and child health nurses, technicians. of surgery, technicians of medicine and doctors developed.
- Availability of diversified food improved at household level.
- Disparities in malnutrition prevalence between vulnerable groups (orphaned and vulnerable children and People Living with HIV and AIDS) and the general population reduced in six



provinces and child nutrition rehabilitation activities integrated within the national health system.

Key Strategies

Policy and advocacy: Promotion and coordination of partnerships and development/utilisation of knowledge assets to support an informed and timely decision making process at all levels.

Normative and technical support: Development of systems to improve quality control, M&E and institutional performance.

Capacity development: Provision of technical support and materials inputs and strengthening of children's nutritional awareness and healthy living.

Civil society partnerships: Strengthening of partnerships to reach orphaned & vulnerable children with improved services.

Implementing Partners

MISAU, MOPH, MMAS, MINTRAB, MINAG, Trade Unions (OTM and CONSILMO), Employers' Organisations (CTA-AEPRIMO), CBOs, community health workers, Midwives Associations, Obstetrics & Gynaecologists Associations, AMODEFA

Participating Agencies

UNFPA (Lead) ILO, UNICEF, WFP, WHO

Tentative Budget (2007-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL UNFUNDED (USD)		TOTAL UNFUNDED (AMOUNT TO BE MOBILISED) (US\$)
		Confirmed	Pledged	
WHO	1,500,000	700,000	0	800,000
UNFPA	3,325,000	3,325,000	0	0
UNICEF	1,000,000	300,000	0	700,000
ILO	914,000	100,000	0	814,000
WFP	1,250,000	250,000	500,000	500,000
TOTAL	7,989,000	4,675,000	500,000	2,814,000

Note: The budget may be adjusted based on progress in implementation of the Joint Programme.



Title: Emergency Preparedness and Disaster Risk Reduction

UNDAF Outputs: 2.1.4, 2.2.7, 2.3.4, 2.4.4

Convening/Coordinating Agency: UNDP

Introduction

Mozambique is prone to various natural disasters such as drought, floods, cyclones, pests, various epidemics, earthquakes and major transport and industrial accidents. As a signatory to the “Hyogo Framework” the Government is committed to implementing a natural disaster risk reduction agenda, as illustrated through the Master Plan for Prevention and Mitigation of Natural Calamities. This ten year master plan defines strategic lines for disaster risk reduction in Mozambique, reflecting the disaster risk reduction priorities of the PARPA II. The Joint Programme for Emergency Preparedness and Disaster Risk Reduction (DRR) aims to support these national efforts in collaboration with civil society partners in the Humanitarian Country Team (HCT).

Specific Results

- Government contingency planning for emergency preparedness and response supported.
- Strengthened Government and civil society partners’ capacity in emergency coordination, assessment, monitoring and evaluation.
- Strengthened information management systems for disaster risk reduction and emergency response for effective humanitarian assistance.

Key Strategies

- **Policy and Advocacy:** Ensure coordination mechanisms are in place and sufficient resources are allocated to emergency preparedness and response.
- **Normative and Technical Support:** Support standards and development of norms related to response.
- **Capacity Development:** Support capacity development for the implementation of the Master Plan for Prevention and Mitigation of Natural Calamities and supporting national humanitarian response.
- **Civil Society Partnerships:** Enhanced partnerships with NGOs and communities on emergency preparedness and disaster risk reduction at all levels.

Activities

- Strengthen the capacity of the INGC to oversee, coordinate and manage the emergency preparedness and disaster risk reduction efforts within the humanitarian community, including a functioning CENOE, UNAPROC (civil protection unit), early warning systems, websites, communication technology, and other emergency management tools.



- Participate in the development of annual Government Contingency Plans for disaster preparedness and response, the execution of simulation exercises, trainings at provincial and central levels, and other capacity building efforts of the HCT.
- Support regional collaboration and technological transfers on sector specific disaster risk reduction, preparedness, mitigation and response for line ministries and INGC.
- Strengthen capacity to address food security and nutrition in vulnerable and disaster prone areas through support to the SETSAN and through the organisation of Input Trade Fairs.

Implementing Partners: INGC, SETSAN, MINAG, MEC, MISAU, MOPH, MMAS, NGOs, INGOs

Participating Agencies: All UNCT member agencies

Tentative Budget (2007-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL FUNDED (US\$)		TOTAL UNFUNDED (AMOUNT TO BE MOBILISED) (US\$)
		Confirmed	Pledged	
UNICEF	1,500,000	300,000	300,000	900,000
UNDP	1,800,000	300,000	0	1,500,000
UNFPA	170,000	70,000	0	100,000
FAO	1,500,000	370,000	0	1,130,000
WHO	880,000	420,000	0	460,000
WFP	1,450,000	250,000	0	1,200,000
UN-HABITAT	1,720,000	430,000	300,000	990,000
IOM	980,000	0	0	980,000
TOTAL	10,000,000	2,140,000	600,000	7,260,000

Note: The budget may be adjusted based on progress in implementation of the Joint Programme.



2.6 Joint Programme: HIV and AIDS Pillar

Title: Strengthening the HIV and AIDS Response in Mozambique

UNDAF Outputs: 3.1.1, 3.1.2, 3.1.4, 3.1.5, 3.3.2, 3.3.3, 3.3.5, 3.5.4, 3.5.5

Coordinating Agency: UNAIDS

Introduction

The Joint Programme of the UNDAF HIV and AIDS Pillar will support the strengthening of the HIV and AIDS response in Mozambique through three strategic components in areas of comparative advantage of the UN namely prevention, treatment and HIV and AIDS mainstreaming. It is expected that the Joint Programme will contribute to several key national plans and policies, among them PARPA II (2005-2009) and the HIV and AIDS National Strategic Plan (2005-2009). UNAIDS will be responsible for overall coordination, Monitoring and Evaluation and final reporting. Specific UN agencies will be responsible for the achievement of the specific results for each of the three components of the Joint Programme.

Component 1:

To build capacity of youth associations and youth serving organisations to accelerate the response to combat HIV and AIDS in the central region of Mozambique. This component will contribute to the achievement of UNDAF Outputs 3.1.1, 3.1.2, 3.1.4 and 3.1.5. More specifically, this component 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. It will focus on capacity building of youth associations as key actors for the delivery of youth prevention programmes.

Specific Results

- Overall institutional capacity of youth associations and networks strengthened.
- Capacity of Youth Associations to communicate and disseminate HIV prevention related messages developed.
- Availability of data and information on youth associations in the central region increased.

Key Strategies

- **Policy and advocacy:** Supporting advocacy activities for involvement and mobilisation of community and traditional leaders as well as the establishment of strategic alliances for a supportive environment.
- **Normative and technical support:** Strengthening regular data collection, analysis and use to determine the mix of appropriate HIV prevention measures.
- **Capacity development:** Supporting the institutional development of Youth Associations to deliver quality, evidence-based prevention activities.



- **Civil society partnerships:** Supporting the institutional capacity development of youth associations to conduct quality, evidence-based prevention activities.

Activities

- Train youth associations in management/administration, partnership building and fundraising.
- Support the creation and legalisation of youth associations.
- Support for strengthening networks between and among youth associations.
- Train CSOs to operate in socio-culturally appropriate interventions and communication.
- Train young activists from youth serving associations to participate in community radios and mobile units activities.
- Support the involvement of youth associations in the development and implementation of a Youth Prevention Framework.
- Mobilise community and traditional leaders in producing relevant and appropriate messages for a supportive environment.

Implementing Partners

MYS, CNJ/CPJ, NAC, Provincial AIDS Council, Youth Associations/Networks, CSOs, CBOs

Participating Agencies

UNFPA (Lead), UNAIDS, UNESCO, UNICEF, WHO

Component 2:

To reduce the magnitude of AIDS in Mozambique through an integrated package of care and treatment. This component will contribute to the achievement of UNDAF outputs 3.3.2 and 3.3.3 3.5. AIDS claims more than 80,000 lives annually and contributes substantially to poverty and food insecurity in Mozambique. In line with these national priorities the UNDAF HIV and AIDS pillar is committed to ensure the appropriate HIV and AIDS care and treatment policies and protocols are in place; core competencies in human resources are built; health teams are trained and supervised to deliver quality ART; effective management of opportunistic infections is strengthened; ARVs are available in an equitable manner; food and nutrition support is included in the package of antiretroviral treatment and home-based care (HBC); and that the country has the appropriate means to reinforce the linkages between HIV and AIDS and tuberculosis services.

Specific Results

- Increased capacity of MOH and key stakeholders to improve coverage from 13 per cent to 50 per cent of PLWHA, with emphasis on children, benefiting from a standard support package in at least one of the following areas: ART, prophylaxis and treatment of opportunistic infections (OIs), nutritional support, HBC and counselling.



Key Strategies

- **Policy and advocacy:** Updating and disseminating national policies and protocols on adult and paediatric ART, integrated management of adult illness (IMAI) and food and nutrition support to all facilities providing the standard integrated package.
- **Normative and technical support:** Supporting evidence-based model interventions for AIDS care and treatment, focusing on Sofala province.
- **Capacity development:** Providing training to strengthen the capacity of trainers and health staff in ART sites on integrated package of care and treatment; provision of support to ensure that all facilities providing the standard package for adults, women and children are efficiently and adequately supplied with necessary drugs, food, nutrition supplements and other items.

Activities

- Provide technical support to update and disseminate policies, protocols and guidelines on ART in general, paediatric ART, OI management and food and nutrition support.
- Support the translation and field testing of IMAI modules and train district health staff.
- Support training of community health workers/activists on HBC and psycho-social support, including food and nutrition support.
- Support the delivery of quality integrated packages for adults and children, including screening, counselling and testing, referral, prophylaxis, OI and ARV treatment, food and nutritional support, home-based care.
- Gather evidence to support policy development and national scale-up.
- Share knowledge on best practices and capitalise on global health initiatives.

Implementing Partners:

MISAU, NGOs, CBOs (including PLWHA associations)

Participating Agencies:

WHO (Lead), UNICEF, WFP

Component 3:

Establish a national mechanism to build a critical mass of Government and civil society² experts in mainstreaming HIV and AIDS and Gender. This component will support the achievement of UNDAF outputs 3.5.4 and 3.5.5. It will also contribute to building the capacity of national CSOs to support their members in mainstreaming HIV and AIDS in their interventions. By mainstreaming HIV and AIDS and gender into PARPA II, the Government has already indicated its importance. There is a need to have it reflected in all plans, budgets and implemented at all levels.

² In the context of this Joint Programme Civil Society includes the Private Sector (formal and informal), Faith Based Organisations and Trade Unions.



Specific Results

- Increased number of service providers specialised in mainstreaming of HIV and AIDS and Gender.
- HIV and AIDS and gender duly incorporated in increased number of CSOs plans and programmes

Key Strategies

- **Normative and technical support:** Providing integrated technical assistance to build capacity of specialised HIV and AIDS service providers.
- **Capacity development:** Providing training to strengthen capacity of different specialised service providers to mainstream HIV and AIDS in CSOs.

Activities

- Assess the level of mainstreaming of HIV and AIDS and Gender in CSOs activities and map existing efforts intended to build related capacity.
- Provide financial and technical assistance to build capacity of specialised service providers and support production of related tools including manuals, guidelines, toolkits, IEC and advocacy and sensitisation packages/materials.
- Train CSOs to mainstream HIV and AIDS and Gender in their programmes.

Implementing Partners:

CNCS, MPD, MINTRAB, UEM, MONASO, RENSIDA, KINDLIMUKA, UNAC, U.G.C, FDC, ECOSIDA, FEMA, CTA, Balcão Único, OTM-CS, ASSOTI, CONSILMO

Participating Agencies

UNDP (Lead), UNCDF, UNAIDS, ILO, UNIDO, UNFPA, WHO, UNESCO, FAO



Tentative Budget (2007-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL FUNDED (US\$)		TOTAL UNFUNDED (AMOUNT TO BE MOBILISED) (US\$)
		Confirmed	Pledged	
Component 1: Capacity Building of Youth Associations and youth serving organisations to accelerate the response to combat HIV in central region of Mozambique				
UNESCO	700,000	60,000	140,000	500,000
UNICEF	1,010,000	600,000	180,000	230,000
UNAIDS	57,000	57,000	0	0
WHO	600,000	200,000	150,000	250,000
UNFPA	900,000	400,000	200,000	300,000
Sub-Total	3,267,000	1,317,000	670,000	1,280,000
Component 2: Reducing the magnitude of AIDS in Mozambique through an Integrated Package of Care and Treatment				
WHO	570,000	55,000	55,000	460,000
UNICEF	3,400,000	1,410,000	1,490,000	500,000
WFP	8,900,000	2,450,000	3,150,000	3,300,000
Sub-Total	12,870,000	3,915,000	4,695,000	4,260,000
Component 3: National mechanism to build a critical mass of Government and Civil Society³ experts in mainstreaming HIV and AIDS and gender established				
UNDP	1,100,000	100,000	0	1,000,000
UNCDF	250,000	50,000	50,000	150,000
ILO	1,736,000	736,000	0	1,000,000
UNIDO	NA	NA	NA	Technical expertise
UNAIDS	200,000	100,000	0	100,000
Sub-Total	3,286,000	986,000	50,000	2,250,000
Coordination Support				
UNAIDS	630,000	0	210,000	420,000
Sub-Total	630,000		210,000	420,000
TOTAL	20,053,000	6,218,000	5,625,000	8,210,000

Note: The budget may be adjusted based on progress in implementation of the Joint Programme.

³ In the context of this Joint Programme Civil Society includes the Private Sector (formal and informal), Faith Based Organisations and Trade Unions.



2.7 Joint Programmes: Economic Development Pillar

Title: Promotion of Youth Employment

UNDAF Output: 4.3.1

Convening/Coordinating Agency: UNDP/UNCDF

Introduction

The Government's Five Year Plan highlights the importance of the promotion of programmes that ensure employment for recently graduated youth, and stresses the importance of quality vocational training and linking formal education, vocational training and employment. PARPA II indicates the importance of the implementation of the Employment and Vocational Training Strategy. In this context, it is important that support for youth employment adopts a rights-based approach and promotes decent work and decent working conditions for young people.

Specific Results

- Functional literacy and skills for employment/self-employment provided by a minimum of 10 Vocational Training Centres (VTCs).
- Entrepreneurship education (e.g. *'Know About Business'*) and professionalisation model available in curricula in at least 20 secondary, technical and vocational schools by 2010.
- At least 150 young women and men assisted in starting their own micro-enterprises.
- A minimum of ten group-based advocacy, savings, credit and social protection schemes for youth established.
- Potential of crafts sector and creative industries for youth employment strengthened.

Key Strategies

- **Policy and advocacy:** Supporting policy revision for creative industries to promote sector development; mobilise employers and trade unions in support of job creation for youth.
- **Normative and technical support:** Linking enhanced income/employment opportunities to reduction of social and economic risks/vulnerabilities of target (sub-) groups, for example women, rural poor, etc.
- **Capacity development:** Supporting implementation of the Employment and Vocational Training Strategy, developing cross-cutting synergies with ongoing programmes (e.g. REP, PIREP).
- **Civil society partnerships:** Piloting and scaling up innovative approaches, for example *"Know about Business"*, Junior Farmer Field and Livelihood School (JFFLS), etc.



Activities

- Review targeted support for youth employment in rural and urban areas.
- Develop and apply learning/teaching materials on entrepreneurship training and culture.
- Apply 'best practices' and scale up educational initiatives (e.g. JFFLS school approach).
- Establish centres for training in crafts, business management and functional literacy.
- Adapt/test group-based social protection approaches for target groups and curricula for self-employment and micro-enterprises.
- Establish three craft centres and agro-processing enterprises.
- Analyse/review the employment potential of creative industries in Mozambique and recommend an integrated policy framework for the sector's employment potential.

Implementing Partners

MINTRAB, INEFP, MJD, MMAS, MINAG, MPD (DNPDR), MEC and technical working group lead by INDE, MIC and private sector associations

Participating Agencies

UNDP/UNCDF (Lead), ILO, FAO, UNESCO, UNHCR, UNIDO

Tentative Budget (2007-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL UNFUNDED (USD)		TOTAL UNFUNDED (AMOUNT TO BE MOBILISED) (US\$)
		Confirmed	Pledged	
ILO	2,000,000	800,000	0	1,200,000
UNESCO	2,250,000	150,000	600,000	1,500,000
UNIDO	3,000,000	0	2,000,000	1,000,000
UNCDF/UNDP	850,000	50,000	200,000	600,000
FAO	1,000,000	100,000	300,000	600,000
UNHCR	600,000	150,000	150,000	300,000
TOTAL	9,700,000	1,250,000	3,250,000	5,200,000

Note: The budget may be adjusted based on progress in implementation of the Joint Programme.



Title: Building Commodity Value Chains and Market Linkages for Farmers Associations

UNDAF Output: 4.3.2

Convening/Coordinating agencies: WFP

Introduction

The aim of the programme is to increase income of smallholders in rural areas and enhance their livelihood conditions in line with the objectives for rural and economic development of PARPA 2006-2009 and UNDAF 2007-2009. The focus is on adding value to the post-harvest handling through provision of infrastructure and technical assistance, broadening access to credit and offering a valuable market opportunity through WFP local procurement. This will improve the capacity of smallholders to access to markets in the long run and enhance farmer organizations all features.

Specific Results

- A minimum of 10 forums (groups of farmer associations) delivering quality food commodities (maize, beans), meeting local procurement and delivery requirements for WFP, Government and donor-supported relief, recovery, social protection and other food-based programmes.
- Procedures of WFP, Government and donor tenders for local food procurement adjusted and simplified to allow easier access for farmer associations and small/medium size traders.
- Development of a grade B standard for maize in collaboration with Mozambican authorities.

Key Strategies

- Selection of farmers' forums in key provinces (close to 'markets' for food-based programme).
- Establishment of partnerships with relevant business development services and rural finance institution already operating in the field.
- Provision of storage infrastructure, training in post-harvest handling, training and provision of equipment for quality upgrading (ex. product standards) will be technically supported and monitored in order to ensure a better product and a higher price at farmer level in the long term.
- Development of credit mechanisms to finance desired procurement/market linkages.
- Analysis of prevailing maize and beans standards in Mozambique including National, Regional and WFP standards and assessment of alternative options.

Activities

- Together with identified partners, select farmer associations/forums and verify commodity value chain and market access problems to ensure viability and sustainability of the programme.
- Apply 'best association practices' gathered in Mozambique and select a number of interventions to improve storage, post harvest handling, product quality and commodity chain building – including provision of relevant storage infrastructure, equipment and training.
- In partnership with rural finance institution, set up credit mechanisms allowing farmers to fully exploit the market opportunities being opened by this programme.
- Identify constraints in food procurement tenders/procedures and adjust/simplify these in order to ensure participation of smallholders.
- Set up a working group with Mozambican authorities for alignment of product standards and establish of grade B standards for maize.

Implementing Partners

MINAG (DNEA), MIC (DNC), MPD (DNPDR) (National, Provincial and District level) in collaboration with NGOs, National Farmers Organisations and Rural Finance Institutions.



Participating Agencies

IFAD, WFP, FAO

Tentative Budget (2008-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL FUNDED (US\$)		TOTAL UNFUNDED (TO BE MOB) (US\$)
		Confirmed	Pledged	
IFAD	400,000	0	0	400,000
WFP	500,000	0	0	500,000
FAO	450,000	0	0	450,000
Total	1,350,000	0	0	1,350,000



Title: Building Capacities for Effective Trade Policy Formulation and Management

UNDAF Output: 4.3.5

Convening/Coordinating Agency: UNDP/ITC

Introduction

Among the four strategic areas of the Agenda 2025 of the Government of Mozambique, economic development has arguably the biggest impact on poverty reduction with the dramatic decrease of absolute poverty from 69 per cent to 54 per cent between 1997 and 2003 being attributable to growth. To maintain this trend, substantial increases in the effectiveness of overall trade policy management are required. To achieve this, national-level and devolved trade policies and strategies need to be oriented towards optimising Mozambique's position and tackling the problems associated with insufficient supply capacity of priority sectors. This will call for increased overall trade policy coherence; improved coordination between trade facilitating institutions; expanded national capacities for trade policy analysis and external trade negotiations; and an acceleration of investments that facilitate the growth of Mozambique's productive capacities in response to enhanced preferential and non-preferential trade opportunities.

Specific Results

- Trade policy management, harmonisation and alignment capacities strengthened at downstream and upstream level (minimum of 20 senior technicians trained).
- Increased supply capacity (ten per cent growth) notably with regard to production, processing and export of agricultural commodities and fishery products
- Reduction in technical trade barriers and improved trade facilitation environment (10 to 15 place improvement on international doing business ranking).

Key Strategies

- **Policy and advocacy:** Expanding capacities for trade policy analysis at national, regional and international level.
- **Normative and technical support:** Increasing overall trade policy coherence and coordination between trade facilitation institutions.
- **Capacity development:** Strengthening external trade negotiation capacity.
- **Civil society partnerships:** Widening access to essential business development services and deepening business environment reforms.

Activities

- Align national trade policy/strategy to component sector policies/strategies.
- Strengthen capacity for trade facilitation, advisory and information services at national and devolved levels.



- Support market linkages (e.g. fish produce and commodity exports) and investment initiatives e.g. Growing Sustainable Business.
- Establish a centre for independent trade policy analysis (at university level).
- Train external trade negotiators on key negotiations in services, agriculture, etc.
- Conduct applied research on fair trade/organic trade opportunities and mechanisms.

Implementing Partners

MIC, IPEX, INNOQ, CPI, CTA, INIP, INE

Participating Agencies

UNDP (Lead), FAO, ITC, UNCTAD,,UNIDO

Tentative Budget (2007-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL UNFUNDED (USD)		TOTAL UNFUNDED (AMOUNT TO BE MOBILISED) (US\$)
		Confirmed	Pledged	
UNDP/ITC	3,000,000	1,000,000	300,000	1,700,000
UNIDO	1,500,000	0	1,000,000	500,000
UNCTAD	400,000	100,000	0	300,000
FAO	750,000	0	0	750,000
TOTAL	5,650,000	1,100,000	1,300,000	3,250,000

Note: The budget may be adjusted based on progress in implementation of the Joint Programme.



Title: Environmental Mainstreaming and Adaptation to Climate Change

UNDAF Output: 4.2.6

Convening/Coordinating Agency: FAO

Introduction

The PARPA II acknowledges that natural resources management and preservation are crucial aspects to reduce poverty and proposes to reduce environmental degradation through proper urban planning and land management and disaster mitigation. The Agenda 2025 also promotes sustainable development in particular through community training for sustainable use of environmental resources as well as creation of protection areas.

Specific Results

- GIS-based data/maps produced on climate change vulnerability for selected risk areas.
- National institutions, local governments and CSOs trained on environment issues.
- National Disaster Preparedness plan and other plans revised/updated (inclusive of climate change and environment policies) and environment priorities/indicators reflected in planning frameworks, development plans and budgets at district and municipal level.
- Training programme on climate proofing for policy/decision makers in Government, UN and donors and guidelines developed and published for streamlining climate proofing.
- Inventory of coping mechanisms, evaluation of climate change impacts on livelihoods (crops, forestry, etc.), and tools for applying climate friendly coping mechanisms.
- A minimum of five integrated water resources management plans designed and five pilot demonstration sites each established using solid waste management and alternative renewable energy sources, respectively.

Key Strategies

- **Policy and advocacy:** Mainstreaming climate proofing methodology into government development plans and UN/Donors programming and investments.
- **Normative and technical support:** Fully utilising participatory planning tools to ensure local ownership, sustainability, replication of initiatives, and application of best practices.
- **Capacity development:** Providing training of Government, civil society, communities and other stakeholders regarding environment/climate change issues.
- **Civil society partnerships:** Supporting and strengthening local stakeholders' activities and making full use of and incorporating local experience.



Activities

- Carry out information and communication activities related to environmental protection and progressive adaptation of human activities to climate change.
- Develop demonstration projects/sites and adapt screening/evaluation tools for solid waste management, renewable energies and management of natural resources.
- Enhance community coping mechanisms to climate variability and diversify community livelihoods options on the basis of participatory planning.

Implementing Partners

MICOA, MINAG, INGC, INAM, Provincial Authorities, NGOs

Participating Agencies

FAO (Lead agency), UNDP, UNEP, UN-HABITAT, UNIDO, WFP

Tentative Budget (2007-2009)

AGENCY	TOTAL BUDGET (US\$)	TOTAL UNFUNDED (USD)		TOTAL UNFUNDED (AMOUNT TO BE MOBILISED) (US\$)
		Confirmed	Pledged	
FAO	2,712,450	0	2,525,000	187,450
UNDP	749,000	0	690,000	59,000
UNEP	1,444,500	0	1,340,000	104,500
UN-HABITAT	1,262,600	0	1,170,000	92,600
UNIDO	1,091,400	0	1,010,000	81,400
WFP	294,250	0	265,000	29,250
TOTAL	7,554,200	0	7,000,000	554,200

Note: The budget may be adjusted based on progress in implementation of the Joint Programme.



2.8 Monitoring and Evaluation Framework

The Government and the UN agencies will be responsible for ensuring regular monitoring and evaluation of the UN programme, with a view to ensuring efficient utilisation of resources, as well as accountability, transparency and integrity. Monitoring and evaluation will be undertaken in the context of the UNDAF Monitoring and Evaluation (M&E) Framework and will be in line with the PARPA II Strategic Matrix.

2.8.1 Key monitoring and evaluation activities

The following three types of monitoring, evaluation and assurance activities are envisaged:

Situation monitoring and analysis: Monitoring progress towards the achievement of national goals to which the UNDAF contributes will be conducted using the routine monitoring or data collection mechanisms of implementing partners and national studies or surveys. Socio-economic data will be disseminated by the National Institute of Statistics through *Estatísticas Sociais Demográficas e Económicas de Moçambique* (ESDEM), the national socio-economic database. Analysis of available data will be undertaken through documents including the MDG reports, the National Human Development Report and the updates of the Situation Analysis of Children and Women.

Performance monitoring and evaluation: Monitoring of programme implementation and monitoring and evaluation against the indicators listed in the UNDAF M&E Framework will be ensured through the following activities:

- Field visits, undertaken jointly by the Government and UN.
- Progress reports for review at the annual review meetings.
- Surveys and evaluations to obtain baseline data and measure progress against baselines undertaken jointly with the Government and partners.
- Community consultations in areas of intervention of the programme of cooperation. Efforts will be made to involve beneficiaries in the monitoring of activities.

An UNDAF M&E database - using DevInfo software - will be established in the office of the UN Resident Coordinator for overall monitoring of progress against set indicators. Towards the end of each calendar year, the Government and the United Nations agencies will conduct an annual review of UN interventions to assess progress in programme implementation, as well as progress against the indicators outlined in the UNDAF M&E Framework.

An end term external evaluation of the programme will be conducted in two stages. The first stage will be in 2008 and its main purpose will be to provide the basis for the planning of the 2010-2014 UN Programme. The second stage of the evaluation will be conducted at the end of the current programme cycle – i.e. the first half of 2010. The objective of the second stage will be to assess the extent to which the UN has achieved the results set out in the UNDAF M&E Framework. Should the next UN programme be a one-year bridging programme, the final evaluation will be conducted in one stage at the end of the current UNDAF cycle.

Quality assurance activities: Implementing Partners agree to cooperate with the UN for monitoring the quality of all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN.

To this effect, Implementing Partners agree to the following quality assurance activities:



- **Periodic on-site reviews** and spot checks of their financial records by the UN or its representatives;
- **Special or scheduled audits.** The UN, in consultation with the Ministry of Foreign Affairs and Co-operation, will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN, and those whose financial management capacity needs strengthening.

Should audits be required, these will be commissioned by the UN and undertaken by private audit services.

2.8.2 UNDAF Monitoring and Evaluation Reference Group

Oversight for monitoring and evaluation of the UNDAF will be the responsibility of the UNDAF M&E Reference Group. The M&E Reference Group is chaired by the UN Resident Coordinator and will provide inputs into the Delivering as One UN Tripartite Steering Committee (see section on One Leader for more detail).

The specific tasks of the UNDAF M&E reference Group are outlined in the Terms of Reference of the group.



3 One Budgetary Framework

The **vision for the One Budgetary Framework** is of one budgetary framework bringing together all contributions, to support the coherent resource mobilisation, allocation and disbursement of donor resources to the Delivering as One UN Operational Plan under the direction of the Resident Coordinator.

3.1 Overall UNDAF Resource Availability and Requirements

The UN Country Team has agreed that the One Budgetary Framework will be a consolidation of core and unmarked funds (RR and OR) assigned to the common set of outcomes around which UN agencies unify to deliver all results as identified in the UNDAF 2007-2009, including the focus thematic areas and joint programmes highlighted as part of the One Programme. The One Budgetary Framework therefore provides an overview of the total programme resource availability and requirements for the cycle, with particular focus on:

- Core and regular resources of participating partner UN agencies.
- Available and committed/firmly pledged extra-budgetary or non-core resources from all sources – bilateral, multilateral and private.
- The funding gap as of the UNDAF 2007-2009.

(Refer to Annex 2: UNDAF Budgetary Framework for details of the gap as of August 2007.)

3.2 Mobilising Resources as One

The One Budgetary Framework will be supported by a Joint Resource Mobilisation Strategy that has been developed by the UN Country Team in Mozambique. The overall aim of the strategy is to enable participating UN agencies to work together more efficiently and effectively in the delivery of tangible development results as defined in the UNDAF.

The strategy will support the UNCT to strategically leverage and raise funds and resources for the implementation of the UNDAF, and the full operationalisation of the Delivering as One UN initiative. The specific objectives of the UN Joint Resource Mobilisation Strategy are:

- To identify priority areas of funding gaps and shortfalls in the UNDAF.
- To propose joint UNCT approaches and channels for the mobilisation of resources to address the priority areas.
- To fully operationalise the use of the Delivering as One UN Fund in Mozambique.

3.3 Delivering as One UN Fund

Based on the One Budgetary Framework, a Delivering as One UN Fund will be established, with a two-fold objective: (a) to support the coherent resource mobilisation, allocation and disbursement of donor resources to the joint programmes identified in the document “Delivering as One: Operational Plan for the United Nations in Mozambique (2007-2009)”; and (b) to provide support to specific Change Management initiatives that are necessary to fully operationalise the Delivering as One UN initiative.



3.3.1 Bridging the funding gap in joint programmes

The Delivering as One UN Fund will be the proposed vehicle for new resources pooled by donors to support the unfunded part of the joint programmes introduced in Chapter 3 of this document, and which comprise the One Programme. The financial resources required for the eleven Joint Programmes are summarised in Annex 3 with details on the funding available for each Joint Programme as well as the remaining financial resources requirements, with a breakdown per UNDAF pillar and per UN Agency. **As of August 2007, approximately US\$52 million of the total of US\$113 million is yet to be mobilised. This amount represents about 46 per cent of the total requirements of the joint programmes.**

3.3.2 Supporting the change management process

Transformation requires resources, both human and financial. Adequate resources are required to support the coordination of the 'Delivering as One UN' pilot. A portion of the funds allocated to the Delivering as One UN Fund will be earmarked for this purpose, and to specifically support interventions outlined in the **Implementation Plan** presented in Chapter 7 of this document. These resources will serve to support One Office and common service initiatives, allocate funding for staff to empower RCO office in the transition period, and fund the implementation of the Delivering as One UN Communication Strategy, which has been developed to support the implementation of the Delivering as One UN Plan, and ensure a continuous and systematic sharing of information.

3.3.3 Contributions to the Delivering as One UN Fund

Contributions to the Delivering as One UN Fund are expected to be channelled through a variety of sources, including governments of member states of the United Nations, from intergovernmental or non-governmental organisations, or from private sources.

In support of the overarching aim of the Delivering as One UN Fund, and to ensure maximum flexibility and adaptation to national priorities, a guiding principle for resource mobilisation would be that donors are encouraged to contribute with multi-year un-earmarked resources. However, if this is not possible, earmarking in the One Programme will be accepted when endorsed by the UN Country Team. It is expected that the percentage of earmarked resources will diminish over time.

The overall management of the Delivering as One UN Fund will be led and coordinated by the UN Steering Committee. The Delivering as One UN Fund will be administered by UNDP, as Administrative Agent, on behalf of the participating UN organisations and the Resident Coordinator, and as agreed with the Government. The Delivering as One UN Fund conforms to the principles governing a pass-through arrangement as per the UNDG Joint Programme Guidelines.

For further details, refer to the Terms of Reference for the Delivering as One UN Budgetary Framework and Delivering as One UN Fund in Mozambique. The Terms of Reference provides further information on the criteria for allocation of resources in the Delivering as One UN Fund, governance arrangements including the roles and responsibilities of the Administrative Agent, Participating Agencies and the Resident Coordinator, as well as reporting, M&E and audit arrangements. In addition, an internal UN agreement on inter-agency transfers and a standard agreement signed by donors have been developed and can be obtained as required from the Resident Coordinator's Office.



4 One Leader

The **vision for the One Leader** in Mozambique is that of an “empowered” and accountable Resident Coordinator, with the competencies and authority to guide the development and management of the Delivering as One UN in Mozambique and speak with one voice on behalf of the UN family, ensuring effective dialogue and communication with partners.

The Delivering as One UN initiative in Mozambique will be supported by a clear governance structure, with accountabilities outlined at the country, regional and global levels:

4.1 Country Level

The UN Country Team (UNCT) in Mozambique has made progress in the implementation of the One Leader concept. 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 RC function is increasingly important and complex. Ideally, it should be performed on a full time basis, and the RC should not have any operational implementation responsibilities. The appointment in 2006 of a UNDP Country Director as manager of UNDP’s day-to-day operations in Mozambique aims to strengthen the RC system, allowing the RC to focus on UN-wide issues.

The governance structure adopted by the UNCT in Mozambique is based on a “Cabinet” model, with the RC as the equivalent of the “Prime Minister” and UNCT members – comprised of the representatives of all UN agencies in Mozambique – as the equivalent of “Ministers”. UN Agency Representatives will continue to lead agency specific representation in-country, and the UN family will strive to identify opportunities where clustering of representation might increase efficiency and effectiveness in achievement of results.

In adopting this approach, the UNCT has reiterated its commitment to working towards an environment of openness and trust, where emerging issues and concerns are addressed openly and in the true spirit of a team.

4.2 The UN Country Team (UNCT)

The UNCT is an interagency coordination and decision making body at the country level. The main purpose of the Country Team is to plan and work together, through the Resident Coordinator system, to ensure the delivery of tangible results in support of the development agenda of the Government of Mozambique. Specifically, the UNCT will:

- Oversee development and implementation of the UNDAF and Delivering as One UN Initiative in Mozambique.
- Review, and endorse, in January of each year the Annual Report of the Resident Coordinator for the preceding year, and the Annual Work Plan (AWP) and budget of the Resident Coordinator’s Office, which defines the UNCT’s annual programme and operation priorities. Monitor implementation of the RCO Work Plan during the course of the year and recommend adjustments/actions as necessary.
- Oversee, by UNDAF Pillar (and sector), the development of Annual Work Plans harmonised with, and in support of, the national development agenda (PARPA II and Five Year Plan); provide guidance and advice to Programme Management Team (PMT) members and UNDAF Pillar leads as required.



- Oversee the development of the Annual Work Plan of the UN Operations Management Team (OMT), review progress in the areas of delivery of common services and systems, progress in the implementation of the Delivering as One concept, including harmonisation and alignment with national counterparts, and recommend appropriate courses of action.
- Advise on key issues related to country management strategies and change management processes as part of the UN coherence agenda and the Delivering as One UN initiative, taking into consideration the regional and global trends as well as their need and affordability.
- Based on agreed upon management performance indicators, review the overall performance of the UNCT and propose and take action for enhancing its performance.
- Based on inputs from the PMT and OMT, review programme and operations issues that have policy implications for the presence or operation of the UN system and recommend decisions.
- Review proposals regarding the formation and/or abolishment of committees and task forces and make recommendations.
- In collaboration with the UN Staff Association and We Care committees, promote staff development, morale and welfare.

The UNCT is supported by the **Programme Management Team (PMT)**, composed of Deputy Representatives and Senior Programme Officers from all agencies, which has been established to support the development, implementation, monitoring and evaluation of the One UN Programme within the Delivering as One: Operational Plan of the United Nations in Mozambique 2007-2009; development of the Delivering as One UN Budgetary Framework, and to provide inputs into the management of the One Fund. 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 will continue to harmonise its support increasingly with that of other development partners, through continued participation in the existing national coordination fora, including the SWAps and the working groups under the Programme Aid Partnership.

4.3 The UN Resident Coordinator

The UNCT in Mozambique supports the Resident Coordinator system based on the accountability framework that has been developed for the Resident Coordinator by the Resident Coordinator Issues Group of the UN Development Group (UNDG) in consultation with all agencies of the UNDG and the United Nations System Chief Executive Board for Coordination (CEB). The accountability framework, which is outlined in the document *“Principles for Enhancing the Leadership Role of the Resident Coordinator for UN Operational Activities for Development and Accountability Framework of the Resident Coordinator”* seeks to respond to the increased complexity in the functioning of the RC system over recent years. The framework for accountability affirms that the RC system encompasses all organisations of the UN system dealing with operational activities for development, regardless of their formal presence in the country.⁴

⁴ ACC Guidelines, 1999. Para. 6.



Specifically in Mozambique, it is agreed that the RC will take the lead for common issues that require the UN family to speak with one voice, and present a common position and views. UN Agency Representatives will continue to lead agency specific representation in-country, and with various line ministries. The UN system will strive to identify opportunities where clustering of representation might increase efficiency and effectiveness in achievement of results.

The UN Resident Coordinator is recognised by all heads of agencies as the team leader and his/her coordination function encompasses all organisations of the UN system with operational activities in the country, regardless of their formal presence in the country.

There will be a competitive and participatory selection of Resident Coordinator candidates, drawn from the best talent within and outside the UN system. The UNCT will be given the opportunity to provide inputs into the selection process of the Resident Coordinator.

4.4 Participating Heads of Agency

Each UNCT member in his/her functional capacity as the head of a participating UN agency contributes to the decision-making process of the Country Team, representing the interests and views of his/her area of expertise and organisational coverage.

UNCT deliberations are open and frank, and once consensus is reached, all UNCT members support that decision. UNCT members are required to use their utmost discretion in disseminating and sharing information on UNCT deliberations and key issues discussed.

The UNCT members will share information with staff of their respective agencies and with Non-Resident Agencies in a professional and responsible manner.

A detailed Terms of Reference have been developed in order to support and guide the work of the UNCT in Mozambique. It is based on the principles that:

- **The vision for the Delivering as One UN in Mozambique is of a unified United Nations presence, which acts, speaks and delivers as one** - the overall goal of the Delivering as One UN Initiative in Mozambique is to improve programme delivery, results and impact through a more coherent, better coordinated, funded and managed UN;
- **One size does not fit all** – in that UN Reform must be contextualised at the country level, based on the realities and specific circumstances of Mozambique;
- **Specific agencies will continue to exist** – in that normative mandates and operational activities of different UN agencies, funds and programmes will continue to exist;
- **National ownership and leadership will drive the reform agenda** – in that the UNCT will be guided, to the extent possible, by the national authorities to determine the most appropriate actions to be taken – both programmatically and operationally – as part of the UN Reform agenda; and
- **Reform is inclusive and urgent** – in that reforms must be carried out with a sense of urgency and must include all UN bodies, including those non-resident in the country.

For more details on the roles and responsibilities of the UN Resident Coordinator and the UN Country Team members please refer to the Terms of Reference of the UN Country Team. The ToR is complemented by an annex outlining key UN coordination for and modalities for coordinated UN participation in development partner fora.



The ToR should be read in conjunction with the Core Management Principles developed and endorsed by the UNCT in August 2007.⁵

4.5 Delivering as One UN Steering Committee

Mandate

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 will oversee and monitor the implementation of all components of the Delivering as One - Operational Plan for United Nations 2007-2009.

The proposed functions of the Steering Committee are as follows:

Policy guidance

- To establish a common understanding of the 'Delivering as One' concept, taking due cognizance of ongoing international initiatives towards harmonising development aid (Paris Declaration, etc.), and agree on the UN system roadmap for its implementation.
- To serve as a forum for the consideration of issues that may impede the implementation of the 'Delivering as One' concept and propose ways to address the identified obstacles.
- To guide the UN system on the review, design and implementation of the UNDAF and of Joint Programmes in synergy with government priorities.

Programme design and delivery

- To ensure that the Joint Programmes identified as priority outcomes for the One Programme component of the Operational Plan are aligned with national priorities.
- To oversee the implementation of the Delivering as One UN concept.
- To review technical recommendations submitted on the reform components, i.e. the One Programme, One Budgetary Framework, One Office/Common Services and One Leader concepts, and give directions as to the way forward.

Monitoring and evaluation

- To conduct annual reviews of the implementation of the UN system reform in terms of administrative and operational change management and delivery.
- To oversee a comprehensive evaluation of the UN system reform implementation in Mozambique.

Resource mobilisation

- To provide guidance on resource mobilisation for the implementation of the Operational Plan of the UN System in Mozambique.
- To advocate for donor and Government support to pilot the Delivering as One UN Fund.

⁵ The Core Management Principles are the equivalent of the Code of Conduct for the UNCT in Mozambique.



Communication

- To provide oversight of implementation of the communication strategy and its alignment with the overall UN system reform process.
- To ensure that Steering Committee decisions are communicated effectively to all stakeholders.

The work of the Delivering as One UN Steering Committee will be supported by the UN Resident Coordinator's Office with assistance from the UN Country Team in Mozambique. The RC Office and the UNCT will act as Secretariat to the Committee and provide the following tasks:

- Make recommendations to the Steering Committee on key issues relating to the Delivering as One UN initiative.
- Bring to the attention of Steering Committee members any issues or challenges that may arise in the implementation of the Operational Plan 2007-2009.
- Prepare quarterly/bi-annual progress reports on implementation of the reform process.

Composition of the Delivering as One UN Steering Committee

The Delivering as One UN Steering Committee will be co-chaired by the Minister of Foreign Affairs and Cooperation of the Government of Mozambique and the Resident Coordinator of the United Nations.

The membership of the Delivering as One UN Steering Committee will be limited to ten representatives, five each from the Government and the UN respectively⁶. It is imperative that the members of the Delivering as One UN Steering Committee represent their institutions at a high level due to the importance and sensitivity of the issues addressed and in order to ensure timeliness and efficiency of guidance and decision making.

To ensure consistency, the UN Resident Coordinator and the representatives of Ministry of Foreign Affairs and Cooperation, Ministry of Planning and Development and Ministry of Finance should be permanent members of the Steering Committee. The duration of membership for all other members should be for one year on a rotational basis.

For further details on the Delivering as One UN Steering Committee, refer to the detailed Terms of Reference that is available from the Resident Coordinator's Office.

4.6 Regional Level

At the regional level, the Delivering as One UN initiative will be overseen by the Regional Directors Team (RDT), which will provide direct oversight to the Resident Coordinator. At the end of the year, the UNDP Regional Director will consult with all members of the RC System and present consolidated inputs to the RDT. The RDT will assess key results in each functional area, and progress on competency development and will agree on a final performance appraisal and rating for the RC.

⁶ An alternative proposal is to limit the Committee to six members: The UN Resident Coordinator, also representing non-resident UN agencies; three members of the Government of Mozambique – MINEC, MPD, MF and two representatives from the UN system in Mozambique (one from the UN Executive Committee Agencies and one from the UN specialisespecialisespecialised agencies).



The Regional Directors Team will also support the UN Country Team in advocating for increased harmonisation at the global level.

4.7 Global Level

In line with TCPR and relevant UNDG guidelines, and in line with the recommendations of the High Level Panel and with the aim of greater coherence at the level of Headquarters, it is envisaged that oversight of the Delivering as One UN initiative at the global level will be undertaken by a Sustainable Development Board, to be supported by an inter-agency Development Policy and Operations Group within the United Nations System Chief Executives Board for Coordination (CEB) framework.

In addition these arrangements, support will also be required from agency headquarters, such as the provision of additional resources or secondments of qualified staff and flexibility in relation to the harmonisation of rules, regulations and procedures.



5 One Office and Common Services

The vision for the One Office/Common Services is one of a harmonisation of operational business processes, with integrated support services, under which all agencies share joint premises and common services wherever cost efficient with emphasis on a common set of procedures, policies and systems, while maintaining their own identity. The aim is to ensure efficient and effective delivery of operations support for programmatic activities of all agencies in Mozambique, ensuring that cooperative arrangements are in place to build on synergies and maximise utilisation of capacities and infrastructure.

5.1 Background

In the context of UN Reform, and prior to the designation of Mozambique as a Delivering as One UN pilot country, the UN in Mozambique had already made progress in coming together in a number of areas to increase its operational efficiency and effectiveness and reduce the transaction costs resulting from its processes both from the UN perspective and from the host government perspective.

In terms of common services, for example, the following have already been established:

- An Inter-agency Operations Management Team (OMT) which meets twice a month to review operational aspects of programme delivery with the objective of reviewing bottlenecks and boosting operational efficiency to programme delivery in Mozambique;
- One bank with a dedicated branch for the UN system in Mozambique which helped the UNCT to reduce time spent by staff queuing for bank services thereby increasing effective time management. The margin of bank transaction errors was also drastically reduced as the bank had staff dedicated to UN accounts as opposed to previous system with no preferential treatment;
- One travel agency for the UN agencies which, though still with plenty of room for improvement, has reduced staff time spent in securing cost efficiency and convenience for travellers;
- One common security system with clear lines of accountability (one security firm);
- One roster of translators and interpreters; and
- Standardised fees for consultants.

Under the Delivering as One initiative, the UNCT continues to strive for a more coherent and harmonised programme delivery system, in order to realise increased operational efficiency by reducing transaction costs and optimal use of scarce resources through identified common services.

5.2 Challenges

The UNCT is convinced that in order to meet the very high expectations of the Government of Mozambique and other strategic partners in the reform process, fundamental changes need to be effected in harmonising business practices, systems and procedures of the UN system in the country.



In moving forward in the areas of One Office and Common Services, the OMT has identified a number of challenges, some of which are outside of the decision making prerogative of the UNCT. These include, *inter alia*, the following elements:

- To demonstrate oneness in the delivery of programme activities, value adding innovations, team-based and complementing each other's strengths
- To be able to devote quality time to the reform process as well as maintain a good balance for the regular programme activities, using the same level of financial and human resources
- To identify financial resources to implement the proposed assessments, cost benefit analyses, in order to make informed decisions

The following elements are also to be noted:

- Agency specific ERP systems will continue to be used for transaction recording in the foreseeable future.
- Agency specific e-mail systems will continue to be used in the foreseeable future.
- Existing systems for managing the payroll and other salary related entitlements will continue to be used in the foreseeable future.

5.3 Areas of Intervention

5.3.1 Criteria for selecting priority interventions

In determining the most critical actions that the UNCT should move forward on, and which maximise operational efficiency and effectiveness, the OMT has proposed two levels of action:

- Actions that can be undertaken at the country level without significant Headquarters assistance or guidance.
- Actions that can only be undertaken with corporate level buy-in, support and guidance.

The OMT will begin with activities that do not require corporate buy-in. These activities will be undertaken against three timelines:

- Achievable in the short term – by the third quarter of 2008.
- Achievable in the medium term – by mid 2009
- Achievable in the long term – from 2009 to end 2010

Longer term deliverables foresee higher level consultations at corporate level while short term deliverables are within the prerogative of the UNCT at the country level.

5.4 Key areas of Intervention

The UNCT, in collaboration with the Operations Management Team (OMT) has agreed to focus on a number of specific operational areas in the course of the UNDAF cycle:



- **One Office/Common Premises:** encompasses actions that will lead to the establishment of common premises for all UN agencies. It is envisaged that integration of critical administrative and ICT services in the common premises and an increased sharing of support staff will lead to cost savings through economies of scale.
- **Finance:** encompasses finance related functions, including all financial policies and procedures, planning and budgeting, financial monitoring and reporting.
- **Human Resources:** encompasses HR related functions including work processes and procedures, recruitment, vacancy management rosters, staff development and staff wellbeing and staff association matters.
- **Procurement and Administration:** encompasses initiatives that will contribute to increased effectiveness and efficiencies in joint procurement of goods and services across participating agencies.
- **ICT:** encompasses a range of ICT issues, including sharing of hardware and common infrastructure, common procurement and standardisation of equipment among agencies, improved physical communication and support staff structures.
- **Protocol:** encompasses issues relating to the Privileges and Immunities of the UN system, including harmonisation of protocol arrangements with Government.

While details of each of the above areas are outlined in specific work plans that can be obtained from the RCO, the section below summarises the key operational issues that will be carried forward as part of the Delivering as One UN initiative in Mozambique.

5.4.1 One Office/Common Premises

A key aspect of the One Office concept will be the establishment of a Common Premises at central level to house all resident UN agencies, as a means of promoting a more unified presence at the country level, reducing costs, and building closer ties among UN staff. The UN system in Mozambique has been exploring the possibility of having common premises for some years, examining various options with the Government and with the private sector. The donors in Mozambique have also supported the idea.

Recent discussions with the UNDG Working Group on Common Premises and Services have highlighted the need to recruit a project manager to support the OMT in managing the process. For this reason, a consultant was recruited to work on reviewing agency requirements, conducting a cost benefit analysis, and writing a full proposal on the option that is considered the most viable.

Based on the contents of the proposal, the aim of the UNCT is to finalise the steps of proposal development, site identification, decision-making process and funding arrangements in 2007, and if the common premises option is confirmed as cost-effective and appropriate, to start implementation immediately afterwards.

The UN Country Team is also exploring the possibility of establishing joint offices at the decentralised level, with other agencies joining WFP and FAO in their sub-national offices, as may be required. All possible options will be explored to the fullest extent possible and the most cost effective and practical options will be presented to the UNCT.

5.4.2 Finance

Interventions in the area of finance will include:



- Standardisation of payment procedures and documentation required for external vendors.
- Adoption of a harmonised HACT initiative by all UN agencies including application of the HACT principles.
- Adoption of a joint audit management process for the joint programmes.
- Systemic application of the DevInfo package for monitoring and evaluation of joint programmes results and delivery/expenditures by Agency against UNDAF outcomes.
- Adoption of system interfaces that enable finance staff to process (not approve) payment and other related transactions in more than one ERP system. Such interface between the systems of UN agencies will facilitate improved use of staff time accelerate delivery within and across the UN system.

5.4.3 Human Resource

Interventions in the area of HR will include:

- Standardisation and integration of recruitment processes for local staff, short term staff and consultants. This includes the use of common rosters, joint advertisement, joint interviews and other related HR processes.
- Establishment of joint staff skill development, learning/training, growth and career management initiatives. This includes sharing specific online e-learning systems and programmes, organising joint training events and workshops and facilitate staff exchanges in the workplace.
- Joint staff capacity assessments which will be led by the UNCT and supported by OMT.
- Adoption of staff well being measures to enhance a conducive work environment and uphold the work life balance principle.

5.4.4 Procurement and Administration

Interventions in the area of procurement and administration will principally focus on:

- A coordinated development of procurement plans, supplier databases, exchange of existing local and corporate Long Term Agreements (LTA) and appropriate performance guarantees.
- Procurement of office and administrative supplies and services for the UN system (using existing structures, rules and procedures).

In addition to the above, the UNCT has also discussed the longer term possibility of procurement of programme supplies, particularly for joint programmes. It has been agreed that agency specific procurement of programme and project supplies will continue in the short term. In the long term, should requirements for joint procurement of programme supplies be established, the OMT will



make recommendations to the UNCT, to review the possibility of a joint procurement body or a single Agency, handling all procurement of programme and project supplies.

5.5 ICT

The focus of the ICT will be on three key result areas:

- Establishment of a common approach to ICT. This includes common procurement of ICT equipment and services and common infrastructure such as a common VHF/HF frequency management and IT network using the Demilitarized (DMZ) technology that facilitates common data connectivity and hosting of a common website. A common approach to ICT will also result in improved coordination of UN activities during emergency operations both within the UN System and with the Government.
- Improvement of UN communication facilities, which includes assessing and, if deemed appropriate, implementing an inter-agency telephone system and an intranet to improve inter-agency communication. The mobile to mobile service will be reviewed in order to maximise quality of service at the best price.
- Harmonisation where possible of ICT policies and procedures, with an emphasis on training and on establishment of a UN ICT support team.
- The activities selected under each area of ICT have been chosen in order to achieve maximum impact in cost reduction, harmonisation of procedures, simplification of processes, and increased effectiveness and efficiency of ICT overall.

5.5.1 Protocol

The focus of this particular area will be on reviewing existing agreements between the UN system and the Government of Mozambique for harmonisation and standardised implementation. Success in this area relies heavily on sound collaboration between the UN and the Government of Mozambique, in particular with the Ministry of Foreign Affairs and Ministry of Planning and Development which are responsible for Privileges and Immunities and tax exemption matters.



6 Communicating as One

The overall goal of “Communicating as One is to provide a framework for speaking in a unified voice on how the United Nations in Mozambique contributed to poverty reduction by supporting national development goals.

6.1 Background and Context

Recognising the importance of working towards a formal joint UN communication structure in the UN Reform process, this section summarises how the UN in Mozambique can more effectively pool together its resources and talents in the area of communication to push forward the poverty reduction agenda, through the achievement of the MDGs.

As the Delivering as One UN initiative is taking shape in Mozambique and roles and responsibilities within the UN system are defined to improve programme delivery and results, it is imperative to present a more cohesive public image which also reflects the complementary roles and expertise of each agency.

A new communication strategy is being developed to support a more unified, cohesive UN voice.

6.1.1 Challenges

- New and evolving UN environment which requires adaptability and flexibility of all.
- Different communication capacity among UN entities in terms of staffing, resources and expertise.
- Large number of UN agencies and UN institutions with diverse agendas and communication activities.
- Undefined funding mechanism for joint communication initiatives and activities.

6.1.2 Advantages

- All UN institutions around a common set of goals and messages.
- Wide set of skills and competencies.
- Pooling of resources and working practices to prevent duplication of efforts, parallel activities and competition for media attention.
- Cohesive and synchronised communication initiatives.

6.2 UN Communication Working Group (UNCWG)

The UN Communication Working Group (UNCWG) and its joint annual Communication Work Plan (CWP) form the basis of the “Communicating as One” structure in Mozambique.

In 2006, the recruitment of a UN Communication Officer (UNCO) in the Resident Coordinator Office (RCO) led to the creation of a UNCWG, bringing together communication staff (or equivalent) from all the participating UN organisations under Terms of Reference endorsed by the group and the UNCT.



Under the overall coordination of the UNCO, the UNCWG is responsible for ensuring a cohesive and integrated approach to communications in the context of UN Reform and lays the foundations for the creation of a flexible Delivering as One UN communication platform. Members of the group meet on a regular basis to share information on agency-specific initiatives, discuss UN-wide strategies and coordinate the implementation of joint activities.

This year (2007), the UNCWG developed and is implementing its first joint annual CWP. The plan defines joint communication activities and projects implemented throughout the year and assigns specific responsibilities. To this end, the CWG is divided into several sub-teams which are responsible for specific projects and initiatives in the CWP, according to their expertise and capacity.

The structure brings together all UN entities in the country around a common communication strategy and provides a platform for joint collaboration around a series of concrete projects and communication initiatives. In the initial phase, the joint work plan complements each agency's own activities.

For the CWG to be fully effective, the projects and activities in the CWP must also be reflected in the communication plans of individual agencies, and accountabilities must be defined at the beginning of the year against clear deliverables for each member of the group. This will ensure that CWG members dedicate adequate time and resources to the achievement of the joint annual work plan.

The developing nature of the Delivering as One UN initiative means that any proposed model for communicating as 'One' is likely to evolve rapidly, particularly in the initial phase. It is expected that the first year of the Delivering as One UN pilot will help consolidate the UNCWG functions and structure from which lessons learned will inform future planning.

As joint programming is operationalised in Mozambique, increasing collaboration between agencies' communication staff is to be expected, which could eventually lead to a truly integrated UN Communication Team, particularly in the context of common premises.

6.3 One strategy

The communication strategy is premised on the Millennium Development Goals (MDG), which offer an ideal platform for communicating on the work of the UN as a whole – its goals, its achievements and its positive impact on Mozambique's socio-economic development.

The strategy also supports the overall goal of the Delivering as One UN initiative in Mozambique, which is "to improve programme delivery and results through a more coherent, better coordinated, funded and managed UN."

From this perspective, it is the results and outcomes that are most important, rather than the reform process. Therefore, from an external public point of view, the initiative could be considered successful when it is fully accomplished.

However, there are a number of groups for which the *process* clearly matters – UN staff, partners and donors, executive boards and others who are the internal audiences of the UN. These groups will need to be informed *about* the Delivering as One UN initiative in order to understand how it will affect them. But here the responsibility of communicating on the process will rest primarily with Human Resources, Administration and Programmes, with the support of Communication specialists.

Ultimately, the UN communication team seeks to communicate as "One" the concrete results and lasting impact of its interventions in poverty reduction and human development programmes.



6.3.1 What is to be communicated?

- Advocate for poverty reduction measures through the achievement of the Millennium Development Goals and other internationally agreed goals.
- Promote the work and vision of the UN in Mozambique and its positive impact on the overall development process.
- Raise awareness about Mozambique's socio-economic development and key development issues, through evidence based information.
- Support resource mobilisation efforts through the dissemination of information that demonstrates how the UN achieves better results by "Delivering as One".
- Articulate the reform process conveying a unified United Nations to external and internal audiences.

6.3.2 One voice

High-level representation in public events is coordinated by the UNCT to ensure that the UN speaks with one voice through the RC or through a Head of Agency, on behalf of the UN.

Similarly, the UNCO is the official UN spokesperson in the country. However, agencies' spokespersons retain the responsibility for speaking on issues pertaining to their mandates and specialised programme, in close consultation with the UNCO.

Through the CWG, agency communication staff members are responsible for keeping the UNCO informed of all communication activities and public statements that are not part of the UNCWG. Where appropriate, public events and initiatives organised by agencies should be presented as part of the broader UN presence in the country. The UNCO should be present at public events organised by UN agencies whenever possible.

6.3.3 One image

To ensure coherence and to reinforce the image of the UN as 'One', public statements should make reference to the UN and place the activity within the broader UN context.

However, communicating as 'One' should not result in eliminating individual agency identities and public images. With regards to print and multimedia material, for example, agencies will retain their logo and identity but should include the UN logo in their communications, where appropriate. Templates and boilerplates should be developed for this purpose.

Alternatively, agencies which rely on external fundraising will continue to prepare material, activities and messaging geared specifically to the communication needs of their fundraising networks, without jeopardising the Delivering as One UN spirit.



7 Implementation Plan

	Key Results	Activities	Time Frame (2007-2009)	Budget/Inputs	Responsible
A. Development of the One UN Operational Plan 2007 – 2009					
A.1	Draft 'Delivering as One' Operational Plan for the UN system in Mozambique 2007-2009 developed	Drafting of Operational Plan by One UN Task Force	August 2007	Staff time	One UN Task Force with inputs from Programme Management Team (PMT), Operations Management Team (OMT), Communication Officers Working Group (CWG)
A.2	One UN Steering Committee preparations	Develop ToR for One UN Steering Committee and identify committee members	August 2007	Staff time	Resident Coordinator (RC) and UNCT
A.3	Launching of 'Delivering as One UN' concept for Mozambique	Organise launching event with Government and bilateral donors Include FAQ, joint programmes, brief on Operational Plan	TBD by Government	Staff time / RCO Budget	RC UN Communication Officer (UNCO)
A.4	Formal establishment of One UN Steering Committee	First meeting of the One UN Steering Committee	TBD by Government September 2007	Staff time	RC
A.5	Delivering as One: Operational Plan of the UN for 2007-2009 presented and approved by One UN Steering Committee	Consult Government and donors Operational Plan (through One UN Steering Committee)	TBD by Government September 2007	Staff time	RC and UNCT
A.6	Self assessment of	Evaluate implementation of	2008 (TBD)	TBD	RC



	Key Results	Activities	Time Frame (2007-2009)	Budget/Inputs	Responsible
	UN coherence process in Mozambique (One UN and UNDAF)	the Delivering as One UN Operational Plan 2007-2009			
A.7	UN Evaluation Group's Evaluation of Mozambique Delivering as One UN experience	Participate in UN-wide evaluation of One UN Pilot countries	October 2009	TBD	UNEG
B. Development of Full Joint Programmes as Part of the One Programme (Building on One Pagers in the Operational Plan)					
B.1	All Joint Programmes for the 'Delivering as One UN Operational Plan 2007-2009 identified	Present proposals for Joint Programmes for discussion and approval of the UNCT Meeting (One Pagers)	June-July 2007 (Done)	Staff time	PMT (PMT Chair)
B.2	Develop and launch Joint Programmes	Establish methodology, develop standard format, Annual Work Plan, M&E Framework, agree on process	June-July 2007 (Done)	Staff time	Joint Programme Leads/PMT Chair
		Endorsement by CMT	July 2007 (Done)		PMT Chair
		Launch Joint Programmes that are ready	October 2007 (First window) January 2008 (Second window)		UNCT/PMT
B.3	Economic Development Pillar for UNDAF presented and approved by Government	Arrange meeting with line ministries at senior level (National Directors) to consult on the Economic Pillar	August 2007 (Done)	Staff time	FAO Representative and RC
		Arrange a meeting with the relevant line Ministries/Ministers to endorse the pillar	TBD by Government August 2007 September 2007		FAO Representative and RC



	Key Results	Activities	Time Frame (2007-2009)	Budget/Inputs	Responsible
		Agree on preparation and publication of revised UNDAF document	August 2007	Translation/printing costs (IFAD) Revised UNDAF	RCO
C. Develop One UN Budget Framework and One Fund					
C.1	Updated information on funding requirements for the One UN Budgetary Framework collected	Collect information from UNDAF Pillar heads on funded and unfunded resources for the revised UNDAF document	July 2007 (Done)	Staff time	RCO
C.2	Updated information on funding requirements for the One UN Fund collected	Collect information on funded and unfunded resources required for Joint Programmes	July 2007 (Done)	Staff time	RCO, with support from PMT/UNDAF pillar heads
C.3	Joint Resource Mobilisation Strategy for UNDAF developed	Finalise Joint Resource Mobilisation Strategy with incorporation of recommendations of the JRM Mission	August 2007	Staff time	One UN Task Force/UNCT
C.4	LOA between Administrative Agent – UNDP – and Donors	Formulate LoA Endorsement from UNCT for sharing with HQs Operationalise following inputs from HQs	July 2007 (Done) August 2007 (Done) October 2007	Staff time	UNICEF Representative RC UNCT
C.5	MoU between Administrative Agent – UNDP – and Participating Agencies	Formulate MoU Endorsement from UNCT for sharing with HQs Operationalise following inputs from HQs	July 2007 (Done) August 2007 (Done) October 2007	Staff time	UNICEF Representative RC UNCT



	Key Results	Activities	Time Frame (2007-2009)	Budget/Inputs	Responsible
D. Development of the One UN Leader Documents					
D.1	Draft ToR for UNCT developed with clear articulation of role and responsibilities of the RC and the UNCT members	Prepare draft ToR for UNCT approval Prepare draft Annex 1 of ToR for UNCT Approval	By August 2007 (Done) By August 2007 (Done)	Staff time	One UN Task Force
D.2	Change Management plan developed by UNCT	Develop budget for Change Management (to be managed by RCO) – costing elements of the Implementation Plan of the One UN Operational Plan, OMT and Communication Strategy costs Draft ToR for Change Management Adviser Draft Change Management Plan	End August 2007 By 14 August 2007 Pending	Staff Time	RCO, with support from OMT, CWG and One UN Task Force UNHCR Representative and UNDP DRR/P RCO
D.3	Core Management Principles endorsed by UNCT	Draft, review and agree on Core Management Principles for UNCT	By August 2007 (Done)	Staff time	UNICEF Representative
E. Development of the One Office/Common Premises					
E.1	Common Premises preliminary assessment completed and UNCT decision taken on further process	Circulate report on Common Premises assessment, UNCT to review recommendations of consultant and agree on way forward UNCT validation session Circulate to HQ	July 2007 – Done – awaiting reply from MINEC July 2007 (Done) August 2007 (Done)	Staff time (consultancy already budgeted and conducted)	RC and OMT UNCT OMT Chair / UNCT members



	Key Results	Activities	Time Frame (2007-2009)	Budget/Inputs	Responsible
E.2	Project Manager recruited for Common Premises Project	Recruit and initiate Common Premises Project	TBD – based on Government and HQ feedback	TBD	UNDP
E.3	Proposals for Common Services finalised	Present suggestions and work plan for common services to UNCT	July 2007 (Done)	Staff time	OMT Chair/UNCT
F. Development of One UN Communication Strategy					
F.1	Joint One UN Communication Strategy developed and approved	Draft of Communication Strategy, work plan and budget and to be shared with UNCT for inputs	August 2007	US\$10,000 (cost-shared by UNCT)	Communicating as One Consultant & CWG
F.2	Key Milestones and Low Hanging Fruits for 2007 identified and endorsed	Develop list of 2007 Milestones and Low Hanging Fruits	July 2007 (Done)	Staff time	UNFPA Representative
F.3	Effective implementation of the UN Communication Strategy	Implement UN Communication Strategy including materials, training, etc.	Pending	TBD	CWG
F.4	Staff informed and engaged in the Delivering as One UN process	Develop a calendar for staff briefings, debates, newsletter etc	Pending	TBD	CWG
G. UN Capacity Assessment					
G.1	Consensus on staffing profile, capacity gaps and training needs	Finalise ToR of Capacity Assessment Conduct capacity assessment	August 2007 October/November 2007	TBD	Capacity Assessment Task Force
G.2	Capacity and	Develop capacity	By end 2007	TBD	UNCT



	Key Results	Activities	Time Frame (2007-2009)	Budget/Inputs	Responsible
	skill development plan developed and implemented	assessment and skill development plan according to implementation requirements of UNDAF			
G.3	Staff training/skills building and recruitment guided by capacity needs assessment to the extent possible	Based on capacity gap analysis and needs in country strengthen staff skills and/or modify staff composition (e.g. change management, programme implementation, involvement in SWAps & DBS, monitoring)	2008	TBD	UNCT
G.4	RCO adequately staffed to coordinate the development and implementation of the Delivering as One UN initiative	Key positions in the RCO funded and recruited	By end 2007	TBD	RC
H. Development of the Next Cycle of One UN Programme (ex-UNDAF)					
H.1	Draft One UN Programme for next cycle (2010 onwards) developed	Drafting of programme in parallel to preparation by GoM of Five Year Plan 2010-2014	2009	TBD	UNCT



Annex 1: UNDAF Outputs Mapped Against Key Thematic Areas of Focus

Focus Area	Governance	Human Capital	HIV and AIDS	Economic Development
<p>Policy and Advocacy (support for policy development and analysis and advocacy for UN core values, such as human rights, gender)</p>	<p>1.3.1 Upstream and downstream policy formulation and reforms capacity strengthened (UNDP, UNCDF in liaison with all UN agencies)</p> <p>1.5.1 Awareness on human rights with a focus on women and children's rights, workers rights and PLWHA raised within civil society and improved protection by justice institutions (UNDP, UNICEF, UNFPA, ILO, UNHCR)</p>	<p>2.2.1 National Reproductive Health Policy (SHR/MMR) and National Child Health Policy (including neo-natal component) approved and implemented (UNFPA, UNICEF, WHO)</p> <p>2.3.1 Decentralised planning and financial management guidelines under the national water policy implemented in eight municipalities (UNICEF, UNDP)</p> <p>2.5.1 National policy and strategy formulated that integrate safety net interventions, including cash transfers, by Government and partners and promote the allocation of adequate budgets for social safety net programmes (UNICEF, WFP, FAO, ILO)</p>	<p>3.1.2 A national policy framework, strategy and coordination mechanisms for HIV prevention among children/adolescents and young people, reflecting the key principles of an effective HIV prevention response and defining an integrated prevention package that addresses factors of vulnerability formulated and approved by the end of 2007 (UNFPA, UNICEF, UNHCR, UNAIDS)</p> <p>3.2.1 Protocols and policy related to PMTCT developed and regularly reviewed by MISAU (UNICEF, WHO, UNFPA)</p> <p>3.3.2 National protocols updated, approved and distributed in all facilities providing the standard support package (WHO, UNICEF)</p> <p>3.3.4 60 per cent public and 80 per cent of private institutions have adopted and implemented a policy on HIV and AIDS in the workplace (WHO, UNIDO, ILO, UNESCO)</p> <p>3.4.3 Duty bearers have adopted, implemented and disseminated legal instruments that relate to protection and prevention of discrimination of PLWHA and OVC (UNICEF, FAO, UNHCR)</p>	<p>4.1.1 Policies/strategies and best practices on agriculture, land tenure and sustainable use of natural resources (water, wood energy, land, wildlife, forestry, livestock, fisheries, etc) formulated, approved and implemented and rights for access by communities and disadvantaged people respected (FAO, IFAD, ILO, UNDP, UNESCO, UNEP, UN-HABITAT, UNHCR)</p> <p>4.1.4 National strategic and regulatory framework for rural finance and microfinance formulated, adopted and implemented (FAO, IFAD, ILO, UNCDF, UNDP, UNHCR)</p> <p>4.1.6 Policies/strategies to enhance the economic and enabling business environment and to promote entrepreneurship formulated, approved and implemented (ILO, ITC, UNDP, UNESCO, UN-HABITAT, UNHCR, UNIDO, UNIFEM)</p> <p>4.2.1 Local (rural and urban) economic development strategies formulated and implemented in selected provinces, districts and municipalities (FAO, ILO, UNCDF, UNDP, UN-HABITAT,</p>



				UNHCR)
<p>Normative and Technical Support (normative and technical advisory services)</p>	<p>1.1.3 National financial and management systems and mechanisms including gender responsive budget developed and implemented (UNDP, UNCDF, UNHABITAT)</p> <p>1.1.4 Information systems providing disaggregated socio-demographic data for planning, monitoring and evaluation by region, sex, vulnerable groups, reliable socio-cultural and gender-sensitive for improved planning and M&E and increased access to information strengthened (UNDP, UNFPA, UNICEF, UNHABITAT, UNESCO)</p> <p>1.2.1 Government decentralised and restructured to promote efficient, effective and accountable delivery of integrated services (UNDP, UNCDF, FAO, UNESCO)</p> <p>1.2.3 National e-Government platform to support service delivery at provincial, municipal and district level established (UNDP, UNHABITAT)</p> <p>1.3.3 Systems established and operationalised to ensure the continuous and consistent monitoring of the development in the country in relation to the</p>	<p>2.1.1 100 per cent of primary schools in seven pilot districts supported to implement a minimum quality education package (UNESCO, UNICEF, FAO, WFP)</p> <p>2.1.2 80 per cent of primary schools in the seven pilot districts have water and sanitation services and hygiene education, and a minimum package of school health (UNICEF, WFP, WHO)</p> <p>2.1.3 500,000 vulnerable children (especially girls and OVC) reached by school based food and nutrition programmes in at least 750 primary schools in targeted districts (WFP, FAO, UNICEF, UNESCO)</p> <p>2.1.5 Illiteracy rate reduced to 46 per cent through improved services to deliver literacy for empowerment, in particular for women and out-of-school youth in rural areas (UNESCO, UNFPA)</p> <p>2.2.2 Health information systems providing quality disaggregated data on key health indicators designed and implemented nationally (WHO, UNFPA, UNICEF)</p> <p>2.2.3 80 per cent of health</p>	<p>3.1.3 The national, multidimensional and multi-sectoral HIV and AIDS prevention programme, that promotes in particular gender equality and addresses gender norms and relations, scaled up to reach at least 60 per cent of the target population of children/adolescents and young people by end of 2009 (UNFPA, UNESCO, UNICEF, UNAIDS, UNHCR)</p> <p>3.1.4 Socio-cultural norms and beliefs in communities addressed to improve the effectiveness of prevention activities, combat sexual and domestic violence and reduce stigma and discrimination, through quality communication initiatives (UNFPA, UNESCO, UNICEF, UNAIDS)</p> <p>3.1.5 Key prevention information, regularly collected, analysed and used to determine the mix of appropriate HIV prevention measures, and the gaps and barriers in policy and programme implementation (UNFPA, ILO, UNAIDS)</p> <p>3.2.2 In UN supported PMTCT sites, uptake of ARV prophylaxis for HIV+ women and children increased from 47 per cent to 70 per cent and acceptance of testing for pregnant women increased from 71 per cent to 85 per cent</p>	<p>4.1.5 Cultural issues recognised and integrated in development planning processes at central and decentralised levels (FAO, ILO, UNDP, UNESCO, WHO)</p> <p>4.3.1 Economic and business initiatives supported, including the implementation of the employment strategy, as well as the graduation of the informal sector into the formal economy (ILO, ITC, UNDP, UNESCO, UNHABITAT, UNIDO, UNIFEM)</p> <p>4.3.2 Improved agricultural and agro-industrial productivity and product quality and working conditions for rural workers in selected provinces, notably through dissemination of best practices, improved infrastructure, service delivery and access to markets for smallholders and incorporation of their priorities in local development plans (FAO, IFAD, ILO, UNDP, UNEP, UNIDO)</p> <p>4.3.4 Improved productivity and quality of production of SMEs in selected provinces/districts through sustainable access to technical assistance, skills, technology, services (including financial services), infrastructure, and markets (FAO, IFAD, ILO, ITC, UNCDF, UNDP, UN-</p>



	<p>MDGs and national development plans, including disaggregated state budget monitoring (UNDP, UNICEF)</p> <p>1.3.5 Population census conducted in 2007 and updated socio-demographic disaggregated data for development available in all provinces and selected districts (UNFPA, UNICEF)</p> <p>1.5.2 Improved juvenile justice mechanisms in place and all provinces have piloted a model section for children in the existing courts for children in contact and conflict with the law (UNICRI and UNICEF)</p> <p>1.7.2 Community access to business and financial services, disaggregated by district, area, and beneficiaries (in particular women & other marginalised groups) increased (UNDP, UNCDF, UNIDO, ILO, UNFPA, FAO, UNHCR)</p>	<p>facilities in all provinces implementing IMNCl, including C-IMNCl, for treatment of childhood diseases (WHO, UNICEF)</p> <p>2.2.4 75 per cent of one year old children are fully immunised through implementation of the RED approach in 45 districts (Reaching Every District) (WHO, UNICEF)</p> <p>2.2.5 Increased access to and use of quality SRH services for 50 per cent of women (including EmOC) and 10 per cent of men in reproductive age in all provinces (UNFPA, WHO, UNICEF)</p> <p>2.2.6 Malaria treatment and prevention packages (ACTs, IPT, home based treatment, LLINs) implemented in all provinces (UNICEF, WHO)</p> <p>2.3.2 Planning, monitoring, and evaluation systems for drinking water and sanitation operationalised in five provinces (UNICEF, WHO, UNDP)</p> <p>2.3.3 At least 1,000,000 additional users among vulnerable groups have access to and use safe water and appropriate sanitation and benefit from improved hygiene practices (UNICEF, WHO)</p>	<p>(UNICEF, WHO, WFP)</p> <p>3.2.3 A communication strategy aimed at creating an enabling environment at community level to increase the utilisation of the PMTCT services adopted and implemented by key stakeholders (UNICEF, WHO, UNHCR)</p> <p>3.2.4 Follow up system for mothers abandoning PMTCT service prior to completion designed and implemented at half of the PMTCT sites (UNICEF, WHO)</p> <p>3.2.5 The national HIV and AIDS information system strengthened to generate high quality disaggregated data on uptake, defaulting, and successful compliance of prophylaxis for the child in PMTCT services (UNICEF, WHO)</p> <p>3.5.2 HIV and AIDS and gender mainstreaming tools and methodology applied by 180 District and Provincial planners and programme implementers (UNDP, UNAIDS, UNFPA, UNESCO, FAO)</p> <p>3.5.3 HIV and AIDS and gender mainstreaming tools and methodology applied by ten large national CSOs in their planning and implementation processes (UNDP, UNAIDS, UNFPA, UNESCO)</p> <p>3.6.1 One integrated and well-defined national M&E operational</p>	<p>HABITAT UNIDO)</p> <p>4.3.5 Integrated Framework (IF) for trade related technical assistance enhanced and operationalised, including trade negotiations and facilitation and capacity to address supply side constraints, and national standardization, certification and quality assurance issues (FAO, ILO, ITC, UNCTAD, UNDP, UNIDO)</p>
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<p>Capacity Development (strengthening of national capacity at both central and decentralised levels)</p>	<p>1.1.1 Capacities supporting planning, monitoring and the participatory evaluation of strategic integrated plans, with an emphasis upon cross-cutting issues such as Gender and HIV and AIDS, strengthened (UNDP, UNCDF, UNICEF, WFP, FAO, UNFPA, UNESCO, ILO)</p>	<p>2.1.4 Strengthened capacity of the education sector for emergency preparedness and response to reduce disruption in school service in districts affected by natural disasters (WFP, UNICEF, UNESCO)</p> <p>2.2.7 Strengthened capacity of the health sector for emergency preparedness and response to</p>	<p>3.1.1 Institutional and technical capacity of government and civil society partners including trade unions and employers to scale up a sustainable, coordinated, evidence-informed HIV prevention response for children/adolescents and young people and workers strengthened (UNFPA, UNICEF, UNESCO, UNAIDS, UNHCR)</p>	<p>4.1.2 Improved national capacity to analyse and manage disaster, climate change adaptation, and risk, including environmental risk (e.g. elimination of obsolete pesticides, persistent organic pollutants, etc.), disease and pest control, and demining at national level (FAO, UNDP, UNEP, UNESCO, UN-HABITAT,</p>



	<p>1.1.2 Capacities supporting the coordination of decentralised policies, plans and partnership building at the sub-national level strengthened (UNDP, UNCDF, UNICEF, UNHABITAT, UNESCO)</p> <p>1.2.2 Provincial government, selected districts and municipalities capacities improved to coordinate, implement and oversee delivery of integrated services strengthened (UNDP, UNCDF, UNHABITAT, FAO, UNICEF, UNAIDS, UNESCO)</p> <p>1.3.2 Capacity of public servants to formulate and manage policies and strategies at national level increased (UNDP, UNCDF, FAO, UNICEF, WFP, UNFPA, UNESCO).</p> <p>1.4.1 Democratic governance and efficient and accountable enforcement of laws promoted and consolidated by strengthening key democratic institutions (UNDP, UNICEF, UNESCO, ILO).</p> <p>1.4.2 National Capacity to formulate, advocate and implement gender sensitive legislation, including civil society enhanced (UNDP, UNICEF, UNFPA, UNHCR, ILO).</p>	<p>reduce mortality and morbidity levels in districts affected by natural disasters and high cholera incidence (UNICEF, WHO, FAO, UNDP, WFP).</p> <p>2.3.4 Strengthened capacity of the water sector for emergency preparedness and response to reduce mortality and morbidity levels in districts affected by natural disasters and high cholera incidence (UNICEF, WHO, UNDP, FAO).</p> <p>2.4.1 Strengthened capacity of SETSAN to coordinate and implement the National Strategy on Food Security and Nutrition (FAO, UNICEF, WFP, WHO)</p> <p>2.4.4 Strengthened capacity of SETSAN for emergency preparedness and timely response to acute food and nutrition insecurity to prevent increased morbidity and mortality in all provinces (WHO, WFP, FAO, UNICEF)</p>	<p>3.3.1 Qualified health staff in all district hospitals adequately trained (WHO, UNICEF)</p> <p>3.3.3 All facilities providing the standard support package (including nutrition) for adults; women and children are efficiently and adequately supplied with necessary drugs and other relevant items (WHO, UNICEF, WFP)</p> <p>3.3.5 Capacity for collection and management of routine health information and epidemiological surveillance reinforced (WHO, UNICEF, UNAIDS)</p> <p>3.4.1 Strengthened capacity of duty bearers (government and civil society) and right holders (communities, households and OVC) to ensure access to, and use of, basic services and safety nets (UNICEF, FAO, WFP, UNIDO, UNHCR)</p> <p>3.4.2 Improved coordination and M&E capacity of MMAS at national and provincial level (UNICEF, WFP, FAO, WHO)</p> <p>3.6.2 Capacity of NAC at all levels, and other key stakeholders to conduct and apply operational research findings to inform evidenced-based HIV and AIDS programming enhanced (UNAIDS, UNICEF, WHO, UNFPA)</p>	<p>UNIDO, WHO)</p> <p>4.1.3 Improved national capacity for assessment, policy formulation, implementation, and monitoring of territorial planning (including housing) and environmental issues and their mainstreaming in development planning (FAO, ILO, UNDP, UNEP, UN-HABITAT, UNIDO, WHO)</p> <p>4.2.2 Improved human resource capacities, knowledge and skills for sustainable economic development, notably through increased access to science and technology, education, and extension and training services (FAO, IFAD, UNESCO, UNHCR, UNIDO)</p> <p>4.2.3 Local sustainable artisan production (fishing, construction, crafts, etc.) strengthened in selected provinces/districts (IFAD, ILO, UNCDF UNDP, UNESCO, UN-HABITAT, UNIDO)</p> <p>4.2.4 Improved capacity to undertake local level development planning and management, focusing on outsourcing of service provider contracts, fiscal decentralisation, solid waste management recycling, and vulnerability and environmental assessments in selected districts/municipalities</p>
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	<p>1.4.4 Capacity of Parliament and Justice sector to address gender issues and cope with likely effects of HIV and AIDS, gender-based violence and Human Security strengthened (UNDP, UNICEF, UNFPA, FAO, ILO)</p> <p>1.5.3 Attorney General's Office, MoJ and MINT strengthened to combat organised crime, corruption and improvement of prisons (UNDP, UNODC)</p> <p>1.5.4 Capacity of the national police and of civil society organisations to effectively address the issues of public security including gender-based violence strengthened (UNDP, UNODC, UNICEF)</p> <p>1.5.5 Capacities of national training institutions for police and judiciary strengthened towards an improved response to children's issues in line with the Children's Act and CRC (UNICRI, UNICEF)</p> <p>1.6.3 Established systems and capacities developed to monitor and evaluate the development agenda (including the poverty and development observatories) at all levels (UNDP, FAO, UNICEF, ILO)</p>			<p>(FAO, IFAD, ILO, UNCDF, UNDP, UN-HABITAT, UNIDO)</p> <p>4.2.5 Communities and tourism sector SMEs' capacity to develop ecological and cultural tourism strengthened in selected provinces/districts, including improved linkages to related value chains and international companies (FAO, ILO, ITC, UNCDF, UNCTAD, UNDP, UNEP, UNESCO, UNIDO)</p> <p>4.2.6 Capacity to minimize environmental impact and increase competitiveness, notably through the production of and trade in renewable and alternative energies and bio-organic products, strengthened in public and private sector in selected provinces/districts (FAO, UNDP, UNEP, UNESCO, UN-HABITAT, UNIDO).</p> <p>4.3.3 Capacity of community and farmers groups, associations and cooperatives to improve their legal status, interact with public and commercial service providers, deliver services and guarantee equitable and inclusive access to benefits by women and men, strengthened in selected provinces/districts (FAO, IFAD, ILO, UNESCO, UNIDO)</p>
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	<p>1.6.4 Capacity to effectively mainstream HIV and AIDS, gender and vulnerable group issues into governance processes at all levels strengthened (UNDP, FAO, UNICEF, WFP, UNFPA, UNESCO, UNICEF, UNHCR, ILO)</p> <p>1.7.1 Capacity building for Rural Development and natural/environmental resources management strengthened (FAO, UNDP, UNIDO, GEF, UNHABITAT, UNESCO)</p>			
<p>Civil Society Partnerships (bringing the voice of civil society to the table/ building partnerships between all stakeholders)</p>	<p>1.3.4 National, Provincial District mechanisms and Poverty/Development Observatories strengthened; participation in planning and monitoring mechanisms strengthened (MDGs, PARPA) (UNDP, UNICEF)</p> <p>1.4.3 Network established to monitor implementation of Human Rights, CEDAW and Children's Act (UNDP, UNICEF, UNHCR)</p> <p>1.6.1 Regulatory framework for the involvement in the social and economic development of civil society elaborated and adopted (UNDP, FAO, UNICEF, ILO)</p> <p>1.6.2 Capacity of CSOs,</p>		<p>3.5.1 A National Mechanism to build a critical mass of Government and Civil Society (Trade Unions and Employers) experts in mainstreaming HIV and AIDS and Gender established (UNDP, UNAIDS, UNICEF, UNFPA, UNESCO)</p> <p>3.5.4 Capacity of ten large national CSOs to develop and implement proposals meeting NAC standards to access funding strengthened, including making interventions social and culturally adapted to their target groups (UNDP, UNAIDS, UNFPA, UNIDO, UNESCO)</p> <p>3.5.5 Capacity of ten large national CSOs in Organisational Development strengthened (UNDP, UNAIDS, UNFPA, UNESCO)</p>	



	<p>CBOs, volunteer organisations, and particularly women led organisations, strengthened to implement, manage and report on project execution, to build partnership and to become full-fledged development agents (UNDP, FAO, UNICEF, UNESCO, ILO)</p> <p>1.7.3 Small and medium sized enterprises involved in economic development promoted and their capacity to access markets strengthened (UNCDF, UNDP, ILO, UNIDO, UNESCO)</p>		<p>3.5.6 The Provincial Poverty Monitoring System strengthened to monitor HIV and AIDS and Gender mainstreaming (UNDP, UNAIDS, UNICEF, UNFPA and UNESCO)</p>	
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Annex 2: UNDAF Budgetary Framework 2007-2009

	Governance	Human Capital	HIV and AIDS	Economic Development	TOTAL RR	TOTAL OR	TOTAL
UNDP/UNCDF	53,602,365	0	3,000,000	18,700,000	16,080,000	59,222,365	75,302,365
UNFPA	9,616,499	7,300,000	12,139,315	0	9,939,315	19,116,499	29,055,814
UNICEF	6,800,000	59,700,000	22,153,000	0	22,653,000	66,000,000	88,653,000
WFP	0	68,890,000	49,301,000	0	10,070,250	108,120,750	118,191,000
FAO	7,690,000	10,300,000	5,985,000	26,640,000	9,385,000	41,230,000	50,615,000
UNESCO	12,059,000	6,250,000	1,185,000	11,430,000	9,324,000	21,600,000	30,924,000
UNHCR	1,300,000	0	750,000	3,541,934	3,239,684	2,352,250	5,591,934
WHO	0	8,155,900	11,291,972	500,000	2,153,500	17,794,372	19,947,872
UNIDO	4,650,000	0	3,000,000	5,300,000	100,000	12,850,000	12,950,000
ILO	3,900,000	200,000	2,436,000	5,500,000	2,700,000	9,336,000	12,036,000
UNAIDS	0	0	996,000	0	0	996,000	996,000
UNCTAD	0	0	0	600,000	0	600,000	600,000
IFAD	0	0	0	22,000,000	21,000,000	1,000,000	22,000,000
UNEP	0	0	0	4,681,000	0	4,681,000	4,681,000
ITC	0	0	0	2,618,750	433,750	2,185,000	2,618,750
UN HABITAT	0	0	0	5,330,000	1,530,000	3,800,000	5,330,000
UNIFEM	0	0	0	1,500,000	0	1,500,000	1,500,000
Grand Total	99,617,864	160,795,900	112,237,287	108,341,684	108,608,499	372,384,236	480,992,735



4 Resource Requirements for the Joint Programmes in the One Programme

Pillar	S/N	Joint Programme	BUDGET				TOTAL
			Agency	Total Budget (US\$)	Total Funded (US\$)		UNFUNDED (Amount to be Mobilised)
					Confirmed	Pledged	
HIV/AIDS	1	Strengthening the HIV and AIDS response in Mozambique.	WHO	1,170,000	255,000	205,000	710,000
			UNICEF	4,410,000	2,010,000	1,670,000	730,000
			WFP	8,900,000	2,450,000	3,150,000	3,300,000
			UNAIDS	887,000	157,000	210,000	520,000
			UNDP	1,100,000	100,000	0	1,000,000
			UNCDF	250,000	50,000	50,000	150,000
			ILO	1,736,000	736,000	0	1,000,000
			UNESCO	700,000	60,000	140,000	500,000
			UNFPA	900,000	400,000	200,000	300,000
			Total	20,053,000	6,218,000	5,625,000	8,210,000
Economic Development	1	Promotion of Youth Employment.	ILO	2,000,000	800,000	0	1,200,000
			UNESCO	2,250,000	150,000	600,000	1,500,000
			UNIDO	3,000,000	0	2,000,000	1,000,000
			UNCDF/UNDP	850,000	50,000	200,000	600,000
			FAO	1,000,000	100,000	300,000	600,000
			UNHCR	600,000	150,000	150,000	300,000
			Total	9,700,000	1,250,000	3,250,000	5,200,000
	2	Building Commodity Value Chains and Market linkages for Farmers Associations.	IFAD	400,000	0	0	400,000
			WFP	500,000	0	0	500,000
			FAO	450,000	0	0	450,000
			Total	1,350,000	0	0	1,350,000
	3	Building Capacities for Effective Trade Policy Formulation and Management.	UNDP/ITC	3,000,000	1,000,000	300,000	1,700,000
			UNIDO	1,500,000	0	1,000,000	500,000
			FAO	750,000	0	0	750,000
			UNCTAD	400,000	100,000	0	300,000
			Total	5,650,000	1,100,000	1,300,000	3,250,000
	4	Environmental Mainstreaming and Adaptation to Climate Change.	FAO	2,712,450	0	2,525,000	187,450
			UNDP	749,000	0	690,000	59,000
			UNEP	1,444,500	0	1,340,000	104,500
			UN-HABITAT	1,262,600	0	1,170,000	92,600
			UNIDO	1,091,400	0	1,010,000	81,400
			WFP	294,250	0	265,000	29,250
Total			7,554,200	0	7,000,000	554,200	
Governance	1	Support to Decentralization and Integrated Local Development.	FAO	1,000,000	500,000	0	500,000
			UNDP	2,000,000	1,000,000	0	1,000,000
			UNCDF	3,200,000	1,000,000	0	2,200,000
			UNFPA	900,000	150,000	400,000	350,000
			UNICEF	600,000	100,000	200,000	300,000
			ILO	800,000	200,000	0	600,000
			WHO	2,000,000	300,000	375,000	1,325,000



		UNESCO	1,200,000	450,000	125,000	625,000	
		UN-HABITAT	2,000,000	600,000	1,000,000	400,000	
		UNHCR	350,000	0	150,000	200,000	
		IFAD	2,400,000	2,400,000	0	0	
		Total	16,450,000	6,700,000	2,250,000	6,500,000	
2	Building Capacity of Civil Society Organizations, including communication for empowerment.	UNICEF	5,600,000	3,500,000	1,500,000	600,000	
		UNDP	5,500,000	1,400,000	1,400,000	2,700,000	
		ILO	800,000	0	400,000	400,000	
		UNESCO	450,000	120,000	0	330,000	
		Total	12,350,000	5,020,000	3,300,000	4,030,000	
3	Women's Empowerment and Gender Equality.	UNDP	2,000,000	0	650,000	1,350,000	
		UNFPA	1,000,000	0	300,000	700,000	
		UNIDO	3,000,000	0	0	3,000,000	
		ILO	1,200,000	0	500,000	700,000	
		FAO	1,000,000	0	200,000	800,000	
		UNIFEM	1,300,000	0	100,000	1,200,000	
		UNICEF	770,000	0	770,000	0	
		UNESCO	1,200,000	0	100,000	1,100,000	
		WHO	375,000	0	125,000	250,000	
		Total	11,845,000	0	2,745,000	9,100,000	
Human Capital	1	Ensure the Most Vulnerable Populations Have Access to a Social Safety Net	UNICEF	2,000,000	700,000	300,000	1,000,000
			WFP	7,350,000	2,212,000	2,485,000	2,653,000
			ILO	1,566,000	466,000	0	1,100,000
			Total	10,916,000	3,378,000	2,785,000	4,753,000
	2	Enhance the Quality and Accessibility of SRH services, Neonatal, Child Health Services and Nutrition.	WHO	1,500,000	700,000	0	800,000
			UNFPA	3,325,000	3,325,000	0	0
			UNICEF	1,000,000	300,000	0	700,000
			ILO	914,000	100,000	0	814,000
			WFP	1,250,000	250,000	500,000	500,000
			Total	7,989,000	4,675,000	500,000	2,814,000
	3	Emergency Preparedness and Disaster Risk Reduction	UNICEF	1,500,000	300,000	300,000	900,000
			UNDP	1,800,000	300,000	0	1,500,000
			UNFPA	170,000	70,000	0	100,000
			FAO	1,500,000	370,000	0	1,130,000
			WHO	880,000	420,000	0	460,000
WFP			1,450,000	250,000	0	1,200,000	
UN-HABITAT			1,720,000	430,000	300,000	990,000	
IOM			980,000	0	0	980,000	
		Total	10,000,000	2,140,000	600,000	7,260,000	

Total by Pillar:

Pillar	BUDGET			TOTAL	%
	Total Budget (US\$)	Total Funded (US\$)		UNFUNDED	
		Confirmed	Pledged	(Amount to be Mobilised)	Unfunded
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	40,645,000	11,720,000	8,295,000	20,630,000	50.76
Hum. Capital	28,905,000	10,193,000	3,885,000	14,827,000	51.30



Total	113,857,200	30,481,000	29,355,000	54,021,200	47.45
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Total by Agency:

Agency	BUDGET			TOTAL	% Unfunded
	Total Budget (US\$)	Total Funded (US\$)		UNFUNDED (Amount to be Mobilised)	
		Confirmed	Pledged		
WHO	5,925,000	1,675,000	705,000	3,545,000	59.83
UNICEF	15,880,000	6,910,000	4,740,000	4,230,000	26.64
WFP	19,744,250	5,162,000	6,400,000	8,182,250	41.44
UNAIDS	887,000	157,000	210,000	520,000	58.62
UNDP	13,149,000	2,800,000	2,740,000	7,609,000	57.87
UNCDF	3,450,000	1,050,000	50,000	2,350,000	68.12
UNFPA	6,295,000	3,945,000	900,000	1,450,000	23.03
ILO	9,016,000	2,302,000	900,000	5,814,000	64.49
UNESCO	5,800,000	780,000	965,000	4,055,000	69.91
UNIDO	8,591,400		4,010,000	4,581,400	53.33
FAO	8,412,450	970,000	3,025,000	4,417,450	52.51
UNCDF/UNDP	850,000	50,000	200,000	600,000	70.59
IFAD	2,800,000	2,400,000	0	400,000	14.29
UNDP/ITC	3,000,000	1,000,000	300,000	1,700,000	56.67
UNCTAD	400,000	100,000	0	300,000	75.00
UNHCR	950,000	150,000	300,000	500,000	52.63
UN-HABITAT	4,982,600	1,030,000	2,470,000	1,482,600	29.76
UNIFEM	1,300,000	0	100,000	1,200,000	92.31
UNEP	1,444,500	0	1,340,000	104,500	7.23
IOM	980,000	0	0	980,000	100.00
Total	113,857,200	30,481,000	29,355,000	54,021,200	47.45



One UN Programme 2007-2009

We, the United Nations Country Management Team, pledge our commitment to the work together towards the realization of a One Programme which is inclusive of the contribution of all UN agencies - specialised and non-specialised, resident and non-resident - and is aligned with national priorities and supports the attainment of national and international goals.

FAO Representative
Ms. Marja Zimmermann

UNHCR Representative
Ms. Victoria Akyeampong

UNDP Country Director
Ms. Anna Soumaré Coulibaly

UNICEF Representative
Ms. Leila Gharagozloo-Pakkala

UNESCO Representative
Mr. Benoit Sossou

WFP Representative
Mr. Ken Davies

UNFPA Representative
Ms. Petra Lantz

WHO Representative
Mr. El Hadi Benzerroug

UN Resident Coordinator
Mr. Ndofamb Ngokwey

Non-resident UN Agencies that support project activities in Mozambique and are represented by the UN Resident Coordinator
IFAD, ILO, ITC, OCHA, UNAIDS, UNDESA, UNEP, UNIDO, UNIFEM, UN-Habitat, UNHCHR, UNODCP, UNCDF, UNCTAD, UNV

Government of Mozambique Endorsement

Minister of Foreign Affairs and Cooperation
Dr. Oldemiro Balói

Maputo, 29 de March 2008