



Republic of Mozambique



United Nations

Mozambique

**ONE UN FUND**

**One Programme**

**ANNUAL REPORT 2011**

*Mozambique, 31<sup>st</sup> May*

Mozambique UN Resident Coordinator's Office  
Multi-Partner Trust Fund Office  
Bureau of Management  
United Nations Development Programme  
<http://mptf.undp.org>

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## Mozambique One Programme 2007-2009/11

### List of Joint Programmes (JP)

1. JP Strengthening the HIV and AIDS response in Mozambique
2. JP Promotion of Youth Employment
3. JP Building Capacities for Effective Trade Policy Formulation and Management
4. JP Support to Decentralization and Integrated Local Development
5. JP Building Capacity of Civil Society Organizations, including communication for empowerment
6. JP Women's Empowerment and Gender Equality
7. JP Ensure the Most Vulnerable Populations Have Access to a Social Safety Net
8. JP Enhance the Quality and Accessibility of SRH services, Neonatal, Child Health Services & Nutrition
9. JP Emergency Preparedness and Disaster Risk Reduction
10. JP Building Commodity Value Chains and Market linkages for Farmers Associations

### Participating Agencies

1. Food and Agriculture Organization (FAO)
2. International Fund for Agricultural Development (IFAD)
3. International Labour Organization (ILO)
4. International Organization for Migration (IOM)
5. International Trade Center (ITC)
6. Joint United Nations Programme on HIV and AIDS (UNAIDS)
7. United Nations Capital Development Fund (UNCDF)
8. United Nations Conference on Trade and Development UNCTAD:
9. United Nations Development Programme UNDP:
10. United Nations Educational, Scientific and Cultural Organization (UNESCO)
11. United Nations Population Fund (UNFPA)
12. United Nations Agency Human Settlements Programme (UN-HABITAT)
13. United Nations High Commissioner for Refugees (UNHCR)
14. United Nations Children's Fund (UNICEF)
15. United Nations Industrial Development Organization (UNIDO)
16. United Nations Office of Drugs and Crime (UNODC)
17. United Nations Entity for Gender Equality and the Empowerment of Women (UNWOMEN)
18. World Food Programme (WFP)
19. World Health Organization (WHO)

### Contributing Donors to the One Fund/One Programme

1. Governments of the Netherlands
2. Governments of Norway
3. Governments of Spain
4. Governments of Sweden
5. The Canadian International Development Agency (CIDA)
6. The British Department for International Development (DFID)
7. The Expanded Funding Window (EFW)

## Executive Summary

*Results of the third year of implementation of the UN reform and Delivering as One in Mozambique indicate that the Government commitment and ownership of the development process has increased. Improved management a planning capacity, availability and flow of information, stronger leadership and increased stakeholder participation in the governance and development process are some of the key elements showing the Government consolidated leading role. On the side of the UN agencies there are clear signs of an increased commitment and spirit of working and planning together, leading to reducing duplication, overlap and competition for funding and contributing to increased levels of coherence. Non-Resident Agencies engagement in the country processes equally scaled up in this period based on the mechanisms put in place for the effect. The One Fund has enhanced horizontal collaboration and paved the way for an improved program alignment. Alignment with national development priorities has increased through the JPs and joint programming and accountability mechanisms have been strengthened. On the humanitarian side, operations materialized through the cluster approach have meaningfully improved the coordinated response of the UN system and national actors to national disaster and humanitarian affairs.*

*Ten (10) Joint Programmes comprised the Mozambique One programme and together they represented 25% of the total UNDAF 2011 budget. The JPs represented the joint UN response to critical development issues in the country to which the Agencies had comparative advantage in addressing. The 10 JPs focus programmatic focus the Strengthening the HIV and AIDS response in Mozambique; the Promotion of Youth Employment; Building Capacities for Effective Trade Policy Formulation and Management; Support to Decentralization and Integrated Local Development; Building Capacity of Civil Society Organizations, including communication for empowerment; Women's Empowerment and Gender Equality; Ensure the Most Vulnerable Populations Have Access to a Social Safety Net; Enhance the Quality and Accessibility of SRH services, Neonatal, Child Health Services and Nutrition; Emergency Preparedness and Disaster Risk Reduction; Building Commodity Value Chains and Market linkages for Farmers Associations. Nineteen (19) UN Agencies participate in the One Programme namely, FAO, IFAD, ILO, IOM, ITC, UNAIDS, UNCDF, UNCTAD, UNDP, UNESCO, UNFPA, UNHABITAT, UNHCR, UNICEF, UNIDO, UNODC, UNWOMEN, WFP, WHO.*

*Based on the One Budgetary Framework, the Country established the Mozambique One UN Fund with a two-fold objective: to support the coherent resource mobilization, allocation and disbursement of donor resources to the joint programmes and to provide support to the Change Management initiatives including the funding for the implementation of the Communicating as One strategy. The overall management of the One UN Fund is led and coordinated by the Resident Coordinator in consultation with the UN Country Team (UNCT) having the Steering Committee as the highest decision-making body.*

*Seven donors contributed to the Mozambique One UN Fund in 2011 namely, the Governments of the Netherlands, Norway, Spain, Sweden, the Canadian International Development Agency (CIDA), the British Department for International Development (DFID) and the Expanded Funding Window (EFW<sup>1</sup>) in total amount of **68,675 029 USD**.*

*Mozambique received a total of **9.1 Million USD** in the One Fund in 2011 if added the donors contributions and the interest earned in the period<sup>2</sup>. Out of this, **4.4 Million USD** was transferred to the 10 Participating Agencies plus the Change Management project having the AA retained the 1% fee in the amount of **89.8 Thousand USD**. The JPs expenditure in the period was **16.4 Million USD**. The One Fund closed the year with a balance of **8.9 Million USD** with the administrative agent.*

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<sup>1</sup> The Expanded Delivering as One Funding Window for Achievement of the Millennium Development Goals (EFW) is a global funding facility established to support Delivering as One countries. Current donors to the EFW are the Netherlands, Norway, Spain and the United Kingdom.

<sup>2</sup> One UN Fund interest earned: **38 Thousand USD**; Interest income from Participating Agencies: **85 Thousand USD**.

## Introduction

*This report describes the results achieved in 2011 by the Joint Programmes that compose the One Programme in Mozambique.*

*2011 closed the UNDAF 2007-2011 cycle and concurrently the embedded Joint Programmes except for the Social Protection joint programme that was extended. This reports does not assess the entire results achieved by the Joint Programmes during the 4 year implementation but simply focus on the 2011 results.*

*The report is divided into the following four sections:*

- **Part I.** Provides an overview of the One Fund in 2011
- **Part II.** Describes the Mozambique One Fund Management Structure.
- **Part III .** Describes the One Fund Transparency and Accountability Mechanisms
- **Part IV** Progress on the UN reform and Implementation of DaO
- **Part V.** Describes the programmatic results of the JPs in the period.
- **Part VI.** Provides conclusions and the way forward

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## 1. The One UN Fund Financial Overview in 2011

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### 1.1. One Fund contributions, Transfer to participating Organizations and Balance in 2011

This section provides an overview of the One Fund total resource, disbursements to participating agencies and balance in 2011. Mozambique received a total of 9.1 Million USD in the One Fund in 2011 if added the donors contributions and the interest earned in the period<sup>3</sup>. Out of this, 4.4 Million USD was transferred to the 10 Participating Agencies plus the Change Management project having the AA retained the 1% fee in the amount of 89.8 Thousand USD. The JPs expenditure in the period was 16.4 Million USD. The One Fund closed the year with a balance of 8.9 Million USD with the administrative agent.

**Table 1. Total One Fund Income in 2011 (in US\$ Thousands)**

Sources of Funds	
Gross Donor Contributions	8,983,000
One Fund Earned Interest Income	38,225
Interest Income received from Participating Organizations	85,679
Refunds by Administrative Agent(Interest/Others)	
Total Funds Received in 2011	9,106,904

**Table 2. Total One Fund disbursements and Balance in 2011 (in US\$ Thousands)**

Use Of Funds	
Transfers to Participating Organizations	4,392,790
Administrative Agent Fees	89,830
Other Expenditures	260
Total Use of Funds	4,482,879

<sup>3</sup> One UN Fund interest earned: **88 Thousand USD**; Interest income from Participating Agencies: **135 Thousand USD**.

Balance of Funds Available with Administrative Agent in 2011	8,953,668
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## 1.2. Donor Contributions

Two donors contributed to the Mozambique One UN Fund in 2011 totaling **8,983 Million USD**. This made a cumulative grand total of **68,078 Million USD** contributed since 2008 to the Mozambique One Fund.

**Table 3. Donor Contributions to the Mozambique One Fund (in US\$ Thousands)**

Donors	Prior Years as of 31 Dec 2010	Jan-Dec 2011	TOTAL
1. Government Of Netherlands	4,363	2,278	6,641
2. Government Of Norway	4,573	-	4,573
3. Government Of Spain	12,000	-	12,000
4. Government Of Sweden	638	-	638
5. Canadian International Develop. (CIDA)	9,154	-	9,154
6. Department For Int'l Developm. (DFID)	97	-	97
7. Expanded DaO Funding Window (*)	28,270	6,705	34,975
<b>TOTAL</b>	<b>59,095</b>	<b>8,983</b>	<b>68,078</b>

(\*) The Expanded Delivering as One Funding Window for Achievement of the Millennium Development Goals (EFW) is a global funding facility established to support Delivering as One countries. Current donors to the EFW are the Netherlands, Norway, Spain and the United Kingdom.

## 1.3. Transfer of Approved Funding to Joint Programmes and participating Agencies

Ten (10) Joint Programmes that compose the One Programme for Mozambique received a total of **4,392 Million USD** from the One Fund in 2011 having incurred a total expenditure of **16,397 Million USD**. The cumulative amount transferred to JP participating Agencies in the period of 2008 to 2011 totals **59,040 Million USD**.

**Table 4. One Fund Disbursements per JPs and Financial Delivery Rate by 2011 (in US\$ Thousands)**

Joint Programmes and Change Management	Prior Years as of 31 Dec 2010		Jan-Dec 2011		TOTAL (2008-2011)		Delivery Rate (%)
	Net Funded Amount	Expenditure	Net Funded Amount	Expenditure Net	Funded Amount	Expenditure	
1. Bldg Commod. Value Chain	2,841	1,276	279	598	3,121	1,874	60.06
2. Civil Society Organization	4,596	3,650	451	1,126	5,047	4,776	94.62
3. Decentralization & Integration	6,233	3,892	439	1,961	6,672	5,853	87.72
4. Disaster Risk Reduction	8,643	6,144	237	2,123	8,881	8,267	93.09
5. Effective Trade Policy & Mgt	1,403	581	83	858	1,485	1,439	96.89
6. Gender Equality	6,293	4,259	242	1,819	6,534	6,077	93.01
7. HIV & AIDS Response	10,047	7,637	1,601	4,109	11,648	11,746	100.84
8. Sexual and Reproductive	3,072	2,457	764	952	3,837	3,409	88.85
9. Vulnerable Populations	4,841	3,838	104	1,056	4,945	4,894	98.98
10. Youth Employment	5,499	3,506	194	1,691	5,694	5,197	91.27
Change Management Project	1,178	636	-	104	1,178	740	62.80
<b>Total</b>	<b>54,647</b>	<b>37,874</b>	<b>4,393</b>	<b>16,398</b>	<b>59,040</b>	<b>54,272</b>	<b>91.92</b>

#### 1.4. Expenditure by Participating Agencies

From 2008 to 2011 the Mozambique One Fund received a total of **59,040 Million USD** having had a cumulative expenditure of **54,272 Million USD** being **50,814 Million USD** of the Programme costs and **3,458 Million USD** indirect costs. This corresponds to an expenditure rate of **91.9** and implies a cumulative balance of about **4,768 Million USD** unspent amount with the agencies.

**Table 5. One Fund Transfer to Participating Agencies by 31 December 2011 (in US\$ Thousands)**

Participating Agencies	Prior Years as of 31 Dec 2010		Current Year Jan-Dec 2011		TOTAL (2008-2011)	
	Approved Amount	Net Funded Amount	Approved Amount	Net Funded Amount	Approved Amount	Net Funded Amount
1. FAO	4,745	4,745	357	357	5,102	5,102
2. IFAD	398	-	-	-	398	-
3. ILO	4,256	4,256	253	253	4,509	4,509
4. IOM	1,529	1,529	131	131	1,660	1,660
5. ITC	260	260	-	-	260	260
6. UNAIDS	490	490	-	-	490	490
7. UNCDF	1,200	1,200	90	90	1,290	1,290
8. UNCTAD	180	180	-	-	180	180
9. UNDP	7,336	7,336	378	378	7,713	7,713
10. UNESCO	4,111	4,111	312	312	4,424	4,424
11. UNFPA	3,399	3,399	503	503	3,902	3,902
12. UNHABITA	1,449	1,449	30	30	1,479	1,479
13. UNHCR	828	828	71	71	899	899
14. UNICEF	8,206	8,206	1,137	1,137	9,343	9,343
15. UNIDO	2,353	2,353	-	-	2,353	2,353
16. UNODC	150	150	-	-	150	150
17. NWOMEN	2,243	2,243	181	181	2,424	2,424
18. WFP	9,112	9,112	420	420	9,532	9,532
19. WHO	2,800	2,800	529	529	3,329	3,329
<b>T O T A L</b>	55,046	54,647	4,393	4,393	59,439	59,040

**Table 6. Expenditure by Participating Agencies with breakdown by Category by 31 Dec 2011 (US\$ Thousands)**

Participating Agencies	TOTAL (2008-2011)			Agencies Expenditure by category (2008-2011)					Total Programme Cost	Indirect Support Costs	% of Total Programme Costs
	Approved Amount	Net Funded Amount	Expenditure	Supplies Commodities Equipment & Transport	Personnel	Training of Counter-parts	Contracts	Other Direct Costs			
FAO	-	5,102	5,034	998	1,952	542	922	291	4,705	329	6.99
IFAD	398	-	-	-	-	-	-	-	-	-	0.00
ILO	4,509	4,509	4,495	436	393	1,641	1,509	222	4,201	294	7.00
IOM	1,660	1,660	1,660	484	494	20	512	41	1,551	109	7.00
ITC	260	260	248	-	147	4	90	6	248	-	0.00
UNAIDS	490	490	408	-	25	-	384	-	408	-	0.00
UNCDF	1,290	1,290	1,143	6	111	-	1	1,003	1,121	22	1.96
UNCTAD	180	180	177	-	122	18	10	16	166	12	7.00
UNDP	7,713	7,713	6,974	1,271	2,812	8	1,590	921	6,602	371	5.63
UNESCO	4,424	4,424	3,591	110	1,053	439	1,701	52	3,356	235	7.00
UNFPA	3,902	3,902	3,902	861	1,952	193	142	467	3,615	287	7.95
UNHABITAT	1,479	1,479	1,464	15	668	342	279	64	1,368	96	7.00
UNHCR	899	899	899	277	166	35	259	103	840	59	7.00
UNICEF	9,343	9,343	9,344	626	1,838	2,052	4,180	37	8,732	611	7.00
UNIDO	2,353	2,353	2,237	874	817	153	213	54	2,112	125	5.92
UNODC	150	150	150	8	49	61	19	3	140	10	7.00
UNWOMEN	2,424	2,424	2,196	146	407	68	1,382	42	2,046	151	7.36
WFP	9,532	9,532	7,732	5,129	1,301	13	267	459	7,170	562	7.84
WHO	3,329	3,329	2,619	487	604	149	1,320	(126)	2,434	185	7.61
<b>TOTAL</b>	<b>59,439</b>	<b>59,040</b>	<b>54,272</b>	<b>11,728</b>	<b>14,911</b>	<b>5,738</b>	<b>14,780</b>	<b>3,656</b>	<b>50,814</b>	<b>3,458</b>	<b>6.80</b>

### 1.5. Interest Earned on the One Fund and by Participants

**Fund-Earned Interest:** One Fund earned interest (i.e. interest earned by the Mozambique One UN Fund Administrative Agent; the MPTF Office) from 2008 to 2011 amounts to **375 Thousand USD**. This amount is an additional source of income for the Mozambique One Fund and increases the amount of funds available for project funding and coordination activities, as approved by the Steering by the Steering Committee (Section I.7 of the Mozambique One UN Fund MOU, the One Fund). More precisely, the Mozambique Country Team will be using part of the One Fund interest to support the functioning of the current and the new UNDAF/One Programme coordination structures.

**Agency-Interest Earned by Participating Organizations:** All interest earned by the Participating Organizations is expected to be credited to the Mozambique One UN Fund MPTF Account unless the governing bodies of the said organization has approved decisions that govern the specific use of interest earned on donor contributions. The refunded interest will be used to augment the availability of funds for project funding. In 2011, **86 Thousand USD** was reported as interest from Participating Agencies under the Mozambique One Fund MPTF. As per table 7, total fund-earned interest amounted to **592 Thousand** as of 31 December 2011.

**Table 7. Received Interest at the One Fund and Agency Level**

<b>Administrative Agent</b>	<b>Prior Years as of 31 Dec 2010</b>	<b>Current Year Jan-Dec 2011</b>	<b>TOTAL</b>
One Fund Earned Interest	337	38	376
Total - Fund Earned Interest Income	337	38	376
Participating Organization (PO)	0.3	-	-
FAO	-	2	2
UNDP	58	61	119
UNESCO	34	9	43
UNFPA	22	-	22
UNIDO	13	9	22
UNWOMEN	8	5	13
Total - Interest Income received from PO	135	86	221
<b>TOTAL</b>	<b>472</b>	<b>124</b>	<b>596</b>

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## **2. Management and Administration of the Mozambique One Fund**

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The One Budgetary Framework is 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 2007-2009/11, including the focus thematic areas and joint programmes highlighted as part of the One Plan.

Based on the One Budgetary Framework, a One UN Fund was established, with a two-fold objective: to support the coherent resource mobilization, allocation and disbursement of donor resources to the joint programmes identified in the One UN Operational Plan and to provide support to the Change Management initiatives including the funding for the implementation of the Communicating as One strategy.

The overall management of the One UN Fund is led and coordinated by the Resident Coordinator in consultation with the UN Country Team (UNCT). The Joint Steering Committee is informed of progress and results, provides guidance to the process and is the highest ultimate decision-making body of the One Programme. The UNDP MPTF Office is the Administrative Agent (AA) of the One UN Fund. It administers the One UN Fund in accordance with its Regulations and Rules, and as per the Memorandum of Understanding (MOU) concluded with Participating Organizations. The AA is responsible for receiving and administering all donor contributions to the One UN Fund Account, and in turn, make payments to the respective Participating UN Organizations in accordance with the appropriate allocation decisions made by the Steering Committee/UNCT as instructed by the Resident Coordinator.

In accordance with the MOU, and Standard Administrative Arrangements (SAAs) concluded with donors to the One UN Fund, the Administrative Agent is entitled to deduct a one percent (1%) AA-fee which is deducted from the contributions to the One UN Fund at the time they are deposited. The Participating UN Organizations are entitled to deduct seven percent (7%) indirect cost.

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### 3. The One Fund Transparency and Accountability Mechanisms

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The major vehicle for public transparency of operations under the Mozambique One Fund during the reporting period was the MPTF Office GATEWAY.

In 2010, the MPTF Office officially launched the MPTF Office GATEWAY (<http://mptf.undp.org>); a knowledge platform providing real-time data from the MPTF Office accounting system, with a maximum of two-hour delay, on financial information on donor contributions, programme budgets and transfers to Participating Organizations. It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency.

Each MPTF and JP administered by the MPTF Office has its own website on the GATEWAY with extensive narrative and financial information on the MPTF/JP, including on its strategic framework, governance arrangements, eligibility and allocation criteria. Annual financial and narrative progress reports and quarterly/semi-annual updates on the results being achieved are also available. In addition, each programme has a Factsheet with specific facts, figures and updates on that programme.

The GATEWAY provides easy access to more than 5,000 reports and documents on MPTFs/JPs and individual programmes, with tools and tables displaying related financial data. By enabling users in the field with easy access to upload progress reports and related documents, it also facilitates knowledge-sharing and management among UN agencies.

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### 4. Progress on the Implementation of the UN Reform and DaO

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2011 represented the last year of UNDAF 2007-2009 (the UNDAF was then extended to 2011) and stock taking of the DaO piloting experience for Mozambique. The new UNDAF (2012-2015) was formulated (the process started in 2010) and received the final blessing from the Government for implementation in December.

As part of the drafting of the new UNDAF, the UN took stock of the lessons learned from the piloting phase and was guided by the key UNDAF programming principles as well as the creativity and involvement of all staff. No Common Country Assessment (CCA) was conducted for this UNDAF after the UNCT decided that existing information (studies, evaluations, including the UNDAF evaluation) provided the critical and necessary information to inform the design of the new programme. Key to the UNDAF planning was the Government active participation and leadership of the process.

The new UNDAF and the UNDAF action plan embed key and piloted elements of the UN reform to deliver more effective and efficient development results. Key elements and aspects of the new UNDAF are:

- The enhanced government leadership of the UNDAF implementation processes through the revamped UNDAF Steering Committee;
- The inclusion of all agencies programmes and activities in the UNDAF including humanitarian actions which in their totality constitute the One Programme. This shifts the UN One Programme from being 25 percent of UNDAF total delivery in the pilot phase to 100 percent in the new programming period;
- The One Programme was set from the inception through a collaborative planning, which was based on the joint analysis of the agencies' comparative advantages and the joint prioritization process opening the ground for a open cooperation and jointness;

- The UNCT decided to adopt the Action Plan as the operational tool of the UNDAF. The UNDAF action plan articulates how all the UNDAF outputs will be delivered, identifies the participating agencies for each output and their corresponding resources as well as the implementing partners. The stronger operational and coherence elements were not as pronounced in the past UNDAF as the DaO reform had not yet commenced in Mozambique;
- Three Development Results Groups (DRGs) were created around each of the respective UNDAF Focus areas, Governance, Social and Economic. Each of these groups are led by a Head of Agency nominated by the RC to conduct annual common planning, monitoring and coordinating the implementation of the UNDAF;
- In addition, two joint teams, one on HIV and Aids and another on Gender, were created to ensure these aspects are integrated in the programme delivery as well as being accountable for related results;
- The DRGs and the Joint Teams are the basic and key elements of the UN/UNDAF programming coherence in the country. They represent a new way of working whereby all agencies and staff participate with a focus on shared substantive area for planning, execution and monitoring of the UNDAF results<sup>4</sup>;
- A strengthened civil society presence in the UN affairs through the revitalization of the civil society advisory committee;
- The establishment of mechanisms to support the NRAs involvement in the country's and UNDAF processes;
- The UNDAF is for the first time all inclusive with regards to Agencies and activities.

The UN reform has, up to now, been more process focused. This has been justifiable to ensure better harmonization and simplification in programming and business practices. The next step is to ensure the changes transform into more tangible, relevant and impactful results. The key aspects of this move, building on the five ones (one leader, one programme, one budget framework, one office and one voice), are Results, Relevance and Resource utilization: Results for more impact of UN activities; Relevance for better positioning in the policy and normative debate; and resource utilization to ensure optimization of human and financial resource available to the UN.

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## 5. Joint Programmes Results in 2011

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This section depicts the results achieved by the 10 Joint Programmes which are part of the One Programme. For each JP the report describes the areas of intervention, a sample of results achieved as well as challenges and lessons learned. The full narrative reports of the Joint Programmes are available on <http://mptf.undp.org>.

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### 5.1. Joint Programme on Civil Society

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**The aim of the Civil Society Joint Programme** is to ensure that “civil society organizations and structures (including traditional authorities) are strengthened and involved in the development agenda at national and decentralized levels”. Participating UN Organizations in this JP were UNICEF, UN WOMEN, ILO, UNESCO and UNDP.

**In 2011 progress was made towards the aim of uplifting knowledge and resources for women and children and quality education for all as a human right.** Particularly 2011 witnessed the adoption of a

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<sup>4</sup> The elements of the new organizational structure are detailed in a common management plan. This plan includes common a detailed communication plan, resource mobilization strategy, planning and M&E framework as well as a joint UN code of conduct;

criteria for an equitable budget allocation to provinces by the Government. This included the development of a disbursement formula which uses a multidimensional poverty index which takes into account not only consumption poverty, but also health, education, water and sanitation indicators. This will radically increase funding for the worst-off provinces in the centre and north of the country. *The launch of the 'Child Poverty and Disparities in Mozambique 2010' in June 2011 to a large group of media professionals.* Subsequent advocacy events provided an opportunity to take stock of the progress made with regard to children's rights. For the first time in Mozambique, the print media published a position paper on the well-being. In the paper, the Civil Society Forum for Child Rights (ROSC) calls for an effective partnership and better coordination among stakeholders.

**The efforts continued towards establishing child-friendly media networks and encouraging rights based reporting among media professionals.** 500 journalists (an estimated 50% of total number of journalists) in all provinces are members of the child-friendly media network (RECAC) and have received basic training on child rights and child rights reporting. In order to strengthen gender-sensitive reporting, a qualitative baseline study on Gender and Media in Mozambique was carried out. Based on the findings, a training module for gender-sensitive reporting was elaborated and tested. In addition, initial discussions and buy-in meetings with management were carried out with the large national media houses to respond to the findings of the study. First annual Gender and Social Communication Award was conducted in order to recognize, motivate and reward excellence in gender-sensitive reporting and good practices in Mozambique.

**Institutional linkages and networks involving workers and employers organizations were strengthened and workers' rights gained more respect in the workplace.** As part of this result, abilities and skills of various activists within national worker associations namely OTM, ASSOTSI, and AMUEDO were reinforced to advocate for workplace hygiene which is part of an international convention (not ratified by Mozambique yet) and to promote their specific rights through workshops and pamphlets to various social groups such as workers, employers, domestic workers and People living with Disabilities.

**Research, information and monitoring systems that facilitate improved targeting and support to children, women and young people** were strengthened through the launch and dissemination of the nationally managed *DevInfo* based *ESDEM* – a user friendly repository of up to date socio-economic data for Mozambique – to provincial and district level planners. This hugely successful, though laborious process of dissemination has put live and relevant data directly in the hands of local level planners in a consistent way for the first time

**Constraints, Challenges and lessons learned –**

The organization of joint monitoring visits continued to be challenging due to agency-specific competing priorities. Coordination among the participating agencies substantially improved and communication became more frequent.

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## 5.2. Joint Programme on Disaster Risk Reduction

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**The overall goal of this Joint Programme** is to strengthen national capacities at all levels to reduce the risk of disasters and mitigate their impact on the vulnerable populations in the country. The participating UN Agencies to the JP are IOM, FAO, UNDP, UNFPA, UNICEF, UNIFEM, UN-HABITAT, WFP, WHO, UNAIDS.

**Policy/Norms developed for humanitarian response, DRR and vulnerability reduction were strengthened.** For example was the formulation of the draft of the INGC Gender Strategy supported, with the production of the Gender, DRR and Climate Change toolbox. The purpose of the toolbox is to provide a technical foundation for a more coordinated, comprehensive and effective integration of

the issues into Disaster Risk Reduction & Emergency Preparedness plans and response. Other cross-cutting issues were also mainstreamed into national contingency plans. The contingency plan of the Ministry of Woman and Social Affairs (MMAS) integrated Sexual and Reproductive Health (SRH) and HIV components.

**On the strengthening contingency Planning and Coordination capacity of national institutions,** a dozen manuals were developed. These and other manuals were used to increase DRR capacity throughout the country: a) “A minha aldeia”, – a series of stories related to the resettlement process and basic concepts of territorial planning in which the affected population, b) “Guardar a água da chuva”, – focusing on people affected by droughts including water shortages, where in a very simple way, several and basic water related concepts are presented and some techniques for its collection, conservation and management; c) “Guideline for Earthquake Resistant Construction of Non-engineered Houses in Earthquake Affected Areas of Manica Province – Mozambique”, the manual on earthquakes is under preparation with the aim to raise people’s awareness on earthquakes; and d) specialized community radio training manual for DRR emergency broadcasting and pre- and post-disaster reporting. With the support from the JP, National Institute for Disaster management conducted a number training on DRR for its staff and local government staff throughout the country, thus increasing awareness of DRR actions and benefits, eg Climate Change Adaptation for the WASH Sector; shelter training for technicians; and the treatment of acute malnutrition-related M&E and data management. In addition, in early 2011, UN agencies sent human resources to the flood-affected districts to give technical support in strategic orientation of the response. These provides support in joint assessments and monitoring, coordination and direct response in the areas of WASH (latrine constructions, *certeza* (water purifier) Education (school tents, learner kits); Nutrition (nutrition monitoring and supply of BP-5); Health (Mosquito nets and cholera equipment); Protection (recreational kits and joint training of protection staff).

**Participatory projects were implemented to engage communities in disaster risk & vulnerability reduction. Activities towards this result included upgrading** 5 community radio stations to be able to continually broadcast during major flood disasters. Radio programmes for these and other stations were developed to increase community interest in participating in Disaster Risk Committees and planning events. Support was also provided to communities on asset creation for livelihood promotion and risk reduction through “food for work schemes” and provision of non-food items in 23 districts.

**Early warning and information systems were strengthened.** In the Licungo river basin in Zambezia, progress towards establishment of the community based early warning system was made, with installation and validation of river monitoring gauges, creation and retraining of local risk management committees. Equipment has also been procured for the operationalization of the system. The GRIP (Global Risk Identification Programme) saw a number of activities completed such as an E- library for risk assessment information. The library contains information on existing risk assessment studies and projects, publications and reports on risk assessment, organizations and institutions related to risk assessment, as well as key professional expertise and skills.

#### **Constraints, Challenges and lessons learned –**

Capacity development of INGC and CENOE’s have registered positive progress but the strengthening of provincial and district level capacity should continue with the clarification of institutional arrangements at decentralised levels, and the implementation of disaster mitigation and prevention activities at local level.

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### 5.3. Joint Programme on Health & Nutrition to Support the Availability, Accessibility, and Provision of High Quality Sexual and Reproductive Health, Neonatal and Child Services and Nutrition

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**The primary aim of the Joint programme** is to support and ensure the Availability, Accessibility, and Provision of High Quality, Reproductive Health, Neonatal and Child health services and Nutrition by re-enforcing the capacity of the government and civil society in designing, implementing and monitoring comprehensive maternal and child health services, with the objective of reaching every mother and child even in remote areas, with an integrated package of maternal and child survival interventions. UNICEF, WFP, WHO and UNFPA are the Agencies participating in this JP.

**Programme results in 2011 included the** promotion, support and mediation of policy dialogue to ensure that key strategic documents related to Sexual and Reproductive Health, Neonatal and Child Health and nutrition were developed/adopted and disseminated at all levels. In this regard, several documents were finalized, approved and disseminated. Other key strategic documents supported such as the guidelines and training manuals of postnatal visit guidelines and Guidelines for diarrhoeal diseases treatment for basic health workers and community health workers. UN agencies have supported these and other key initiatives in the revitalization plan for the community health workers system.

**Capacity development:** In order to implement the Maternal, Neonatal and Child Health (MNCH) health intervention packages, focus was placed on training health personnel on key MNCH services and care such as, Emergency Obstetric Care (EmOC), Essential Newborn Care, Integrated Management of Child Illness (IMCI), Basic Nutritional Package, nutritional rehabilitation and treatment of children in a severe condition, as well as the handling of moderate cases. Similarly, focus was directed to training of MNCH managers in program management, including supply and commodities management to strengthen not only their capacity in planning and implementation but also in M&E of Maternal & Child Health (MCH) programmes. Formative supervision visits were supported at the various levels as well as micro-planning of the integrated package for MCH interventions in the 66 RED districts.

**Government and community capacity for the implementation of integrated Maternal, Neonatal and Child Health key interventions were improved.** UN Agencies continued providing technical and financial support to all provinces towards the execution of National Health Weeks-related activities as a key action to improve the coverage of key MNCH interventions. The first National Week (May 2011) included administration of measles vaccine and almost 4 million children were covered by this campaign. RED approach and the Mother and Child Health Weeks continue to reinforce the capacity of districts to plan and implement routine child survival activities, creating a platform for the integrated delivery of maternal and child survival packages. Over 3 and a half million children are now being reached each year with two doses of vitamin A, representing over 90 per cent of the target population, in comparison with 50 per cent in 2006.

Other outputs resulting from the contribution of the UN Joint Program include:

- In **managing children with severe conditions**, around 443 health professionals were trained and the UN in turn supported an assessment on pediatric care in 9 referral health facilities of Gaza province
- For the **Community Case Management (CCM)**, 179 CHW were equipped with working and drug kits, deployed to their communities in 8 districts of the country. With this intervention it is estimated that at least 60,000 children under the age of five, living in remote areas have access to prevention messages and treatment of main killer disease (malaria, pneumonia and diarrhea)..
- **Malaria** control activities were also addressed, thanks to the contribution of the UN-JP. By

September 2011, 619,215 pregnant women nationwide benefited from mosquito nets during the antenatal period, (72% of the total estimated pregnant women in the country, in 2011) By October 2011, nets distribution campaigns were implemented in 39 districts of the country and 1,976,094 mosquito nets were distributed. MoH estimates that as a result of this activity 67 per cent of all children in the country have access to mosquito nets.

Technical and financial support was also provided to train district staff on the new malaria guidelines treatment covering all districts from Gaza province.

- Support was equally provided for the training of the rural hospital co-management committee as part of the Baby-friendly hospital initiative in Gaza.

**Mother and Child Health and nutrition commodities:** To ensure that commodities are available in the right place at the right moment, besides the training of health service providers, this JP included the purchase of essential commodities (mainly solar panels, communication radios, IEC materials, MCH equipment and Corn-Soya Blend (CSB).

#### **Constraints, Challenges and lessons learned –**

- Weak planning and data management capacity;
- Weak multi-sector coordination in the implementation of the Multi-sector Action Plan for the Reduction of Chronic Undernutrition;
- The shortage of human resources compromise the implementation of the MNCH and nutrition-related activities;
- Low access especially to clinical individual-oriented care and huge urban / rural disparities;
- Administrative bottlenecks that delay the forwarding of resources from the MoH to the provinces;
- Weak data quality, including lack of data reporting.

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## **5.4. Joint Programme on Social Protection**

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The purpose of the Joint Programme on Social Protection, involving WFP, ILO and UNICEF, is to ensure that the most vulnerable populations have access to social safety nets. The main focus is to ensure that social protection programmes for the most disadvantaged are strengthened and expanded.

**2011 was a breakthrough year for social protection in Mozambique.** UN agencies played a pivotal role in the design and approval of the new Social Protection Programmes (Cash Transfer Programme-PSSB-, In-kind Transfer Programme-PASD-, Public Works Programme-PNASP-, Social Services). With specific technical support towards the design of a comprehensive yet simple system to enhance efficiency and effectiveness (multiplier effect). These Programmes, which operationalise the National Basic Social Security Strategy, were approved by the Council of Ministers in September 2011. This is a considerable step towards a comprehensive national social protection system, with an expanded coverage of vulnerable households and improved inter-ministerial linkages to increase the effectiveness and efficiency of the system as a whole. The UN was in charge of carrying out a costing exercise for the programmes, reflecting different scenarios of programme coverage. The UN also facilitated various technical meetings, in which the results of these costing exercises were presented.

**Increased fiscal space for social protection.** Support was provided to the Ministry of Women and Social Action to advocate for increased budget allocations for the social protection system. Advocacy resulted in increased recognition by key Government ministries of the need to invest in social protection as a key poverty reduction strategy and has culminated in an increase of the 2012 budget by 30 per cent compared to the initial 2012 budget allocation, representing a 40 per cent increase compared to the 2011 budget allocation, representing 0.6% of OE and 0.2% of GDP. The Government

has also indicated that social protection will be high on the agenda for increased allocations when fiscal space increases in the years to come. This recognition of social protection as a strategic investment is of crucial importance for human capital development and inclusive economic growth.

**Implementation capacity improved.** Financial and technical support was provided to the operationalisation of the Programmes in the National Basic Social Security Strategy by supporting INAS and the district administrations in the implementation of social transfers to vulnerable populations eligible to both programmes. Technical assistance was provided to MMAS and INAS towards the establishment of a case management system. The case management system will build on the current system of community committees and establish a common framework under which these committees will function and take on the role of community case managers. UN continued to provide technical and financial support to seven D Food Assistance Committees to strengthen monitoring and supervision of food distribution activities. Food support was provided to 428,500 beneficiaries in 2011. A total of 7,376 MT of food have been distributed to these beneficiaries. Also, financial and technical support was provided to the piloting of innovative approaches for the delivery of social transfers in Social Protection Programmes (vouchers and beneficiary payments through banks) by setting up a Cash For Work activities in Caia-Sofala Province.

#### **Constraints, Challenges and lessons learned –**

- Weak design of a holistic, simple social protection system (with a limited number of programmes) that will use a common set of programme instruments.
- Although the programmes were approved without set targets and budget and the allocated budget was not enough to cover the needs in 2012.
- Delays in the Constitution of the Coordination Council for the Basic Social Security Sub-system has led to weakened coordination between Social Action, Health, Education and other key line ministries regarding a holistic and harmonized approach to social protection programming.
- Limited Human Resources capacity in MMAS and INAS (in quantity and quality) remains a crucial constraint and support will be provided in 2012 to strengthen institutional capacity, with a specific focus on district level.

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## **5.5. Joint Programme on Building Commodity value chains and market linkages for Farmers' Associations**

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The overall objective of the UN Joint programme is to increase the income of smallholders in rural areas and enhance their livelihoods, in line with the Government objectives for rural and economic development. UN agencies participating in this Joint Programme include WFP, IFAD, UNIFEM and FAO.

2011 was a year for consolidation of the gains made in the past two years of JP implementation. Some of the key results were:

**Improved storage facilities at producer level.** During 2011, a second phase of demonstration silos construction took place. A total of 267 metallic silos and 575 Gorongosa silos were constructed this year against a targeted amount of 600 for the year. This represents a total additional storage capacity of around 800 metric tonnes, which considerably contributes to improve the food security situation in the targeted areas.

**Improvement in post-harvest handling.** To allow a good dissemination and appropriation of the technology regarding the construction of the silos, 12 artisans from local communities were trained

and have demonstrated that they are capable of delivering this service to the farmers. A FAO technical evaluation mission undertaken in November and December 2011 verified that the associations that benefited from training on post-harvest handling during 2010 presented a high quality grain which allows producers to access good markets and better prices, particularly, out of the agricultural season. There is also an important positive impact on the nutrition of the families due to the improved quality of the cereal stored.

**The commercial risk attached to the WFP purchase and improved capacity of smallholders in planning production of maize and beans was reduced.** Over the past three years of Joint Programme implementation, a total of **6,579.5** metric tons of commodities have been purchased. In 2011, a total of 1,890 metric tonnes were planned to be purchased under the JP. Out of this 1,422 metric tonnes were delivered by the farmer organisation under the programme.

#### **Constraints, Challenges and lessons learned –**

- The training in post-harvest handling needs to be restructured to focus on the primary processors, who are the farmers and be continuous and consistent throughout the period. This will ensure that the commodities that eventually go to the federation/forum level for procurement by WFP are of good quality and this would minimise the amount of cleaning at higher level.
- Limited or non-existing storage availability at all levels (producer, association / forum / federation / 3rd tier) was also a major constraint. This compromised the quality of the commodities, and this required several cleaning operations. However with the JP interventions later in the year improved the situation. The replication that was envisaged under the JP has been slow and very few farmers per association have constructed any silos beyond what was supported by the JP.
- Rapid changes in market prices for commodities affected the supply of the commodities. As a result some farmer organisations were not able to meet their supply contracts with WFP. During 2011, forward delivery contracts were used by WFP. This allowed the farmers to be certain about the available market. This also allowed the farmers to access credit from institutions to support their commercialisation activities.

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## **5.6. Joint Programme on Support to Decentralization and Integrated Local Development**

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The Decentralization Joint Programme aims mainly at enhancing the capacity of the government and of civil society organizations (CSOs) at all levels to contribute to socio-economic development at local level. The JP will achieve this by encouraging the observation of the principles of transparency, responsibility, equity and participation in local governance as fundamental requirements for achieving the Millennium Development Goals (MDGs). The agencies involved in the JP are UNICEF, UNDP, ILO, UN-HABITAT, UNFPA, UNCDF, WHO, UNESCO, FAO, UNHCR, UNIFEM.

The results of the Decentralization JP are grouped in three major areas 1) Policy and Advocacy; 2) Normative and Technical Support; and 3) Capacity Development.

**Policy and Advocacy:** Important results achieved in 2011 with the contribution of the Decentralization JP as part of policy and advocacy efforts include, the revision of the Law on the Local Organs of the State (LOLE) to accommodate elements contained in the new Constitution of the Republic of Mozambique and the completion of the draft Decentralization Policy and Strategy (PEND) with subsequent submission to the Council of Ministers

Policy and advocacy support was provided to the Ministry of State Administration for the organization of the Provincial Assemblies (PA). This resulted in the establishment of provincial secretariats and the development of capacities of members of Provincial Assemblies

**Normative and Technical Support:** The provision of normative and technical support for the integration of cross-cutting issues such as Gender, HIV/AIDS and Food Security and Nutrition in national district development plans has continued to be an important area of intervention within the framework of the Decentralization JP. This has resulted in the introduction of a module on integration of population issues, gender and HIV / AIDS in provincial and district plans, elaborated by Eduardo Mondlane University and presented to MPD. This module needs to be harmonized with the methodological framework in order to integrate food security and nutritional issues in district development plans, which continues to be disseminated.

One example of normative technical support provided at local level is the introduction of gender responsive local participatory development planning in Sanga district in Niassa province of Mozambique. As a result, the community has identified projects to be implemented and the process of establishing a community managed project bank account is underway and will be managed by selected community leaders. Closely related was the support provided by UN to participatory planning and budgeting processes and gender mainstreaming in the Municipalities of Chibuto, Manica and Nacala.

**Capacity Development:** Capacity development has continued to be one on the main priority areas covered by the Decentralization JP in 2011. One example of results in this area includes the adoption of IMIS software (REDATAM) by INE to analyze and disseminate the 2007 Census data at provincial and district levels. The 2007 Census data set has been uploaded and the capacity of the INE to operate the IMIS was strengthened with 12 INE staff trained to use the software and to be trainers at the provincial and district level. Development and dissemination of provincial and district data was ensured through the preparation of the 2007 District Census final results tables, as well as brochures on various demographic topics for all provinces. The tables for the districts are equally available in electronic format and already in the process of printing for its dissemination. Furthermore, the GIS used for the 2007 population and housing census have been equipped with new software to be used for dissemination of district profiles being developed as part of the joint programme.

#### **Constraints, Challenges and lessons learned -**

As mentioned in previous reports, apart from joint planning and reporting, no substantive improvements were observed in the way UN participating agencies have been working to support the implementation of the Decentralization JP. Lack of funds for a long period was a serious constraint to the achievement of part of the planned results.

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## **5.7. Joint Programme on Women's Empowerment and Gender Equality**

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The aim of the Joint Programme on Women's Empowerment and Gender Equality is to promote and support the creation and promotion of gender sensitive legislation, economic empowerment of women and elimination of gender-based violence. This programme is supported by UNDP, UNFPA, UNIDO, ILO, FAO, UNIFEM, UNICEF, UNESCO and WHO.

#### **Some selected results of the Joint Programme:**

**Capacity to formulate, advocate and implement gender sensitive legislation, policies and programs strengthened.** A Communication Strategy to disseminate the Law on domestic violence against women approved and CEDAW report produced and disseminated. These helped in the advocacy and raise the awareness among decision makers. The National Report on the implementation of Beijing

Platform of Action (Beijing+15 report) was also approved by the Council of Ministers and has been published.

**Improved capacity of authorities and civil society organizations to address the issue of public security and gender-based violence.** Together with the 1,000 new police staff trained on violence against women and children, more than 24,500 cumulative persons (since 2007) were sensitized/informed on the Law on Domestic Violence against Women, and its national action plan. Available information from the Ministry of Interior indicates that nearly 8.400 women survivors of violence in the country were assisted by the Police Services only in the first semester of 2011. It is expected that by the end of 2011 this number will double, thus overtaking the target of 10.000. Enhance the capacity of medical doctors trained in forensic medicine and child interviewing techniques and strengthened psycho-social support to child victims of abuse.

The Programme carried out activities that promoted men involvement and sensitization in relation to gender-based violence (GBV). More than 382 men had the opportunity to become familiarized with the Law on Domestic Violence against Women. An additional large number of men were sensitized through media programs such as the “Homem que é Homem” at the national television. In Zambezia, the initiative “Men in Transformation” is raising awareness and reflection among men about gender inequalities and the negative impact of GBV.

In terms of gender mainstreaming, this JP successfully integrated gender issues in formal institutions of education. Accordingly, training modules on gender budgeting were introduced in all delegations of the largest public university, the Eduardo Mondlane University (UEM) as well as other institutions.

**Community access to business and financial service increased.** The prioritization in the economic empowerment component of the program was set to concentrate actions in the participatory approach of the Farmers Field School (FFS). 155 accumulated FFSs groups were created, benefiting approximately 4.476 participants of which 70% were women. The FFS methodology has been receiving increasing recognition for its capability to reach out a large number of families as well as facilitating the up-take of new technologies. This was complemented with training on entrepreneurship which managed to cover 210 persons of which 147 were women.

#### **Constraints, Challenges and lessons learned –**

- The first challenge faced by the program was related to lack of predictability in financial resources
- Lack of a clear organization of the JP implementation process led to divergences in the expectations of each agency role.
- From the coordination point of view the major challenge is the lack of access to data, mostly financial data from agencies. The logic recommendation would be that future coordinators have an easier access to financial reports from agencies;

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## **5.8. Joint Programme on HIV and AIDS: “Strengthening the HIV and AIDS Response in Mozambique”**

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The primary aim of the Joint Programme is to strengthen the HIV response in Mozambique. Specifically, the programme is intended to ‘empower individuals, civil society, national and local public and private institutions to halt the spread of HIV among populations at higher risk and to mitigate its impact’. The participating agencies include UNICEF, UNFPA, UNESCO, WHO, UNAIDS, UNDP, ILO, UNODC, WFP, IOM, FAO, UNHCR, UNIFEM. For 2010 three new agencies were integrated in the Joint Programme, namely: FAO, IOM, UNIFEM and UNHCR.

**In 2010 the project achieved positive results in its four strategic areas of comparative advantage** in the areas of Prevention, Prevention of mother-to-child transmission (PMTCT), Treatment, Mitigation, Mainstreaming and Monitoring and Evaluation.

**Policy and Advocacy:** Given the fact that youth dialogue is a critical part of advocacy for HIV prevention, it was supported through the creation of facebook and Twitter sites. Support was additionally provided for the creation of dialogue spaces on television about SRH and HIV prevention in “mais jovem” program. In addition, support was also provided for the formalization of vulnerable groups association, namely, Men that have sex with Men (LAMBDA) and the first Sex Workers association in the country.

UN was instrumental in accompanying the Ministry of Health through a number of programme decision and improvements for endorsing the Global Initiative for the Elimination of Vertical Transmission. This commitment pledges to further accelerate progress towards virtual elimination of HIV infections in children, i.e., reducing the transmission from mother to child below 5% by 2015. UN successfully advocated for the revision of national ART guidelines to adopt the new WHO guidelines for paediatric and adult treatment, which were rolled out during 2011

Research about HIV vulnerabilities of migration-affected communities was conducted along the Nacala transport corridor. The research included interviews with migrant and non-migrant community-members along the corridor, as well as detailed mapping of services and some sexual network mapping.

**Normative and Technical Support:** The MoH condom group were supported in planning, forecasting, monitoring and distribution of male and female condoms. As a result, 43,000,000 male condoms and 1.500.000 female condoms were distributed to all of the provinces and districts, therefore increasing the access and availability of condoms in the country. The new guidelines (option A) started being rolled-out in July 2011, aiming to provide more efficient regimens to HIV-positive pregnant women and their infants throughout breastfeeding. UN, in particular, supported both the planning of the roll-out, as well as the training of trainers at regional and provincial level.

UN agencies participated in several activities to strength regular data collection, analysis and application; supporting evidence-based model interventions for AIDS care and treatment. Early infant diagnosis (EID) expanded significantly in 2011, and its timeliness increased as well: 52 per cent of HIV-exposed children were tested before 2 months of life, in order to increase their chances to early initiation of treatment if diagnosed HIV-positive.

**Capacity Development:** Through the UN supported the *Geração Biz* Programme (PGB), a Mozambican Government-supported program that ensures the provision of Sexual and Reproductive Health and HIV prevention interventions in adolescents and Young people (10 – 24 years of age), approximately 555,720 young people were reached through peer to peer interventions, 349,884 adolescents were reached, of these, 82.237 were tested for HIV in youth friendly services and approximately 43,000,000 condoms were distributed throughout the country.

Support was provided to the Government for the training of trainers (ToT) of 35 police force agents in SRH/HIV/STI prevention and gender issues. These trainers subsequently trained approximately 2.400 young police trainees. Support was also provided for the ToT of 30 Religious Leaders (Hindu, Bahais, Catholics, protestants, hindus) in Socio-Cultural Approach and SSR and HIV prevention. Approximately 1,800,000 people (70% children and youths) in 221 localities from 75 priority districts reached twice by multimedia mobile unit activities, promoting HIV prevention. Approximately 250,000 people in 260 localities from priority districts were reached three times through community theatre activities.

**Civil Society Partnerships:** 1.4. Million Children (49% girls) participated in **life skills and HIV**

prevention activities through school clubs in 11 provinces. Intervention was replicated in 162 new schools in 7 CFS districts. The programme reached 1339 schools nationally in 2011. A series of 10 radio documentaries entitled **life skills and HIV** was developed and aired along the Nacala transport corridor. Working with community radio stations, the focus of the documentaries was HIV prevention in migration-affected communities

**Constraints, Challenges and lessons learned –**

- Changes in the work plan activities in some cases without proper consultation with government counterparts;
- At times, delayed information from the implementing partners resulted in the delay of regular reporting by JP;
- the technical capacity of partners was limited at times and the need for more partner leadership in coordination and implementation at both national and district levels was highlighted.

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## 5.9. Joint Programme on Effective Trade Policy formulation

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The Joint Program on Effective Trade Policy formulation aims at enhancing Mozambique's participation in the global trading system over the medium to long term. The programme is supported by UNIDO, UNDP, FAO, UNCTAD and ITC.

**In 2011 the programme** Trade Joint program consolidated the achievement of the program key outputs areas

**Strengthened trade policy management and trade policy harmonisation:** As part of trade policy research capacity development, the Joint Programme funded a seminar organized by the Faculty of Law of the Eduardo Mondlane University (UEM) on trade policies and management instruments. The seminar constitute a step to familiarize the academic community with regional trade policies instruments and to identify the issues and challenges faced with regard to regional trade and regional integration in order to define research priorities in this areas.

The Joint Programme contributed to the improvement of trade statistics management by financially supporting the training of trade statistics management institutions staff (INE, ATM, IPEX and BoM) in areas of trade statistics collection, processing and analysis at central level and at border posts level. The training included seminars and coaching visits held in the main imports and exports entry/exit points in Tete, Sofala, Nampula and Maputo.

**Increased Supply Capacity for agricultural and fishery products:** The One Stop Shops (Balcoes de Atendimento Unico-BAUs) support by the joint programme continued in 2011 with the funding the respective Corporate Design. The Corporate Design that will be standard for all BAUs in the country includes the structure of the building, colors, furniture, internal layout, and other branding features. The Corporate Design is important as it will define the identity of these services and make them more visible/accessible to the main users- the private sector. The Corporate Design will be first used in the Maputo City during the first quarter of 2012 and after that will be expanded to other provincial capitals.

**Improved capacity of enterprises to meet international product standards:** In order to enhance the capacity of agro-processing at local level and increase the standards of local products for export, the Joint Program financed the purchase of vegetables processing and conservation equipment for the agro-processing training/pilot center in Boane District, Maputo Province. The pilot center will serve to train the local small farmers on techniques to process, pack and store vegetables in order to add

more value, not only for the local market, but also for exports. Fishermen and fish traders in fishing centers in Inhambane and Gaza were trained in good fish handling, processing and conservation aiming at improving the quality standard of the products and open better market opportunities.

**Constraints, Challenges and lessons learned –**

- The 2011 AWP for the Joint Programme was approved very late due to changes made by the Ministry of Industry and Commerce in some of the proposed activities.
- An important lesson learned is that it is important to have accurate information about resources availability for the Joint Programme before the official approval of the Work Plan.
- The design of this Joint Programme did not maximize the synergies and complementarities among agencies in the area of trade policies.

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## **5.10. Joint Programme on Promotion of Youth Employment**

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The major goal of the Youth Employment Joint Programme is to combine efforts for promoting self-employment for young people. This is expected to be reached through specific support to initiatives for young people, including the Employment and Professional Training Strategy. The Joint Programme involves six agencies, namely UNDP/UNCDF, ILO, UNHCR, UNESCO, UNIDO and FAO.

**In 2011** the programme contributed to the increase in the number of young people with access to employment and self-employment opportunities.

In order to enable the youth to take advantage of employment and self-employment opportunities, the Joint Programme funded vocational training for 416 individuals in Marratane Refugee Camp, which was attended by 283 refugees and 133 nationals (281 men and 135 women).

A total of 275 (38.9% girls), previously trained in business management skills, started implementing or consolidating their micro-businesses in the areas of farming (production of cereals and vegetables) and livestock (goats, chicken and pigs) in Caia, Maringue, Nhamatanda and Gorongosa. During the implementation period a total of 101 kits, composed of seeds and tools, and 1,193 goats, were distributed among the beneficiaries.

The vocational training capacity of INEFP was strengthened by provision of three mobile training units, which operate in the areas of construction and tourism, and enable training to reach remote areas. The mobile units expand the outreach of INEFP training and reduce the costs as there is no need of the candidates for training to travel to the training centers.

More than 1,000 young people benefiting from the District Development Fund (DDF) in 4 provinces and 4 municipalities were trained in business management. With this training, it is expected that the beneficiaries will better manage their projects as well as the funds received, in order to improve their livelihoods and create more jobs.

The Joint Programme supported the mid-term evaluation of the Employment and Vocational Training Strategy as well as the dissemination of the relevant report. Steps are being taken to implement the recommendations of the evaluation which aim at improving the quality and the outreach of vocational training in Mozambique.

The Joint Programme facilitated young entrepreneurs' access to finance through entering into 3 performance agreements with Financial Services Providers for the creation of youth-oriented financial

products. The selected Financial Services Providers provide special services targeted to the youth in the rural areas and they include the introduction of debit cards in micro-finance to make deposits more accessible, micro-credit services and micro-insurance.

#### **Constraints and challenges –**

The limitation of resources, the end of contract of Joint Programme focal points and limited human resources capacity in some agencies were the main constraints faced during the programme implementation. For instance, given that some agencies did not allocate own agency resources and did not have significant balance from the previous year, this happened to limit their ability to accomplish the activities they have committed to implement jointly.

It was also learned that for income generation activities under agri-business, which has a significant potential for employment creation, it is very important to ensure that partners have the real capacity to respond and to take initiative as well as meet the beneficiaries technical support needs, at the early stage of projects design.

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## **6. Change Management**

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In December 2008 the UN Country Team (UNCT) in Mozambique approved the Change Management Plan as one key component of the “Delivering as One” strategy (DaO). The Change Management Plan introduced a two-year strategy to achieve controlled and sustainable organizational change for the execution of the Delivering as One agenda, and increased capacity to deliver in the selected areas of comparative advantage. The Plan included a set of activities organized into the following five areas: Building Common ICT Infrastructure and Services, Establishing Common Premises, Harmonizing Business Practices, Increasing Capacity, and Ensuring Staff Inclusion, Training and Welfare.

The change management project was extended into 2011 to support key coordination function to develop the new UNDAF and UNDAF action plan. For the first time UN Mozambique developed a holistic and in-depth programme, specifying in detail planned results for the period 2012-15. The programme integrated the delivering as one reform programme and accommodated for the first time all UN’s activities (see also section 4).

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## **7. Conclusions and the 2012 Focus**

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Key issues emerging from the 2010 One Programme implementation:

- There is a notable advance of the Government leadership in the development process in Mozambique. However, weaknesses still persist at various levels that have been limiting a more efficient programme delivery;
- The funds made available from the EFW in the middle of the year and the late approval of allocations by the Steering Committee affected the programme performance in the period. This factor has prevented that a realistic assessment is conducted on the One Programme delivery.
- The increased capacity in terms of staff at the Resident Coordinator’s office supported successfully the increased participation of the NRAs in the UNDAF processes;
- 2010 witnessed the phasing out of the change Management project and the development of a new transformational agenda for the UN;
- Joint Programming principles are being adopted for next programme cycle such as the UNDAF Action Plan which will include the totality of Agencies activities in the country and this will imply changes in the One Fund allocation and management mechanisms;

- Key assessments that were conducted in 2010 are being used as important basis for the development of the new UNDAF;
- The Mozambique Country Team will be using part of the One Fund interest to support the functioning of the current and the new UNDAF/One Programme coordination structures with focus on the Steering Committee and the RCO.

In taking Delivering as One further, the UN will leverage and expand progress where possible and have a joint organizational structure to strengthen the focus on delivering results. The UNDAF 2012-15 action plans, complemented with a management plan, detail these ambitions and underscore the aspects of Relevance, delivery of Results and optimizing the use of available Resources.

#### **Results - strengthen the results based management and delivery:**

- **One programme** - The One programme gives the basis for more effective and efficient delivery. It will be used as a collective planning and monitoring instrument for attaining results and resource utilisation.
- **Development Results Groups** - The UN has set up three Development Results Groups (DRG) headed by three heads of UN agencies. The three groups correspond to the three focus areas of the UNDAF: Economic, Social and Governance. This is expected to have several advantages:
  - Ensure coherent approach among UN agencies
  - Facilitate internal and external communication and coordination
  - Strengthen accountability for results within the UN and toward partners
  - Consolidate technical expertise to leverage analytical, strategic, advisory, advocacy and monitoring quality and capacity
  - Reduce transaction costs
- **Monitoring** - UN will invest in developing the capacity and resources to monitor programmatic and operational progress. For example will the UNDAF progress information be collated using devinfo database application, and more extensively capture and communicate UN's results.
- **Partnerships for results** – UN will continue strengthen partnership and cooperation with key development partners. Especially will the UN work in partnership with World Bank and IMF on key development issues, ie social protection and Extractive Industries and natural resource management.

#### **Relevance - Strengthen UN's policy advisory and normative role**

**Signature initiatives** - UN will pursue a set of signature initiatives that are timely, relevant and where UN's voice and actions can make a difference. Two to three topics will be chosen by the UNCT based on the UNDAF and country specific developments. To start, the UNCT has identified the issues of Extractive Industries and Social Protection as the first 2 signature issues of highest strategic relevance for Mozambique and UN's programme of support.

**Provision of upstream policy advice** – the UN will develop a model for further strengthening its upstream policy and capacity development support to the Government. The DRGs are part of this effort which can be complemented by set up of a special capacity and policy facility.

**Development Results Groups** – optimizing use of resources are a result of efforts to improve coordination and use of existing resources to produce more effective results. The strength and advantage is that the DRGs pull human resources from any agency to achieve common objectives.

**Resource utilization – optimizing use of human and financial resources**

**Knowledge management** - UN will continue improve a common knowledge management system to increase effective exchange of good practices and experiences. This will support professional development, quality of UN services and coherence.

**Resource Mobilisation** – In support of the UNDAF, the UN will be proactively work for mobilization resources to, primarily, the common fund with the support of the UNCT. Because of the changing financial situation of the UN this will be a priority.