



JOINT  
SDG  
FUND

Joint Programme Title:

*Connecting Communities:  
Mozambique's Digital Public  
Service Transformation*



## Joint Programme Document

### Window on Digital Transformation: Early-state joint programmes

#### Cover-page

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|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>MPTFO Project Reference Number</b>   | <i>(Leave blank, for automatic population in Quantum)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Country</b>                          | Mozambique                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Region</b>                           | Africa                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Joint programme title:</b>           | Connecting Communities: Mozambique's Digital Public Service Transformation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Duration:</b>                        | 9 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Anticipated start and end dates:</b> | 05/2024 to 02/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Short description:</b>               | The UNJP aims at creating the conditions to foster digital transformation in Mozambique through (i) a comprehensive assessment of the country's digital public ecosystem and (ii) the implementation of a pilot to increase connectivity and access to digital services at district level, while immersing local communities in the use of digital services. The project prioritizes gender equality by addressing barriers faced by women and girls, promoting digital literacy, and enhancing their representation in decision-making. It adopts a human rights-based approach, emphasizing equitable access to information and governance processes. Furthermore, the project commits to leaving no one behind, targeting marginalized populations such as persons with disabilities, ethnic minorities, and rural communities. Through these integrated approaches, the project aims to not only advance digitalization but also contribute to inclusive development, gender equality, and upholding human rights in Mozambique. |
| <b>Joint Programme team:</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Resident Coordinator                    | Catherine Sozi, UN Resident Coordinator<br><a href="mailto:catherine.soz@un.org">catherine.soz@un.org</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Joint Program RCO focal point           | Santiago Rodriguez Goicoechea, RCO Development Coordinator-Economist,<br><a href="mailto:santiago.goicoechea@un.org">santiago.goicoechea@un.org</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Lead PUNO JP Focal point                | UNDP, Cristino Pedraza Lopez, Chief Technical Advisor,<br><a href="mailto:cristino.pedraza@undp.org">cristino.pedraza@undp.org</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| PUNO 2 JP Focal point                   | UNICEF, Alessandro Ramella Pezza, Social Policy Manager,<br><a href="mailto:aramella@unicef.org">aramella@unicef.org</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| PUNO 3 JP Focal point                   | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Total budget:</b>                    | \$ 425,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Source of funds:</b>                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| UN Joint SDG Fund                       | \$ 250,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| PUNO 1 co-funding                       | \$ 100,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| PUNO 2 co-funding                       | \$ 75,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| PUNO 3 co-funding                       | NA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Government co-funding                   | NA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| International donor co-funding          | NA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Other sources co-funding                | NA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Legal context</b>                    | The legal basis for the joint programme is the Legal Annex for the signed United Nations Sustainable Development Cooperation Framework (2022-2026). It refers to the cooperation or assistance agreements or other agreements that                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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are the existing legal basis for the relationship between the Government of Mozambique and each Participating UN Organization.

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## Joint Programme Profile

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|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Contribution to Cooperation Framework Outcome(s) and Output(s)</b> | <p>Outcome 1 – Human development:<br/>By 2026, more people, particularly the most vulnerable and marginalized, have a more equitable access to and utilization of quality, inclusive, resilient, gender- and shock-responsive social protection and essential social services.</p> <p>Output 1.1 – Proportion of total government spending on essential services (education, health and social protection)</p> <p>Outcome 2 – Economic diversification and sustainable livelihoods:<br/>By 2026, more people, particularly women and youths, participate in and benefit from a more diversified, inclusive, and sustainable economic growth based on increased production, productivity, and greater value-added chains.</p> <p>Output 2.1: Legal frameworks targeting productive capacity, competitiveness, infrastructure, trade and investment, information and communications are strengthened and are gender sensitive, and new digital technologies are inclusive and more accessible.</p> |
| <b>SDG Targets directly addressed by the Joint Programme</b>          | <p>SDG 1 – No poverty<br/>1.4 Number of people accessing basic services, with UN support</p> <p>SDG 9 – Industry, Innovation, and Infrastructure<br/>9.3. Number of people with improved access to quality, reliable, sustainable and resilient infrastructure/infrastructure-related services (including digital infrastructure), with UN support</p> <p>SDG 17 – Partnerships for the goals<br/>17.3 Data collection and analysis mechanisms/initiatives providing disaggregated data to monitor progress towards the Sustainable Development Goals (SDGs) and enhancing policy coherence for sustainable development, established/implemented with UN support.</p>                                                                                                                                                                                                                                                                                                                            |
| <b>Expected key results of the Joint Programme</b>                    | <ul style="list-style-type: none"> <li>• Comprehensive understanding of the strengths, weaknesses, and opportunities of Mozambique’s digital ecosystem in the public sector</li> <li>• Improved access and utilization of digital public services by the communities in the target district</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Anticipated direct beneficiaries</b>                               | <p>7000 beneficiaries<br/>55% women 8% PWD , 5% IDPs, 4% refugees Maratane Camp</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Anticipated financial leverage</b>                                 | \$3,000,000 from the next Joint SDG Fund financing window                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Localization marker score</b>                                      | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The primary focus on SDG Transitions in the JP. <i>Select all that are incorporated into the JP strategy and results.</i> | <input checked="" type="checkbox"/> Digital Transformation<br><input type="checkbox"/> Food Systems<br><input checked="" type="checkbox"/> Decent Jobs and Universal Social Protection<br><input type="checkbox"/> Energy Access and Affordability<br><input type="checkbox"/> Transforming Education |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                             |                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                             | <input type="checkbox"/> Climate, Biodiversity, Pollution                                                                                                                                                                                                                              |
| Main engine room actions that the JP supports.<br><i>Select all that are incorporated into the JP strategy and results.</i> | <input checked="" type="checkbox"/> Shifts across policy and regulatory frameworks.<br><input type="checkbox"/> Capacity building at scale<br><input type="checkbox"/> Deal room (financing mix)<br><input checked="" type="checkbox"/> Pipeline of bankable and market-ready projects |

### **Contributions to Digital Transformation**

|                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Digital Offerings addressed by the JP.<br><i>Select all that are incorporated into the JP strategy and results.</i>                        | <input checked="" type="checkbox"/> Government service systems transformation.<br><input checked="" type="checkbox"/> Inclusive digital connectivity.<br><input type="checkbox"/> Digital finance and payment systems.<br><input type="checkbox"/> E-commerce, marker access, and trade enablement.<br><input type="checkbox"/> Digital for the planet. |
| The drivers for digital transformation that this JP enables.<br><i>Select all that are incorporated into the JP strategy and results..</i> | <input checked="" type="checkbox"/> Digital public goods<br><input checked="" type="checkbox"/> Digital inclusion in underserved areas.<br><input type="checkbox"/> Digital capacity-building and digital skills.<br><input type="checkbox"/> Digital human rights                                                                                      |

## JOINT PROGRAM DESCRIPTION

### Situation analysis *(maximum of 500 words)*

*This section offers a context description and brief rationale for the JP. At a minimum the section will describe the context and challenges/barriers/blockages to be addressed by the JP based on disaggregated data. Apply a gender, human rights and leave no one behind lens to the analysis and description of the problem/s to be addressed.*

The Government of Mozambique is actively implementing a comprehensive series of strategies designed to foster digitalization throughout the country. These strategies are anchored in key policy documents, including the "Plano Estratégico para a Sociedade da Informação (2019-2028)" and the "Política para a Sociedade da Informação." The overarching aim of these strategies is to transform Mozambique into a nation where everyone, regardless of their situation, has access to and utilizes information and communication technology (ICT) for their own benefit and the betterment of society.

Even if extensive efforts have been made to expand internet coverage and the availability of e-government services, there remain considerable accessibility gaps across the country, particularly in rural and hard-to-reach areas. According to World Bank (2022), about one third of Mozambicans lives in rural areas without mobile broadband signal and about a third of mobile phone users lack the skills to use the Internet on their devices. These figures are even worse for the most vulnerable populations (women, children, IDPs, etc.). These exacerbate socio-economic disparities between rural and urban areas and within communities. Furthermore, it limits the country's capacity to tap into digital solutions to the provision of government services, such as distance learning, e-medicine and e-payments for social benefits or emergency top-ups.

To respond to this situation and create the conditions to foster digital transformation in Mozambique, this UNJP will:

- 1) Assess the readiness of the country's digital ecosystem supporting public service delivery. The Assessment will encompass, among others, the e-SISTAFE (integrated financial management information system), SNGRH (Human Resource management system), SNGD (Documentation Management system), sectoral management information systems (MISs), provincial websites, IFAPAS, e-BAUs, Secretaries Virtuais, and Virtual Municipalities. It will build over extensive consultations with (i) cities, districts, and provinces, in the forms of focus groups and interviews; (ii) citizens and end-users, through a surveying modality; (iii) and other relevant stakeholders through mixed methods. It will also incorporate existing diagnostics, such as the one being prepared for the country's integrated financial management information system (e-SISTAFE). The Assessment will complement the ongoing diagnostic financed by the Delegation of the European Union of the readiness of the digital private sector ecosystem and provide a clear set of recommendations and interventions to be funded through private, public, and blended financing mechanisms to advance the country's digital development.
- 2) Develop a first Pilot in one district, to be identified by the authorities, in the Province of Nampula. The Pilot will aim at increasing connectivity and access to digital services at district level, while immersing local communities in the use of digital services. The Pilot will prioritize (i) gender equality, the project will focus on digital literacy and empowerment for women, as well as on their representation and leadership in decision-making processes related to digitalization; (ii) a human rights-based approach upholding individuals' rights to access information; and (iii) the leave no one behind principle by reaching marginalized and vulnerable populations to ensure their inclusion and meaningful participation in the digital transformation agenda.

## Programme Strategy and theory of change *(maximum of 1500 words)*

*This section summarizes the JP strategy, describes the expected results and how they relate, complement and are coherent. Including:*

- (1) Brief written explanation and simple graphical diagram of the [Theory of Change](#), including major assumptions. This defines the change pathway required to achieve the expected results.*

If the national ministries responsible for defining public policy have a clear understanding of the current public digital ecosystem readiness, with its strengths, weaknesses, and opportunities then they will be able to make the necessary evidence-based changes (reforms and investments) to unlock the transformative potential of digital public service delivery.

If the provincial, district and municipal governments responsible for providing services to citizens have a clear understanding of the current public digital ecosystem readiness, with its strengths, weaknesses, and opportunities, then they will be able to identify the areas for improvement in terms of processes, technology and organization needed to improve service delivery to citizens through digitalization.

If investments are made at the district, municipal, and provincial levels to improve local connectivity and the quality and reach of digital infrastructure to deliver public services, the delivery and accessibility of services to the population (the most vulnerable) will demonstrably improve. [supply creation]

If people who are more vulnerable and do not have access to digital services are made aware of their existence and their benefits, are trained in their use and are facilitated to access them, then these people will have easier, cheaper and more direct access to existing and future digital public services and, as a result, their quality of life will improve. [demand creation]

- (2) How JP complement the efforts of other development partners and programmes already working on the same or similar problems. Indicate also what the added value of the UN working jointly on this JP.*

The UNJP, through its two outputs, will complement ongoing interventions from other development partners in support to furthering Mozambique's digitalization effort.

The Delegation of the European Union (DEU) is financing an assessment of the digital ecosystem for the private sector as well as providing ITU with support to review the fitness of the country's legal and policy framework for digitalization. These however do not assess the state of the digital ecosystem of the public sector, despite its overwhelming importance for the Mozambican economy and the importance of a clear state of play of the sector to meaningfully review the digitalization legislative framework. The UNJP will close this gap and contribute to a complete, coordinated, and coherent analysis of the opportunities and way forward for digitalization in Mozambique.

The sector is benefiting from extensive investments in infrastructures and connectivity. The World Bank is supporting private sector investments to extend network coverage and improve internet speed, reaching over 2 million people in rural areas. Furthermore, it invests in digital skills programs to boost capabilities and comfort with using digital technologies and accessing digital services as well as programs to prepare secondary level students for future employment. Lastly, it invests in the core digital infrastructure, cybersecurity and data protection capabilities needed to modernize government operations. At local level, the World Bank is also supporting the municipal digitization strategy through the PDUL program (Urban Development Program at Local Level) In parallel, the DEU is providing extensive support to the creation of digital infrastructures and capabilities through 10 projects funded through blended financing mechanisms and the creation of two tech-

hubs to support local start-ups. The UNJP handsomely complements this wide array of investments in infrastructure and capacities by covering the last mile and closing the gap between the infrastructure, the digital services and the citizens. It creates a blueprint for scale up in any district of the country and reinforces the capacity of the state at local level.

Further development partners' interventions that will benefit from the UNJP are GIZ's financing the Virtual Municipal Secretaries program in some provinces and Irish Aid's funding of E-SISTAFE terminals in the Province of Niassa. The UNJP's pilot will support the improvement of the infrastructure at district level in the Province of Nampula, with the objective of mobilizing additional funding to scale up from one district to more, complementing the coverage provided by other development partners.

The added value provided by the UNJP is linked to the technical and financial capacity of the two PUNOs and their positioning within the wider systems-strengthening support provided by development partners to Mozambique. The PUNOs implement wide-ranging programs with development partners' and own funding in the areas of governance, with a particular focus on public service delivery.

UNDP has two projects that will serve as the basis for implementing the activities of this initiative, most specifically the support to the roll-out of the SISTAFE at local level. The D4D project, financed by the European Union, and the Initiatives to Promote Decentralization project, financed by the Swiss Cooperation, are built around the same systems-strengthening logic, share the same implementation and follow-up mechanisms, and are organized around a joint Government-Donor co-decision structure. These programs are an integral part of the strategy of the Government of Mozambique to support the decentralization process through digitalization and localization of the SDGs. The two programs have a budget of USD 3,036,000 and USD 2,900,000, respectively, and will serve to co-finance the proposal.

UNICEF is also supporting the Ministry of Economy and Finance in the implementation of the SISTAFE at central and local level in 4 provinces, mostly through its own resources (about USD800,000 a year). UNICEF focuses particularly on the improvement of the planning and budgeting procedures, supporting gradual reforms to implement programme-base budgeting, informed by the cost of service delivery. UNICEF funds the provision of trainings to government officials from financial and sectoral departments, to allow for the smooth production of district, provincial and the national budget. Furthermore, UNICEF supports the development of management information systems and the improvement of the quality and use of administrative data in its sectors of interventions, particularly health, education, and social protection. In the latter sector, UNICEF works extensively to support the deployment of digital payment methods for social subsidies, regularly and in times of shocks.

The team that will implement the UNJP is already present in the province of Nampula, where both UNICEF and UNDP have local offices and 4 staff dedicated to their governance and public finance management interventions. The field office staff works directly in the provincial, district and municipal offices that will be the subject of the intervention, thus ensuring the appropriation and transfer of knowledge to public institutions.

In terms of coordination with Government and development partners, UNDP is chairing the decentralization working group made of bilateral, multilateral decentralized cooperation working in the field of digital decentralization, whilst UNICEF is chairing the Planning and Budgeting Subgroup within the PFM group.

*(3) The expected JP outputs, their contribution to accelerating the SDGs and how they are anchored and contribute logically to the country's CF outcome/ outputs and national priorities. Indicate how the JP aligns with different SDG transitions and capacities engine room actions<sup>1</sup>.*

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<sup>1</sup> (1) shifts in policy and regulatory frameworks; (2) development of market-ready bankable pipelines; (3) devising a financial mix (deal room); and (4) capacity-building at scale.

**Outcome:** Municipalities, districts and provinces are ready to unlock the transformative potential of digitalization of public administration to ensure the delivery of quality, efficient and well-coordinated public services to meet the needs of the most vulnerable people.

**Output 1.** A "Digital Ecosystem Assessment for Public Service Delivery for the SDGs" is prepared in the framework of the ongoing public administration modernization reform, which will include:

- Mapping the state of play of digital government systems that support service delivery at the local level anchored in the public administration reform (e-SISTAFE, SNGRH, SNGD, provincial websites, data management systems in different sectors at the local level (health, education, etc.), IFAPAS, e-BAUs, virtual secretariats, etc.). This will be done through extensive consultations with (i) municipalities, districts and provinces, in the form of focus groups and interviews; (ii) citizens and end-users, through a survey modality (we can actually use the survey conducted by MAEFP); and (iii) other relevant stakeholders, in particular to ensure coordination with existing programs;
- Proposing a set of reforms and interventions tailored to address the challenges and issues identified in the mapping to catalyze additional funding and support from development partners and the private sector.
- Preparing proposals for funding and resource mobilization for the identified reforms and interventions.

**Output 2.** A pilot to improve the delivery of digital services at the district level in one of the provinces is developed and implemented, which will include:

- Investing in the training of civil servants and the digitization of district, provincial and municipal systems, as well as the improvement of communication systems in the education and health sectors at the local level.
- Running an awareness campaign directed to the most vulnerable populations to facilitate the use of digital services adapted to their access capacity and knowledge of how to use them.

*(4) Include explanation about how people, and especially marginalized and vulnerable groups, will benefit directly from the JP. Please select the groups from the table below that have a dedicated output in the joint programme. Be mindful that the joint programme will be requested to monitor and report on its direct contribution to the selected marginalized and vulnerable groups. Explain also briefly how the project will seek meaningful participation of rightsholders, including marginalized and vulnerable groups, in the implementation of the project.*

| List of marginalized and vulnerable groups <sup>2</sup> | Dedicated Output                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Women and girls                                         | <b>Output 2. Implement targeted digital literacy and empowerment interventions specifically designed for women and girls to enhance their access to and utilization of digital services. E.g.: training sessions, workshops, and awareness campaigns tailored to address the unique barriers faced by women in accessing and benefiting from digital technologies.</b> |
| Children                                                | <b>Output 1. Identify those reforms and interventions that, when implemented, will contribute to the provision of digital services beneficial to the children, particularly in the sectors of education, health, nutrition, social protection, and</b>                                                                                                                 |

<sup>2</sup> The other marginalized and vulnerable groups include, amongst other, minorities (incl. Ethnic, religious, linguistic...), people of African Descent, persons deprived of their liberty, peasants and rural workers, human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers...), migrants, stateless persons, LGBTIQ+ persons (sexual orientation and gender identity), persons living with (HIV/AIDS, leprosy...), persons with albinism, victims or relatives of victims of enforced disappearances, victims of (slavery, torture, trafficking, sexual exploitation and abuse...). List as per the standard 20 LNOB groups according to the Implementation Guide for the Output Indicator Framework for measuring the United Nations contribution towards the Sustainable Development Goals: [https://1102656428-files.gitbook.io/~files/v0/b/gitbook-x-prod.appspot.com/o/spaces%2F-MbDdHe\\_y0zwBb9YTe4W%2Fuploads%2F4114YgYQuQo7qKb5ycyL%2FG%20-%2020221031-%20Implementation%20Guide.pdf?alt=media&token=e54c735a-c0a6-4984-8025-2f8b777d1d89](https://1102656428-files.gitbook.io/~files/v0/b/gitbook-x-prod.appspot.com/o/spaces%2F-MbDdHe_y0zwBb9YTe4W%2Fuploads%2F4114YgYQuQo7qKb5ycyL%2FG%20-%2020221031-%20Implementation%20Guide.pdf?alt=media&token=e54c735a-c0a6-4984-8025-2f8b777d1d89).

|                              |                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | child protection. E.g.: the requirements for the roll out of digital payments for social subsidies, of distance learning and distance medical consultations, etc.                                                                                                                                                                                                              |
| Youth                        | Output 2. Implement targeted digital literacy and empowerment programs to enhance their access to and utilization of digital services. E.g.: training sessions, workshops, and awareness campaigns.                                                                                                                                                                            |
| Persons with disabilities    | Output 2. Develop and implement accessibility standards for digital platforms and services to ensure they are inclusive and accessible to persons with disabilities. E.g.: the development of guidelines, tools, and training programs to support the design and implementation of accessible digital solutions.                                                               |
| Older persons                | Output 2. Specialized training sessions, senior-friendly digital devices, and support services tailored to the needs and preferences of older adults.                                                                                                                                                                                                                          |
| Indigenous peoples           | N/A                                                                                                                                                                                                                                                                                                                                                                            |
| Refugees & asylum seekers    | Mobile-friendly applications for accessing legal information and assistance, online platforms for language learning and skills development, and digital identity solutions to facilitate access to healthcare, education, and employment opportunities.                                                                                                                        |
| Internally displaced persons | Develop targeted digital solutions to address the unique challenges faced by IDPs, such as access to essential services, documentation, and communication with authorities (development/durable solutions). E.g.: the establishment of virtual support platforms, mobile applications for information dissemination, and digital identity solutions for displaced populations. |

(5) *Identify up to 5 UN Human Rights Mechanisms<sup>3</sup> that the implementation of the programme will contribute to (e.g.: from the UPR, treaty bodies, or special procedures; you may want to use the Universal Human Rights Index to identify these). Explain in at least one sentence per recommendation how the programme will contribute to that recommendation.*

1. The JP aims to support Universal Periodic Review (UPR) suggestions on digital access and inclusion by addressing the digital gap and encouraging the engagement of vulnerable populations like women, children, people with disabilities, ethnic minorities, and refugees in digital advancements;
2. The JP aims to support Committee on the Elimination of Discrimination against Women (CEDAW)' suggestions by focusing on gender equality in digitalization, addressing obstacles that hinder women and girls from accessing and benefiting from digital services, and advocating for their participation and leadership in digitalization-related decision-making.
3. The JP will contribute to the Special Rapporteur's on the Right to Education recommendations by enhancing digital literacy and empowerment programs for children, elderly, indigenous people, and refugees, thus promoting the right to education for all and ensuring inclusive and equitable access to quality education opportunities in the digital age.
4. The programme JP will contribute to Committee on Economic, Social and Cultural Rights (CESCR) recommendations by expanding access to digital infrastructure and services in rural areas, thus supporting the realization of economic, social, and cultural rights, including the right to education, health, and an adequate standard of living, for the most vulnerable populations.
5. Through the development of targeted digital solutions for internally displaced persons (IDPs), the programme will align with the Special Rapporteur's on the Human Rights of Internally Displaced Persons recommendations to address the specific needs and vulnerabilities of displaced populations, including access to information, documentation, and essential services, in the context of displacement and humanitarian crises.

<sup>3</sup> Please consult the full list of human rights mechanisms here: [https://docs.google.com/document/d/1Yu6wJSofqhZV\\_J5HpC-jlsmUBWtA4Baw/edit?usp=drive\\_link&oid=102351661986173461034&rtpof=true&sd=true](https://docs.google.com/document/d/1Yu6wJSofqhZV_J5HpC-jlsmUBWtA4Baw/edit?usp=drive_link&oid=102351661986173461034&rtpof=true&sd=true) Please, consult this database, as well: <https://uhri.ohchr.org/en/>

## **Sustainability and Exit Strategy** *(maximum 500 words)*

*A brief description about how expected JP results from the preparatory seed-funding phase will be built-on and sustained beyond the timeline of the JP with a focus on: (1) Community sustainability, (2) Financial sustainability, and (3) institutional sustainability. If possible, describe expected roles and responsibilities of government, PUNOs, donors and other relevant stakeholders at the country and local levels. The section should provide an outline of the plans to sustain positive impact and catalyse lasting change beyond this initial implementation period.*

Under Output 1, the UNJP will prepare a digital ecosystem assessment for the public sector, complementary to and coordinated with interventions funded by the Delegation of the European Union and the World Bank, as described in the Situation Analysis. Based on the results of the assessment, the UNJP will also design a pipeline of interventions to be funded through private, public, and blended financing mechanisms to support unlocking the country's digital potential. All interventions will be included into existing reform sector reform plans, such as the Plano Diretor da Tecnologia da Informacao (PDTI), or funding pipelines for projects such as the Delegation of the European Union's blended finance one. Some of these interventions will be included in the fully-fledged proposal for the funding window of the SDG Fund.

Under Output 2, the implementation of the pilot project in a district of the Province of Nampula will provide Government with a blueprint for improving connectivity, quality of digital service delivery as well as demand from the citizens. Institutionally, it will support the implementation of Government's existing strategies, by strengthening its digital infrastructure and presence at local level and allowing for a greater availability of digital public services in underserved areas and communities. Financially, it will benefit from the one-off seed-funding to ensure connectivity, infrastructure, and sensitization, but it will also develop a proof of concept that, once the investment is carried out, the local government in charge is able to maintain it. Mozambique being a Lower Income Country (LCI), it is important to stress that its capacity to fund its infrastructure needs by itself is very limited. However, through proper intervention design and planning, it is possible to maintain infrastructures and continue reaping their benefits overtime. At community level, the sensitization efforts will create sustained demand for digital services and the benefits the communities will receive by being able to access such services will contribute to motivating the local authorities to continue providing them (e.g. through requests put forward during the district and municipal committees). The more members will be able to benefit from the services, the more it will be possible for the communities themselves to contribute to expanding the demand by word of mouth.

In terms of maintenance, most of the digital infrastructure will be supported by CEDSIF, a government agency that is tasked with designing, developing, installing, and maintaining several platforms and systems, such as the e-SISTAFE or the e-BAUs. The installation and maintenance of the Virtual Secretariats is responsibility of the National Association of Municipalities of Mozambique (ANAMM), which ensures this through a long-term agreement with an IT provider.

## **Steering and management arrangements** *(maximum 500 words)*

*This section describes steering and management arrangements for the JP. It does not substitute for organization-specific arrangements required by the respective internal policies of PUNOs. It offers a brief description of key groups, their composition, and major roles and responsibilities. Explain the specific roles and responsibilities of RC/RCO, PUNOs and other partners – to ensure integrated implementation and decision-making as well as effective governance under the RC leadership. Focus on coordination, decision-making, reporting and how transaction costs will be reduced. Explain why this is the best approach including how it avoids introducing parallel structures to those that already exist, and confirm that existing structures and mechanisms of UNCT, government, and related programs/initiatives are leveraged. It includes:*

**The UNJP will ensure coordination and national ownership through the following mechanisms:**

A Steering Committee to oversee and approve the overall direction and course of the project. Its main functions will be: (i) to ensure the implementation of the project outcomes and the consistency of strategies; (ii) to monitor the implementation of activities; (iii) to recommend possible strategic changes; (iv) to analyze and approve operational work plans; (v) to review and approve project reports; and (vi) to approve the conclusions of the project evaluation.

The Steering Committee, co-chaired by the representative of the Ministry of Economy and Finance (MEF), the Ministry of State Administration and Public Service (MAEFP), the Ministry of Science, Technology and Higher Education (MCTES), and the RC, will also count with the presence of the Ministry of Trade and Commerce (responsible for the e-BAUs), the National Institute of Electronic Government (INAGE) and the National Institute of Technology, Informatics and Communication (INTIC), part of the Ministry of Transport and Communications, the CEDSIF, which is responsible with the MEF for the development of the Integrated Financial Management Information System of government (E-SISTAFE), the Ministry of Foreign Affairs and Cooperation, the representative of the Province of Nampula and of the selected District, the Delegation of the European Union, the PUNOs and the representation of the target provinces.

To optimize coordination and decentralization synergies, the Steering Committee will have the right to invite others to the meeting or working sessions, such as ITU, Spain (main donor to the Joint SDG Fund window on Digital Transformation), Swiss Embassy, the World Bank, the IMF, Irish Cooperation, GIZ, other development partners working on digital transformation, other relevant ministries, territorial institutions such as the National Association of Municipalities of Mozambique (ANAMM), universities, NGOs, as well as the private sector and civil society in the provinces.

- 1) A Technical Committee for Digitization with two working groups related to the areas of intervention of the project:
  - Group 1) "Digital ecosystem assessment for public service delivery for the SDGs" is prepared in the framework of the ongoing public administration modernization reform: MEF, MAEFP, CEDSIF, UNDP, UNICEF.
  - Group 2) Improve the delivery of digital services at the district level: MEF, MAEFP, MIC, CEDSIF, INAGE, SPEF Nampula, UNDP, UNICEF.

A Project Management Unit (PMU) including the existing PUNO staff working on PFM, digital decentralization, and strengthening of local services at the local level, who will work on this specific project when it starts. These include the CTA, Program Analyst, UNV Planning Specialist, Administrative and Financial Analyst and Communications Analyst. In addition, the project will have provincial focal points to support the implementation of activities in the target provinces and institutional focal points.

- *The JP Steering Committee: Refer to ToRs in the [UNSDG Guidance Note on Joint Programmes](#). Specify Co-chairs (one of this has to be the RC), members, frequency of meetings and tasks, only if deviating from ToR.*
- *The JP Team: Refer to ToRs in the [UNSDG Guidance Note on Joint Programmes](#). Specify members, frequency of meetings and tasks, only if deviating from ToR.*

## Monitoring, accountability, financial management, and public disclosure

*Standard text – do not change*

Reporting on the Joint SDG Fund will be focused on concrete results and grounded in evidence. The RCO focal point and lead PUNO is responsible for coordinating and drafting a concise annual report (using the Fund Secretariat template/guidance), which is submitted to the Joint SDG Fund Secretariat through the RC by January 31st of the following year. Additionally, a final narrative report must be prepared and submitted to the Joint SDG Fund Secretariat through the RC no later than two (2) months after the operational closure of the Joint Programme activities.

The JP Steering Committee, co-chaired by the RC, is mandated to oversee and monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information upon requested. Additionally, the Joint SDG Fund Secretariat may request additional insights, such as policy papers, value-for-money analysis, case studies, infographics, or blogs/articles, as needed.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding/financing) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the report.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

The JP will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent. The programmatic UN entity of the Facility shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Project in accordance with its own regulations, rules, directives and procedures. The entity shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

A minimum of 5% of the JP budget is allocated for monitoring, reporting, evaluation, audit and communications. Indirect costs of the Participating Organizations recovered through project support costs will be 7%, with exception of WFP and UNHCR which should be 6,5%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs. Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund. PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

## Annex 1: Integrated results framework and workplan

### Remarks:

- TO BE ATTACHED TO THE ONLINE APPLICATION AND ALSO FILLED OUT BELOW
- The link with CF should be reflected through at least one CF outcome indicated in the Joint Programme profile, but not a part of the JP Results Framework, as well as through CF outputs.
- There should be a maximum of 4 outputs in total, with at least one from the CF.
- Add one additional output that integrates joint programme management, monitoring and reporting, and communications.
- All results and related budgets under a JP are tagged as 'joint' in UN Info and UNO ERP systems for reporting on the QCPR and Funding Compact.
- A minimum of 5% percent of the JP budget is allocated for monitoring, reporting, evaluation, audit and communications.
- For [gender equality, human rights, and peace markers \(the latter optional\)](#) as well as [QCPR function](#) the coding is done per output. Further annex provides total scoring and justification

### JP Outputs

| OUTPUT 1.1.: A "DIGITAL ECOSYSTEM ASSESSMENT FOR PUBLIC SERVICE DELIVERY FOR THE SDGS" IS PREPARED IN THE FRAMEWORK OF THE ONGOING PUBLIC ADMINISTRATION MODERNIZATION REFORM                                                                          |          |        |                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OUTPUT INDICATOR                                                                                                                                                                                                                                       | BASELINE | TARGET | MEANS OF VERIFICATION                                                                                                                                                 |
| <b>1.1.1:</b> Number of public institutions at central, provincial, district and municipal level, private companies and NGOs involved in the process of mapping the state of digital government systems that support the provision of public services. | N/a      | 70     | <ul style="list-style-type: none"> <li>. Workshop report;</li> <li>. Attendance list;</li> <li>. Photos and videos.</li> </ul>                                        |
| <b>1.1.2:</b> Number of districts and municipalities supported by the e-SISTAFE system                                                                                                                                                                 | N/a      | 1      | <ul style="list-style-type: none"> <li>. Annual report on the JP;</li> <li>. Activity Reports and Management Accounts of the Districts and Municipalities.</li> </ul> |
| <b>1.1.3:</b> Number of virtual municipal secretaries created                                                                                                                                                                                          | 0        | 1      | <ul style="list-style-type: none"> <li>. Atten Equipment delivery/receipt slip; dance list;</li> </ul>                                                                |

|                                                                                                                                                                                                                                        |                 |               | . Local administrations report and local services users register.                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|-------------------------------------------------------------------------------------------------|
| <b>1.1.4:</b> Number of new provincial e-BAUS networks created and operational                                                                                                                                                         | N/a             | 1             | . Annual and Final Report of the JP;<br>. Inauguration photographs;<br>. Video                  |
| <b>OUTPUT 1.2: A PILOT TO IMPROVE THE DELIVERY OF DIGITAL SERVICES AT THE DISTRICT LEVEL IN ONE OF THE PROVINCES IS DEVELOPED AND IMPLEMENTED</b>                                                                                      |                 |               |                                                                                                 |
| <b>OUTPUT INDICATOR</b>                                                                                                                                                                                                                | <b>BASELINE</b> | <b>TARGET</b> | <b>MEANS OF VERIFICATION</b>                                                                    |
| <b>1.2.1:</b> Number of civil servants trained in the digital transformation, management and maintenance of digital platforms that favor the provision of public services to citizens.                                                 | N/a             | 100           | . Training action report<br>. Attendance list;<br>. Photos and videos.                          |
| <b>1.2.2:</b> Percentage of the vulnerable population (including women), in the pilot province/district municipality, covered by awareness-raising actions to facilitate the use of digital services adapted to their access capacity. | N/a             | 7000          | . Photos of the awareness-raising activities in the field;<br>. Reach rate on digital channels. |
| <b>1.2.3:</b> Tax revenue growth rate in pilot municipalities, districts and provinces                                                                                                                                                 | N/a             | 9%            | Report and Management Account of the Provinces                                                  |
| <b>1.2.4:</b> Number of new licenses for economic activities granted in the pilot municipalities and districts, using e-BAUS services (disaggregated by sex and other relevant variables if possible).                                 | N/a             | 150           | e-BAUS Activity Report                                                                          |
| <b>1.2.5:</b> Citizen Satisfaction Index with the new digital public services at municipal, district and provincial level (disaggregated by sex).                                                                                      | N/a             | 70%           | Report of the survey applied                                                                    |

**JP contribution to Joint SDG Fund global indicators (select only relevant indicators for the JP)**

| <b>Engine room 1. Shifting policy/regulatory frameworks</b>                                                                                                                                                                                                             |                |                                                                                   |                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number of new or enhanced the integrated policy solutions and regulatory changes formulated to accelerate SDGs with Joint SDG Fund support.                                                                                                                             | Baseline:<br>1 | Target:<br>2                                                                      | MOV: Report of the mapping of the public administration digitalization state of art                                                                     |
| Number of targeted countries where the integrated policy solutions and regulatory changes are implemented to promote equal access to and use of services, goods and resources by women and girls with Joint SDG Fund support.                                           | Baseline:<br>0 | Target:<br>1                                                                      | MOV: National policy on digitalization                                                                                                                  |
| Number of individuals benefiting from the integrated policy solutions and regulatory changes implemented with Joint SDG Fund support, disaggregated by population segments (e.g. sex, age, persons with disabilities, etc.) with a focus on Leaving No One Behind.      | Baseline:<br>0 | Target:<br>7000<br>55% women<br>8% PWD ,<br>5% IDPs, 4% refugees<br>Maratane Camp | MOV: Provincial, district and Municipality annual reports, local sectors annual reports, project reports, Ministry of Economy and finance annual report |
| <b>Engine room 2. Capacity building at scale</b>                                                                                                                                                                                                                        |                |                                                                                   |                                                                                                                                                         |
| Number of governmental (both at central and sub-central levels) and non-governmental organizations with enhanced capacity to design, implement and finance integrated policies, regulations and innovative solutions for SDG acceleration, with Joint SDG Fund support. | Baseline:<br>0 | Target:<br>5                                                                      | MOV: Provincial, district and Municipality annual reports, local sectors annual reports, project reports, Ministry of Economy and Finance annual report |
| Number of tools, procedures and mechanisms (e.g. SOPs, training module, incentive structures) developed or implemented, focused on building capacities for SDG acceleration with Joint SDG Fund support (disaggregated by central and local actors).                    | Baseline:<br>0 | Target:<br>5                                                                      | MOV: Provincial, district and Municipality annual reports, local sectors annual reports, project reports, Ministry of Economy and Finance annual report |
| Number of experts identified and deployed to support RCs/UNCTs on SDG acceleration with Joint SDG Fund support.                                                                                                                                                         | Baseline:<br>0 | Target:<br>2                                                                      | MOV: Expert reports                                                                                                                                     |
| <b>Engine room 3. Developing market-ready pipeline of actions.</b>                                                                                                                                                                                                      |                |                                                                                   |                                                                                                                                                         |
| Number of integrated multi-sectoral financing solutions or instruments created and launched with Joint SDG Fund support, disaggregated by theme/type.                                                                                                                   | Baseline:      | Target:                                                                           | MOV:                                                                                                                                                    |

|                                                                                                                                                                                                                  |           |         |      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------|------|
| Number of actions, projects, businesses or organizations identified for inclusion in market-ready pipeline with Joint SDG Fund support.                                                                          | Baseline: | Target: | MOV: |
| Ratio of actions, projects, businesses or organizations securing funding and receiving investments, in relations to those identified with Joint SDG Fund support.                                                | Baseline: | Target: | MOV: |
| <b>Engine room 4. Devising a financing mix (deal room)</b>                                                                                                                                                       |           |         |      |
| Amount in US\$ of financing leveraged for integrated multi-sectoral solutions, with support from the Joint SDG Fund (disaggregation by type of investors – e.g. Gov, private, PPP, DFIs/IFIs).                   | Baseline: | Target: | MOV: |
| Ratio of financing leveraged for integrated multi-sectoral solutions against the committed funds provided by the Joint SDG Fund.                                                                                 | Baseline: | Target: | MOV: |
| Number of investors providing direct financing to integrated multi-sectoral solutions developed, with support from the Joint SDG Fund (disaggregation by type of investors – e.g. Gov, private, PPP, DFIs/IFIs). | Baseline: | Target: | MOV: |

### Joint Programme Workplan

| Output     | Geographic focus      | Start    | End       | PUNO   | SDG Target | Human Rights Marker | Gender Marker | QCPR function                        | Available Budget (US\$) |
|------------|-----------------------|----------|-----------|--------|------------|---------------------|---------------|--------------------------------------|-------------------------|
| Output 1.1 | National (Mozambique) | May 2024 | Dec. 2024 | UNICEF | 9.3        | 2                   | 2             | Policy Advice and Thought Leadership | \$ 175,000              |
| Output 1.2 | Provincial (Nampula)  | May 2024 | Feb. 2025 | UNDP   | 9.3        | 2                   | 2             | Direct Support/ Service Delivery     | \$ 250,000              |



## Annex 2: Risk Matrix

| RISKS                                                                                                                                                                                     | CATEGORIES                            | RISK LEVEL | LIKELIHOOD   | IMPACT        | MITIGATION MEASURES                                                                                                                             | RISK OWNER                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Accentuated inequalities                                                                                                                                                                  | <b>Social and Environmental risks</b> | Low        | Possible (3) | Minor (2)     | Support the central government and local administrative structures in prioritizing decentralization and socio-economic development initiatives. | Central governments, decentralized governance bodies and municipalities                                         |
| Weather changes and disasters, which can cause electrical discharges and prevent the normal functioning of the computer equipment that supports e-SISTAFE, e-BAUS and Virtual Secretaries |                                       | Low        | Possible (3) | Mode rate (3) | Ensure the purchase of protective equipment (UBS; FIOS TERRA, etc...) for institutions at municipal, provincial and district level              | Beneficiary institutions.                                                                                       |
| Lack of financial capacity of the beneficiaries' institutions to sustain results, especially in a global context of financial crisis or due to political instability.                     | <b>Financial risks</b>                | Medium     | Possible (3) | Mode rate (3) | Strengthen resilience and efficient budget planning at the level of municipalities, districts and provinces.                                    | Central governments, decentralized governance bodies, municipalities, Cooperation partners (UNDP, UNICEF, etc.) |
| Lack of internal fiscal resources puts the new digital public service delivery system at risk                                                                                             |                                       | Low        | Possible (3) | Minor (2)     | Supporting the capacity building of municipalities, districts and provinces in identifying and implementing new sources of revenue              | Districts, municipalities, Cooperation partners                                                                 |

|                                                                                                                                                                                           |                          |        |              |               |                                                                                                                                                                                                                                                                                 |                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------|--------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Low quality internet connectivity in communities, municipalities, districts and provinces, due to the lack of engagement of private companies operating in the telecommunications sector. | <b>Operational risks</b> | Medium | Likely (4)   | Major (4)     | Ensure the involvement of the private sector (Vodacom, Movitel), and state-owned companies (TMCEL), provincial INAGE, both in the design phase of the digitization strategy and in the implementation phase.                                                                    | Central governments, private sector (Vodacom, Movitel), and state-owned companies (TMCEL), provincial INAGE |
| Little commitment from the national institutions responsible for the processes of digitization and expansion of public services.                                                          |                          | Low    | Unlikely (2) | Essential (5) | Ensure the involvement of the national institutions responsible for digitization and expansion of services such as the MEF, CEDSIF, and MIC, including ANAMM throughout the project's implementation phase.                                                                     | JP; Central and local government                                                                            |
| Limited capacity of human resources at municipal, district and provincial level to respond to citizen demand and maintain results.                                                        |                          | Medium | Likely (4)   | Major (4)     | Continuous monitoring and capacity building of local technicians in digitalization and technological support to ensure the sustainability of results. In addition, annual work plans will allow for flexibility and alignment with local priorities in digital public services. | JP; Central and local government                                                                            |
| Policy changes linked to the operation of CEDSIF, depending on the new government to be elected in the October 2024 presidential elections.                                               | <b>Political risks</b>   | Low    | Unlikely (2) | Moderate (3)  | The annual work plans will be aligned with the government's Five-Year Plan and will allow for flexibility according to political situations.                                                                                                                                    | Central government                                                                                          |

|                                                                                                                        |                                  |        |              |              |                                                                                                                                                                                                       |                                                                         |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------|--------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Terrorism in the districts of Cabo Delgado and increase in the number of displaced persons in the province of Nampula. | <b>Safety and Security risks</b> | Medium | Possible (3) | Moderate (3) | Permanent monitoring of the terrorism situation in Cabo Delgado, as well as the response strategy of the national authorities and different development partners, in order to adjust the action plan. | Central and local government, Cooperation partners, NGOs, civil society |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------|--------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|

| Likelihood  | Occurrence                                                  | Frequency                                 | Consequence          | Result                                                                 |
|-------------|-------------------------------------------------------------|-------------------------------------------|----------------------|------------------------------------------------------------------------|
| Very Likely | The event is <b>expected</b> to occur in most circumstances | Twice a month or more frequently          | <b>Extreme</b>       | An event leading to <b>massive or irreparable</b> damage or disruption |
| Likely      | The event <b>will</b> probably occur in most circumstances  | Once every two months or more frequently  | <b>Major</b>         | An event leading to <b>critical</b> damage or disruption               |
| Possibly    | The event <b>might</b> occur at some time                   | Once a year or more frequently            | <b>Moderate</b>      | An event leading to <b>serious</b> damage or disruption                |
| Unlikely    | The event <b>could</b> occur at some time                   | Once every three years or more frequently | <b>Minor</b>         | An event leading to <b>some degree</b> of damage or disruption         |
| Rare        | The event <b>may</b> occur in exceptional circumstances     | Once every seven years or more frequently | <b>Insignificant</b> | An event leading to <b>limited</b> damage or disruption                |

|                 | Consequences      |            |              |                |                | Level of risk | Result                                                                                                                                                                                                                           |
|-----------------|-------------------|------------|--------------|----------------|----------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Likelihood      | Insignificant (1) | Minor (2)  | Moderate (3) | Major (4)      | Extreme (5)    |               |                                                                                                                                                                                                                                  |
| Very likely (5) | Medium (5)        | High (10)  | High (15)    | Very High (20) | Very High (25) | Very High     | Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.                                    |
| Likely (4)      | Medium (4)        | Medium (8) | High (12)    | High (16)      | Very High (20) | High          | Immediate action required by senior/ executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.                   |
| Possible (3)    | Low (3)           | Medium (6) | High (9)     | High (12)      | High (15)      | Medium        | Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.                                      |
| Unlikely (2)    | Low (2)           | Low (4)    | Medium (6)   | Medium (8)     | High (10)      |               |                                                                                                                                                                                                                                  |
| Rare (1)        | Low (1)           | Low (3)    | Medium (3)   | Medium (4)     | High (5)       | Low           | Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended. |

**Risk Categories (for reference)**

| 1.Social and Environmental                                                                                                                                                                                                                                                                                                                                                                                            | 2. Financial                                                                                                                                  | 3.Operational                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 4.Organizational                                                                                                                                                                                                                                                                                                                                 | 5. Political                                                                                                          | 2.Regulatory                                                                                                                                                                                                                 | 7. Strategic                                                                                                                                                                                                                                                            | 8. Safety and Security                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| 1.1. Human rights<br>1.2. Gender<br>1.3. Biodiversity and use of natural resources<br>1.4. Climate change and disaster<br>1.5. Community health and safety<br>1.6. Labour conditions/standards<br>1.7. Cultural heritage<br>1.8. Rights of Indigenous Peoples<br>1.9. Displacement and resettlement<br>1.10. Pollution and resource efficiency<br>1.11. Stakeholder engagement<br>1.12. Sexual exploitation and abuse | 2.1. Cost recovery<br>2.2. Value for money<br>2.3. Corruption and fraud<br>2.4. Fluctuation in credit rate, market, currency<br>2.5. Delivery | 3.1. Alignment with national priorities<br>3.2. Responsiveness to lessons learned and evaluations<br>3.3. Leadership & management<br>3.4. Flexibility and opportunity management<br>3.5. Synergy potential (linking with other initiatives as relevant)<br>3.6. Reporting and communication<br>3.7. Partnership<br>3.8. Capacity development of national partners<br>3.9. Engagement of national partners in decision-making<br>3.10. Transition and exit strategy | 4.1. Governance<br>4.2. Monitoring<br>4.3. Independence and quality of evaluation<br>4.4. Knowledge management<br>4.5. Grievances<br>4.6. Due diligence of private sector partners<br>4.7. Human Resources<br>4.8. Budget availability and cash flow<br>4.9. Internal control<br>4.10. Procurement<br>4.11. Innovating, piloting, experimenting, | 5.1. Government commitment<br>5.2. Political will<br>5.3. Political instability<br>5.4. Change/turnover in government | 6.1. Changes in the regulatory framework within the country of operation<br>6.2. Changes in the international regulatory framework affecting the whole organization<br>6.3. Deviation from UN internal rules and regulations | 7.1. Theory of change<br>7.2. Alignment with UN Strategic priorities<br>7.3. Capacities of the partners<br>7.4. Roles and responsibilities among partners<br>7.5. Code of conduct and ethics<br>7.6. Public opinion and media<br>7.7. Synergy with UN / Delivery as One | 8.1. Armed Conflict<br>8.2. Terrorism<br>8.3. Crime<br>8.4. Civil Unrest<br>8.5. Natural Hazards<br>8.6. Manmade Hazards |

### Annex 3: Localization, Gender Equality and Human Rights markers

#### SDG Localisation Marker Score

Please see refer to the detailed guidance on applying the marker here: <https://www.jointsdgfund.org/publication/sdg-localization-marker>

| Dimensions       | Criteria or eligibility                                                                                                                                                                                                                          | Responses | Explanation                                                                                      | Means of verification                                       |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Programme Design | <ul style="list-style-type: none"> <li>Does the programme or initiative explicitly include results and/or expected outcomes directly related to advancing SDG localization?</li> </ul>                                                           | Yes       | See chapter “Programme Strategy and theory of change” point (3)                                  | UNJP Final report                                           |
|                  | <ul style="list-style-type: none"> <li>Is at least 70% or more of the programmatic budget allocated specifically to activities that enhance advocacy, actions or monitoring related to SDG localization?</li> </ul>                              | No        | The full budget for the implementation of the pilot and a quota of the budget for the Assessment | UNJP Final report                                           |
|                  | <ul style="list-style-type: none"> <li>Were local and regional governments actively engaged and consulted during the programme design phase?</li> </ul>                                                                                          | Yes       | The project was co-designed with MEF and Nampula’s provincial authorities                        | Minutes from the Steering Committee and Technical Committee |
|                  | <ul style="list-style-type: none"> <li>Were local service providers and/or other local actors and stakeholders actively engaged and consulted during the programme design phase?</li> </ul>                                                      | Yes       | The project was co-designed with ANAMM                                                           | Minutes from the Steering Committee and Technical Committee |
| Advocacy         | <ul style="list-style-type: none"> <li>Has the programme or initiative planned to develop new knowledge material, research, publication or relevant resources related to SDG localization, specifically building on local experience?</li> </ul> | Yes       | See chapter “Sustainability and Exit Strategy”                                                   | UNJP Final report                                           |

|                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |     |                                                                                     |                                                                                             |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
|                | <ul style="list-style-type: none"> <li>Has the programme or initiative planned to develop specific events, campaigns, communications or capacity-building activities on SDG localization, especially targeted at local or regional governments, local service providers, or other local actors and stakeholders?</li> </ul>                                                                                                                                                                      | Yes | See chapter “Sustainability and Exit Strategy”, particularly for gender/LNOB        | UNJP Final report                                                                           |
| <b>Actions</b> | <ul style="list-style-type: none"> <li>Does the joint programme or initiative incorporate mechanisms, spaces or activities designed to bolster coherent policies, regulations, plans, programmes, and service-delivery approaches or models by local and regional governments and/or local service providers, facilitating their meaningful contributions to the SDGs and addressing the principles of leaving no one behind?</li> </ul>                                                         | Yes | See chapter “Sustainability and Exit Strategy”, particularly for community planning | UNJP Final report                                                                           |
|                | <ul style="list-style-type: none"> <li>Does the joint programme or initiative have an inclusive and participatory multi-stakeholder approach, involving civil society, academia, citizens, the private sector and/or others to jointly implement transformative initiatives toward localizing the SDGs? This could include, for example, mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the SDGs at the local level.</li> </ul> | Yes | See chapter “Steering and management arrangements”                                  | Minutes from the Steering Committee and Technical Committee                                 |
|                | <ul style="list-style-type: none"> <li>Does the joint programme or initiative include a multi-level governance approach to address the SDG challenges through collaboration between different levels of government, as well as with international organizations, and local communities? This approach recognizes that effective action requires coordinated efforts at various scales, from local and regional to national and global.</li> </ul>                                                | Yes | See chapter “Steering and management arrangements”                                  | Minutes from the Steering Committee and Technical Committee                                 |
|                | <ul style="list-style-type: none"> <li>Does the joint programme or initiative feature mechanisms or activities aimed at improving the transparent and accountable financing of SDG localization? This may include the development of decentralized financing policies, the creation of market-ready pipeline of local actions, expansion of local fiscal space, resource mobilization by local or regional governments, participatory budgeting approaches, etc.</li> </ul>                      | No  | See chapter “Sustainability and Exit Strategy”                                      | Pipeline of interventions proposed as an outcome of the Assessment of the digital ecosystem |

|                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                           |    |                                                                                                |                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <b>Accountability &amp; Sustainability</b>                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Does the joint programme or initiatives include dedicated results, supported by a robust accountability framework, to systematically collect and report on contributions to SDG localization, both at the outcome and output levels?</li> </ul>                                                                                                    | No | This will be put in place for the implementation of the full proposal when funding is received |                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Does the joint programme or initiative include a dedicated plan to ensure the sustainability, leveraging of financial resources and replication/expansion of the SDG actions in additional localities, developed in collaboration with local and regional governments, local service providers and other local actors and stakeholders?</li> </ul> | No | See chapter "Sustainability and Exit Strategy"                                                 | Pipeline of interventions proposed as an outcome of the Assessment of the digital ecosystem |
| <b>Criteria for Scoring</b> <span style="float: right;"><b>8 Yes</b></span> <ul style="list-style-type: none"> <li>Marker 3: Between 9 and 12 criteria marked as Yes.</li> <li>Marker 2: <b>Between 4 and 8 criteria marked as Yes.</b></li> <li>Marker 1: Between 1 and 3 criteria marked as Yes.</li> <li>Marker 0: None of the criteria marked as Yes.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                           |    |                                                                                                |                                                                                             |

## Gender Equality Marker

Please copy the output as per in the workplan and add the Gender Equality marker score and justify the scoring. Please refer to the UNSDG guidance here:

<https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

| Joint Programme Outputs                                                                                                                                                               | GEM Score | Justification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Output 1.1.:</b> a "Digital ecosystem assessment for public service delivery for the SDGs" is prepared in the framework of the ongoing public administration modernization reform. | 2         | The Assessment will map the state of play of digital government systems (e-Gov) supporting service delivery at the local level and will propose a set of gender transformative actions and interventions tailored to address the challenges and issues identified in the mapping including how to use digital capabilities to redress sociocultural norms that discriminate women and girls in the public sphere including their access to public services. It will do so by integrating an analysis of vulnerability and root causes of gender inequality and discrimination such as prevailing patriarchal sociocultural norms at |

|                                                                                                                                                    |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                    |   | the community and district levels (including in the consultation and participation processes), since their relationship with digital service delivery is largely unknown. It will also ensure gender-transformative recommendations as well as proposals to better cater for the needs of vulnerable groups in the area of digitalization of public service delivery.                                                                                                                                                                                                                                      |
| <b>Output 1.2: a pilot to improve the delivery of digital services at the district level in one of the provinces is developed and implemented.</b> | 2 | The results of the consultations ran during the Assessment as well as during the pilot design phase will shed additional light on the additional hurdles faced by women and vulnerable groups in accessing public service delivery. These will inform the pilot's design and interventions, which will feature ad-hoc awareness raising programs are foreseen at the community level focusing on the use of public services through digital media. Furthermore, it will contribute to make health and education digital services more gender-sensitive and attuned to the needs of vulnerable communities. |

## Human Rights Marker

Please copy the output as per in the workplan and add the Human Rights marker score and justify the scoring. Please refer to the UNSDG guidance here:

<https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

| Joint Programme Outputs                                                                                                                                                               | HRM Score | Justification                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Output 1.1.: a "Digital ecosystem assessment for public service delivery for the SDGs" is prepared in the framework of the ongoing public administration modernization reform.</b> | 2         | The Output contributes substantially to the realization of human rights, since mapping the state of digital government systems will provide sufficient elements to support the creation of policies and programs to improve Modernization in Public Administration and the respective improvement in the provision of basic services to the most vulnerable citizens. |
| <b>Output 1.2: a pilot to improve the delivery of digital services at the district level in one of the provinces is developed and implemented.</b>                                    | 2         | Output 2 contributes substantially to the realization of human rights, since with the implementation of the pilot project, inequality in access to public services at the local level will be reduced and any citizen, regardless of their social class, gender or religion, will have access to different services quickly, at a lower cost and with quality.        |

## Sustaining Peace Marker *(optional- please only fill out if you added the marker to the workplan above)*

Please copy the output/outcomes as per in the workplan and add the Sustaining Peace marker score justify the scoring. Please refer to the UNSDG guidance here: <https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

| Joint Programme Outputs                                                                                                                                                               | SPM Score | Justification                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Output 1.1.: a "Digital ecosystem assessment for public service delivery for the SDGs" is prepared in the framework of the ongoing public administration modernization reform.</b> | 1         | Output does not contribute directly to peace. However, the activities meet the minimum requirements of sensitivity to the conflicts that are taking place mainly in the province of Cabo Delgado, but whose consequences are spreading to the province of Nampula, especially with the growth in the number of displaced people . The sensitivity analysis will be done as part of the state of the government's digital systems.                                 |
| <b>Output 1.2: a pilot to improve the delivery of digital services at the district level in one of the provinces is developed and implemented.</b>                                    | 1         | The contribution to peace is limited and is not explicitly mentioned in the overall result of the activities. However, the Output meets the minimum requirements of sensitivity to the conflicts that are taking place mainly in Cabo Delgado province, but which are having consequences in Nampula province, especially with the growth in the number of displaced people. The sensitivity analysis will be done as part of the pilot project's implementation. |

## Annex 4: Budget per UNDSG Categories

| Budget per UNDSG Categories                                                                                                   |                      |                         |                      |                         |                      |                         |                      |                         |                      |                         |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------|----------------------|-------------------------|----------------------|-------------------------|----------------------|-------------------------|----------------------|-------------------------|
| UNDSG BUDGET CATEGORIES                                                                                                       | UNDP                 |                         | UNICEF               |                         | PUNO 3 name          |                         | PUNO 4 name          |                         | TOTAL                |                         |
|                                                                                                                               | Joint SDG Fund (USD) | PUNO Contribution (USD) | Joint SDG Fund (USD) | PUNO Contribution (USD) | Joint SDG Fund (USD) | PUNO Contribution (USD) | Joint SDG Fund (USD) | PUNO Contribution (USD) | Joint SDG Fund (USD) | PUNO Contribution (USD) |
| 1. Staff and other personnel                                                                                                  | 0                    | 100,000                 | 0                    | 75,000                  |                      |                         |                      |                         | 0                    | 175,000                 |
| 2. Supplies, Commodities, Materials                                                                                           | 10,000               |                         | 0                    |                         | 0                    |                         | 0                    |                         | 10,000               |                         |
| 3. Equipment, Vehicles, and Furniture (including Depreciation)                                                                | 0                    |                         | 3,458                |                         | 0                    |                         | 0                    |                         | 3,458                |                         |
| 4. Contractual services                                                                                                       | 0                    |                         | 90,000               |                         | 0                    |                         | 0                    |                         | 90,000               |                         |
| 5. Travel                                                                                                                     | 15,000               |                         | 0                    |                         | 0                    |                         | 0                    |                         | 15,000               |                         |
| 6. Transfers and Grants to Counterparts                                                                                       | 105,000              |                         | 0                    |                         | 0                    |                         | 0                    |                         | 105,000              |                         |
| 7. General Operating, Monitoring, communication and other Direct Costs                                                        | 10,187               |                         | 0                    |                         | 0                    |                         | 0                    |                         | 10,187               |                         |
| <b>Total Direct Costs</b>                                                                                                     | <b>140,187</b>       |                         | <b>93,458</b>        |                         | <b>0</b>             |                         | <b>0</b>             |                         | <b>233,645</b>       |                         |
| 8. Indirect Support Costs (7% of total direct costs – except for WFP and UNHCR which should apply 6.5% of total direct costs) | 9,813                |                         | 6,542                |                         | 0                    |                         | 0                    |                         | 16,355               |                         |
| <b>TOTAL Costs</b>                                                                                                            | <b>150,000</b>       | <b>100,000</b>          | <b>100,000</b>       | <b>75,000</b>           | <b>0</b>             | <b>0</b>                | <b>0</b>             | <b>0</b>                | <b>250,000</b>       | <b>175,000</b>          |