UNITED NATIONS DEVELOPMENT PROGRAMME

PROGRAMME DOCUMENT MOZAMBIQUE

Project Title: Immediate Stabilization and recovery in Cabo Delgado Province, Mozambique

Project ID: 00145403

Planned start date: 1 January, 2023 **Planned end date:** 31 December, 2024
Duration: 24 months

Brief Description

Since 2017 the Province of Cabo Delgado in Mozambique has been facing an escalating conflict, including armed violence compounded by terrorism and connections to extremist cells in East Africa and the confluence of various economic interests in the Mozambique Channel, the occurrences of socio-economic inequalities and expectations related to the exploitation of natural resources, especially among local youth and the perception of political exclusion, and few economic opportunities, affecting in particular young people, consecutive climatic shocks, and recurrent disease outbreaks. Currently, at least 1.5 million people are in need of urgent humanitarian aid[1]. It is estimated that in November 2021, over 735,000 internally displaced people were located in relocation camps or informally hosted by communities across the Provinces of Cabo Delgado, Nampula, and Niassa.

According to the Northern Resilience and Integrated Development Program (PREDIN), by the end of September 2021, attacks resulted in the loss of life of more than 2,000 citizens and forced the displacement of more than 817,000 people.

Violent attacks have significantly heightened protection risks, especially for women and girls. The government of Mozambique, with the strengthening of regional and international cooperation in the field of defense, including with the arrival of troops from the Republic of Rwanda and the SADC Standby Force (SAMIM), reclaimed a number of areas affected by the conflict. Prior to the arrival of the first Foreign troops on the ground in July 2021, UNDP had initiated stabilization interventions to assist the government of Mozambique in its efforts to re-establish the presence of the State in the reclaimed areas, paving the way for reconstruction and a subsequent safe and voluntary return of IDPs to their areas of origin. UNDP is already working in the districts of Macomia, Quissanga, Mocimboa da Praia and Palma. Benefiting from decades of experience in stabilization activities elsewhere on the continent and in the world, and with an office fully established in Pemba in 2021, UNDP is well positioned to support the government in three interrelated and complementary dimensions as part of stabilization:

OUTPUT 1: Improving community security with a focus on Rule of Law and Access to Justice, and creating the foundation for social cohesion, peace and development
OUTPUT 2: Rehabilitation of infrastructure to make it functional and accessible, and empowerment of local authorities in improving service delivery to the population
OUTPUT 3: Providing socio-economic support to individuals and communities, including immediate livelihood support for affected populations

The support provided by UNDP is aligned with PREDIN's vision to restore and consolidate peace and promote sustainable socio-economic development in the Northern Region of Mozambique, particularly with its pillars 1 (Restoration and consolidation of peace and security) and 3 (Recovery, Reconstruction and socio-economic development and resilience).

While humanitarian support continues to be provided to populations across the province of Cabo Delgado, the stabilization interventions of UNDP are meant to increase basic state service delivery capacities in areas where security has been restored to allow for the safe return of populations. UNDP supports immediate return of State presence in conflict-affected areas through rehabilitation of damaged infrastructure and institutional capacity building for the restoration of basic services as fundamental conditions for socio-economic recovery. UNDP will ensure a conflict-sensitive, human rights-based and gender-sensitive approach through its response to build forward better, laying the foundations for peace and rule of law, as emphasized by PREDIN.

UNDP's stabilization engagement in Mozambique is part and parcels of the Government's priorities in Cabo Delgado, as embodied in the reconstruction plan (PRCD), and contributing to the Northern Resilience and

[1] Mozambique | Global Humanitarian Overview (unocha.org)

Integrated Development Program (PREDIN). Along those lines, the present programme is fully integrated with other components of UNDP cooperation in country, as part of its new 2022-2026 programme cycle, with particular complementarity with UNDP's decentralization programming, as well as with its social cohesion and peacebuilding work.

UNDP's stabilization engagement is also grounded in two of the foundational elements of UN wide engagement on internal displacement in which UNDP is called on to a critical role: on the one hand, the 2011 decision on Durable Solutions adopted by the UN Secretary-General, and the accompanying Preliminary Framework on Ending Displacement in the Aftermath of Conflict; on the other hand, the recommendations of the report of the United Nations Secretary-General's High-Level Panel on Internal Displacement, released in September 2021[2]. As such, the proposed programme builds on the call for development and peace actors to predictably and coherently engage as early on as possible on solutions for displacement. Although it should not be understood as a peacebuilding intervention, stabilization is conceived as responding to the immediate and critical step on the way to building and sustaining peace, as part of the humanitarian, development and peace engagement (HDP Nexus). UNDP will ensure it engages adequately as part of the existing humanitarian and wider coordination platforms, and will work with sister agencies on the ground.

Contributing Outcome (UNSDCF/UNDP CPD):

UNSDCF for Mozambique 2022 – 2026:

Outcome 1: 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.

Outcome 2: By 2026, more people, particularly women and youths, participate in benefit from a more diversified, inclusive, and sustainable economic growth based on increased production, productivity, and greater value-added chains.

Outcome 4: By 2026, more people, especially the most vulnerable and marginalized, are protected, enjoy their rights, and benefit from a secure, peaceful environment, enabled by inclusive governance systems, and independent and accountable institutions abiding by the rule of law.

Indicative Output(s) with gender marker G2 (Gender equality as a significant objective)

Total resources required:	66 million USD	
Total resources allocated:		
	UNDP TRAC:	5 million USD (2.5 million/year)
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)

Ministry of Foreign Affairs and Cooperation (MINEC)	United Nations Development Programme (UNDP)
Veronica Nataniel Macamo Dlhovo Minister of Foreign Affairs and Cooperation Date: 21/02/2023	Antonio Molpeceres Resident Representative a.i. Date: 23/12/2022

2 "Shining a Light on Internal Displacement A Vision for the Future" Report of the UN Secretary-General's High-Level Panel on Internal Displacement available at https://www.internaldisplacement-panel.org/

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Situational analysis

Overview

Cabo Delgado Province in North Mozambique is going through an unprecedented insecurity crisis following ongoing attacks, which have forced displacement in the six northern-most districts[3]. PREDIN estimates that by the end of September 2021, the attacks resulted in the loss of life of more than 2,000 citizens and forced the displacement of more than 950,000 people. Communities face increasingly difficult access to basic services and limited employment opportunities, especially youth - accounting for half of the population enumerated during the 2017 census. Moreover, PREDIN recognizes that in the endogenous dimension, the main factors identified include phenomena of socioeconomic inequalities and expectations related to the exploitation of natural resources, especially among local youth.

As of now, one third of the population of Cabo Delgado Province is internally displaced; 30% of them have been displaced more than once. As resources become more scarce, internally displaced persons and host communities may enter competition for basic services, humanitarian assistance and socio-economic opportunities, creating propitious conditions for community tensions, violence including gender-based violence (GBV) and ultimately protracted conflict.

Destruction and Violence



Macomia Administration area - 26 July 2021 (UNDP scoping visit)

Violence has had deadly consequences in terms of lives lost, destruction of human and physical capital resulting in a humanitarian and displacement crisis. The attacks systematically targeted the symbols of the State and public infrastructures (such as police, registration offices, district offices, education offices, hospitals, maternity centers, etc.), as well as traditional livelihoods, especially subsistence farming, fishing and forestry.

[3] Palma, Nangade, Mocimboa da Praia, Muidumbe, Macomia, and Quissanga



Registration office in Macomia - 26 July 2021 (UNDP scoping visit)



Quissanga District – 13 August 2021 (UNDP scoping visit)

The attack on the northern city of Palma on 24 March 2021 and the subsequent suspension of its operation in Cabo Delgado by the French oil and gas TOTAL on 26 April came as a game changer in the government's response to the conflict resorting to regional military cooperation. On 11 July, arrival of the first and largest foreign troop contingent arrived from Rwanda. SADC standby force was confirmed in June, and first troops started arriving in country at the end of July. More recently, the EU military training mission was launched for training and providing non-lethal equipment to the Mozambican Armed Forces[4]. Other bilateral partners of Mozambique have also extended cooperation for military training to Mozambican security forces. The intensification of armed violence in the province of Cabo Delgado (CD) has thus brought renewed national and international attention to the three provinces in the north of Mozambique (Niassa, Cabo Delgado and Nampula).



Palma district - 09 September 2021 (UNDP scoping mission)

With regional support from the Republic of Rwanda and the SADC Standby Force – Southern African Mission in Mozambique (SAMIM) –, Mozambique has reclaimed the areas affected by attacks and violence, namely the Mocimboa da Praia district.

Combined with the increasing military response, attention has been primarily focused on responding to protection needs of IDPs, mostly relocated in the southern part of the province of Cabo Delgado. Supporting the return of these populations to secure, sustainable, and

[4] The mission operate from Maputo and Chimoio for training some 11 battalions. It is not meant to engage in combat.

inclusive livelihoods is key to preventing future conflict and mitigating tensions arising from displacement and insecurity.

The international community has been mobilizing a large-scale humanitarian response across Cabo Delgado Province, with more than 800 aid workers from 59 humanitarian organizationsas well as UN entities.

Support to IDP populations in the southern parts of the Province will continue to be required, as well as accompanying humanitarian assistance, as IDPs voluntarily return to their areas of origin, as and when security permits. At this stage however, immediate stabilization investment is required to restablish the presence of the State and the core government functions in reclaimed areas. This is critical for restoring the provision of basic services including those related to security, health, education and justice for populations settled or voluntarily and slowly returning to those areas.

Stabilization, Recovery and Resilience Response

On 21 September 2021, the Council of Minister approved the Plan for the Reconstruction of Cabo Delgado (PRCD), focusing on the districts directly impacted by the violence, for the period 2021-2024, with a provisional budget of USD300 million. This plan results from the recovery of the district villages of Mocimboa da Praia, Macomia, Quissanga, Muidumbe and Palma, by the joint military forces of Mozambique, SADC and the Republic of Rwanda . In 2022, the Council of Ministers approved the PREDIN whose mission is to restore and consolidate peace and promote sustainable socio-economic development in Northern Mozambique. These plans are complementary to the Recovery and Peacebuilding Assessment (RPBA) supported by UN, EU, WB and AfDB following Go[5] OBJ.

As part of the national stabilization and recovery efforts, UNDP has established a sub-office in Pemba in 2021 and started delivering stabilization activities. In partnership with ADIN, UNDP has been supporting rehabilitation and reconstruction of damaged public infrastructures, rehabilitation of basic services, and economic recovery through cash-based interventions and livelihoods support to strengthen the social contract.

Programme Strategy in Cabo Delgado

UNDP's stabilization approach

Definitions of stabilization differ in the international community, but it is broadly recognized that in the context of conflict and post-conflict, there is an urgent need to reclaim peace, establish normality with the restoration of essential services and reassure human security through governance institutions. Areas newly recuperated and brought under the control of State authorities need to be provided with community security, essential services and livelihoods opportunities for communities including returning populations. Failure to rapidly address these needs in an integrated manner may compromise recovery efforts, reinforce existing and new vulnerabilities, and increase tensions and socio-economic grievances as a fertile ground for further instability and violence, including in a context of violent extremism.

Based on this volatile context and needs, UNDP implements its stabilization programmes with decades of experience and lessons learned in the region and elsewhere in the world. UNDP stabilization programmes address the urgent needs of civilian populations in terms of essential infrastructure, services, security and economic recovery with a view to returning a semblance of normalcy to the lives of local residents and returning populations in clearly defined

[5] Both PREDIN AND RPBA are under finalization.

geographical areas. It also supports trust-building efforts and strengthens social cohesion ensuring that recovery and resilience efforts have meaningful participation and collaboration of State actors, communities, civil society organizations and other stakeholders.

Emphasis is placed on the localised nature of interventions within a limited time frame for the achievement of sustainable results. It is not possible to operate a stabilization programme without a clear commitment to getting things done as fast as possible.

- **Speed is of the essence in stabilization**. People who experienced conflict and have been displaced from their homes -- or fear being displaced – are vulnerable and need immediate stabilization assistance.
- **Scale is key for immediate impact**: damaged social infrastructure must be timely rebuilt as much as possible. Communities can effectively see their lives return to normality only if they can resort to public services including for security, education, health and access to justice.
- **Strengthening the social contract is the backbone:** "In many contexts, displacement is unplanned, arbitrary and represents a breakdown of the social contract between States and their citizens and residents – a breach of the promise and obligation of the State to keep its people safe from harm. (…) recovery from displacement is thus also about recovering the trust and confidence of populations in the State"[6] including through restoring core government capacities to provide services and respond to community needs.

Activities under stabilisation programmes need to: i) ensure that they do not undermine the effectiveness or sustainability of programmes with a longer-term horizon; and ii) in some instances lay the foundation for such longer-term programmes that rebuild institutions for inclusive governance and renewed social contract, including through wider structural reforms.

The six districts targeted by the programme were, prior to the conflict and based on 2017 census data, mostly rural, with more than 70% of the population living in rural settlements. Based on this reality, the programme will not limit interventions to the main urban centers but rather also places great focus on villages where most of the population will eventually return. Alternatively, a strong pull factor could be created drawing populations into underequipped urban centers, potentially having potentially severe longer-term implications for stability and peace.

Indeed, PREDIN integrates the cross-cutting issues of human rights, gender, youth, food and nutrition security, and climate resilience. The cross-cutting issues are of crucial importance in developing the strategy for peacebuilding and economic recovery.Fundamental to this is enabling the full enjoyment of displaced persons of their rights as citizens. Rebuilding core features of the social contract will enable rebuilding of trust between the state and members of society. In this vein, stabilization programming is supported as part of a nationally owned approach giving the opportunity to work on the restoration of the "social contract" between communities and the State as a way to address the underlying causes for displacement. As such, it also positions as one of the most concrete basis of a "triple-nexus approach".

Target locations and activities

The programme will initially focus on the districts of Palma, Nangade, Mocimboa da Praia, Muidumbe, Macomia and Quissanga (in red color in the map below), building on work already initiated by UNDP in the districts of Macomia and Quissanga. These districts have been directly impacted by violence and are the districts targeted by the Reconstruction Plan. The programme will leverage on the ongoing and planned interventions in Macomia, Quissanga, Metuge and Pemba on which the stabilization programme will build and expand in combination

[6] Shining a Light on Internal Displacement: A Vision for the Future, Secretary-General's High-Level Panel on Internal Displacement Report of the United Nations Secretary-General's High-Level Panel on Internal Displacementpage 4

with other UNDP programmes, ongoing and planned, on decentralization and local governance, access to justice and Rule of Law, economic recovery and resilience. As a response to the PREDIN, UNDP is also scaling up its engagement, as part of wider UN efforts, on the peacebuilding and social cohesion fronts, through its 2022-2026 Country Programme in Mozambique.



The key focus of all interventions will be to assist in the reestablishment of government presence and rehabilitation of basic services in those districts which were previously occupied or highly affected by the attacks. While these areas of intervention have been agreed between UNDP and the government at the time of writing this proposal, it is anticipated that there may be changes, depending on the security dynamics in the region resulting in other locations being brought into the programme. In this case, it is essential that UNDP is in the position to address stabilization needs in these other locations. It is anticipated that the stabilization areas of intervention will consider selection criteria of target areas based on:

- Level of damage and community needs.
- Adequate security levels.
- Commitment of government to resume its public functions, provide personnel and operating budgets.

The selection of target communities for stabilization programming is led by government (national, Provincial and local civil authorities, representatives of security forces and other relevant authorities) in consultation with UNDP. Selection is based on the Reconstruction Plan of Cabo Delgado and PREDIN priorities, keeping flexibility of engagement based on emerging needs, evolving situation, and coordination with other partner engagements on the ground. The following principles will be considered:

- Security is "ensured" to an acceptable level of residual risk for UNDP, contractors and/or implementing partners to engage;
- All return, integration or resettlement of previously displaced population is voluntary;
- Presence of credible local formal and informal leadership;
- Access and feasibility of implementation is within existing budgets, including demand and support by the local population;
- Interventions are based on needs, conflict sensitivity, do-no-harm and leave no one behind principles, driven by a strong gender and youth focus ;
- Commitment by national and local authorities, as well as by communities to sustain investments over time is ensured.

Results

The overall objective of the action is to support the Government of Mozambique in providing immediate stabilization of the Districts of the Cabo Delgado Province severely affected by the armed conflict and cleared of non-state armed group control by extending state presence necessary to strengthen social cohesion. The security situation in the project areas will be assessed constantly to ensure communities, UNDP staff and implementing partners are and remain safe adopting a flexible, speedy and light approach. Based on the above criteria and principles and rapid assessments conducted by the government and UNDP, the following activities will be carried out in target areas:

Output 1 – Improving community security with a focus on Rule of Law and Access to Justice and creating the foundation for social cohesion, peace and development

Establishing public confidence in the State security umbrella is a prerequisite for the stabilization of the Cabo Delgado Province. Improved civil-military cooperation is intended to achieve a joined-up approach to establish a sequenced transition from military to civilian control in selected target areas. The project will support extension of the civilian law enforcement umbrella and build capacities of community security providers (including community courts and community security councils) to reinforce the early warning mechanism to defend against infiltration and attack and improve justice service in general. This programme will support community security and access to justice including through:

- Increasing law enforcement presence in post-conflict settings with rehabilitation or reconstruction of police stations, community policing posts, public justice services providers, court houses and others rule of law infrastructures.
- Providing trainings, equipment and capacity-building activities to rule of law actors including to security forces, justice and human rights institutions and other rule of law actors;
- Supporting community dialogues between community members, state actors including security forces and civil society to improve security interventions and strengthen cohesion, leading to agreements to address local conflicts. Community dialogues will also support joint security diagnosis, security plans and early warning

and early response systems (EWER). The project will thus be able to respond in more detail to the security needs expressed by the citizens and the security forces.

- Capacity-building of local civil society in sectors of social cohesion and conflict prevention where civil society is present. Through coordinated approaches with other implementing partners, the programme will link CSO funding to capacity strengthening including both core organizational development and skills in specific technical areas to address post-conflict needs and enhance conflict prevention mechanisms.
- Increase access to justice on the ground in particular through community courts. There are some 800 community courts in the province of Cabo Delgado[7], the majority of which suffer from for some time inactivity or have been affected by the armed conflict. The community courts represent the immediate justice channel for the resolution of minor disputes[8], including land, family and intra-community disputes. Leveraging on the solid partnership established with the Ministry of Justice and Constitutional and Religious Matters, UNDP will increase its engagement to provide support advocacy, sensitization, and capacity building for these fora as a key space for access to justice at community level.
- Build or enhance community social centres including establishment of community radios that can strengthen social cohesion and promote peaceful dynamics and nonviolent narratives. These centres will be piloted to respond to community needs related to access to information, socio-cultural activities and solution-driven community dialogue. Activities will focus primarily on youth and women. They will be encouraged to take leadership roles for drawing and sharing constructive and nonviolent narratives within their communities and will be engaged in decision-making with other community stakeholders on priority needs for stabilization and economic recovery activities.

Output 2 – Rehabilitation of infrastructure to make it functional and accessible, and empowerment of local authorities in improving service delivery to the population

For people to access health facilities, as well as general basic services, road repairs are a priority. Government buildings are destroyed, and basic services are no longer accessible. An estimated 176,000 people have lost access to their primary water source due to disruption of services from centralized water supply networks because of conflict. Lack of access to safe water and hygiene facilities is a major concern and heightens the risk of disease outbreaks: 45 per cent of health facilities in Cabo Delgado lack access to water and 85 per cent of schools lack adequate hygiene facilities[9]. Prioritization for reconstruction has already been ensured as part of the Government's PRCD.

Under this pillar of the programme, UNDP will ensure speed and scale in the rehabilitation and/or reconstruction of pre-existing public infrastructure enabling the fast resumption of public services. UNDP will systematically coordinate with authorities at Provincial and District level and other actors to prioritize target areas and infrastructures. All projects will seek Government agreement to resume its functions and public services immediately upon rehabilitation of public infrastructures with due allocation of civil servants and resources at

[7] data provided by the Provincial Directorate of Justice Administration.

[8] Community courts are created under Law No. 4/92. Some challenges are related to the fact that many of these judges were selected more than 20 years ago, lack legitimacy and financial support.

[9] Mozambique | Global Humanitarian Overview (unocha.org)

least in accordance with previous institutional arrangements before attacks and conflicts took place[10].

In the six districts targeted by this programme, UNDP has completed infrastructure damage assessment in those areas it has had access to, with a view to completing the assessment work in all 6 districts, based on applicable and widely used UNDP post disaster assessment methodologies. All data produced is already being consolidated into a Government owned information management platform meant to serve both planning and monitoring purposes as interventions scale up on the ground. UNDP will continue to support government-led and managed data systems that support a whole-of-government response and enable evidence-based planning, monitoring and communicating back to all stakeholders, from donors to beneficiary communities.

Depending on the assessments and the stabilization specific objectives of each target area, the following interventions will be prioritized and implemented in partnership with relevant humanitarian and development agencies:

- Health care: Restoration of primary and secondary healthcare facilities.
- Water supply: Restoration of water facilities, and water sources for the watering of the cattthe watering of the cattle e and for for agricultural irrigation.
- Education: Reconstruction of schools and other education and vocational training facilities including solar-powered school buildings and sanitation facilities. One larger project will be the rehabilitation of the Bilibiza Agricultural Institute which has been completely destroyed.
- Electricity: Use of renewable technologies such as solar power for basic services and solar streetlights[11].
- Government accommodation: Reconstruction/ rehabilitation of housing as well as accommodation for use by police, teachers, nurses and civil servants in remote areas.
- Administrative buildings: rehabilitation and/or reconstruction of District Offices, Birth Registration offices, Economic Centres, Education Offices, etc.
- Road repairs: in particular main access roads connecting villages and districts and zoning of the neighborhoods in the villages of the six districts.
- Planning of neighborhoods and villages: Carry out the territorial planning of neighborhoods and villages, with support for (re) opening streets, coppicing, demarcation of plots, and provision of coverage kits for the returning population in the main human settlements in the Program's target districts.

On the other hand, interventions under this pillar will accompany infrastructure work with institutional capacity building, thus ensuring the provision of infrastructure is complemented with adequate support to local, district and provincial institutions. This is in recognition that strengthening institutional capacities for inclusive and equitable delivery of essential services is an essential component of strengthening the social contract. As per its mandate, UNDP will provide training in participatory planning to district administrations with the view to create an environment where consultation with local communities becomes the norm. Key activities include:

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[10] For example, with a rehabilitated school there will already be staff and a budget allocated to this school and the teachers will be called by the responsible department of education to take up their posts and resume their activities.

[11] Lighting was an issue in cyclone related camps as women and girls feared walking to the latrines at night with no lighting, many resorted to wait until morning or practicing open defecation close to the tents. The need for lighting also came up in FGDs conducted by CARE in their recent masculinities report:

https://www.care.org.mz/contentimages/Exploring%20Masculinities.pdf

- Build capacity of District Authorities to improve equitable and inclusive access to quality local service delivery based on local communities needs.
- Promote women leadership including in non-traditional fields in public and private sectors
- Strengthen Provincil capacity of coordination, planning and monitoring, data gathering and analysis, risk management and effective use of monitoring systems and communication platforms.
- Provide innovative youth volunteer opportunities geared at bringing additional capacities within government and non-governmental institutions, providing targeted training and skills to the volunteers, as well as strengthening social cohesion and youth participation.

UNDP is already supporting the Agency for the Integrated Development in the North (ADIN) which provides the platform through which UNDP will work with the various line ministries. UNDP's programmes will be aligned with and support the implementation of the government's plan for the reconstruction of Cabo Delgado (PRCD), as a component of the PREDIN. Building on the recommendations of the UN Secretary General's High-Level Panel report on internal displacement, UNDP will work with all actors in providing ADIN with the capacity for quality data collection and management in support of its function to coordinate and plan a whole of Government and evidence-based planning and monitoring of implementation of both the PRCD and the PREDIN.

Output 3 – Providing socio-economic support to individuals and communities, including immediate livelihood support for affected populations

Temporary employment opportunities using cash for work through community projects promoting social cohesion / integration benefiting the population are essential to re-instil a sense of normalcy and community belonging. The aim is to provide short-term livelihood opportunities, and cash injection to communities, particularly for families that return to their areas of origin, as well to IDPs in the communities. As much as possible and based on realities on the ground, rehabilitation work will be conducted using cash for work modalities. This will enable for greater community involvement and participation in the planning and rebuilding efforts, in addition to the cash influx required.

Next to cash for work, UNDP will engage in unconditional cash transfers to women headed households[12] for periods of 12 months providing for enough stability and predictability for families. This provides women with an opportunity to take an active role in rebuilding their communities, contributing to economic growth, as well as lessening the financial burden on their families.

Both cash for work and unconditional cash transfer will consider relevant vulnerability criteria defined by the Government for the selection of participants with a community-based approach. Other activities will include as applicable:

- Large scale cash for work involving large numbers of youth and women (as well as initial training, skills-based recruitment, and ongoing supervision).
- Short-term vocational training involving local training institutions when possible and focusing on relevant areas, including renewable energy distribution and maintenance.

[12] Ample evidence of how supporting women with unconditional cash transfers leads to higher education, less food insecurity etc. see for instance https://www.unicef-irc.org/publications/pdf/IWP_2016_02.pdf

- Provision of inputs for resilient livelihoods, including tools, seeds, and fertilizers for agricultural production; support for livestock production, including poultry, fisheries, and other locally viable initiatives;
- Re-establishment of market structures and small businesses
- Implementation of mobility equipment including bike repair skills and provision of new bikes.

UNDP is already implementing cash for work activities in areas where population is present, having either returned or never left the area, in the Macomia and Quissanga districts. More than 2,300 people are currently engaged in cash for work activities, and half being women, and mobile payment modalities are being used and expanded. As most of the target population, particularly women, are among the most vulnerable, with no or very limited literacy, having never either owned or used a telephone, the programme is introducing applications in local languages and providing training for use of mobile money modalities. As the programme continues, proper coordination will be ensured with all relevant actors to avoid any duplication in support. In addition, cash for work activities will lay the foundation for community security programmes. Mobile phones will be used as the main tool for an early warning system. Community members and security authorities will be able to broadcast alert messages, which will involve much wider distribution of cell phones and their solar chargers.

UNDP office capacity and ongoing activities in Cabo Delgado



Figure 1: Rehabilitation of road to Quissanga Sede

To ensure the programme is implemented on the ground, UNDP has set up a sub-office in Pemba to provide direct support to stabilization and recovery in Cabo Delgado. The UNDP sub-office is fully operational since July 2021 led by a senior UNDP staff with extensive expertise and experience in stabilization reporting directly to the UNDP Resident Representative in Maputo. UNDP in Pemba has a full office structure with procurement, finance, programme and security staff in place already delivering stabilization activities. The team consists of a combination of national and international staff. Recruitment of local staff aims to strengthen ownership and ensure overall team competencies in several local languages. Specialized support has been provided by UNDP at headquarters and regional levels and further recruitments are expected to respond to the needs on the ground. As and when required the programme relies on UNDP's Crisis Bureau, the Bureau for Programme and Policy Support (BPPS) and the Regional Bureau for Africa, for additional support capacities, particularly for deployment through Detail Assignments or through UNDP's Global Policy Network Roster of pre-vetted Technical Experts/Consultants. Given the complex operational environment, the programme has regular contact with the Office of Audit and Investigation (OAI), to ensure any matter of concern can be dealt with, in due process.

Ongoing Activities

The present programme builds on interventions already initiated by UNDP since mid-2021. Indeed, after increasing its emergency level to Level 2 for Cabo Delgado, UNDP was granted authorization by the Government of Mozambique to open a full fledge sub-office in Pemba, reporting directly to the Resident Representative based in Maputo. This prompted initial discussions regarding the possibility of UNDP support to the Government of Mozambique with stabilization engagement in Cabo Delgado, with the subsequent identification of ADIN as the interlocutor for UNDP to engage in Macomia as a start. Building on those elements, and bringing to bear both SURGE personnel deployed from different UNDP bureaux in the world, and regular resources of UNDP in support of identified interventions, UNDP established it Sub-Office in Pemba in July 2021, ensuring compliance with all security requirements. Since then,

and building on the possibility of reaching 3 of the 6 districts targeted by the programme, a sample of the achievements of UNDP by end October 2021 has been as per the below:

- Completion of 116 rapid assessments of infrastructure units affected by the conflict in Macomia, Quissanga and Palma districts. These assessments are the basis for initiating rehabilitation interventions in full alignment with the more recent PRCD which has followed similar prioritization of needs.
- Rehabilitation of the Macomia airstrip, the Macomia health center building, rehabilitation of 4 dysfunctional boreholes, two government housing units (doctor and public work government staff) in Macomia, as well as 4 schools (initiated work on an additional 2 schools had to be temporarily halted for security reasons and expected to resume);
- Inclusion of 794 community members, of which 385 are women, in the Cash for Work programme in Macomia, Quissanga, Ancuabe and Palma districts. One of the main responsibilities of Cash for Work participants is to clean and remove rubbles from buildings and villages, construct fences and social community infrastructure, rehabilitate key community infrastructure such as schools and clinics. The initiative is contributing to the resumption of services and commercial activities.
- Reopening of 65 km of the main road which links 3 villages affected by the conflict to the district sede (Quissanga), and transportation from Beira of a metallic bridge structure to be constructed by the Government on the main road from Metuge to Quissanga. The programme aims to use intensive employment approaches for all rehabilitation works, including roads.
- Provision of a total of five vehicles to the Administrative Government of Quissanga to monitor and resume activities in different areas of the district.
- Design of a knowledge management platform to support ADIN in the decision-making process based on accurate information. This platform will allow ADIN to monitor data collected in real time and share information without delay, having a direct impact on resource allocation, as well as the safety and security, by reducing the stress on overstretched governmental resources. UNDP is also providing on-the-job training to ADIN to manage the platform.

At this stage, based on the evolving situation on the ground, and keeping still the required degree of flexibility and adaptability in the engagement, speed and scale requires additional resources to respond adequately and rapidly to the immense needs on the ground.



Figure 2: Cash for work participants



Figure 3: School rehabilitated in Macomia

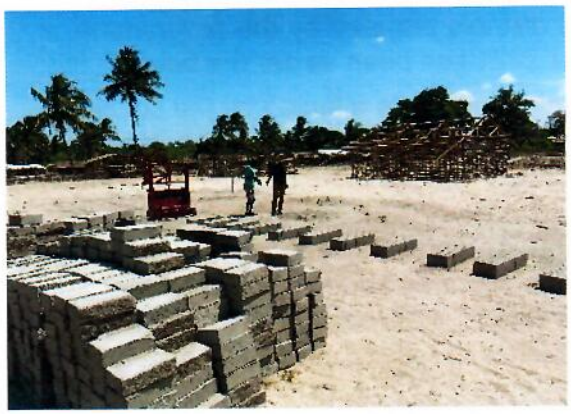




Figure 4: Cash for work participants producins bricks and rehabilitating infrastructure

Resources Required to Achieve Expected Results

The total cost of the proposed programme amounts to 66 million USD. The amount needed in Cabo Delgado Province is estimated to be much higher. However, the proposed budget has been calculated based on what can be achieved over a 24-months period in a fragile security context and limited access in the target areas.

It is envisaged that the programme will be funded through different donors, who have the possibility to support the entire approach or specific components. Donor contributions can be received as both earmarked and non-earmarked contributions.

South-South and Triangular Cooperation (SSC/TrC)

The stabilization strategy draws on various experiences and lessons learned from other stabilization projects recently undertaken by UNDP as well as evaluations of its stabilization programs around the world. UNDP practitioners continue to draw lessons from the organization's stabilization programs in many countries around the world. The country desk will benefit from global experience through exchanges between experts currently working in the Lake Chad Basin (Niger, Cameroon, Nigeria, Chad) and the Liptako Gourma region (which borders Burkina Faso, Mali and Niger).

Digital Solutions

UNDP will continue to work using technology for the benefit of project beneficiaries. Thus, UNDP will work in partnership with the mobile payment services of the various telephone companies present in Cabo Delgado to manage payments under its cash-for-work interventions, as well as payment to participants of its capacity development workshops. These payment systems facilitate fast transactions, traceability of payments, and security for individuals. UNDP is also assisting communities to use cell phones while phone donations are made in the presence of police officers to facilitate the exchange of numbers.

Comparative Advantage of UNDP

- **UNDP is the global UN leading agency in stabilization**. With the commencement of large-scale stabilization programmes in Africa, UNDP has started implementing the stabilization model to support recovery efforts in more than 20 countries in the

continent. This longstanding experience provides UNDP with strong comparative advantage to implement stabilization interventions in the immediate aftermath of conflict in several contexts. UNDP has developed guidance to support the design, implementation, and assessment of stabilization interventions based on best practices and lessons learned all over the world. UNDPs Dakar Stabilization Facility and UNDP's Stabilization Academy have already leveraged on best practices from several countries and regions including Cameroon, Chad, Iraq and the Liptaco Gourma area. The accumulated experience in the past decades and the existing expertise and highly skilled staff in stabilization within UNDP at global, regional and country levels are the foundation of the UNDP stabilization programme in Cabo Delgado.

- **UNDP has invested strategic resources to establish a strong field capacity for an effective stabilization programme in Cabo Delgado**. Experts have been deployed to Mozambique since March 2021 through the Crisis Bureau's SURGE mechanism to set up a sub-office in Pemba and contributed to several analytical tools, research products and training materials. Staff from the Mozambique office have been trained on stabilization approach and have established technical dialogue with experts from other country offices including in Chad, Dakar, Cameroon and Mali, Niger and Burkina Faso. UNDP has put in place procurement capacity in Pemba supported by the UNDP office in Maputo to ensure that civil works and provision of equipment for rehabilitation of infrastructure and basic services are timely processed with speed and at appropriate scale. For programming, the sub-office has the leadership of a senior stabilization adviser supported by staff in the areas of peacebuilding, social cohesion, rule of law and access to justice. Where appropriate, the sub-office resorts to UNDP staff in Maputo including for advice from senior technical advisers in the areas of economic recovery, decentralization, elections and environment and to the regional offices in Addis Ababa and Nairobi and the headquarters in New York.

- **For decades, UNDP is a trusted partner of the Government of Mozambique at central and provincial levels.** UNDP will leverage on this partnership to ensure the programme can reinforce government's leadership, ownership and accountability in the crisis response in the North. UNDP has key partnerships that are relevant for this programme with emphasis on Ministry of Foreign Affairs and Cooperation, Ministry of Economy and finance, Ministry of Interior and the Police, Ministry of Justice and Constitutional and Religious Matters, Ministry of State Administration and Public Function, Ministry of Public Work, Housing and Water Resources, Ministry of Agriculture and Rural Development and Ministry of Land and Environment. At provincial level, UNDP is implementing stabilization activities in partnership with the Agency for Integrated Development of the North (ADIN) in coordination with the Provincial Services Councils of State and Provincial Executive Representation of Cabo Delgado.

- **UNDP has a robust portfolio of projects and programmes that is implemented in coordination with stabilization activities**. UNDP has several ongoing activities taking place in Cabo Delgado in the areas of peacebuilding, social cohesion, access to justice, decentralization, health infrastructure development, disaster risk reduction and resilience. This programme builds, for example, on the achievements of the UNDP flagship programme 'Mozambique Recovery Facility (MRF) supporting resilience recovery and the Global Fund Health Strengthening Project supporting timely construction of health infrastructure. It is also supported by the Decentralization programme and the projects on peace, social cohesion, access to justice and human rights to ensure that the immediate stabilization is supported by resilience-building interventions and transformational changes connecting with medium and long-term support for institutional capacity building, policy development and wider reforms.

- **UNDP plays a key role within the UN country team to strengthen the HDP Nexus in the crisis response.** In coordination with humanitarian partners addressing immediate protection and life-saving needs, UNDP's mandate on stabilization aims to restore public services with the return of State presence in post-conflict affected areas by supporting their capacity building in post-conflict setting and rehabilitating damaged public infrastructure that are essential for service provision related to security, health and education. It also seeks to promote immediate economic recovery of communities for voluntary return of IDPs. UNDP can support coherent HDP nexus as co-chair of the HDPN working group with OCHA and also though joint programing including for example the established dialogue and partnership with IOM for peacebuilding and social cohesion in Cabo Delgado.

Partnerships

Government as the Main Counterpart

The Government of Mozambique is the key actor to coordinate and implement the stabilization process at national, provincial and local levels.

The national counterpart for the programme is the Ministry of Economy and Finance, as co-chair of the Oversight Committee of ADIN. Other line ministries will be engaged for effective response to sectoral needs. For the cash for work initiative and the rehabilitation and reconstruction of public services, UNDP will work closely with the Ministry of Public Works, Housing and Water Resources. All interventions at provincial level will be coordinated with the ADIN to ensure proper planning, coordination and implementation of activities in the field. UNDP will further operate in coordination with security actors considering the significant role of the civilian police in support to the military in establishing physical protection and maintaining public security and basic public order which are fundamental factors for stabilization. District Administrators will be engaged in needs assessments and training to operate in post-conflict settings. Proper planning will ensure that key administrative functions and public services can resume as soon as public infrastructure are rehabilitated.

The Community as the Main Stakeholder

Communities are the most important stakeholder. Regular engagement is key to ensure that UNDP meets the priority needs of the communities enabling the conditions for them to voluntarily return to the areas of origin and support them in situations of displacement. Community members, IDPs and returnees will be engaged in consultation for programme prioritization. Youth organisations, women organisations, environmental NGOs/CBOs, local peace committees, professional associations, private sector, and others will also be part of consultations and community dialogue. A network of public influencers, especially local leaders, religious leaders and civil society will be established through local stabilization committees at district level. UNDP will facilitate formal and informal dialogue between State actors and communities to strengthen collaborations for conflict prevention and social cohesion in view of reinforcing the social contract toward sustained peace.

Civil-Military Coordination

The programme will ensure that Civil-Military coordination and community security priorities are integrated into all programming, and that implementation delivers a peace dividend for communities. The programme will work with security experts and researchers within UNDP and with partners including public security actors and UNDSS to guarantee that planning

processes are informed by thorough analysis of the local security situation. The analysis will include due consideration to district security plans developed with participation of community members (including elders, religious leaders, women and youth representatives). This will allow UNDP to adopt a tailored approach according to the situation of security and access in the different districts. Vertical institutional linkages will also be established with the Ministry of Defense and the Ministry of Interior to ensure that the district authorities and relevant security actors are part of the stabilization architecture.

Coordination between stabilization and humanitarian action

Stabilization should not be confused with – humanitarian action. While humanitarian action takes place wherever there are lifesaving and protection needs, stabilization interventions occur on territory governed by the State, as part of a State programme, and in areas where in many instances, populations may not even be present or have returned after a conflict. Stabilization is meant to make a safe voluntary return viable, laying the foundations for longer-term governance and poverty reduction programmes aimed at addressing the structural and underlying causes of instability and conflict.

UNDP's stabilization interventions are grounded in the Humanitarian-Development-Peace Nexus and are conducted in close coordination with humanitarian and development actors including other United Nations agencies to ensure there are synergies instead of duplication of efforts. As part of its ongoing operations in the districts of Macomia and Quissanga, UNDP has already engaged in coordination with WHO, UNFPA and WFP. It will also pursue its partnership with IOM on certain community related components of programming complementing UNDP's mandate on the ground. The OCHA-led Intersector working group and other specific sector working groups will be platforms for information exchange and coordination where appropriate.

Theory of Change

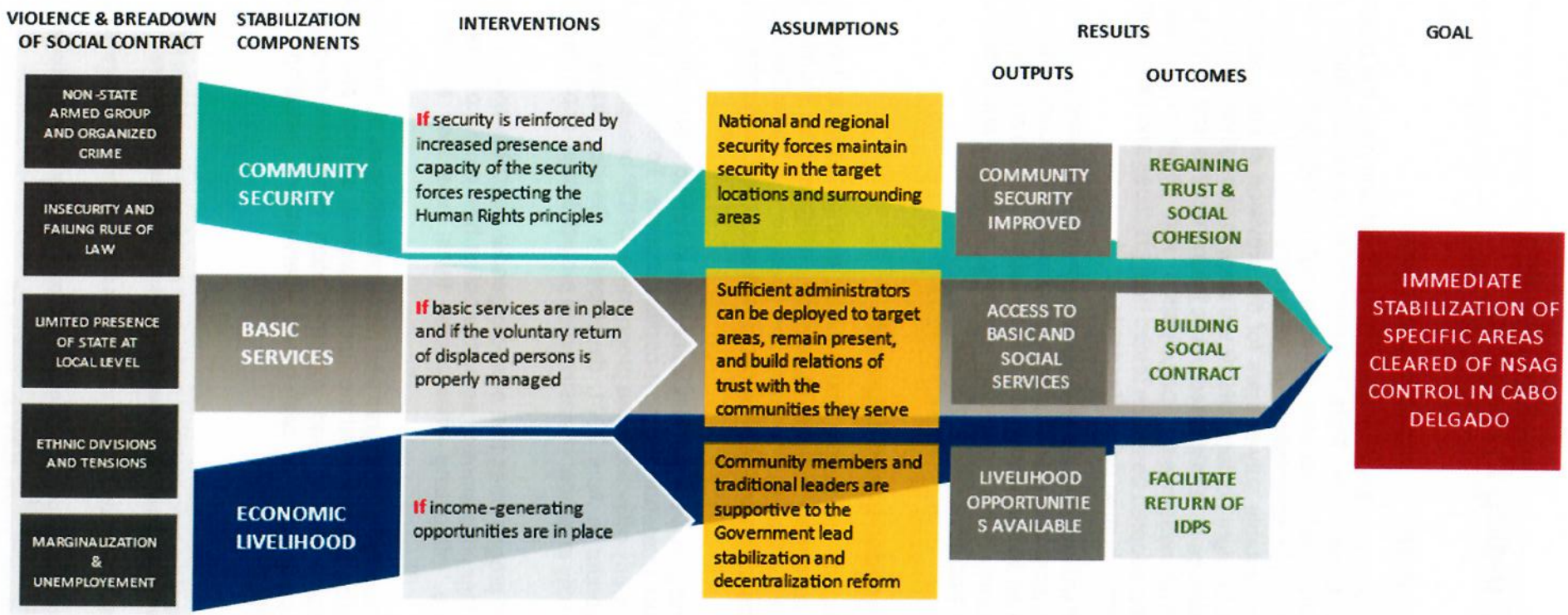
The breakdown of the social contract needs to be understood as a multi-faceted phenomenon that has moved beyond the critical relationship between the State and the citizen. The stategy of the project will ensure that the various interventions are consistent with the restoration of the state's authority to provide the services to communities. The project will focus its attention on promoting state and government ownership and accountability of the project at the national, provincial and local levels. The project will therefore need to constantly conduct multi-level meetings with government actors to harmonize the understanding of the immediate stabilization concept including sucured environment at the beginning of the project and throughout its implementation. At local level, in Targeted Districts, it will establish an ongoing community dialogue between the communities and the security forces, respectful of the notion of the rule of law, in order to progressively restore trust. The project will also assist the District Authorities to improve the local service delivery and accountability. It is understood that:

- If security is reinforced at the local level, then a transition from military to civilian will be achieved.
- If basic services are in place and functioning, then the vulnerability of the population will be reduced, and the perception of public services and social contract will be increased.
- If various income-generating opportunities are in place, then communities will become more resilient, and capable of rebuilding their lives and will be less vulnerable to recruitment by extremist groups.

The Assumptions of the Theory of Change are:

- Sufficient civilian administrators and law enforcement personnel can be deployed to target areas, remain present, and build relations of trust with the communities they serve;
- The community members and traditional leaders are supportive to the Government lead stabilisation; and
- Cabo Delgado remains the beneficiary of attention and resources from national Governments and the international community;

The project is therefore designed to implement community support packages, launching a set of interrelated interventions implemented simultaneously in same locations. The approach necessarily includes the flexibility to respond and adjust to situation changes, while creating synergies in the selected areas. It recognizes that sustainable community stabilization and resilience-building can only be achieved through an integrated approach:


VIOLENCE & BREADOWN OF SOCIAL CONTRACT
STABILIZATION COMPONENTS
INTERVENTIONS
ASSUMPTIONS
RESULTS
OUTPUTS
OUTCOMES
GOAL
NON-STATE ARMED GROUP AND ORGANIZED CRIME
INSECURITY AND FAILING RULE OF LAW
UMITED PRESENCE OF STATE AT LOCAL LEVEL
ETHNIC DIVISIONS AND TENSIONS
MARGINALIZATION & UNEMPLOYEMENT
COMMUNITY SECURITY
BASIC SERVICES
ECONOMIC LIVELIHOOD
If security is reinforced by increased presence and capacity of the security forces respecting the Human Rights principles
If basic services are in place and if the voluntary return of displaced persons is properly managed
If income-generating opportunities are in place
National and regional security forces maintain security in the target locations and surrounding areas
Sufficient administrators can be deployed to target areas, remain present, and build relations of trust with the communities they serve
Community members and traditional leaders are supportive to the Government lead stabilization and decentralization reform
COMMUNITY SECURITY IMPROVED
ACCESS TO BASIC AND SOCIAL SERVICES
LIVELIHOOD OPPORTUNITIES AVAILABLE
REGAINING TRUST & SOCIAL COHESION
BUILDING SOCIAL CONTRACT
FACILITATE RETURN OF IDPS
IMMEDIATE STABILIZATION OF SPECIFIC AREAS CLEARED OF NSAG CONTROL IN CABO DELGADO

Guiding Principles

Human rights based approach (HRBA)

Human rights violations are obstacles to strengthen the social contract and have the potential to undermine the local population's trust in the State, in particular in the security forces, and in community members of different social constructs. A human rights-based approach will be mainstreamed in the design and implementation of the programme. In the context of stabilization, State actors are accountable duty-bearers for the provision of basic service to communities, IDPs and returnees as right holders. UNDP will work to strengthen the capacity of State actors to provide basic service in rehabilitated public infrastructures and at the same will support right-holders in awareness-raising, participation and community dialogue. Approaches and techniques will be adopted based on tested best practices and experience of UNDP in alignment with international human rights standards.

In the programmatic front, UNDP will invest in the rehabilitation of the justice and penal chain, capacity development for prosecutors and magistrates and support to the community court system. UNDP will also leverage on its partnership with the Ministry of Justice and the Human Rights Commission to support human rights monitoring, reporting, advocacy and awareness-raising activities for communities and government officials.

Women empowerment and gender-based approach

Gender inequalities in Cabo Delgado are severe and socially, economically, and politically pervasive. Without deliberate concerted actions to identify, mitigate and monitor said inequalities, it is possible, if not likely, that programming and operations in Cabo Delgado will exacerbate them, undermining the achievement of development outcomes, with considerable potential to cause harm.

UNDP recognizes that women and girls are especially vulnerable in conflict situations and that they often bear a disproportionate burden in the post-conflict process. To ensure that their specific needs and voices are properly reflected in the programme, UNDP brought in a gender advisor as a SURGE first responder in April 2021, developed a Gender Strategy and is currently strengthening staff capacity in gender-mainstreamed project design, implementation, monitoring, and reporting.

UNDP will adapt evidence-based programmes that promote gender equitable social norms[13]. This work is foundational to all other programming as norms define how people of a particular gender are expected to behave, influencing what people think, how they act and see themselves and others.

Aware that formal and informal leadership structures and decision making as of now are male dominated[14], the UNDP stabilization approach will monitor that women are part and parcel of the programme planning, decision making and implementation processes through the community structures and as participants of cash-based interventions including in non-traditional cash-for-work activities.

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[13]Working for example at multiple layers of the socio-ecological model, such as Indashyikirwa or Unite for a Better Life as a key component of its livelihoods work. https://www.whatworks.co.za/global-programme-projects/care-international-rwanda#:~:text=The%20What%20Works%20consortium%20is,why%20these%20interventions%20are%20successful.

[14] According to a study during the Cyclone Idai response, 87% of women stated that they did not participate in community decision making (compared with 60% of men).https://www.care.org.mz/contentimages/Exploring%20Masculinities.pdf

UNDP will continue mainstreaming gender equality and women's empowerment across all activities in all stages of implementation. Women and girls' needs, capacities and voices will also be reflected in the formulation of agreements with government, in support to ADIN and the government plan for taking over the stabilization process and its vision for the future—sustainable peace and development—will be inclusive and participatory. Though its gender-based approach, UNDP will consider the national legislation, policies strategies, international recommendations, standards and frameworks including for example the UN Security Council Resolution 1325 on Women, Peace and Security, the work of CEDAW and other human rights mechanisms and the SDG 5.

Youth as a Driving Force

The programme will focus on youth as a driving force of the stabilization interventions. Similar to other countries in the region, in Mozambique and in particular in Cabo Delgado, it seems to persist a sense of frustration among young people that elders do not equally share powers and resources; they have low involvement and participation in decision-making and conflict resolution commissions; and low representation in public functions. Through community engagement and cash for work activities, the programme will support the social and economic integration of youth into the economic system. Selection criteria and validation mechanisms established at the district level will aim to involve youth at risk of displacement or youth at risk of recruitment. In addition to labor-intensive work, the programme will also provide youth with civic education and employment opportunities. The objective is to allow youth at risk to be directly involved as beneficiaries and drivers of the programme.

Sustainability

Sustainability of stabilization activities will be reviewed from environmental, community and public accountability perspectives to ensure that gains made under the stabilization programming will continue to serve the communities in Cabo Delgado and the region. For increased accountability in state institutions and public services, UNDP will work proactively to engage communities in programme validation and implementation processes, as they are part and parcel of the programme. Communication tools will be developed to further improve community engagement and to ensure wider public awareness of stabilization work. Additionally, capacity building support to the relevant end-user government staff will also stress on the importance of community engagement.

Additionally, in designing its immediate stabilization support to the districts severely affected by the attacks in Cabo Delgado, UNDP adheres to the following principles related to sustainability:

- **National and local ownership and accountability:** Government's ownership and accountability of the programme from its conception to its implementation and finalization is a necessity to strengthen the social contract.
- **An Integrated Approach:** Moving away from thematically fragmented interventions and long-term process, the programme will provide a range of integrated activities by promoting synergies between this programme, UNDP's projects portfolio and the current humanitarian efforts to improve human security, reconciliation, violence prevention, enhanced local government accountability and citizen engagement in service delivery, employment opportunities and self-reliance of communities.
- **Speed and flexibility based on changing circumstances:** The programme implements a set of interrelated interventions simultaneously. This approach requires

flexibility to respond and adjust to the rapid-changing environment in Cabo Delgado considering contextual threats and opportunities that can hinder or boost programme achievements.

- **Visibility and communication:** All results achieved will be branded, where appropriate, as delivered by national and provincial Government, to ensure that credit accrues to the State, and supports renewal of the social contract between the State and local populations. The programme therefore envisages no local-level visibility for donors and UNDP. Contributions from donors are acknowledged with appropriate visibility in due reporting and communications mechanisms.

Risks and Assumptions

The overall risk level of the stabilization approach is considered high, and a certain risk tolerance is required of all partners (government, local state actors, community members, contractors). Work will be undertaken in areas with significant security risks and little or limited State presence. In this context, UNDP and partners should strive to mitigate the financial, organizational, operational, and political risks described in the following sections.

The programme is designed based on the following key assumptions:

- The government supports the stabilization approach and undertakes to carry out actions to achieve it.
- Sufficient levels of security and political stability exist to allow the implementation of programme activities.
- Access to target locations is provided by defense and security forces and a civil military cooperation is established facilitating the activities.
- Sufficient resources for the programme are available on time.
- Key government officials and institutions continue to show willingness to engage and are responsive to the decentralization reform.
- Additional staff recruitments are completed on time.

In terms of risk mitigation, the below approach is proposed:

RISKS	CATEGORY	IMPACT	PROBABILITY	MITIGATION MEASURES	OWNER
Increased attacks negatively impacting programme implementation	Security	High	High	– Ensure close civil–military coordination in target areas. – Ensure that early warning systems, and enhanced community security measures and structures are responsive and in place. – Work with religious and traditional leaders to promote community dialogue and inclusiveness among community members, as well as to reinforce social cohesion and suppress violent narratives.	UNDP
Human rights violations hinder efforts to strengthen the social contract	Political	High	Medium	– Provide support to human rights defenders in monitoring, investigation and reporting on abuses within the existing partnership of UNDP and human rights institutions and CSOs.	National and Provincial Authorities, UNDP

Lack of awareness among local stakeholders and communities restricting their interest, active engagement and support to the programme	Political	Low	Low	– Consultations and participatory planning approach prior to implementation, including State officials and community members. Regular community mobilization, consultations, and exchanges during implementation.	National and Provincial Authorities, UNDP
Difficulty in identifying qualified service providers (contractors) on specific areas for the required stabilization work	Operational	Medium	Medium	– Resort to Country Office vendors database and actively search of new/additional vendors. – Introduce the pre-qualification method to allow for improved contract planning, also on the side of the contractors	UNDP
Participants of Cash for Work without IDs encounter challenges to receive cash in bank/mobile accounts	Operational	Medium	Medium	– UNDP and UN senior management advocacy to facilitate the provision of ID cards; – UNDP, relevant partners and service provider support CfW participants with technical guidance for due payment	UNDP
Lack of access in some areas due to seasonal and extreme weather events	Operational	Medium	High	– Prepositioning of key inputs. Use of partners with permanent, in-situ presence. Flexibility to adapt the approach based on contextual needs.	UNDP
Failure to secure adequate budgetary support to sustain the programme	Financial	High	Medium	– Continuous resource mobilization with strong results-based approach and reporting, capitalizing on seed money; – UNDP advocacy at global and national levels for engagement of donors; – Provision of systematic report to development partners aiming to build confidence for investments on stabilization as an effective approach in post-conflict context; – The project strategy and results and resources framework will be reviewed and adapted accordingly to maximize resources mobilization.	UNDP, government partners
Insufficient resources are allocated by the government for running cost of rehabilitated infrastructure for restored basic services	Financial	High	High	– Pre-negotiations and sustained advocacy with government. Signed letter of agreement before implementation with government counterparts for each target area, defining UNDP's support as well as government commitments.	UNDP

Fluctuation of currency and exchange rate reducing purchasing power for planned activities	Financial	Low	High	– Timely planning to adjust priorities and defined activities. – Resort to UNDP's established vendors database and national and regional networks to search best alternatives of value for money inside and outside the country.	UNDP
SEA and SH risks	Reputational and human rights	High	Medium	– Make PSEA a core priority of the UNDP Pemba sub-office. – Meet all corporate requirements in terms of screening / vetting in Clear Check database, staff training, work with IPs, outreach/community engagement, reporting and victim/survivor services. Beyond the corporate requirements, UNDP will incorporate questions around appropriate behaviors in interviews; – Systematically recall partners on zero tolerance policy; – Promote an organizational culture of equality, non-discrimination and zero tolerance of harassment in the Pemba sub-office.	UNDP

Results Framework

Intended Outcome as stated in the UNSDCF Programme Results and Resource Framework (UNSDCF for Mozambique 2022 – 2026)

- Outcome 1: 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.
- Outcome 2: By 2026, more people, particularly women and youths, participate in benefit from a more diversified, inclusive, and sustainable economic growth based on increased production, productivity, and greater value-added chains.
- Outcome 4: By 2026, more people, especially the most vulnerable and marginalized, are protected, enjoy their rights, and benefit from a secure, peaceful environment, enabled by inclusive governance systems, and independent and accountable institutions abiding by the rule of law.

Applicable Output(s) from the UNDP Strategic Plan: Signature Solution 3

Resilience
3.3 Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels
3.3.1 Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings: Female, Male, Sex-disaggregated data unavailable, Youth, Persons with disabilities, Internally displaced populations, Refugees

Signature Solution 2:
Governence:
2.3 Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding
2.3.1 Number of national institutions with strengthened public administration and core government functions for: Improved service delivery, Community security, Prevention

Signature Solution 6
Gender Equality:
6.3 National capacities to prevent and respond to gender-based violence (GBV) and address harmful gender social norms strengthened, including in crisis contexts
6.3.3 Number of entities with strengthened capacities to implement legislation, policies, action plans and initiatives to prevent GBV: National entities, Sub-national entities, CSOs, Private sector

Five-Year Government's Plan (2020-2024):

- Priority 1: Develop human capital and social justice (strategic goals i, ii,iii,iv);
- Pillars: i) Strengthening democracy and preserving unity and national cohesion; ii) promoting good governance and decentralization

Title and Atlas Project Number: 00145403 Immediate Stabilization Response in Cabo Delgado, Mozambique

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION AND METHODS
			Value	Year	Year 1	Year 2	End Target	
Output 1: **Improving the community security with a focus on Rule of Law and Access to Justice and creating the foundation for social cohesion, peace and development**	**1.1. Enhancing the liaison and cooperation with security forces** *# of meetings between civilian military and humanitarian actors held by District authorities* *# of mapping assessments of Security Actors*	*Meeting reports*	0	2021	*4 meetings (at least 1 per quarter)* *1 mapping assessment produced*	*4 meetings (at least 1 per quarter)*	*8 meetings (at least 1 per quarter)* *1 mapping assessment produced*	
	1.2. Increasing law enforcement presence and capacity *# of police infrastructures (police stations and police posts) rehabilitated and equipped in Cabo Delgado* *# of law enforcement actors trained on professional security provision (deontology, community policing approach, criminal investigation police, etc.)*	*Progress report* *Community perception studies on public safety and security* *Attendance lists*	0	2021	*4 police stations and police posts rehabilitated or constructed* \ *200 law enforcement actors trained*	*6 police stations and police posts rehabilitated or constructed* *100 law enforcement actors trained*	*10 police stations and police posts rehabilitated or constructed* *300 law enforcement actors trained*	
	1.3. Strengthening community-level security mechanisms and supporting the establishment of early warning systems *# of targeted District with operational early warning systems*	*Field reports*	0	2021	*6 local security plans produced*	*6 operational early warning systems*	*6 operational early warning systems* *6 local security plans produced*	

	# of local security plans produced *# of community security council members trained and equipped*				*300 community members trained and equipped*	*300 community members trained and equipped*	*600 community members trained and equipped*	
	1.4. Increasing access to the Justice system and the community courts *# of rehabilitated or constructed community courts, tribunals, and attorney offices in Cabo Delgado* *# of justice actors trained and equipped*	*Attendance list*	0	2021	*6 justice infrastructure rehabilitated or constructed* *120 justice actors trained and equipped*	*12 justice infrastructure rehabilitated or constructed* *120 justice actors trained and equipped*	*18 justice infrastructure rehabilitated or constructed* *120 justice actors trained and equipped*	
	1.5. Improving promotion of human rights principles and awareness on Rule of law of security providers *# of security forces and community members trained on issues of HR, GBV, people living with disability* *# of Human Rights monitoring mechanism established at District level to provide monthly reports*	*Human Right monitoring reports* *Implementing partner rports;*	0	2021	*300 security forces and community members trained* *6 monitoring mechanism established* *(1 per district)*	*300 security forces and community members trained*	*600 security forces and community members trained* *6 monitoring mechanism established* *(1 per district)*	
	1.6. Enhancing community radios to promote peace and social cohesion among youth *# of community radios rehabilitated and equipped* *# of sensitization messages on social cohesion, PVE, and youth engagement produced*	*Sensitization message* *Implementing partner reports;*	0	2021	*1 radio buildings rehabilitated and equipped*	*2 radio buildings rehabilitated and equipped* *20 Sensitization messages produced*	*3 radio buildings rehabilitated and equipped* *20 Sensitization messages produced*	

Output 2: **Basic services and infrastructure are rehabilitated, functional, and accessible and the capacity of local authorities are developed to improve access to service delivery**	**2.1. Implementing quick damage assessments** *# of infrastructures covered by the quick damage assessment*	*UNDP registers and mission reports;*	*0*	2021	*1,500 infrastructures assessed*		*1,500 infrastructures assessed*	*Field visits of the Basic Service Expert* *Survey with representatives of the target communities*
	2.2. Construct, rehabilitate, and equip essential public services infrastructure and facilities (administrative, health, judicial, WASH, and education), including accommodation for public servants *# of infrastructure administrative rehabilitated or constructed* *# of health infrastructure rehabilitated or constructed* *# of WASH infrastructure rehabilitated or constructed* *# of education infrastructure rehabilitated or constructed* *# of public servant residence infrastructure rehabilitated or constructed* *# of electric infrastructure rehabilitated or constructed* *# of bridges and km of roads rehabilitated or constructed*	*Implementing partner reports reports and UNDP reports and surveys* *Reports of the Public Service for Infrastructure*	*0*	2021	*12 administrative infrastructures rehabilitated or constructed* *6 health infrastructures rehabilitated or constructed* *3 water distribution systems functioning (1 per target district)* *9 education infrastructures rehabilitated or constructed* *9 public servant residence infrastructures rehabilitated or constructed* *3 electric infrastructures rehabilitated or constructed* *50 km of bridges and km of roads infrastructures*	*12 administrative infrastructures rehabilitated or constructed* *6 health infrastructures rehabilitated or constructed* *3 water distribution systems functioning (1 per target district)* *9 education infrastructures rehabilitated or constructed* *9 public servant residence infrastructures rehabilitated or constructed* *3 electric infrastructures rehabilitated or constructed* *50 km of bridges and km of roads*	*24 administrative infrastructures rehabilitated or constructed* *12 health infrastructures rehabilitated or constructed* *6 water distribution systems functioning (1 per target district)* *18 education infrastructures rehabilitated or constructed* *18 public servant residence infrastructures rehabilitated or constructed* *6 electric infrastructures rehabilitated or constructed* *100km of bridges and km of roads*	*GIS Mapping* *Field visits of Engineers* *Reports from Provincial Public Works*

					rehabilitated or constructed	*infrastructures rehabilitated or constructed*	*infrastructures rehabilitated or constructed*	
	2.3. Building capacity of local government officials to improve service delivery at District Level *# of public servants benefitting from training and other capacity development activities implemented for local authorities to improve service delivery at the local level* *# of local governance diagnostics*	*Community perception studies on basic service delivery*	0	2021	*1 local governance diagnostic developed (assessment, report, workplan)*	*300 public servants trained*	*300 public servants trained* *1 local governance diagnostic developed (assessment, report, workplan)*	
	2.4. Supporting coordination, planning, and monitoring capacity of authorities at the Provincial level *# of provincial knowledge management platform established* *# of coordination meetings with Provincial and District authorities organized in partnership with ADIN* *# of JAPs regularly monitored and updated*	*Progress reports*	0	2021	*1 database platform established* *4 coordination meetings held (quarterly)* *6 JAPs are regularly monitored and updated in collaboration with PRCD Secretariat* *4 provincial services equipped (SPI, Secretary of State, Attorney, INAS, Police)*	*4 coordination meetings held (quarterly)* *6 JAPs are regularly monitored and updated in collaboration with PRCD Secretariat*	*1 database platform established* *8 coordination meetings held (quarterly)* *6 JAPs are regularly monitored and updated in collaboration with PRCD Secretariat* *4 provincial services equipped (SPI, Secretary of State, Attorney, INAS, Police)*	

Output 3: **Providing socio-economic support to individuals and communities, including immediate livelihood support for affected populations**	**3.1. Supporting immediate income earning opportunities for the vulnerable population and at-risk youth, such as cash for work** *# of people benefiting from cash for work activities (disaggregated by gender)*	*Implementing partners, consultants and experts' reports* *Cash for Work attendance list at the Provincial Service for Social Action;*	*0*	2021	*4,000 C4W beneficiaries (with a share of 50% of women)*	*5,000 C4W beneficiaries (with a share of 50% of women)*	*9,000 C4W beneficiaries (with a share of 50% of women)*	*UNDP will use its monitoring tools, including mission reports and registers to track the number of beneficiaries under 03 main streams: 1) participants of cash-for-wrok and unconditional cash transfers that benefit from short-term trainings; 2)participants of vocational/soft skills training under social cohesion activities of this programme; 3) beneficiaries of trainings provided by vocational training centres working as UNDP's implementing partners.*
	3.2. Rehabilitating productive infrastructure (for example small business offices, market structures) *# of rehabilitated or constructed productive infrastructure projects (such as small business offices and market structures)*	*Progress reports*	*0*	2021	*6 small business offices and market structures rehabilitated or constructed*	*6 small business offices and market structures rehabilitated or constructed*	*12 small business offices and market structures rehabilitated or constructed*	
	3.3. Provide short-term vocational training *# of people benefiting from short-term vocational or other training (gender and age disaggregated)*	*Progress reports*	0	2021	*400 people trained*	*200 people trained*	*600 people trained*	
	3.4. Providing productive or business assets, agricultural and fishing inputs	*Progress reports*	0	2021	*6,000 people received productive assets*	*6,000 people received productive assets*	*12,000 people received productive assets*	*UNDP and partners will document in progress reports (both quantitative and qualitative) the enhanced capability of people that benefit from livelihoods support, grants or other capacity-*

	# of people that receive productive assets (agriculture input and fishing gear) *# of people that receive business assets*				*1,500 people receive business assets*	*1,500 people receive business assets*	*3,000 people receive business assets*	*buiding assets generating their improved purchasing capacity.*

Monitoring and Evaluation

The current situation is unpredictable and changing daily. The security situation in many of the implementing areas needs to be assessed constantly to ensure communities, UNDP staff and implementing partners are safe. This requires a flexible approach for monitoring and evaluation.

Stabilization monitoring units are planned and budgeted for collection, compilation and regular analysis of data and information using a combination of tools and techniques. In Sudan, Somalia, Libya and Iraq, UNDP has made use of GPS tools to track delivery of procured items and used media resources to register and document evidence of progress made in efforts of rehabilitation and restoration of basic services. Stabilization also requires strong risk management with clear mitigation measures in terms of security, operations, financing and reputation. In Somalia, for example, a dedicated Risk Management Unit (RMU) was established to provides support for consistent risk assessment and management services for the UN system and partners including CSOs.In Cabo Delgado, UNDP is setting up a monitoring and information management system within its sub-office in Pemba which will adopt a results-based management approach for monitoring, evaluation and reporting.

In accordance with UNDP's policies and procedures, the programme will be monitored through the following monitoring and evaluation plan:

Monitoring and Evaluation Plan				
Activity	**Purpose**	**Frequency**	**Expected Action**	**Partners**
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Project Board (Partner Platform)
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Steering Committee at the Provincial Level

	UNDP's audit policy to manage financial risk.			
Learn	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections.	Project Board (Partner Platform)
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		
Programme Review (Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

	scaling up and to socialize project results and lessons learned with relevant audiences.			
Evaluation	UNDP will carry out a final evaluation in accordance with UNDP's policies and procedures. The programme may also go through internal reviews.			

Project Management

Cost Efficiency and Effectiveness

The stabilization approach is designed to meet the requirement of delivery of a high-volume of activities, within short-time frames and to international standard, in remote and challenging conditions. The stabilization approach has been chosen in response to the Cabo Delgado context based on lessons learned from previous interventions in other countries such as Cameroon, Iraq, Libya with the specific goal to maximize impact in a minimum security context.

UNDP's lessons learned in stabilization in other countries confirms the agency's ability to facilitate quick and reliable delivery. UNDP has developed institutional capacity to put in place fast-track mechanisms with dedicated operation support which facilitate and accelerate operational transactions while ensuring transparency, cost efficiency, accountability and quality assurance.

The programmatic need to move at speed to re-establish civilian state authority of target areas dictates a narrow range of immediate stabilization activities that can be delivered quickly; such a model is by nature cost-efficient, as direct costs (staff salary in particular) need to be budgeted over a relatively short period of two years. The stabilization unit has been designed to launch with a maximum ratio of direct costs to an overall budget of less than 20%.

The integrated approach to immediate stabilization is designed to make currently vulnerable areas both safer and more livable to facilitate the return of IDPs. It will be subject to ongoing analysis of unit costs per District based on the number of direct beneficiaries in each selected target area to allow for comparisons and to establish a financially sustainable replication model. In addition, if this model attracts more financial resources, it will increase the number of target areas and reduce direct costs.

Project Management arrangements

To ensure the programme is implemented on the ground, UNDP has set up a sub-office in Pemba to provide direct support to stabilization and recovery in Cabo Delgado. The UNDP sub-office is fully operational since July 2021 led by a senior UNDP staff with extensive expertise and experience in stabilization reporting directly to the UNDP Resident Representative in Maputo. UNDP in Pemba has a full office structure with procurement, finance, programme and security staff in place already delivering stabilization activities. The team consists of a combination of national and international staff. Recruitment of local staff aims to strengthen ownership and ensure overall team competencies in several local languages. Specialized support has been provided by UNDP at headquarters and regional levels and further recruitments are expected to respond to the needs on the ground. As and when required the programme relies on UNDP's Crisis Bureau, the Bureau for Programme and Policy Support (BPPS) and the Regional Bureau for Africa, for additional support capacities, particularly for deployment through Detail Assignments or through UNDP's Global Policy Network Roster of pre-vetted Technical Experts/Consultants. Given the complex operational environment, the programme has regular contact with the Office of Audit and Investigation (OAI), to ensure any matter of concern can be dealt with, in due process.

The project will be managed and implemented directly by the UNDP Sub-Office in Pemba. Changes to adjust the best approach for project implementation that do not affect the scope and objective of the project will be implemented and managed by the UNDP Head of Sub-Office in Pemba, under the direct supervision of the Resident Representative of UNDP in Maputo. The Sub-Office has qualified senior project and operations personnel who will be

responsible for the implementation of the project in consultation and coordination with Provincial authorities and with ADIN. The Sub-Office team is composed primarily by a senior recovery and stabilization advisor, a senior operations manager, a senior civil engineer, a livelihoods specialist, a community security specialist, a partnership specialist, a monitoring and reporting specialist, a project officer on local governance, international procurement specialists, admin, IT, finance staff and drivers. In addition to Pemba personnel, the project will be supported by Maputo-based technical staff, notably on risk management, data management, rule of law and access to justice, social cohesion, infrastructure team leader, decentralization and institutional building, and climate change.

The Head of UNDP Sub-Office in Pemba will maintain dialogue with the Project Board through its regular and ad-hoc meetings and other channels. All activities taking place will be agreed with ADIN and relevant sectorial Government institutions, such as health education, security and water management. All activities will be planned and implemented in consultation with relevant communities where the project will be implemented. The project management standards will be based on UNDP's rules, policies, regulations and procedures to ensure best value for money, integrity, transparency and effective accountability.

Governance and Management Arrangements

In line with both the UNDP programme management standards, and with the coordination platforms set out by the PRCD, UNDP will establish a Project Board (PB) chaired by the Ministry of Economy and Finance (MEF) as the institution responsible for the coordination of cooperation partners under the PRCD.

The PB will provide oversight and ensure integration with broader policies and priorities. The PB will be chaired by the Minister of Economy and Finance or his Designate, and co-chaired by the UNDP Resident Representative. The members of the PB will include the President of the ADIN, 1 Representative of the Secretary of State of Cabo Delgado, 1 Representative of the Governor of Cabo Delgado, 1 Representative of Justice Constitutional and Religious Affairs, 1 Representative of the Ministry of Defense, 1 Representative of the SADEC, as well as 1 Representative of the Resident Coordinator's Office. In addition, all donors will be welcome to attend as observers. Donors will select 2 donor representatives themselves to engage on their behalf at the Board, and submit names to the ADIN. While the Board endeavors to come to a consensus on all issues, in the event that a vote takes place, the two donor representatives will have a vote.

The PB will meet at least once a year and may convene meetings anytime upon request by one of the co-chair to report on major milestones, provide ad-hoc guidance and address critical risks and issues in light of the volatile and fast-evolving environment. UNDP will act as the secretary of the PB. Quarterly reports will be provided to ADIN and donors, outlining progress of the program implementation.

The responsibilities and roles of the SC include: (i) setting strategic direction and approving Annual Work Plans (AWPs); (ii) providing guidance and agreeing on possible countermeasures / management actions to address specific risks; (iii) guiding and supporting programme delivery; (iv) approving Annual Results Reports; (v) reviewing and approving major changes in the approved programme.

As this programme is a direct contribution of UNDP to the Government plan for reconstruction (PRCD) as well as the PREDIN, UNDP will continue to coordinate all its work at provincial level with the ADIN, in charge of the non humanitarian coordination of the PRCD implementation. In addition, UNDP will report quarterly to the "*Forum de Coordenação da*

Implementação do Plano de Reconstrução" at the provincial level, chaired by the Secretary of State, in coordination with the Governor of the province of Cabo Delgado. This quarterly reporting will facilitate constant information updates and full alignment with all sectoral services throughout the implementation of the programme.

The programme will be managed and implemented directly by the UNDP Sub-Office in Pemba. Changes to adjust the best approach for programme implementation that do not affect the scope and objective of the programme will be implemented and managed by the UNDP Head of Sub-Office in Pemba, in close consultation with the Resident Representative of UNDP in Maputo. The Sub-Office has qualified senior programme and operations personnel who will be responsible for the implementation of the programme in consultation and coordination with ADIN. The Sub-Office team will be composed primarily by: a senior recovery and stabilization expert, a senior operations manager, a livelihoods specialist, a social cohesion specialist, a civil military relations specialist, a gender expert, a communication and partnership specialist, a monitoring and reporting specialist, an information management specialist, a minimum of 2 international procurement specialists, finance staff and drivers. In addition, the Sub-Office will count on a field team composed by: 20 engineers, 20 financial literacy officers, 20 income generation promoters, 10 community resilience promoters, 20 human rights promoters and consultants. Many of the core and field teams are already in place filling the key functions mentioned above. UNDP will also continue to call on specific short term expertise from its internal rosters and global staff networks as warranted by the programme, as is already the case on elements such as community policing or employment intensive approaches.

The Head of UNDP Sub-Office in Pemba will maintain dialogue with the Programme Board through its regular and ad-hoc meetings and other channels. All activities taking place will be agreed with ADIN and relevant sectorial Government institutions, such as health education, security and water management. All activities will be planned and implemented in consultation with relevant communities where the programme will be implemented. The programme management standards will be based on UNDP's rules, policies, regulations and procedures to ensure best value for money, integrity, transparency and effective accountability.

Multi-Year Work Plan

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully cost in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Total		Funding Source	Budget Description	Amount
Output 1: **The community security is improved with a focus on Rule of Law and Access to Justice, creating the foundation for social cohesion, peace and development**	1.1 Enhancing the liaison and cooperation with security forces	$97,800	$97,800	$195,600		UNDP, Others (TBD)	Contractual services. grants to CSOs; Consultants; Workshops and Meetings; Research and Publications; Travel;	
	1.2 Increasing law enforcement presence and capacity	$1,575,000	$1,575,000	$3,150,000				
	1.3 Strengthening community-level security mechanisms and supporting the establishment of early warning systems	$474,300	$474,300	$948,600				
	1.4 Increasing access to the Justice system and the community courts	$1,336,400	$1,336,400	$2,672,800				
	1.5 Improving promotion of human rights principles and awareness on Rule of law of security providers	$210,000	$210,000	$420,000				
	1.6 Enhancing community radios to promote peace and social cohesion among youth	$400,750	$400,750	$801,500				
	Sub-Total for Output 1							
Output 2:	2.1 Implementing quick damage assessments	$63,100	$63,100	$126,200			Contractual	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Total		Funding Source	Budget Description	Amount
Rehabilitation of infrastructure to make it functional and accessible, and empowerment of local authorities in improving service delivery to the population	2.2 Construct, rehabilitate, and equip essential public services infrastructure and facilities (administrative, health, judicial, WASH, and education), including accommodation for public servants	$13,495,217	$13,495,217	$26,990,433		UNDP, Others (TBD)	services. grants to CSOs; Consultants; Workshops and Meetings; Research and Publications; Travel;	
	2.3 Building capacity of local government officials to improve service delivery at District Level	$165,000	$165,000	$330,000				
	2.4 Supporting coordination, planning, and monitoring capacity of authorities at the Provincial level	$291,000	$291,000	$582,000				
	Sub-Total for Output 2							
Output 3: **Basic services and infrastructure are rehabilitated, functional, and accessible and the capacity of local authorities are developed to improve access to service delivery**	3.1 Supporting immediate income earning opportunities for the vulnerable population and at-risk youth, such as cash for work	$2,762,555	$2,762,555	$5,525,110		UNDP, Others (TBD)	Contractual services. grants to CSOs; Consultants; Workshops and Meetings; Research and Publications; Travel;	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Total		Funding Source	Budget Description	Amount
	3.2 Rehabilitating productive infrastructure (for example small business offices, market structures)	$2,460,000	$2,460,000	$4,920,000				
	3.3 Provide short-term vocational training	$390,000	$390,000	$780,000				
	3.4 Providing productive or business assets, agricultural and fishing inputs	$3,390,000	$3,390,000	$6,780,000				
	Sub-Total for Output 3							
Monitoring and Evaluation	Monitoring and Evaluation	$270,000	$270,000	$540,000		UNDP, Others (TBD)		
Project Management Cost	Staff costs	$2,646,408	$2,646,408	$5,292,816.00				
	Office cost	$247,700.00	$247,700.00	$495,400.00				
General Management Support				$4,844,037				
Levy cost				$605,505				
TOTAL								66,000,000

Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Mozambique and UNDP, signed on 1976. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures.

Risk Management

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][15] [UNDP funds received pursuant to the Project Document][16] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

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[15] To be used where UNDP is the Implementing Partner

[16] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

(a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including

but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation

k.

UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template**
3. **Risk Analysis.**
4. **Project Board Terms of Reference and TORs of key management positions**