

UN Mozambique
"Country Programme Coordination and Capacity Development"

Agency: **UNDP**

UNDAF/CPD Outcome 6 "Democratic processes and systems strengthened, ensuring equity, the rule of law and human rights at all levels"

Expected Project Outputs:

1. The country programme monitored and evaluated according to efficiency, effectiveness, relevance and sustainability.
2. The coordination capacity of MINEC enhanced in implementation of its country programme.
3. Annual NIM/NGO audit exercise completed on time.
4. Technical capacity of implementing partners (IP's) and UNDP country office staff strengthened in the RBM/PME.
5. Institutional capacities of MINEC and UNDP maintained in support of the effective delivery of the country programme.

Implementing Partner:	DOIC/MINEC
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Other Partners:	IPs for UNDP-supported projects
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The Coordination function for the Country Programme is crucial to ensure effective and efficient implementation, monitoring and evaluation of the programme, which will be nationally implemented. UNDP is committed to producing, documenting and communicating on results as per Results Based Management (RBM) principles.

The will and commitment of the Government for the implementation of the country programme and adoption of RBM is constrained by a lack of capacity within the national institutions. In this connection, RBM capacity development programmes would be essential to support government partners to effectively implement the country programmes, adopting and institutionalizing the RBM. In addition, it is important that the MINEC and UNDP country office are sufficiently equipped to provide guidance to the country programme implementing partners on RBM principles and their applications in project and programme management.

UNDP will provide support and strengthen the capacity of MINEC to develop, implement, monitor and evaluate projects supported by UNDP in the scope of its mandate of promoting sustainable human development, strengthening national capacities, enhancing strategic partnerships, and contributing for the improved management of the available resources.

The first component of the project is related to the country programme coordination, namely: (1) The country programme monitored and evaluated according to its efficiency, effectiveness, relevance and sustainability; (2) The coordination capacity of MINEC enhanced in implementation of the country programme; and (3) Annual NIM/NGO audit exercise completed on time.

The second component of the project is related to the capacity development of implementing partners and UNDP country office, namely: (4) Technical capacity of implementing partners and UNDP country office staff strengthened on RBM/PME; and (5) Institutional capacities of MINEC and UNDP maintained in support of the effective delivery of the country programme.

The project will be implemented by DOIC/MINEC, using National Implementation (NIM) modality. It will be supported by the UNDP's regular resources as well as OR (11888 – interest account).

Programme Period: 2012-2015
Programme Component: Governance
Budget Code:

Estimated Project Budget: USD 3,050,000
Allocated Resources: USD 2,014,000
Regular Resources: USD 450,000
Unfunded Budget: USD 1,036,000

Agreed by the Ministry of MINED

Agreed by UNDP

2012 Annual Work Plan

Component 1: Country Programme Coordination									
PROJECT Output(s):									
1. The country programme monitored and evaluated according to efficiency, effectiveness, relevance and sustainability. 2. The coordination capacity of MINEC enhanced in implementation of the country programme. 3. Annual NIM/NGO audit exercise completed on time.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2012	Q2 2012	Q3 2012	Q4 2012		Planned Amount (US\$)	Amount Allocated (US\$)	Source of Funds (RR or OR)
1. The country programme monitored and evaluated according to its efficiency/effectiveness, relevance and sustainability.	1.1 Conduct monitoring visits to projects supported by UNDP.	X		X		MINEC	5,000.00	5,000.00	RR
	1.2 Follow up on the evaluation recommendations	X	X	X	X	MINEC	2,500.00	0.00	OR (TBM)
2. The coordination capacity of MINEC enhanced in implementation of the country programme.	2.1 Organize programme board meetings		X		X	MINEC	5,000.00	5,000.00	RR
	2.2 Organize MINEC participation in UN seminars and conferences	X	X	X	X	MINEC	20,000.00	0	OR (TBM)
	2.3 Salary payment for project staff (Project coordinator, Finance Assistant, Secretary, Driver)	X	X	X	X	MINEC	38,400.00	38,400.00	RR
	2.4 Purchase office material, communication costs and maintenance services	X	X	X	X	MINEC	1,600.00	1,600.00	RR
3. Annual NIM/NGO audit exercise completed on	3.1 Organize annual audit for the projects.	X	X			UNDP	50,000.00	50,000.00	RR

time.	3.2. Follow up on audit recommendations implementation	X	X	X	X	UNDP	2,500.00	0	OR (TBM)
TOTAL								TOTAL	100,000 (RR) 25,000 (OR – TBM)

Component 2: Capacity Development									
PROJECT Output(s):									
4. Technical capacity of implementing partners (IP's) and UNDP country office staff strengthened on the RBM/PME (planning, monitoring and evaluation).									
5. Institutional capacities of the MINEC and the UNDP maintained in support of the effective delivery of the country programme.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2012	Q2 2012	Q3 2012	Q4 2012		Planned Amount (US\$)	Amount Allocated (US\$)	Source of Funds (RR or OR)
4. Technical capacity of implementing partners (IP's) and UNDP country office staff strengthened on the RBM/PME (planning, monitoring and evaluation).	4.1. Conduct a needs assessment and knowledge gap analysis of UNDP partners	X	X			UNDP	35,000.00	0	OR (TBM)
	4.2. Provide training in NIM manual		X		X	UNDP	15,000.00	15,000	11888
	4.3 Conduct a needs assessment and knowledge gap analysis of UNDP CO staff	X	X			UNDP	35,000.00	0	OR (TBM)
	4.4 Provide on-site support to the IP's Finance Officers (Finance Management based on the 2010 training)	X	X	X	X	UNDP	17,000.00	0	OR (TBM)

	4.5 Assess the impact of the IP's training on Financial Management and Accountability		X	X		UNDP	30,000.00	0	OR (TBM)
5. Institutional capacities of the MINEC and the UNDP maintained in support of the effective delivery of the country programme.	5.1 Support 1 National and 1 UNV M&E Posts in UNDP CO	X	X	X		UNDP	96,000.00	96,000.00	11888
	5.2 Maintain the M&E database	X	X	X		UNDP	5,000.00	5,000.00	11888
	5.3 Support 4 National Professional positions in UNDP CO (Governance, Decentralization, HIV/Gender, Poverty)	X	X	X		UNDP	322,953.00	249,000.00	11888
	5.4 Ensure the Professionalization of the Evaluation function in UNDP CO (Evaluation for UN Evaluator ¹ + Evaluation Certification I, II, III ²)	X	X	X		UNDP	50,000.00	0	OR (TBM)
	5.5 Support Detailed Assignment opportunities for UNDP CO staff	X	X	X		UNDP	25,000.00	0	OR (TBM)
TOTAL								TOTAL 625,000	433,000 (11888) 192,000.00 (OR - TBM)

¹ What a UN evaluator needs to know: Introductory Course on What Evaluation is and How it is Designed and Managed, UNSSC
² Evaluation Certification I, II, III (IDEA)

M&E Framework

AWP Expected results	Indicators, baselines and targets	Means of Verification
1. The country programme monitored and evaluated according to its efficiency, effectiveness, relevance and sustainability	<p>Indicator:</p> <ol style="list-style-type: none"> 1. % of field visits report recommendations implemented 2. % of evaluation recommendations implemented <p>Baseline:</p> <ol style="list-style-type: none"> 1. 80% 2. (TbD) <p>Target:</p> <ol style="list-style-type: none"> 1. 95% 2. 90% 	<p>Atlas reports; Progress reports On-site visit reports M&E reports ERC reports</p>
2. The coordination capacity of MINEC enhanced in implementation of the country programme.	<p>Indicator:</p> <p>Number of country programme board meetings organized</p> <p>Baseline:</p> <p>1 (in 2011)</p> <p>Target:</p> <p>2 (in 2012)</p>	<p>Mission reports; Programme board minutes; External evaluation reports</p>
3. Annual NIM/NGO audit exercise completed on time.	<p>Indicator:</p> <ol style="list-style-type: none"> 1. Timeliness of annual audit 2. % of audit recommendation implemented <p>Baseline:</p> <ol style="list-style-type: none"> 1. All submitted by end April 2. 70% <p>Target:</p> <ol style="list-style-type: none"> 1. All submitted by end April 2. 90% 	<p>Atlas reports; Progress reports On-site visit reports M&E reports Audit reports</p>

4. Technical capacity of implementing partners and UNDP country office staff strengthened on RBM/PME.	<p>Indicator % of IP participation in NIM manual training</p> <p>Baseline 40%</p> <p>Target 80%</p>	Atlas reports; Progress reports On-site visit reports M&E reports ERC reports
5. Institutional capacities of MINEC and UNDP maintained in support of the effective delivery of the country programme.	<p>Indicator 1. % of country programme delivery rate 2. Quality of M&E database</p> <p>Baseline 1. 75% 2. M&E database established</p> <p>Target 1. 85% 2. Quarterly updates of M&E database</p>	Atlas reports; Progress reports On-site visit reports M&E reports ERC reports
Studies, surveys and evaluation (list below all surveys, evaluation and studies that will be conducted during the year – ensure that each activities are also listed and budgeted for in the AWP above)		

2013 Annual Work Plan

Component 1: Country Programme Coordination									
PROJECT Output(s):									
1. The country programme monitored and evaluated according to efficiency, effectiveness, relevance and sustainability. 2. The coordination capacity of MINEC enhanced in implementation of the country programme. 3. Annual NIM/NGO audit exercise completed on time.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2013	Q2 2013	Q3 2013	Q4 2013		Planned Amount (US\$)	Amount Allocated (US\$)	Source of Funds (RR or OR)
1. The country programme monitored and evaluated according to its efficiency/effectiveness, relevance and sustainability.	1.1 Monitoring visits to projects supported by UNDP.	X		X		MINEC	5,000.00	5,000.00	RR
	1.2 Follow up on the evaluation recommendation	X	X	X	X	MINEC	2,500.00	0	OR (TBM)
2. The coordination capacity of MINEC enhanced in implementation of the country programme.	2.1 Organize programme board meetings		X			MINEC	5,000.00	5,000.00	RR
	2.2 Organize MINEC participation in UN seminars and conferences	X	X	X	X	MINEC	20,000.00	0	OR (TBM)
	2.3 Salary payment for project staff (Project coordinator, Finance Assistant, Secretary, Driver)	X	X	X	X	MINEC	38,400.00	38,400.00	RR
	2.4 Purchase office material, communication costs and maintenance services	X	X	X	X	MINEC	1,600.00	1,600.00	RR

Component 2: Capacity Development									
PROJECT Output(s):									
4. Technical capacity of implementing partners (IP's) and UNDP country office staff strengthened on the RBM/PME (planning, monitoring and evaluation). 5. Institutional capacities of the MINEC and the UNDP maintained in support of the effective delivery of the country programme.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2013	Q2 2013	Q3 2013	Q4 2013		Planned Amount (US\$)	Amount Allocated (US\$)	Source of Funds (RR or OR)
4. Technical capacity of implementing partners (IP's) and UNDP country office staff strengthened on the RBM/PME (planning, monitoring and evaluation).	4.1. Provide training in RBM, M&E to IPs and UNDP	X	X			UNDP	50,000.00	15,000.00	15,000 (11888) 35,000 (OR – TBM)
5. Institutional capacities of the MINEC and the UNDP maintained in support of the effective delivery of the country programme.	5.1 Support 1 National M&E Post in UNDP CO	X	X	X	X	UNDP	40,000.00	40,000.00	11888
	5.2 Maintain the M&E database	X	X	X	X	UNDP	5,000.00	5,000.00	11888
	5.3 Support 4 National Professional positions in UNDP CO (Governance, Decentralization, HIV/Gender, Poverty)	X	X	X	X	UNDP	322,953.00	249,000.00	11888

	5.4 Ensure the Professionalization of the Evaluation function in UNDP CO (Evaluation for UN Evaluator ³ + Evaluation Certification I, II, III ⁴)	X	X	X	X	X	113,000.00	0	OR (TBM)
	5.6 Support Detailed Assignment opportunities for UNDP CO staff	X	X	X	X	X	100,000.00	0	OR (TBM)
TOTAL								Total 625,000	377,000 (11888) 248,000 (OR – TBM)

³ What a UN evaluator needs to know: Introductory Course on What Evaluation is and How it is Designed and Managed, UNSSC
⁴ Evaluation Certification I, II, III (IDEA)

M&E Framework

AWP Expected results	Indicators, baselines and targets	Means of Verification
1. The country programme monitored and evaluated according to its efficiency, effectiveness, relevance and sustainability.	<p>Indicator:</p> <p>1. % of field visits report recommendations implemented.</p> <p>Baseline:</p> <p>1. 80%</p> <p>Target:</p> <p>1. 95%</p>	Mission reports; Programme board minutes; External evaluation reports
2. The coordination capacity of MINEC enhanced in implementation of the country programme	<p>Indicator:</p> <p>1. Number of country programme board meetings organized</p> <p>Baseline</p> <p>1. 1 (in 2011)</p> <p>Target</p> <p>1. 2</p>	Atlas reports; Progress reports On-site visit reports M&E reports Audit reports
3. Annual NIM/NGO audit exercise completed on time	<p>Indicator:</p> <p>1. Timeliness of annual audit</p> <p>2. % of audit recommendations implemented</p> <p>Baseline:</p> <p>1. All submitted by end April</p> <p>2. 70%</p> <p>Target:</p> <p>1. All submitted by end April</p> <p>2. 90%</p> <p>Indicator</p>	Atlas reports; Progress reports On-site visit reports M&E reports ERC reports
4. Technical capacity of implementing partners		Atlas reports;

and UNDP country office staff strengthened in RBM/PME	<p>1. Level of participation in RBM/PME training</p> <p>Baseline 40%</p> <p>Target 80%</p>	<p>Progress reports On-site visit reports M&E reports ERC reports</p>
5. Institutional capacities of MINEC and UNDP maintained in support of the effective delivery of the country programme	<p>Indicator</p> <p>1. % of country programme delivery rate</p> <p>2. Quality of M&E database</p> <p>Baseline</p> <p>1. 75% (2011)</p> <p>2. Functioning M&E database</p> <p>Target</p> <p>1. 90%</p> <p>2. M&E analysis done.</p>	<p>Atlas reports; Progress reports On-site visit reports M&E reports ERC reports</p>
Studies, surveys and evaluation (list below all surveys, evaluation and studies that will be conducted during the year – ensure that each activities are also listed and budgeted for in the AWP above)		

2014 Annual Work Plan

Component 1: Country Programme Coordination									
PROJECT Output(s):									
1. The country programme monitored and evaluated according to efficiency, effectiveness, relevance and sustainability. 2. The coordination capacity of MINEC enhanced in implementation of the country programme. 3. Annual NIM/NGO audit exercise completed on time.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2014	Q2 2014	Q3 2014	Q4 2014		Planned Amount (US\$)	Amount Allocated (US\$)	Source of Funds (RR or OR)
1. The country programme monitored and evaluated according to its efficiency/effectiveness, relevance and sustainability.	1.1 Monitoring visits to projects supported by UNDP.	X	X	X		MINEC	5,000.00	5,000.00	RR
	1.2 Follow up on the evaluation recommendation	X	X	X	X	MINEC	2,500.00	0	OR - TBM
2. The coordination capacity of MINEC enhanced in implementation of the country programme.	2.1 Organize programme board meetings		X		X	MINEC	5,000.00	5,000.00	RR
	2.2 Organize MINEC participation in UN seminars and conferences	X	X	X	X	MINEC	20,000.00	0	OR - TBM
	2.3 Salary payment for project staff (Project coordinator, Finance Assistant, Secretary, Driver)	X	X	X	X	MINEC	38,400.00	38,400.00	RR
	2.4 Purchase office material, communication costs and maintenance	X	X	X	X	MINEC	1,600.00	1,600.00	RR
3. Annual NIM/NGO audit exercise completed on	3.1 Organize annual audit for the projects.	X	X			MINEC	50,000.00	50,000.00	RR

time.	3.2. Follow up on audit recommendations implementation	X	X	X	X	MINEC	2,500.00	2,500.00	OR - TBM
TOTAL								Total 125,000	100,000 (RR) 25,000 (OR – TBM)

Component 2: Country Programme Coordination and Capacity Development									
PROJECT Output(s):									
4. Technical capacity of implementing partners (IP's) and UNDP country office staff strengthened on the RBM/PME (planning, monitoring and evaluation). 5. Institutional capacities of the MINEC and the UNDP maintained in support of the effective delivery of the country programme.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2014	Q2 2014	Q3 2014	Q4 2014		Planned Amount (US\$)	Amount Allocated (US\$)	Source of Funds (RR or OR)
4. Technical capacity of implementing partners (IP's) and UNDP country office staff strengthened on the RBM/PME (planning, monitoring and evaluation).	4.1. Provide training in project management and accountability	X	X			UNDP	50,000.00	15,000.00	15,000 (11888) 35,000 (OR - TBM)
5. Institutional capacities of the MINEC and the UNDP maintained in	5.1 Support 1 National M&E Post in UNDP CO	X	X	X	X	UNDP	40,000.00	40,000.00	11888
	5.2 Maintain the M&E database	X	X	X	X	UNDP	5,000.00	5,000.00	11888

support of the effective delivery of the country programme.	5.3 Support 4 National Professional positions in UNDP CO (Governance, Decentralization, HIV/Gender, Poverty)	X	X	X	UNDP	322,953.00	249,000.00	11888
	5.5 Ensure the Professionalization of the Evaluation function in UNDP CO (Evaluation for UN Evaluator ⁵ + Evaluation Certification I, II, III ⁶)	X	X	X	UNDP	113,000.00	0	11888
	5.6 Support Detailed Assignment opportunities for UNDP CO staff	X	X	X	UNDP	100,000.00	0	11888
	TOTAL						Total 625,000	377,000 (11888) 248,000 (OR – TBM)

⁵ What a UN evaluator needs to know: Introductory Course on What Evaluation is and How it is Designed and Managed, UNSSC
⁶ Evaluation Certification I, II, III (IDEA)

M&E Framework

AWP Expected results	Indicators, baselines and targets	Means of Verification
1. The country programme monitored and evaluated according to its efficiency, effectiveness, relevance and sustainability.	<p>Indicator:</p> <p>1. % of field visits report recommendations implemented.</p> <p>Baseline:</p> <p>80% (2011)</p> <p>Target:</p> <p>95%</p>	<p>Mission reports;</p> <p>Programme board minutes;</p> <p>External evaluation reports</p>
2. The coordination capacity of MINEC enhanced in implementation of the country programme	<p>Indicator:</p> <p>1. Number of country programme board meetings organized</p> <p>Baseline</p> <p>1 (in 2011)</p> <p>Target</p> <p>2</p>	<p>Atlas reports;</p> <p>Progress reports</p> <p>On-site visit reports</p> <p>M&E reports</p> <p>Audit reports</p>
3. Annual NIM/NGO audit exercise completed on time	<p>Indicator:</p> <p>1. Timeliness of annual audit</p> <p>2. % of audit recommendations implemented</p> <p>Baseline:</p> <p>1. All submitted by end April</p> <p>2. 70%</p> <p>Target:</p> <p>1. All submitted by end April</p> <p>2. 90%</p>	<p>Atlas reports;</p> <p>Progress reports</p> <p>On-site visit reports</p> <p>M&E reports</p> <p>ERC reports</p>
4. Technical capacity of implementing partners	Indicator	

and UNDP country office staff strengthened in RBM/PME	1. Level of participation in RBM/PME training	
5. Institutional capacities of MINEC and UNDP maintained in support of the effective delivery of the country programme	Baseline 40%	
	Target 80%	
	Indicator 1. % of country programme delivery rate 2. Quality of M&E database	Atlas reports; Progress reports On-site visit reports M&E reports ERC reports
	Baseline 1. 75% (2011) 2. Functioning M&E database	
	Target 1. 90% 2. M&E analysis done.	
Studies, surveys and evaluation (list below all surveys, evaluation and studies that will be conducted during the year – ensure that each activities are also listed and budgeted for in the AWP above)		

2015 Annual Work Plan

Component 1: Country Programme Coordination									
PROJECT Output(s):									
1. The country programme monitored and evaluated according to efficiency, effectiveness, relevance and sustainability. 2. The coordination capacity of MINEC enhanced in implementation of the country programme. 3. Annual NIM/NGO audit exercise completed on time.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2015	Q2 2015	Q3 2015	Q4 2015		Planned Amount (US\$)	Amount Allocated (US\$)	Source of Funds (RR or OR)
3. The country programme monitored and evaluated according to its efficiency/effectiveness, relevance and sustainability.	3.1 Monitoring visits to projects supported by UNDP.	X	X	X		MINEC	5,000.00	05,000.00	RR
	3.2 Follow up on the evaluation recommendation	X	X	X	X	MINEC	2,500.00	0	OR (TBM)
	3.3 Conduct country programme evaluation	X	X			MINEC	50,000	50,000	RR
	4.1 Organize programme board meetings		X			MINEC	5,000.00	5,000.00	RR
4. The coordination capacity of MINEC enhanced in implementation of the country programme.	4.2 Organize MINEC participation in UN seminars and conferences	X	X	X	X	MINEC	20,000.00	0	OR (TBM)
	4.3 Salary payment for project staff (Project coordinator, Finance Assistant, Secretary, Driver)	X	X	X	X	MINEC	38,400.00	38,400.00	RR
	4.4 Purchase office material, communication costs and maintenance	X	X	X	X	MINEC	1,600.00	1,600.00	RR

5. Annual NIM/NGO audit exercise completed on time.	5.1 Organize annual audit for the projects.	X	X			UNDP	50,000.00	50,000.00	RR
	5.2. Follow up on audit recommendations implementation	X	X	X	X	UNDP	2,500.00	2,500.00	OR (TBM)
TOTAL								Total 175,000	150,000 (RR) 50,000 (11888) 25,000 (OR - TBM)

Component 2: Capacity Development									
PROJECT Output(s):									
4. Technical capacity of implementing partners (IP's) and UNDP country office staff strengthened on the RBM/PME (planning, monitoring and evaluation).									
5. Institutional capacities of the MINEC and the UNDP maintained in support of the effective delivery of the country programme.									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2015	Q2 2015	Q3 2015	Q4 2015		Planned Amount (US\$)	Amount Allocated (US\$)	Source of Funds (RR or OR)
4. Technical capacity of implementing partners (IP's) and UNDP country office staff strengthened on the RBM/PME (planning, monitoring and evaluation).	4.1. Conduct leadership training for IPs	X	X			UNDP	50,000.00	15,000.00	15,000 (11888) 35,000 (OR – TBM)
5. Institutional capacities of the MINEC and the UNDP maintained in support of the effective delivery of the country programme.	5.1 Support 1 National M&E Post in UNDP CO	X	X	X	X	UNDP	40,000.00	40,000.00	11888
	5.2 Maintain the M&E database	X	X	X	X	UNDP	5,000.00	5,000.00	11888
	5.3 Support 4 National Professional positions in UNDP CO (Governance, Decentralization, HIV/Gender, Poverty)	X	X	X	X	UNDP	322,953.00	249,000.00	11888
	5.4 Support 2 National General positions in UNDP CO (1 programme finance; 1 programme associate)	X	X	X	X	UNDP	75,548.00	68,000.00	11888

	5.5 Ensure the Professionalization of the Evaluation function in UNDP CO (Evaluation for UN Evaluator ⁷ + Evaluation Certification I, II, III ⁸)	X	X	X	X	UNDP	93,00.00	0	11888
	5.6 Support Detailed Assignment opportunities for UNDP CO staff	X	X	X	X	UNDP	70,00.00	0	11888
TOTAL								Total 575,000	377,000 (11888) 279,501 (OR – TBM)

⁷ What a UN evaluator needs to know: Introductory Course on What Evaluation is and How it is Designed and Managed, UNSSC
⁸ Evaluation Certification I, II, III (IDEA)

M&E Framework

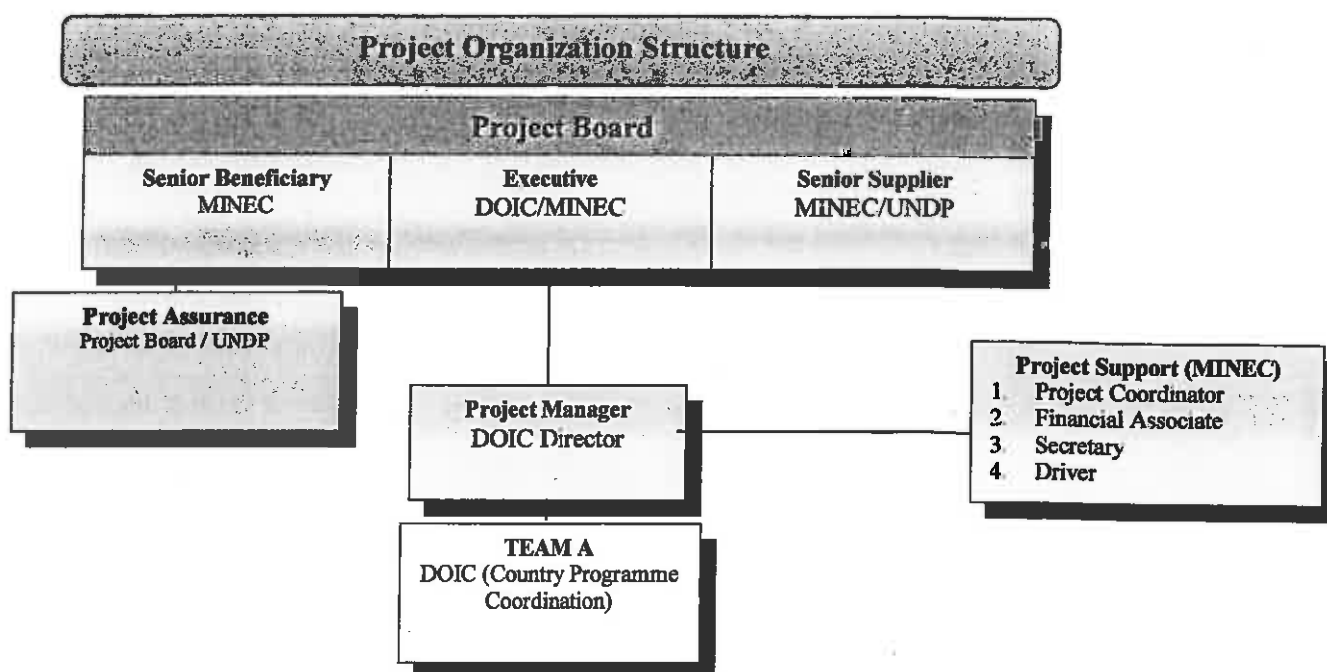
AWP Expected results	Indicators, baselines and targets	Means of Verification
1. The country programme monitored and evaluated according to its efficiency, effectiveness, relevance and sustainability.	<p>Indicator:</p> <p>1. % of field visits report recommendations implemented.</p> <p>Baseline:</p> <p>80%</p> <p>Target:</p> <p>95%</p>	<p>Mission reports; Programme board minutes; External evaluation reports</p>
2. The coordination capacity of MINEC enhanced in implementation of the country programme	<p>Indicator:</p> <p>1. Number of country programme board meetings organized</p> <p>Baseline</p> <p>1 (in 2011)</p> <p>Target</p> <p>2</p>	<p>Progress reports On-site visit reports M&E reports Audit reports</p>
3. Annual NIM/NGO audit exercise completed on time	<p>Indicator:</p> <p>1. Timeliness of annual audit</p> <p>2. % of audit recommendations implemented</p> <p>Baseline:</p> <p>1. All submitted by end April</p> <p>2. 70%</p> <p>Target:</p> <p>1. All submitted by end April</p> <p>1. 90%</p> <p>Indicator</p> <p>1. Level of participation in RBM/PME training</p>	<p>Atlas reports; Progress reports On-site visit reports M&E reports ERC reports</p>
4. Technical capacity of implementing partners and UNDP country office staff strengthened in		

RBM/PME	<p>Baseline 40%</p> <p>Target 80%</p>	
<p>5. Institutional capacities of MINEC and UNDP maintained in support of the effective delivery of the country programme</p>	<p>Indicator</p> <ol style="list-style-type: none"> 1. % of country programme delivery rate 2. Quality of M&E database <p>Baseline</p> <ol style="list-style-type: none"> 1. 75% 2. Functioning M&E database <p>Target</p> <ol style="list-style-type: none"> 1. 90% 2. M&E analysis done. 	<p>Atlas reports; Progress reports On-site visit reports M&E reports ERC reports</p>
<p><i>Studies, surveys and evaluation (list below all surveys, evaluation and studies that will be conducted during the year – ensure that each activities are also listed and budgeted for in the AWP above)</i></p>		
<p>AWP Expected results</p> <ol style="list-style-type: none"> 1. The country programme monitored and evaluated according to its efficiency, effectiveness, relevance and sustainability. 	<p>Indicators, baselines and targets</p> <p>Indicator:</p> <ol style="list-style-type: none"> 1. % of field visits report recommendations implemented. <p>Baseline: 80%</p> <p>Target: 95%</p>	<p>Means of Verification</p> <p>Mission reports; Programme board minutes; External evaluation reports</p>

1: Management Arrangement

This Project will use the National Implementation (NIM) modality. The Implementing Partner will be the Directorate for International Organizations and Conferences (*Direcção para Organizações Internacionais e Conferências* – DOIC) of the Ministry for Foreign Affairs and Cooperation (MINEC). MINEC will appoint a Project Manager as well as the alternative Manager, who has the primary responsibility to ensure the delivery of the agreed outputs. The Project Manager will be supported by a Project Coordinator, a Finance Assistant, a Secretary, and a Driver as financed by the project.

The Responsible Parties will be DOIC (for the Component 1: Country Programme Coordination); and UNDP (for the 2 Component: Capacity Development). Based on the attached capacity assessment report, DOIC/MINEC has been considered to have a sufficient technical, financial, and managerial capacity to implement the project. The DOIC/MINEC has also implemented a UNDP-supported project for 2007-2011, and as such, it is familiar with UNDP's programme policies and procedures.



Project activities will primarily be implemented at a national level. The Implementing Partner will establish a Project Board (PB) to guide and oversee the project. The PB will be housed within MINEC and chaired by the Project Manager. The PB will be convened on a quarterly basis. The PB will comprise MINEC and UNDP, and other partners can be called upon as necessary. The Project Coordinator will be an ex officio member of PB.

Project Board is responsible for making management decisions for the project in particular when guidance is required by the Project Manager. The Project Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability

and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Board can also consider and approve the quarterly plans (if applicable) and reports. It also approve any essential deviations from the original plans.

The responsibilities of the PB will be to:

- Supervise and approve the annual workplans and short term expert requirements
- Supervise project activities through monitoring progress and approving annual reports
- Review and approve work plans, financial plans and reports
- Provide strategic advice to the implementing institutions to ensure the integration of project activities with national and sub-national sustainable development and climate resilience objectives.
- Ensure inter agency coordination and cross-sectoral dissemination of strategic findings
- Ensure full participation of stakeholders in project activities
- Assist with organization of project reviews and contracting consultancies under technical assistance
- Provide guidance to the Project Manager.

The Board contains three distinct roles, including:

In order to ensure UNDP's ultimate accountability for the project results, the Project Board decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with UNDP.

Potential members of the Project Board are to be reviewed and recommended for approval during the PAC meeting. Representatives of other stakeholders can be included in the Board as appropriate. The Board contains three distinct roles, including:

- 1) **An Executive:** individual representing the project ownership to chair the group.
 - *The Director of DOIC, at MINEC.*
- 2) **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
 - *DOIC/MINEC, and UNDP*
- 3) **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
 - *Directorates of DOIC.*
- 4) **The Project Assurance** role supports the Project Board Executive by carrying out objective and independent project oversight and monitoring functions. The Project Manager and Project Assurance roles should never be held by the same individual for the same project.
 - *The Project Board members and UNDP.*

The Project coordinator will be located within the DOIC/MINEC and will be responsible for day-to-day oversight and coordination of implementation of project activities, including recruitment and supervision of technical and training expertise as required for the implementation of the project. The PC will establish a task team which will coordinate the implementation of the project and themselves be trained as part of the capacity development programme. The PC reports to the DOIC Director and maintains liaison with UNDP.

He/she is responsible for coordinating the preparation and presentation of reports to PB and UNDP on a regular basis (including Annual Project Reports, Inception Report, Quarterly Reports and the Terminal Report).

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board, and under the guidance of the PC. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Project Support: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

External Evaluation and Audits

- The Project is subject to an independent external evaluation, which is undertaken during the last quarter of 2015. The evaluation focuses on impact and sustainability of project results.

Under NIM modality, cash transfers will be made to the project as per approved AWP in line with HACT mechanisms and using the FACE form. Quarterly financial reports will be submitted to UNDP to justify expenditures of these cash transfers in a timely manner. UNDP will ensure that IP staff is trained on the HACT procedures, and UNDP programme staff at country office will ensure these procedures are adhered to by the IP. HACT spot-checks and onsite reviews will be conducted by UNDP in order to continue to develop IP's capacities and provide a level of assurance to UNDP. Annual project audits will take place for all project expenditures over the audit period. Any equipment purchased under this project remains to be under the ownership of UNDP, until such time when the project board decides to transfer the equipment.

There will be budget reviews and mandatory budget re-phasing as required and when necessary through UNDP who will maintain ATLAS budget. All work plans will be approved by PB and reporting modalities will follow UNDP procedures and rules of programming as stipulated in the Results Management Guidelines (RMG).

A comprehensive monitoring and evaluation plan will be implemented to monitor performance, process, objective and outcome achievement and environmental and socio-economic impacts. The monitoring and evaluation will be conducted in accordance with UNDP procedures using AWP M&E framework. The monitoring and evaluation process will rely heavily on active involvement of all project partners and collaborators.

Annex 2: OFFLINE RISK LOG

(see *Deliverable Description* for the Risk Log regarding its purpose and use)

Project Title:				Award ID:		Date:			
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Time constraints from the project manager and limited authority of the project coordinator	Sep 2011	Operational	Potential to delay implementation of planned activities. P =4 I = 4	Risk can be minimized by delegating authority to the project coordinator and formally appoint a deputy project manager.	Project Officer			
2	Insufficient Budget allocation for implementation of activities	Sep 2011	Financial	If sufficient donor funds are not mobilized, core resources alone are not sufficient for implementation of project activities P=4 I=4	Resource mobilization activities must be undertaken by UNDP to mobilize sufficient resources in a timely manner. Additionally, project activities must be planned carefully to ensure cost efficiency.	UNDP			
3	Insufficient funding for the Capacity Development component from the interest account (11888)	Sep 2011	Strategic/Financial	When programme delivery is high activities under this project will be frozen. P=5 I=5	Mobilize resources from Donors and/or find strategic source of fund for this component of the project.				
4	Delays due to lack of	Sep 2011	Operational	If relevant project and CO personnel do not	Training for all relevant staff				

	understanding/c ompliance with UNDP NIM procedures			have sufficient understanding of NIM procedures, project may suffer from delays (in procurement, cash transfer, etc) P=3 I=3	should be completed as soon as possible to ensure comprehensive understanding of NIM procedures				
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ANNEX 3: MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the following M& E activities. The M& E budget is provided in the table below.

Quarterly:

- Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform.
- Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high.
- Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
- Other ATLAS logs can be used to monitor issues, lessons learned etc... The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

Annually:

- Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR is UNDP reporting requirement.

The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).
- Lesson learned/good practice.
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS QPR
- Portfolio level indicators are used by most focal areas on an annual basis as well.

Periodic Monitoring through site visits:

DOIC/MINEC and UNDP will conduct visits to the UNDP-supported projects based on the jointly agreed schedule as indicated in the project's AWP to assess first hand project progress. A Field Visit Report/BTOR will be prepared by the CO and will be circulated no less than one month after the visit to the project team and Project Board members.

End of Project:

An independent Final Evaluation will take place three months prior to the final Project Board meeting and will be undertaken in accordance with UNDP guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO.

The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).

During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

Learning and knowledge sharing:

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

Finally, there will be a two-way flow of information between this project and other initiatives with a similar focus.

Quality Management for Project Activity Results

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	The country programme monitored and evaluated according to its efficiency/effectiveness, relevance and sustainability.	Start Date: 01/01/2012 End Date: 30/12/2015
Purpose	A comprehensive monitoring and evaluation plan will be implemented to monitor performance, process, objective and outcome achievement and environmental and socio-economic impacts.	
Description	<p>As per approved evaluation plan (i.e. attached to the approved CPD), the project will provide guidance to the project evaluations and financial support to CP evaluation, ensuring that country-level evaluations are conducted in accordance with the UNDP's corporate policies and procedures.</p> <p>Joint monitoring mission will be organized by the MINEC and the UNDP, and CP coordination meetings (i.e. Country Programme Board meetings) will be held twice a year.</p> <p>The monitoring and evaluation will be conducted in accordance with UNDP procedures using AWP M&E framework. The monitoring and evaluation process will rely heavily on active involvement of all project partners and collaborators.</p>	
Quality Criteria	Quality Method	Date of Assessment
1. Number of monitoring visits reports available to the public	Atlas reports; Progress reports On-site visit reports	Quarterly
2. Number of field visits report recommendations implemented	Progress reports On-site visit reports	Quarterly
3. Degree of execution of the Country Programme Evaluation Plan	ERC reports M&E reports	Throughout the year
4. % of Evaluation recommendations implemented	Progress reports On-site visit reports	Quarterly Throughout the year

OUTPUT 2:		
Activity Result 1 (Atlas Activity ID)	The coordination capacity of MINEC enhanced in implementation of the country programme.	Start Date: 01/01/2012 End Date: 30/12/2015

Purpose	Administrative cost in the MINEC for the effective delivery of the country programme will be covered under this activity.	
Description	This activity aims at supporting the organization of programme boards, follow up on evaluation and audit recommendation, MINEC participation in UN conferences to keep abreast of the current development debates, as well as support the staff and project office costs.	
Quality Criteria	Quality Method	Date of Assessment
1. Number of trainings attended by MINEC staff	Progress reports Mission reports; External evaluation reports	Quarterly Throughout the year
2. Number of programme board meeting organized	Progress reports Programme board minutes; External evaluation reports	Quarterly Throughout the year
3. Number of UN conferences attended by MINEC officials	Progress reports Mission reports;	Quarterly Throughout the year
4. Quality of mastery of UNDP interventions by MINEC	Progress reports External evaluation reports	Quarterly Throughout the year
5. Quality of service provided by the project office	Progress reports External evaluation reports	Quarterly Throughout the year

OUTPUT 3:		
Activity Result 1 (Atlas Activity ID)	Annual NIM/NGO audit exercise completed on time.	Start Date: 01/01/2012 End Date: 30/12/2015
Purpose	The project will contract an independent audit firm for the annual NIM/NGO audit exercise, together with other UN agencies participating in HACT.	
Description	<p>Under NIM modality, cash transfers will be made to the project as per approved AWP's in line with HACT mechanisms and using the FACE form. Quarterly financial reports will be submitted to UNDP to justify expenditures of these cash transfers in a timely manner. UNDP will ensure that IP staff is trained on the HACT procedures, and UNDP programme staff at country office will ensure these procedures are adhered to by the IP. HACT spot-checks and onsite reviews will be conducted by UNDP in order to continue to develop IP's capacities and provide a level of assurance to UNDP. Annual project audits will take place for all project expenditures over the audit period. Any equipment purchased under this project remains to be under the ownership of UNDP, until such time when the project board decides to transfer the equipment.</p> <p>There will be budget reviews and mandatory budget re-phasing as required and when necessary through UNDP who will maintain ATLAS budget. All work plans will be approved by PB and reporting modalities will follow UNDP procedures and rules of programming as stipulated in the Results Management Guidelines (RMG).</p>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
1. Number of projects audited	Audit reports	Quarterly Throughout the year
2. Degree of compliance with the	Audit reports	Quarterly

financial rules and procedures	Onsite review reports	Throughout the year
3. % of satisfactory onsite review reports rated "low" risk	Audit reports Onsite review reports	Quarterly Throughout the year
4. % of audit recommendation implemented	Onsite review reports Audit reports	Quarterly Throughout the year

OUTPUT 4:

Activity Result 1 (Atlas Activity ID)	Technical capacity of implementing partners (IP's) and UNDP country office staff strengthened on the RBM/PME (planning, monitoring and evaluation).	Start Date: 01/01/2012 End Date: 30/12/2015
Purpose	Provide continuous training in RBM/PME and on demand on-site support to the country programme implementing partners (IPs) and UNDP country office staff.	
Description	Training should consist of basics that build awareness and comfort in the approach. Over and above the basics, there is a need for training to build confidence of trainees in the application of RBM tools. The training should be preceded by a needs assessment and knowledge gap analysis. The needs of organizations and UNDP's partners are different, and the support provided should enable each partner or institution to transition from one level to another and between different stages. This approach therefore allows the support to be tailor-made to the needs of each partner – "no size fits all".	
Quality Criteria	Quality Method	Date of Assessment
1. Number of Capacity Needs Assessment reports finalized	Quality of the Capacity Needs Assessment report;	1 st and 2 nd Q 2012
2. Number of tailor-made training conducted	Assessment of the Training Material	From 2 nd Q 2012 to December 2012
3. Number of on-site support reports	On-site visit reports	Throughout the year
4. Number of RBM/M&E trainings conducted	Progress reports	
5. Evaluation and Impact Assessment report finalized for the 2010 Training on Project Management and Financial Accountability	Evaluation reports	2 nd and 3 rd Q 2012

OUTPUT 5:

Activity Result 1 (Atlas Activity ID)	Institutional capacities of the MINEC and the UNDP maintained in support of the effective delivery of the country programme.	Start Date: 01/01/2012 End Date: 30/12/2015
Purpose	Staff cost in the UNDP CO, including the M&E database, for the effective delivery of the country programme will be covered under this activity.	

Description	<p>UNDP CO will provide continuous support and guidance to IP's on the application of RBM, policy advise, as well as on project/programme management, ensuring results from the project/programme implementation.</p> <p>Hence, it is important that the UNDP country office is sufficiently equipped with human resources and RBM/M&E capacity.</p>	
Quality Criteria	Quality Method	Date of Assessment
1. % of project delivery rate	Atlas reports; Progress reports	Quarterly
2. Quality of service provided by the project office	On-site visit reports Evaluation reports	Throughout the year
3. % of Programme execution	Atlas reports; Progress reports	Quarterly
4. Functional M&E database	Evaluation reports Progress reports	Quarterly
5. Quality of advise provided by UNDP CO staff	M&E reports	Throughout the year

Annex 4: Legal Context

This document together with the UNDAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all UNDAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) 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;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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 this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex: Terms of Reference

1. PROJECT COORDINATOR

Proposed starting date: XXXX
Duty station: Maputo, Mozambique
Implementing Agency: MINEC

ORGANIZATIONAL CONTEX

Under the guidance and direct supervision of the Project Manager, the Project Coordinator analyzes political, social and economic trends and participates in the formulation, management and evaluation of UNDP programme activities.

The Project Coordinator supervise and lead project support staff. The Project Coordinator works in close collaboration with the Project Management, UNDP programme staff, Implementing Partners and other UN Agencies staff.

FUNCTIONS / KEY RESULTS EXPECTED
<p>Summary of key functions:</p> <ul style="list-style-type: none"><input type="checkbox"/> Implementation of programme strategies<input type="checkbox"/> Management of the project.<input type="checkbox"/> Creation of strategic partnerships and implementation of the resource mobilization strategy<input type="checkbox"/> Provision of top quality advisory services to the Implementing Partners and UN agencies, and facilitation of knowledge building and management
<p>1. Ensures implementation of programme strategies focusing on achievement of the following results:</p> <ul style="list-style-type: none"><input type="checkbox"/> Thorough analysis and research of the political, social and economic situation in the country and preparation of substantive inputs to CCA, UNDAF, CPD, AWP and other documents.<input type="checkbox"/> Analysis and synthesis of proposals on the areas for support and interventions within the practice area specialization assigned.
<p>2. Participates in effective management of the project within the practice area specialization assigned focusing on quality control from formulation to implementation of the country programme achieving the following results:</p> <ul style="list-style-type: none"><input type="checkbox"/> Design and formulation of some parts of project within the area of responsibility, translating Governments's priorities into local interventions.<input type="checkbox"/> Initiation of a project, presentation of the project to Programme Board, finalization of contribution agreement; determination of required revisions; coordination of the mandatory and budget re-

phasing exercises, closure of projects through review. Project Coordinator participates in recruitment processes for projects.	
<ul style="list-style-type: none"> ❑ Application of conceptual models in support of project design ❑ Financial and substantive monitoring and evaluation of the projects, identification of operational and financial problems, development of solutions. Participation in audit of NEX projects. ❑ Preparation of inputs for reporting, including donor reporting. 	
3.	Supports creation of strategic partnerships and implementation of the resource mobilization strategy focusing on achievement of the following results: <ul style="list-style-type: none"> ❑ Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for initiation of new projects, active contribution to the overall office effort in resource mobilization.
4.	Provides quality advisory services to the Implementing Partners and ensures facilitation of knowledge building and management focusing on achievement of the following results: <ul style="list-style-type: none"> ❑ Identification of sources of information related to policy-driven issues. Identification and synthesis of best practices and lessons learned directly linked to programme country policy goals. ❑ Sound contributions to knowledge networks and communities of practice. ❑ Organization of training for the operations/ projects staff on programme issues. ❑ Professional growth through active learning.

IMPACT OF RESULTS	
The key results have an impact on the success of country programme within specific areas of cooperation. In particular, the key results have an impact on the design, operation and programming of activities, creation of strategic partnerships as well as reaching resource mobilization targets.	

Recruitment Qualifications	
Education:	Master's Degree or equivalent in International Relations political or social sciences or related field.
Experience:	Five years of relevant experience at the national or international level in providing management advisory services and hands-on experience in design, monitoring and evaluation of development projects. Experience in the use of computers and office software packages and handling of web based management systems.
Language Requirements:	Fluency in the Portuguese and English.

Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date

2. FINANCIAL AND ADMINISTRATIVE ASSOCIATE

Proposed starting date: XXXX

Duty station: Maputo, Mozambique

Implementing Agency: MINEC

Background

As part of the Country Programme Coordination UNDP will provide support and strengthen the capacity of MINEC to develop, implement, monitor and evaluate projects supported by UNDP in the scope of its mandate of promoting sustainable human development, strengthening national capacities, enhancing strategic partnerships, and contributing for the improved management of the available resources.

Purpose

The Project Administrative and Financial Controller will support the implementation of the project in close collaboration with the Project Coordinator (PC) and the UNDP Programme Officer (PO).

Duties and Responsibilities

Under the overall supervision of the Director of Directorate for International Organizations and Conferences (DOIC), and under direct supervision the Project Coordinator the Project Administrative and Financial Assistant shall undertake the following tasks:

- Prepare payment requests/quarterly advances for project implementation in collaboration with PC and UNDP PO;
- Support the recruitment processes, payment and reporting from consultants working under the project;
- Ensure timely and correct management and reporting of funds to Implementing Agency/UNDP Mozambique;
- Provide counterparts and stakeholders with information related to the project;
- Coordinate minutes and reports from meetings;
- Support budget planning and revisions;
- Spearhead the logistic organizing of workshops, trainings, seminars etc.
- Take part in the overall management of the project and track activity implementation and support the timely delivery of prioritised activities;
- Ensure accurate records of project activities and inventory of project support equipment;
- Actively facilitate communication to and with UNDP Programme partners.

Profile and qualifications

Required is a person who has knowledge of Mozambique central administration and desirable UN experience.

Essential

- Bachelor degree in administration, accounting or related field;
- Progressively responsible experience in budget administration and financial reporting;
- Strong interpersonal skills with ability to work under pressure and to establish and maintain effective work relationships with people of different national and cultural backgrounds;
- Strong team working skills.
- Excellent communication skills with ability to express ideas clearly, logically and effectively, both orally and in writing.
- Preferably fluent spoken and written English.
- Computer literacy in full MicroSoft Office and office technology equipment.

Duration

The Project Administrative and Financial Controller will be based at MINEC and the duration of the assignment is 12 months (renewable).

3. SECRETARY

Proposed starting date: XXXX
Duty station: Maputo, Mozambique
Implementing Agency: MINEC

ORGANIZATIONAL CONTEX

Under the guidance and direct supervision of the Project Manager, the Executive Assistant ensures effective and efficient functioning of the Project Office, full confidentiality in all aspects of assignment, maintenance of protocol procedures, management of information flow and follow-up on deadlines and commitments made.

The Executive Assistant works in close collaboration with Project Coordinator, Financial Associate, UN Agencies and national authorities to ensure efficient flow of information, actions on instructions, agendas.

FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:

- ☐ Effective and efficient functioning of the Project Office
- ☐ Effective communications and administrative support to the office
- ☐ Facilitation of knowledge building and management

4. Ensures **effective and efficient functioning of the Project Office** focusing on achievement of the following results:

- ☐ Management of the Project Office, ensuring an environment of professionalism and teamwork at all times, and setting exemplary standards of conduct for the project team;
- ☐ Efficient and discreet management of the Project Manager schedules
- ☐ Organization of regular and ad-hoc meetings; preparation of minutes and summaries of actions to be taken; tracking of progress on planned issues; follow-up with focal points.
- ☐ Screening of all incoming communications, filter outgoing correspondence for supervisor's signature, clearance and further action by other staff; wherever possible.
- ☐ Adherence to appropriate protocol and correspondence guidelines by project team when communicating with UN and other external partners;
- ☐ Use of automated office management system

5. Ensures provision of **effective communications and administrative support to the office** focusing on achievement of the following results:

- ☐ Maintenance of the filing system ensuring safekeeping of confidential materials. Use of automated filing system.
- ☐ Coordination of the information flow in the office and dissemination of corporate and interoffice communication to staff as required.
- ☐ Facilitation of information sharing with Management Support and Business Development, Programme and Operations Teams.
- ☐ Follow up on deadlines, commitments made, actions taken and coordination of collection and

submission of the reports to the Project Manager.

- ☐ Draft routine correspondence, interoffice circulars, general briefing notes, documents, reports, and minutes of meetings when requested, translations when required;
- ☐ Administration of travel, meetings, appointments and briefings of Project Manager. Including drafting of background notes.
- ☐ Maintenance of Teams' status reports, best practices, lessons learned, publishing on section intranet and compiling of information for resource mobilization and communications officers.
- ☐ Support to organization of advocacy events if required

3. Ensures **facilitation of knowledge building and management** focusing on achievement of the following results:

- ☐ Sound contributions to knowledge networks and communities of practice.
- ☐ Organization of trainings for MINEC staff on coordination, administration and protocol issues.

IMPACT OF RESULTS

The key results have an impact on the efficiency of the Project Office. Accurate analysis and presentation of information strengthens the capacity of the project office and promotes the image of MINEC/DOIC as an effective contributor to the development of the country. Incumbent's own initiative is decisive in results of work and timely finalization.

Recruitment Qualifications

Education:	Secondary Education with specialized secretarial training or office management.
Experience:	3 to 5 years of progressively responsible secretarial, administrative, programme experience is required at the national or international level. Experience in the usage of computers and office software packages (MS Word, Excel, etc), experience in handling of web based management systems.
Language Requirements:	Fluency in Portuguese and English

Signatures- Post Description Certification

Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date

4. DRIVER

Proposed starting date: XXXX

Duty station: Maputo, Mozambique

Implementing Agency: MINEC

Under the guidance and supervision of the Project Coordinator and direct supervisor, the Driver provides reliable and safe driving services to the project and other relevant officials and visitors ensuring highest standards of discretion and integrity, sense of responsibility, excellent knowledge of protocol and security issues. The Driver also demonstrates a client-oriented approach, courtesy, tact and ability to work with people of different national and cultural backgrounds.

Upon request of the supervisor, the Driver can be also required to provide driving services to the DOIC staff in MINEC, Consultants and Experts and MINEC staff on mission.

FUNCTIONS / KEY RESULTS EXPECTED
Summary of Key Functions: <ul style="list-style-type: none"><input type="checkbox"/> Provision of reliable and secure driving services<input type="checkbox"/> Proper use of vehicle<input type="checkbox"/> Day-to-day maintenance of the assigned vehicle<input type="checkbox"/> Availability of documents/ supplies
1. Ensures provision of reliable and safe driving services by a) driving office vehicles for the transport of project personnel, other officials and visitors and delivery and collection of mail, documents and other items, and b) meeting official personnel and visitors at the airport including visa and customs formalities arrangement when required.
2. Ensures cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.
3. Ensures proper day-to-day maintenance of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc.
4. Ensures availability of all the required documents/supplies including vehicle insurance, vehicle logs, office directory, map of the city/country, first aid kit, necessary spare parts in the assigned vehicle.
5. Ensures that all immediate actions required by rules and regulations are taken in case of involvement in accidents.

Impact of Results	
The key results have an impact on the accurate, safe, cost-effective and timely execution of the project services.	

Recruitment Qualifications	
Education:	Secondary Education. Valid Driver's license.
Experience:	2-3 years' work experience as a driver; safe driving record; knowledge of driving rules and regulations and skills in minor vehicle repair.
Language Requirements:	Fluency in Portuguese, knowledge.

VI. Signatures- Job Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name	Signature	Date
Chief Division/Section		
Name	Signature	Date

I. IMPLEMENTING PARTNER CHECKLIST

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
PART I. BACKGROUND INFORMATION		
1. History	Date of establishment of the organization Established by the Presidential Decree nr. 2/94, of 21th December.	Presidential Decree nr. 2/94, of 21th December. Presidential Decree nr. <u>12/95</u> , of 29 th December Website (http://www.minec.gov.mz/index.php?option=com_content&task=view&id=39&Itemid=77)
2. Mandate and constituency	What is the current mandate or purpose of the organization? The Ministry of Foreign Affairs and Cooperation is the Central State Apparatus Entity, which in line with the Constitution, and the policies and priorities defined by the Ministers Council, plans, manage and coordinate the implementation and execution of the international cooperation and external policy of the Republic of Mozambique. Who is the organization's primary constituency? The population of Mozambique	Presidential Decree nr. 2/94, of 21th December. Presidential Decree nr. <u>12/95</u> , of 29 th December Website (http://www.minec.gov.mz/index.php?option=com_content&task=view&id=39&Itemid=77)
3. Legal status	What is the organization's legal status? As State Apparatus Institution MINEC has legal status to operate in Mozambique, with its scope and power defined by the Presidential Decree <u>12/95</u> , of 29 th December. Has it met the legal requirements for operation in the programme country? YES	Presidential Decree nr. 2/94, of 21th December. Presidential Decree nr. <u>12/95</u> , of 29 th December Website (http://www.minec.gov.mz/index.php?option=com_content&task=view&id=39&Itemid=77)
4. Funding	What is the organization's main source (s) of funds? State budget (Common Fund) and bilateral donors.	Annual Reports Presidential Decree nr. 2/94, of 21th December. Presidential Decree nr. <u>12/95</u> , of 29 th December Website (http://www.minec.gov.mz/index.php?option=com_content&task=view&id=39&Itemid=77)
5. Certification	Is the organization certified in accordance with any international standards or certification procedure? N/A	N/A
6. Proscribed organizations	Is the organization listed in any UN reference list of proscribed organizations? NO	http://www.un.org/sc/committees/1267/consolist.shtml

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PART II. PROJECT MANAGEMENT CAPACITY		
2.1 Managerial Capacity		
1. Leadership Commitment	<p>Are leaders of the organization ready and willing to implement the proposed project?</p> <p>Yes, with clear evidences. The Minister very often requests updates on project implementation. On the other hand, through this project MINEC presents the results of the UNDP Country Programme to the parliament. Since the component 2 of this project was established the understanding of the benefits and relevance of this project were made clear.</p>	Interviews, observation, progress report
2. Management experience and qualifications	<p>Which managers in the organization would be concerned with the proposed project?</p> <p>Albertina Macdonald – Head of the Department for International Organizations and Conferences (DOIC). She is the project Coordinator and has several year of management experience with the government and have been managing the project for two years now.</p> <p>Milagre Macaringue – Deputy Head of DOIC. He has large management experience with the government and has been supporting the implementation of the project in his capacity.</p> <p>Fernando Julião – 3rd Secretary and MINEC Project Coordinator with for more than 3 years. He deals with the What are their credentials and experience that relate to the proposed project?</p> <p>Do these managers have experience implementing UNDP or other donor-funded projects?</p> <p>Yes. They are currently managing the Support to Capacity Development Project.</p>	<p>CVs of managers</p> <p>Interviews with managers</p> <p>Reports of past projects</p>
3. Planning and budgeting	<p>Does the organization apply a results-based management methodology? Yes</p> <p>Are there measurable outputs or deliverables in the strategies, programmes and work plans? Yes</p> <p>Are budgets commensurate with intended results? Yes</p> <p>How do planners identify and accommodate risks? Through monitoring visits, programme boards and progress reports, which are subjects to debates. On the other hand, on quarterly basis the programme officer both from UNDP and Meeting meet to review the progress.</p>	<p>Strategy documents</p> <p>Project and programme documents</p> <p>Sample proposals, work plans and budgets</p>
4. Supervision, review, and reporting	<p>How do managers supervise the implementation of work plans?</p> <p>Through monitoring visits, onsite review, progress reports.</p> <p>How do they measure progress against targets?</p>	<p>Annual reports, presentation to stakeholders</p> <p>Internal reports</p> <p>Evaluation reports</p> <p>Lessons-Learned reports</p>

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	<p>Using the resources and result framework.</p> <p>How does the organization document its performance, e.g., in annual or periodic reports? They conduct self evaluations that are submitted to the Ministry, besides the feedbacks from the joint m&e visits.</p> <p>How are the organization's plans and achievements presented to stakeholders? MINEC presents its plans and achievements to the Presidency and the Parliament on a regular basis. To the IP's two ordinary programme boards take place annually, besides the extraordinary meetings.</p> <p>Does the organization hold regular programme or project review meetings? Yes</p> <p>Are such meetings open to all stakeholders? Yes.</p> <p>Are the organization's activities subject to external evaluation? Yes.</p> <p>How does the organization learn and adapt from its experience? Through lesson learned from monitoring and evaluations, seminars and workshops, and internal reviews.</p>	
5. Networking	<p>What other organizations are critical for the successful functioning of this organization? All the implementing partners, from the Government institutions as well as CSO.</p> <p>How does the organization conduct relations with these organizations? MINEC coordinates the implementation of the country programme</p> <p>Is the organization a party to knowledge networks, coordinating bodies, and other fora? Yes</p>	Progress Reports
2.2 Technical Capacity		
1. Technical knowledge and skills	<p>Do the skills and experience of the organization's technical professionals match those required for the project? YES.</p> <p>Would these professionals be available to the project? YES, despite the high turnover of the Senior Officers in the Governments.</p> <p>Does the organization have the necessary technical infrastructure (e.g. laboratories, equipment, software, technical data bases, etc.) to support the implementation of the project? YES.</p> <p>How do staff members of the organization keep informed about the latest techniques and trends in their areas of expertise? Through participation in trainings, workshops, seminars both in country and abroad.</p> <p>What external technical contacts and networks does the organization utilize? Ministries of Foreign Affairs,</p>	<p>Reports from participation in international, regional, national or local meetings and conferences</p> <p>Facilities description</p>

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	Diplomatic Institutions and Donors What professional associations does the organization and/or its professional staff belong to? N/A	
PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES		
3.1 Administrative capacity. Note: Answer only questions that are relevant to the proposed project.		
1. Facilities, infrastructure and equipment	Does the organization possess sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the project? YES Can the organization manage and maintain the administrative and technical equipment and infrastructure? YES	Facilities and equipment available for project requirements Maintenance personnel and budget
2. Procurement and contracting	Does the organization have the legal authority to enter into contracts and agreements with other organizations? YES Does the organization have access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP? YES Does the organization have dedicated procurement capacity? YES. Do procurement personnel have skills and experience that are appropriate to the requirements of the project? YES Does the organization have written procurement procedures? YES (Decree 15/2010 on Government procurement rules and regulations) Is there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition? YES. Does the organization have a system and procedures for asset management and inventory control? YES	Documentation on procurement processes, sample contracts Audit reports
3. Recruitment and personnel management	Does the organization have the legal authority to enter into employment contracts with individuals? YES Does the organization have dedicated personnel capacity? YES Do recruitment personnel have skills and experience that are appropriate to the requirements of the project? YES Does the organization have written recruitment procedures? YES Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency? YES Does the organization have a salary scale that would apply to project personnel? NO	EGFE-Civil Servants Statutes Personnel manual Job descriptions or terms of reference

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	Would that scale inhibit the hiring of the best candidates? YES	

3.2 Financial Management Capacity		
1. Financial management organization and personnel	<p>Does the organization have written rules and regulations for financial management that are consistent with international standards? YES</p> <p>Does the organization have a dedicated finance unit? YES</p> <p>Do finance managers and personnel have skills and experience that are appropriate to the requirements of the project? YES</p> <p>Is the existing financial management capacity adequate to meet the additional requirements of the project? YES</p> <p>Do finance personnel have experience managing donor resources? YES</p>	<p>State Budget Execution Rules</p> <p>CVs of financial personnel</p> <p>A bank account or bank statements</p> <p>Interviews with financial management staff</p> <p>Finance manual</p> <p>Financial sector review report</p>
2. Financial position	<p>Does the organization have a sustainable financial position? YES</p> <p>What is the maximum amount of money the organization has ever managed? ???</p> <p>If the proposed project is implemented by this organization, what percentage of the organization's total funding would the project comprise? ???</p>	Financial statements
3. Internal control	<p>Does the organization maintain a bank account? YES</p> <p>Does the organization have written rules and procedures on segregation of duties for receipt, handling and custody of funds? YES (Budget Management Regulation – SISTAFE)</p> <p>How does the organization ensure physical security of advances, cash and records? Advances are kept in the bank account, while records are kept in a safe.</p> <p>Does the organization have clear written procedures and internal controls governing payments? YES</p> <p>How does the organization ensure that expenditures conform to their intended uses? The Budgets flow from the Work Plan. Before expenditures authorization, there is a process of verification to ensure that it is used as intended.</p> <p>Does the organization have a policy requiring two signatures for payments over a defined limit? YES</p> <p>Is there any evidence of non-compliance with financial rules and procedures? NO</p>	<p>Finance manual</p> <p>Financial rules and regulations</p>
4. Accounting and financial reporting	<p>Are accounts established and maintained in accordance with national standards or requirements? YES.</p> <p>When and to whom does the organization provide its financial statements? Ministry of Finance and UNDP.</p> <p>Can the organization track and report separately on the receipt and use of funds from individual donor organizations? YES, as it has separate bank account for each donor.</p>	<p>Description of accounting system and reporting arrangements</p> <p>Financial reports</p>

	Is there any evidence of deficiencies in accounting or financial reporting? NO	
5. Audit	<p>Is the organization subject regularly to external audit? YES</p> <p>Is audit conducted in accordance with international audit standards? YES</p> <p>Are audit findings public? YES</p> <p>If so, have the organization's financial audits produced any significant recommendations for strengthening of financial systems and procedures? YES</p> <p>Have audits identified instances non-compliance with rules and procedures or misuse of financial resources? NO</p> <p>What has been done to carry out audit recommendations? Action Plans for audit recommendations are put in place and closely monitored</p>	<p>Audit reports</p> <p>Audit follow up reports</p>