



Republic of Mozambique
United Nations Development Programme
Support to the National Disaster Management Institute and Ministry for
Coordination of Environmental Affairs
(2012-2015)

Project: Strengthening national capacities and frameworks for disaster risk reduction and climate change adaptation.

UNDAF/CPD OUTCOME 3: Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable

UNDAF OUTPUTS

1. **UNDAF Output 3.1: Policies and Plans:** INGC and MICOA have an integrated and operational policy and regulatory framework for effective coordination and implementation of Disaster risk reduction and Climate Change Adaptation.
2. **UNDAF Output 3.2: Community Resilience:** Local communities participate actively in risk reduction activities and natural resources management in districts at risk.
3. **UNDAF Output 3.3: Information Management:** MINAG, INGC and MICOA have integrated information management and monitoring systems for disasters, the use of natural resources and environment.
4. **UNDAF Output 3.4: Emergency Management and Early Recovery:** Communities in disaster prone areas benefit effectively from emergency preparedness, humanitarian assistance and early recovery actions.

EXPECTED CPD OUTPUTS

CPD Output 3.1 (linked to UNDAF output 3.1): Institutions strengthened to develop and improve policies, strategies and plans for climate change, environmental management and disaster risk reduction

CPD Output 3.2 (linked to UNDAF output 3.3): Integrated information systems strengthened on disaster risk reduction, climate change and environmental management

EXPECTED PROJECT OUTPUTS

1. Laws, regulations and strategies on DRR and CCA approved and disseminated to raise awareness on DRR/CCA
2. National Risk Information system improved with integrated DRR and Climate Risk Assessment
3. Local risk management committees and other community groups trained and engaged in DRR and CCA initiatives
4. National capacities for disaster risk reduction, emergency preparedness and management and early recovery strengthened
5. Tools developed to monitor and keep record of DRR/CCA related PARP indicators/components

Implementing partners: INGC – National Disaster Management Institute
MICOA – Ministry for Coordination of Environmental Affairs

Responsible parties: INGC – National Disaster Management Institute
MICOA – Ministry for Coordination of Environmental Affairs
INAM - National Institute of Meteorology
MPD - Ministry of Planning and Development
MINED – Ministry of Education
MPD – Ministry of Planning and Development
INAHINA- National Institute of Hydrography and Navigation
UNDP- United Nations Development Programme

Implementation Modality: National Implementation (NIM)

Narrative

In response to the vulnerability of Mozambique to natural disasters, DRR has become a key concern for government. Guided by the Hyogo Framework for Action (HFA) since 2008, the emphasis has been on strengthening institutional capacities and evolving from a reactive approach to a proactive risk reduction approach, fostering prevention, risk reduction and early recovery. With climate change effects, it is predicted that hazards will intensify, with increased rainfall variability resulting in more severe floods and droughts, and sea level rise, inundating large areas of coastal land. The impacts will reach many different sectors and threaten development in the country hindering progress towards meeting the Millennium Development Goals.

The purpose of the project is therefore to support government institutions, civil society and the general population to reduce disaster risk within the country and to adapt to the negative effects of climate change, in order to guarantee development gains for the country as a whole, and especially for those most vulnerable. To make contributions to the achievement of the above, the project will concentrate on 4 different thematic areas, in line with the UNDAF outputs, focusing on: 1) the development of integrated and operational policy and regulatory framework for effective coordination and implementation of disaster risk reduction and climate change adaptation; 2) active participation of local communities in risk reduction activities and natural resources management in districts at risk; 3) integrated information management and monitoring systems for disasters; and 4) ensuring that communities in disaster prone areas benefit effectively from emergency preparedness, humanitarian assistance and early recovery actions.

Programme Period: 2012-2015
Programme Component: Disaster risk reduction and climate change adaptation
Budget Code: Award – 63225; Project - 00080475

Estimated total budget (2012-15): \$15,339,000
Allocated resources: \$4,568,000
Regular Resource: \$4,568,000
Other Resources: \$ 10,771,000 (to be mobilized)

Agreed by the National Disaster Management Institute - INGC

Carmelita Namashulua, Minister

Date:

Agreed by MICOA

Alcinda Abreu, Minister

Date:

Agreed by the United Nations Development Programme – UNDP

Jennifer Topping, Resident Representative

Date:

UN Mozambique 2012 Annual Work Plans

2012 AWP 1- INGC

Implementing Partner (INGC):
FACE authorization specimen

Name and Title

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
Project Output 1	Policies, plans, strategies and regulatory framework – UNDAF Output 3.1/CPD Output 3.1									
[IP: INGC] Laws, regulations and strategies on DRR and CCA approved and	1.1 National disaster management law approved and disseminated to a	1.1.1 Provide technical assistance and knowledge to the finalization and approval of the disaster management Act	x	x	x	x	INGC	\$10,000	\$10,000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
disseminated to raise awareness on these issues.	wide range of stakeholders to raise awareness on the concept of DRR/CCA	1.1.2 Support presentation to the parliament of the draft Disaster Management Act through realization of consultations and workshops with parliamentarians		x			Parliament	\$5,000	\$5,000	OR (TBM)
		1.1.3 Support consultations with civil society on disaster issues to facilitate the approval of the new Disaster Management Act		x	x	x	INGC	\$15,000	\$15,000	OR (TBM)
	1.2 Support dissemination of results from studies on the impact of climate change on disaster risk in Mozambique at central and provincial levels	1.2.1 Support dissemination of INGC phase 1 & 2 studies on the impact of climate change on disaster risk, targeting government decision makers and CSOs at central & prov. levels		x	x	x	INGC	\$24,000	\$24,000	RR
		1.2.2 Support dissemination of results from Phase 1 & 2 studies through PECODA activities		x	x	x	MICOA	\$5,000	\$5,000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
	1.3 Climate change sectoral strategies harmonised with the national strategy for climate change (NSCC)	1.3.1 Technical support to sectors to develop and/or adjust sectoral strategies to implement the NSCC	x	x	x	x	MICOA	\$3,000	\$3,000	OR (TBM)
		1.3.2. Strengthen women's participation in sector strategy development consultations including Civil society org.	x	x	x	x	MICOA	\$8,000	\$8,000	OR (TBM)
		1.3.3. Codification of information on sectoral/NSCC alignment practice in Mozambique	x	x	x	x	MICOA	\$500	\$500	OR (TBM)
	1.4 Revision of DRR policy and Master Plan for Prevention and Mitigation of natural disasters (including the integration of CCA)			x	x	x	INGC	\$5,000	\$5,000	RR
	1.5 Support national efforts to monitor Disaster risk reduction interventions in the context of the Hyogo Framework for Action (HFA)		x	x	x	x	INGC	\$45,000	\$45,000	RR

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	1.6 Undertake targeted advocacy in key development sectors to promote the development of norms, policy, EW and regulatory tools through promotion of lessons learned and best practices from other countries in the region by means of exchange visits/study tours and knowledge management	x	x	x	x	INGC	\$24,000	\$19,000	RR
								\$5,000	OR (TBM)
	1.7 Provide inputs on DRR/ACC to the review of the National Building Code and Regulations in close collaboration with UN-Habitat	x	x	x	x	MOPH	\$10,000	\$10,000	OR (TBM)
	Total Project output 1						\$154,500	\$154,500	
Project Output 2	Disaster information management - UNDAF Output 3.3/CPD Output 3.2								
[IP: INGC] National Risk Information system improved with integrated DRR and Climate Risk Assessment	2.1 Conduct baseline study on a national Information Management System (IMS) on disasters	x	x	x	x	INGC	\$40,000	\$40,000	OR (TBM)
	2.2 Design an integrated information management system (IMS) for Cenoe and partners to facilitate coordination of information flow for decision making, emergency preparedness and response at all levels	x	x	x	x	INGC	\$72,000	\$59,000	RR
								\$13,000	OR (TBM)
	2.3 Support research for knowledge generation in DRR and CCA	x	x	x	x	INGC	\$85,000	\$65,000	RR
								\$20,000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	2.4 Establish a Climate Change Knowledge Center	x		x	x	INAM	\$62,000	\$52,000	RR
								\$10,000	OR (TBM)
	2.5 Provides training to district government staff to collect climate information to reinforce the national climate data base.	x		x	x	INAM	\$22,000	\$22,000	RR
	2.6 Develop user interfaces by demonstrating the applicability of climate data to sector needs	x		x	x	INAM	\$12,000	\$12,000	OR (TBM)
	2.7 Consolidation of the Licungo River basin EW system in close collaboration with INAM	x				INGC	\$80,000	\$80,000	OR (TBM)
	GRIP Component I: National Disaster Observatory (NDO)								
	2.8 Design unique national disaster coding system	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	2.9 Prepare user-specific packages on disaster data	x		x	x	INGC	\$20,000	\$20,000	RR
	2.10 Mainstream disaster data analysis into national plans	x	x	x	x	INGC	\$27,000	\$17,000	RR
								\$10,000	OR (TBM)
	2.11 Training on disaster loss data applications to all relevant stakeholders at the central level	x		x	x	INGC	\$20,000	\$20,000	RR

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	2.12 Manage and maintain the disaster data base	x		x	x	INGC	\$20,000	\$20,000	RR
	GRIP Component II: National Risk Assessments (NRA)								
	2.13 Finalize ongoing National Flood Risk Assessment	x				INGC	\$25,000	\$25,000	RR
	2.14 Disseminate the national flood risk assessment results			x	x	INGC	\$55,000	\$55,000	RR
	2.15 Conduct national hazard assessments and design hazard mappings on drought, cyclones & landslides, coastal erosion and earthquakes <i>(Phase I of National Risk Assessment on the mentioned events)</i>	x		x	x	INGC	\$200,000	\$200,000	RR
	Grip Component III: Urban Risk Assessment (URA)								
	2.16 Finalize Urban Seismic Risk Assessment for the city of Maputo	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	2.17 Prepare the pre-disaster shelter plan for the City of Maputo	x	x	x	x	INGC	\$20,000	\$20,000	RR
	2.18 Disseminate results of the URA for Maputo City to other municipalities at risk for seismic activity	x	x	x	x	INGC	\$15,000	\$15,000	RR
	2.19 Strengthen the seismic recording stations in the country		x	x	x	INGC	\$200,000	\$200,000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
	Total Project output 2							\$1,015,000	\$1,015,000	
Project Output 3	Community resilience - UNDAF Output 3.2									
[IP: INGC] Local risk management committees and other community groups trained and engaged in DRR and CCA initiatives	Local Risk Management Committees (CLGRC)									
	3.1 Establish and equip local risk management committees (20) in communities at highest disaster risk and provide training on DRR and management of natural resources to promote synergies amongst local management committees aiming at enhancing information sharing	x	x	x	x	INGC		\$127,000	\$50,000	RR
									\$77,000	OR (TBM)
	3.2 Promotion of income generating activities for (20) local risk management committees: 3 UNDP Provinces (<i>in close collaboration with Poverty Unit</i>)	x	x	x	x	INGC		\$110,000	\$110,000	OR (TBM)
	3.3 Develop a portfolio of local risk reduction management initiatives to be executed by NGOs/community groups	x	x	x	x	INGC		\$200,000	\$70,000	RR
									\$130,000	OR (TBM)
	Community interventions in Arid and semi-arid zones (DARIDAS)									
	3.4. Implement vulnerability and risk reduction activities for communities living in drought prone areas and in resettlement areas.	x	x	x	x	INGC		\$200,000	\$100,000	RR
\$100,000									OR (TBM)	

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
	Total Project output 3							\$637,000	\$637,000	
Project Output 4	National capacities strengthened - UNDAF Output 3.4									
[IP: INGC] National capacities for disaster risk reduction, emergency preparedness and management and early recovery strengthened	Government and civil society capacities strengthened for implementation of DRR/ACC and E. Prep & management									
	4.1 Provide technical support and training to CTGC members to ensure effective multi- sectoral coordination on DRR, emergency preparedness and management	x	x	x	x	INGC	\$10,000	\$10,000	OR (TBM)	
	4.2 Strengthen dialogue and coordination between different actors focusing on civil society (G20) through CTGC/Cenoe and their respective regional and local representatives	x	x	x	x	INGC	\$15,000	\$15,000	OR (TBM)	
	4.3 Conduct training of trainers (provincial officers) on DRR and CCA at all levels, in close collaboration with MICOA	x	x	x	x	INGC	\$35,000	\$35,000	OR (TBM)	
	4.4 Design of a training module for teachers on DRR and CCA inclusion in school curriculum, in close collaboration with INGC, MICOA and INAM	x	x	x	x	MINED	\$30,000	\$30,000	OR (TBM)	
	4.5 Conduct decentralized training on DRR and CCA (directors of planning and infrastructure, provincial secretaries), in close collaboration with MICOA and INAM.	x	x	x	x	INGC	\$30,000	\$30,000	OR (TBM)	

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	4.6 Conduct training courses and participation in workshops and conferences on DRM & CCA for INGC staff and CTGC members to build staff capacity in the two areas	x	x	x	x	INGC	\$30,000	\$30,000	OR (TBM)
	4.7 Monitoring and supervision of DRR and CCA activities to be undertaken at the central, regional, provincial and district levels, in close collaboration with MICOA	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	4.8 Technical support to DARIDAS and internal auditor/financial advisor to INGC (local advisors)	x	x	x	x	INGC	\$150,000	\$150,000	OR (TBM)
	4.9 International exchange of experience on resettlement and disaster-proof housing/infrastructure construction	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	4.10 Acquisition of vehicles, motor bikes , computers, software etc.	x	x	x	x	INGC	\$350,000	\$350,000	OR (TBM)
	4.11 Construction and purchase of equipment for the CERUM in Mutarara	x	x			INGC	\$100,000	\$100,000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	4.12 Construction of COE (Maputo or Machanga- Sofala)	x	x			INGC	\$205,000	\$205,000	OR (TBM)
	4.13 Contribute with technical and financial support to Contingency planning and Simulation exercises, including development of Standard operating procedures.	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	4.14. Provide technical assistance for the development of a resettlement strategy	x	x	x	x	INGC	\$35,000	\$35,000	OR (TBM)
	Total Project output 4						\$1,050,000	\$1,050,000	
	Subtotal INGC Component						\$2,856,500	\$2,856,500	

2012- AWP 2 MICOA

Implementing Partner (MICOA):
FACE authorization specimen:

Name and Title

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsib le party	Planned Amount	Amount Allocated	Source of Funds
		Q 1	Q 2	Q 3	Q 4				
Project Output 5	DRR/ACC mainstreaming into planning – UNDAF Output 3.1/CPD Output 3.1								
[IP: MICOA] Tools developed to monitor and keep record of DRR/CCA related PARP indicators/components	5.1 Provide inputs to the MPD technical team on cross-cutting issues for the development of tools that facilitate the mainstreaming of DRR and CCA components in development plans	x		x	x	MPD	\$2,000	\$2,000	RR
	5.2 Provide CCA/DRR inputs into the MPD cross-cutting framework/matrix in particular DRR, Gender and Food Security	x		x	x	MPD	\$2,000	\$2,000	RR
	5.3 Provide targeted technical support for the integration of DRR & CCA in decentralized planning, with a focus on Cabo Delgado, Nampula and Gaza Provinces, through 3 DRR/ACC provincial officers	x		x	x	UNDP	\$0	\$0	RR
	Total Project output 5						\$4,000	\$4,000	

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2012 Project Management Costs

2012 Project Management Costs									
PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q 1	Q 2	Q 3	Q 4				
Project Management Costs	CTA (2): DRR and CC	x	x	x	x	UNDP	\$400,000	\$400,000	RR
	Programme officer (1):						\$75,000	\$75,000	OR (TBM)
	Programme Associate (1):						\$50,000	\$50,000	OR (TBM)
	DRR/ACC Provincial officers (3): salaries and support costs)						\$200,000	\$200,000	OR (TBM)
	Support services for project implementation (UNDP) - includes Project Unit Staff support costs, M&E and miscellaneous						\$123,500	\$123,500	OR (TBM)
	UNDP Facilities and Admin costs (GMS)						\$200,000	\$200,000	OR (TBM)
	Total Project Management Costs						\$1,048,500	\$1,048,500	
AWP 2012 Grand total							\$3,909,000	\$3,909,000	

2012 M&E Framework

AWP Expected results	Indicators, baselines and targets	Means of Verification
Project Output 1 <i>CPD Output 3.1 (UNDAF output 3.1):</i> Laws, regulations and strategies on DRR and CCA approved and disseminated to a wide range of stakeholders to raise awareness on the concept of DRR/CCA and their roles in building resilient communities	Progress of approval of National Disaster Management Act <i>(Baseline: Draft in existence, Trgt: up to approval)</i>	Minutes of meetings Training module on dissemination of the new Act
	Number of workshops held to develop the Climate Change Strategy <i>(Baseline: 0; Target: at least 3)</i>	Minutes of meetings/Working sessions
	Number of meetings/seminars held for the revision of the DRR Policy and Master Plan <i>(Baseline: 0, Target: at least 1 every quarter)</i>	Revised DRR policy and Master Plan
Project Output 2 <i>(CPD output 3.2/UNDAF output 3.3):</i> National Risk Information system improved with integrated DRR and Climate Risk Assessment	Number of workshops and consultation conducted to design Information Management System for CENOE <i>(Baseline: 0, Target, at least 3)</i> No of people trained on day to day data collection for disaster losses <i>(Baseline: 50, Target: 200)</i> No. of risk assessment profiles completed (on different hazards) <i>(Baseline: 1, Target 4)</i>	Minutes/ workshop reports Risk assessment maps Tools tested and in used Training modules and mission reports on trainings Risk assessment reports

Project Output 3 <i>(CPD output 3.1 and 3.2/UNDAF output 3.2):</i> Local risk management committees and other community groups trained and engaged in DRR and CCA initiatives	Number of Local Risk Management Committees trained and equipped <i>(Baseline :xxx, target xxx)</i> Number of Districts and communities prioritized for DRR/ACC interventions <i>(Baseline :xxx, target xxx)</i>	Number of Community level plans integrating DRR/ACC Prioritized list of districts and communities on DRR/CCA interventions
Project Output 4 <i>(UNDAF output 3.4):</i> National capacities for disaster risk reduction, emergency preparedness, management and early recovery strengthened	Number of Government and civil society members trained in the 3 areas (Baseline: xxx; Target; 20) Progress on approval of resettlement Strategy approved (baseline: draft document; Target; approved document)	CENOE and COES fully functioning Field reports and field visits Project reports Travel reports Resettlement strategy document
Project Output 5 CPD output 3.1/UNDAF output 3.1): ools developed to monitor and keep record of DRR/CCA related PARP indicators/components	No of regional workshops held to support women's participation in sector strategy development (Baseline: 0, Target 2) No of tools developed to facilitate the mainstreaming of DRR and CCA into development plans. (Baseline: DRR sectoral matrix of PARP indicators; target Coordinate effective investment on DRR/CCA activities Number of sector strategies revised (Baseline 0; Target 2- water and social protection)	Workshop reports Ministries PES and PESODs Meeting Agenda minutes Training modules and mission reports on trainings Strategy documents
Sound Project Financial and programmatic management	Indicator 1: % of Project Financial and programmatic delivery Baseline 1: 0% Target 1: 80% Indicator 2: Project performance in the Dashboard Baseline 2: Red Target 2: Green	Quarterly project progress reports ATLAS Executive Snapshot Report and Dashboard

UN Mozambique 2013 Annual Work Plan

2013 AWP 1- INGC

Implementing Partner (INGC):
FACE authorization specimen

Name and Title

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				RESPONSIBLE PARTY	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
	Policies, Plans, strategies and regulatory framework- UNDAF output 3.1/CPD output 3.1									
Project Output 1 [IP: INGC] Laws, regulations and strategies on DRR and CCA approved and disseminated to raise awareness on these issues.	1.1 National disaster management law approved and disseminated to a wide range of stakeholders to raise awareness on the concept of DRR/CCA	1.1.1 Provide technical assistance and knowledge to the development of specific decrees on the disaster management Act	x	x	x	x	INGC	5000	5000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				RESPONSIBLE PARTY	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
		1.1.2 Dissemination of draft Disaster Management Act to civil society and all relevant government entities at the central and provincial levels		x			INGC	5000	5000	OR (TBM)
	1.2 Dissemination of results from Phase 1 & 2 studies on the impact of climate change in Mozambique at the district level targeting decision makers, administrators, local risk management committees in collaboration with CTGC members.	1.2.1 Disseminate results from Phase 1 & 2 studies on the impact of climate change in Mozambique at the district level targeting decision makers, administrators, local risk management committees in collaboration with CTGC members		x	x	x	INGC	\$14,000	\$14,000	OR (TBM)
		1.2.2 Dissemination of results from Phase 1 & 2 studies through PECODA activities		x	x	x	MICOA	\$5,000	\$5,000	OR (TBM)
		1.3 Climate change sectoral strategies harmonised with the national strategy for climate change	X	X	X	X	MICOA	\$3,000	\$3,000	OR (TBM)
		1.3.2. Strengthen women participation in sector strategy development consultations including SCOs	X	X	X	X	MICOA	\$8,000	\$8,000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				RESPONSIBLE PARTY	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
		1.3.3. Codification of information on sectoral/NSCC alignment practice in Mozambique	x	x	x	x	MICOA	\$500	\$500	OR (TBM)
		1.4 Finalize the revision of the DRR policy and Master Plan for Prevention and Mitigation of natural disasters and disseminate to all stakeholders		x	x	x	INGC	\$25,000	\$25,000	OR (TBM)
		1.5 Monitor disaster risk reduction interventions in the context of the Hyogo Framework for Action (HFA)	x	x	x	x	INGC	\$45,000	\$45,000	OR (TBM)
		1.6 Undertake targeted advocacy in key development sectors to promote the development of norms, policy, EW and regulatory tools through promotion of lessons learned and best practices from other countries in the region by means of exchange visits/study tours and knowledge management	x	x	x	x	INGC	\$24,000	\$19,000	OR (TBM)
									\$5,000	OR (TBM)
		1.7 Provide inputs on DRR/ACC to the review of the National Building Code and Regulations in close collaboration with UN-Habitat	x	x	x	x	MOPH	\$10,000	\$10,000	OR (TBM)
	Total Project output 1							\$144,500	\$144,500	
Project Output 2	Disaster Information Management- UNDAF Output 3.3/CPD Output 3.2									
[IP: INGC] National Risk Information system improved with integrated DRR	GRIP component I. National Disaster Observatory (NDO)									
	2.1 Maintain and manage the risk information Data Base		x	x	x	x	INGC	\$40,000	\$40,000	OR (TBM)
	2.2 Design an integrated information management system		x	x	x	x	INGC	\$70,000	\$59,000	RR

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
and Climate Risk Assessment	(IMS) for Cenoe and partners to facilitate coordination on information flow for decision making, emergency preparedness and response at all levels							\$11,000	OR (TBM)
	2.3 Conduct research for knowledge generation in DRR and CCA	x	x	x	x	INGC	\$85,000	\$65,000	RR
								\$20,000	OR (TBM)
	2.4 Maintain a Climate Change Knowledge Center	x		x	x	INAM	\$62,000	\$52,000	RR
								\$10,000	OR (TBM)
	2.5 Provide training on disaster loss data applications to all stakeholders at provincial levels.	x		x	x	INGC	\$22,000	\$22,000	RR
	2.6 Develop user interfaces by demonstrating the applicability of climate data to sector needs	x		x	x	INAM	\$12,000	\$12,000	OR (TBM)
	2.7 Consolidation of the Licungo River basin EW system in close collaboration with INAM	x				INGC	\$20,000	\$20,000	OR (TBM)
	GRIP Component I: National Disaster Observatory (NDO)								
	2.8 Design unique national disaster coding system	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	2.9 Provide support to decentralized training on DRR and CCA (for administrators, heads of administrative post, district permanent secretaries)	x		x	x	INGC	\$20,000	\$20,000	RR
	2.10 Mainstream disaster data analysis into provincial and district plans	x	x	x	x	INGC	\$27,000	\$17,000	RR
								\$10,000	OR (TBM)
	2.11 Training on disaster loss data applications to all relevant stakeholders at the provincial level	x		x	x	INGC	\$20,000	\$20,000	RR

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	2.12 Manage and maintain the disaster Data Base	x		x	x	INGC	\$20,000	\$20,000	RR
	GRIP Component II: National Risk Assessments (NRA)								
	2.13 Conduct drought risk assessments in vulnerable provinces (<i>event catalogues, frequency Analysis, Hazard-prone areas, and Hazard intensity maps with different probability of occurrence to include return periods</i>).	x				INGC	\$75,000	\$75,000	RR
	2.14 Development of drought and vulnerability atlas and dissemination to stakeholders.			x	x	INGC	\$45,000	\$45,000	RR
	2.15 Conduct national hazard assessments and design hazard mappings on drought, cyclones & landslides, coastal erosion and earthquakes (<i>Phase I of National Risk Assessment on the mentioned events</i>)	x		x	x	INGC	\$75,000	\$75,000	RR
	Grip Component III: Urban Risk Assessment (URA)								
	2.16 Conduct Urban seismic risk assessments for 3 other cities, prepare pre-disaster shelter plans and disseminate information through workshops.	x	x	x	x	x	\$100,000	\$100,000	OR (TBM)
	2.17 Monitor and update EW system in Licungo and establish similar systems in Pungue river basin and installation of hydrological and climatological stations	x	x	x	x	INGC	\$80,000	\$80,000	RR
	2.18 Disseminate results of the URA for Maputo City to other municipalities at risk to earthquake activities	x	x	x	x	INGC	\$15,000	\$15,000	RR

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				RESPONSIBLE PARTY	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
	2.19 Monitor and maintain seismic recording stations in the country			x	x	x	INGC	\$150,000	\$150,000	OR (TBM)
	Total Project output 2							\$958,000	\$958,000	
Project Output 3	Community resilience - UNDAF Output 3.2									
[IP: INGC] Local risk management committees and other community groups trained and engaged in DRR and CCA initiatives	Local Risk Management Committees (CLGRC)									
	3.1 Establish and equip local risk management committees (20) in communities at highest disaster risk and provide training on DRR and management of natural resources to promote synergies amongst local management committees aiming at enhancing information sharing		x	x	x	x	INGC	\$127,000	\$50,000	RR
									\$77,000	OR (TBM)
	3.2 Promotion of income generating activities for (20) local risk management committees: 3 UNDP Provinces (in close collaboration with Poverty Unit)		x	x	x	x	INGC	\$160,000	\$160,000	OR (TBM)
	3.3 Develop a portfolio of local risk reduction management initiatives to be executed by NGOs/community groups		x	x	x	x	INGC	\$250,000	\$70,000	RR
									\$180,000	OR (TBM)
	3.5 Support training of trainers (district officers) on DRR and CCA at all levels.		x	x	x	x	INGC	\$45,000	\$45,000	RR
	Community interventions in Arid and semi-arid zones (DARIDAS)									
	3.6. Support the vulnerability and risk reduction activities for communities living in risk prone and in resettlement areas.		x	x	x	x	INGC	\$200,000	\$100,000	RR
									\$100,000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				RESPONSIBLE PARTY	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
	Total Project output 3							\$782,000	\$782,000	
Project Output 4	National capacities strengthened - UNDAF Output 3.4									
[IP: INGC] National capacities for disaster risk reduction, emergency preparedness and management and early recovery strengthened	Government and civil society capacities strengthened for implementation of DRR/ACC and E. Prep & management									
	4.1 Provide technical support and training to CTGC members to ensure effective multi-sectoral coordination on DRR, emergency preparedness and management	x	x	x	x	INGC	\$10,000	\$10,000	OR (TBM)	
	4.2 Strengthen dialogue and coordination between different actors focusing on civil society (G20) through CTGC/Cenoe and their respective regional and local representatives	x	x	x	x	INGC	\$15,000	\$15,000	OR (TBM)	
	4.3 Support training of trainers (provincial officers) on DRR and CCA at all levels, in close collaboration with MICOA	x	x	x	x	INGC	\$35,000	\$35,000	OR (TBM)	
	4.4 Support the design of a training module and training of teachers on DRR and CCA inclusion in school curriculum, in close collaboration with INGC, MICOA and INAM	x	x	x	x	MINED	\$30,000	\$30,000	OR (TBM)	
	4.5 Provide support to decentralized training on DRR and CCA (directors of planning and infrastructure, provincial secretaries), in close collaboration with MICOA	x	x	x	x	INGC	\$30,000	\$30,000	OR (TBM)	
	4.6 Support training courses and participation in workshops and conferences on DRM & CCA for INGC staff and CTGC members to build staff capacity in the two areas	x	x	x	x	INGC	\$40,000	\$40,000	OR (TBM)	
	4.7 Monitoring and supervision of DRR and CCA activities to be undertaken at the central, regional, provincial and district levels, in close collaboration with MICOA	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)	

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	4.8 Technical support to DARIDAS and internal auditor/financial advisor to INGC (local advisors)	x	x	x	x	INGC	\$150,000	\$150,000	OR (TBM)
	4.9 International exchange of experience on emergency preparedness and response/disaster scenes/resettlement	x	x	x	x	INGC	\$30,000	\$30,000	OR (TBM)
	4.10 Strengthen Support to Government and civil society operations through the acquisition of motor bikes , computers, software etc.	x	x	x	x	INGC	\$200,000	\$200,000	OR (TBM)
	4.11 Support construction and purchase of equipment for the CERUM in Macheze	x	x			INGC	\$100,000	\$100,000	OR (TBM)
	4.12 Contribute with technical and financial support to Contingency planning and Simulation exercises, including development of Standard operating procedures.	x	x	x	x	INGC	\$30,000	\$30,000	OR (TBM)
	4.13. Provide support on the dissemination of the resettlement strategy	x	x	x	x	INGC	\$35,000	\$35,000	OR (TBM)
	4.14. Provide support to decentralized training on DRR and CCA (directors of planning and infrastructure, provincial secretaries)	x	x	x	x	INGC	\$35,000	\$35,000	OR (TBM)
	4.15 Conduct testing of search and rescue equipment prior to SIMEX			x			\$8,000	\$8,000	RR
	Total Project output 4						\$768,000	\$768,000	
	Subtotal INGC Component						\$2,652,500	\$2,652,500	

2013 AWP 2- MICOA

Implementing Partner (MICOA):
FACE authorization specimen:

Name and Title

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
Project Output 5 [IP: MICOA] Tools developed to monitor and keep record of DRR/CCA related PARP indicators/components	DRR/ACC mainstreaming into planning – UNDAF Output 3.1/CPD Output 3.1								
	5.1 Provide inputs to the MPD technical team on cross-cutting issues for the development of tools that facilitate the mainstreaming of DRR and CCA components in development plans	x		x	x	MPD	\$4,000	\$4,000	OR (TBM)
	5.2 Provide CCA/DRR inputs into the MPD cross-cutting framework/matrix in particular DRR, Gender and Food Security	x		x	x	MICOA	\$4,000	\$4,000	OR (TBM)
	5.3 Provide targeted technical support for the integration of DRR & CCA in decentralized planning, with a focus on Cabo Delgado, Nampula and Gaza Provinces, through 3 DRR/ACC provincial officers	x		x	x	UNDP	\$0	\$0	OR (TBM)
	Total Project output 5						\$8,000	\$8,000	

2013- Project Management

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
Project Management Costs	CTA (2): DRR and CC	x	x	x	x	UNDP	\$400,000	\$400,000	RR
	Programme officer (1):						\$75,000	\$75,000	OR (TBM)
	Programme Associate (1):						\$50,000	\$50,000	OR (TBM)
	DRR/ACC Provincial officers (3): salaries and support costs)						\$200,000	\$200,000	OR (TBM)
	Support services for project implementation (UNDP) - includes Project Unit Staff support costs, M&E and miscellaneous						\$123,500	\$123,500	OR (TBM)
	UNDP Facilities and Admin costs (GMS)						\$200,000	\$200,000	OR (TBM)
Total Project Management Costs							\$1,048,500	\$1,048,500	
AWP 2013 Grand total							\$3,709,000	\$3,709,000	

2013 M&E Framework

		2013
AWP Expected results	Indicators, baselines and targets	Means of Verification
Project Output 1 <i>CPD Output 3.1 (UNDAF output 3.1):</i> Laws, regulations and strategies on DRR and CCA approved and disseminated to a wide range of stakeholders to raise awareness on the concept of DRR/CCA and their roles in building resilient communities	No of draft decrees developed <i>(Baseline: 0 in existence, Trgt: 4)</i>	Minutes of meetings Draft documents
	Number of activities held to disseminate results from Phase 1 & 2 studies on the impact of climate change <i>(Baseline: 0; Target: at least 3)</i>	Minutes of meetings/Working sessions
	Number of working sessions held with line ministries for harmonisation of sectoral and CC strategies <i>(Baseline 0, Target, 3 per year)</i>	Workshop reports
Project Output 2 <i>(CPD output 3.2/UNDAF output 3.3):</i> National Risk Information system improved with integrated DRR and Climate Risk Assessment	No of training workshops held on the new IMS. <i>(Baseline 0; target 4)</i>	Minutes/ workshop reports
	No of research reports on DRR and CCA produced <i>(Baseline: 0, Target: 2)</i> No. of provincial and district plans integrating disaster analysis <i>(Baseline: 0, Target 4)</i>	documents

Project Output 3 <i>(CPD output 3.1 and 3.2/UNDAF output 3.2):</i> Local risk management committees and other community groups trained and engaged in DRR and CCA initiatives	No of National NGOs implementing DRR/ACC mini-projects. (Baseline 0, target 6) No of Local Risk Management committees realising profit from income generating activities. (Baseline 0, Target, 3)	Progress reports from NGOs, Meeting minutes Reports, field visits
Project Output 4 <i>(UNDAF output 3.4):</i> National capacities for disaster risk reduction, emergency preparedness, management and early recovery strengthened	No. of combined CTGC/G20 meetings held (Baseline 0; target, 2) Progress made in functioning of COE, Machaze (Baseline, COE physical structure non-existent, Target, COE built and fully functional)	
Project Output 5 CPD output 3.1/UNDAF output 3.1): ools developed to monitor and keep record of DRR/CCA related ARP indicators/components	No of new DRR/CCA indicators include in PARP. (Baseline 1; target, at least 3) No of training workshops conducted for mainstreaming DRR/CCA in provincial and district plans (Baseline 5; Target at least workshop in each province)	PARP Meeting Agenda minutes Training modules and mission reports on trainings
Sound Project Financial and programmatic management	Indicator 1: % of Project Financial and programmatic delivery Baseline 1: 0% Target 1: 80% Indicator 2: Project performance in the Dashboard Baseline 2: Red Target 2: Green	Quarterly project progress reports ATLAS Executive Snapshot Report and Dashboard

UN Mozambique 2014 Annual Work Plan

2014 AWP 1- INGC

Implementing Partner (INGC):
FACE authorization specimen

Name and Title

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds	
			Q1	Q2	Q3	Q4					
Project Output 1	Policies, plans, strategies and regulatory framework – UNDAF Output 3.1/CPD Output 3.1										
[IP: INGC] Laws, regulations and strategies on DRR and CCA approved and disseminated to raise awareness on these issues.	1.1 National disaster management law approved and disseminated to a wide range of stakeholders to raise awareness on the concept of DRR/CCA	1.1.1 Provide technical assistance and knowledge to the finalization of the development of spec-ific decrees on the disaster management Act and facilitate dissemination at central level to all stakeholders	x	x	x	x	INGC	\$6,000	\$6,000	OR (TBM)	
		1.1.2 Dissemination of the new Disaster Management Act to civil society and all relevant government entities at the district level		x			INGC	\$6,000	\$6,000	OR (TBM)	

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds	
			Q1	Q2	Q3	Q4					
		1.1.3 Monitor, evaluate and provide update on the implementation of the new Disaster Management		x	x	x	INGC	\$16,000	\$16,000	OR (TBM)	
	1.2 Support dissemination of results from studies on the impact of climate change on disaster risk in Mozambique at central and provincial levels	1.2.1 Monitor the implementation of the results from Phase 1 & 2 studies on climate change at central, provincial and district in collaboration with CTGC members.		x	x	x	INGC	\$23,000	\$23,000	RR	
		1.2.2 Monitor results from Phase 1 & 2 studies through PECODA activities		x	x	x	MICOA	\$6,000	\$6,000	OR (TBM)	
	1.3 Climate change sectoral strategies harmonised with the national strategy for climate change (NSCC)	1.3.1 Technical support to sectors to develop and/or adjust sectoral strategies to implement the NSCC	x	x	x	x	MICOA	\$4,000	\$4,000	OR (TBM)	
		1.3.2. Strengthen women's participation in sector strategy development consultations including Civil society org.	x	x	x	x	MICOA	\$8,000	\$8,000	OR (TBM)	
		1.3.3. Codification of information on sectoral/NSCC alignment practice in Mozambique	x	x	x	x	MICOA	\$1,000	\$1,000	OR (TBM)	
	1.4 Dissemination of the DRR policy and Master Plan for Prevention and Mitigation of natural disasters (including the integration of CCA)			x	x	x	INGC	\$46,000	\$46,000	RR	

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds	
		Q1	Q2	Q3	Q4					
	1.5 Monitor Disaster risk reduction interventions in the context of the Hyogo Framework for Action (HFA)	x	x	x	x	INGC	\$45,000	\$45,000	OR (TBM)	
	1.6 Undertake targeted advocacy in key development sectors to promote the development of norms, policy, EW and regulatory tools through promotion of lessons learned and best practices from other countries in the region by means of exchange visits/study tours and knowledge management	x	x	x	x	INGC	\$35,000	\$26,000	OR (TBM)	
								\$9,000	OR (TBM)	
	1.7 Provide inputs on DRR/ACC to the review of the National Building Code and Regulations in close collaboration with UN-Habitat	x	x	x	x	MOPH	\$31,000	\$31,000	OR (TBM)	
	1.8 Conduct consultations with civil society, as well as to increase the knowledge of members of Parliament on the revision of the national Building code, in order to facilitate their considerations in the endorsement of the new code	x	x	x	x	INGC	\$76,000	\$76,000	OR (TBM)	
	1.9 Monitor the implementation of DRR/CCA activities and provide update in provincial plans/policies	x	x	x	x	INGC	\$11,000	\$11,000	OR (TBM)	
	Total Project output 1						\$314,000	\$314,000		
Project Output 2	Disaster information management - UNDAF Output 3.3/CPD Output 3.2									
[IP: INGC] National Risk Information system improved with integrated DRR and Climate Risk Assessment	2.1 Conduct training on national Information Management System (IMS) on disasters	x	x	x	x	INGC	\$59,000	\$59,000	OR (TBM)	
	2.2 Monitor and provide update on the integrated information management system (IMS) for Cenoe and partners to facilitate coordination on information flow for decision making, emergency	x	x	x	x	INGC	\$77,000	\$64,000	RR	

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	preparedness and response at all levels							\$13,000	OR (TBM)
	2.3 Conduct research for knowledge generation in DRR and CCA	x	x	x	x	INGC	\$90,000	\$70,000	RR
								\$20,000	OR (TBM)
	2.4 Maintain a Climate Change Knowledge Center	x		x	x	INAM	\$21,000	\$11,000	RR
								\$10,000	OR (TBM)
	2.5 Provides training to district government staff to collect climate information to reinforce the national climate data base	x		x	x	INAM	\$11,000	\$11,000	RR
	2.6 Monitor and update user interfaces on climate data to sector needs	x		x	x	INAM	\$14,000	\$14,000	OR (TBM)
	2.7 Consolidation of the River basins EW system in close collaboration with INAM	x				INGC	\$80,000	\$80,000	OR (TBM)
	GRIP Component I: National Disaster Observatory (NDO)								
	2.8 Monitor and update the unique national disaster coding system	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	2.9 Monitor and provide update on user-specific packages on disaster data	x		x	x	INGC	\$20,000	\$20,000	RR
	2.10 Monitor and provide update to mainstreaming of disaster data analysis into national plans	x	x	x	x	INGC	\$27,000	\$17,000	RR
								\$10,000	OR (TBM)
	2.11 Finalize training on disaster loss data applications to all relevant stakeholders at the district level	x		x	x	INGC	\$20,000	\$20,000	RR
	2.12 Manage and maintain the disaster data base	x		x	x	INGC	\$20,000	\$20,000	RR
	GRIP Component II: National Risk Assessments (NRA)								

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds	
			Q1	Q2	Q3	Q4					
	2.13 Disseminate information on drought hazard and vulnerability atlas to stakeholders		x				INGC	\$30,000	\$30,000	OR (TBM)	
	2.14 Disseminate national flood risk assessment results to all stakeholders				x	x	INGC	\$50,000	\$50,000	RR	
	2.15 Finalize national hazard assessments and design hazard mappings on drought, cyclones & landslides, coastal erosion and earthquakes (<i>Phase I of National Risk Assessment on the mentioned events</i>)		x		x	x	INGC	\$150,000	\$150,000	RR	
	Grip Component II: Urban Risk Assessment (URA)										
	2.16 Finalize Urban Seismic Risk Assessment for 3 cities		x	x	x	x	INGC	\$65,000	\$65,000	RR	
	2.17 Prepare the pre-disaster shelter plan for 3 Cities		x	x	x	x	INGC	\$30,000	\$30,000	RR	
	2.18 Disseminate results of the URA for 3 Cities to other municipalities at risk to seismic activity		x	x	x	x	INGC	\$25,000	\$25,000	RR	
	2.19 Monitor and maintain the seismic recording stations in the country			x	x	x	INGC	\$100,000	\$50,000	RR	
									\$50,000	OR (TBM)	
	2.20 Provide access and disseminate URA results to other Municipalities		x	x	x	x	INGC	\$10,000	\$10,000	OR (TBM)	
	2.21 Monitor and update EW system in Licungo and establish similar in other priority river basins		x	x	x	x	INGC	\$35,000	\$35,000	RR	
	Total Project output 2							\$954,000	\$954,000		
Project Output 3	Community resilience - UNDAF Output 3.2										
[IP: INGC] Local risk	Local Risk Management Committees (CLGRC)										

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds	
		Q1	Q2	Q3	Q4					
management committees and other community groups trained and engaged in DRR and CCA initiatives	3.1 Establish and equip local risk management committees (20) in communities at highest disaster risk and provide training on DRR and management of natural resources to promote synergies amongst local management committees aiming at enhancing information sharing	x	x	x	x	INGC	\$137,000	\$60,000	RR	
								\$77,000	OR (TBM)	
	3.2 Promotion of income generating activities for (20) local risk management committees: 3 UNDP Provinces (in close collaboration with Poverty Unit)	x	x	x	x	INGC	\$170,000	\$170,000	OR (TBM)	
	3.3 Develop a portfolio of local risk reduction management initiatives to be executed by NGOs/community groups	x	x	x	x	INGC	\$260,000	\$80,000	RR	
								\$180,000	OR (TBM)	
	Community interventions in Arid and semi-arid zones (DARIDAS)									
	3.5 Implement vulnerability and risk reduction activities for communities living in hazard prone and in resettlement areas.	x	x	x	x	INGC	\$200,000	\$100,000	RR	
								\$100,000	OR (TBM)	
	Total Project output 3						\$767,000	\$767,000		
Project Output 4	National capacities strengthened - UNDAF Output 3.4									
[IP: INGC] National capacities for disaster risk reduction, emergency preparedness and management and early recovery strengthened	Government and civil society capacities strengthened for implementation of DRR/ACC and E. Prep & management									
	4.1 Monitor and provide technical support and training appraisal to CTGC members to ensure effective multi-sectoral coordination on DRR, emergency preparedness and management	x	x	x	x	INGC	\$15,000	\$15,000	OR (TBM)	
	4.2 Strengthen dialogue and coordination between different actors focusing on civil society (G20) through CTGC/Cenoe and their respective regional and local representatives	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)	

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	4.3 Conduct training of trainers (district officers) on DRR and CCA at all levels, in close collaboration with MICOA	x	x	x	x	INGC	\$40,000	\$40,000	OR (TBM)
	4.4 Monitor and support training of teachers on DRR and CCA inclusion in school curriculum, in close collaboration with INGC, MICOA and INAM	x	x	x	x	MINED	\$37,000	\$37,000	OR (TBM)
	4.5 Monitor and provide support to decentralized training on DRR and CCA (directors of planning and infrastructure, district secretaries), in close collaboration with MICOA	x	x	x	x	INGC	\$45,000	\$45,000	OR (TBM)
	4.6 Conduct training courses and facilitate participation in workshops and conferences on DRM & CCA for INGC staff and CTGC members to build staff capacity in the two areas	x	x	x	x	INGC	\$35,000	\$35,000	OR (TBM)
	4.7 Monitoring and supervision of DRR and CCA activities to be undertaken at the central, regional, provincial and district levels, in close collaboration with MICOA	x	x	x	x	INGC	\$30,000	\$30,000	OR (TBM)
	4.8 Technical support to DARIDAS and internal auditor/financial advisor to INGC (local advisors)	x	x	x	x	INGC	\$150,000	\$150,000	OR (TBM)
	4.9 International exchange of experience on disaster management and early recovery initiatives	x	x	x	x	INGC	\$30,000	\$30,000	OR (TBM)
	4.10 Strengthen Support to Government and civil society operations through motor bikes and upgrading of software etc.	x	x	x	x	INGC	\$150,000	\$150,000	OR (TBM)
	4.11 Support purchase of equipment for the COEs	x	x			INGC	\$100,000	\$100,000	OR (TBM)
	4.12 Contribute with technical and financial support to Contingency planning and Simulation exercises, including development of Standard operating procedures.	x	x	x	x	INGC	\$40,000	\$40,000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	4.13. Monitor and provide update on the resettlement strategy	x	x	x	x	INGC	\$35,000	\$35,000	OR (TBM)
	4.14 Conduct testing of search and rescue equipment during SIMEX	x	x	x	x	INGC	\$20,000	\$20,000	RR
	Total Project output 4						\$747,000	\$747,000	
	Subtotal INGC Component						\$2,782,000	\$2,782,000	

2014 AWP 2- MICOA

Implementing Partner (MICOA):
FACE authorization specimen:

Name and Title

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds	
		Q1	Q2	Q3	Q4					
Project Output 5	DRR/ACC mainstreaming into planning – UNDAF Output 3.1/CPD Output 3.1									
[IP: MICOA] Tools developed to monitor and keep record of DRR/CCA related PARP indicators/components	5.1 Monitor and provide inputs to the MPD technical team on cross-cutting issues for the development of tools that facilitate the mainstreaming of DRR and CCA components in development plans	x		x	x	MPD	\$5,000	\$5,000	OR (TBM)	
	5.2 Monitor and provide CCA/DRR inputs into the MPD cross-cutting framework/matrix in particular DRR, Gender and Food Security	x		x	x	MPD	\$5,000	\$5,000	OR (TBM)	
	5.3 Provide targeted technical support for the integration of DRR & CCA in decentralized planning, with a focus on Cabo Delgado, Nampula and Gaza Provinces, through 3 DRR/ACC provincial officers	x		x	x	UNDP	\$0	\$0	OR (TBM)	
	Total Project output 5						\$10,000	\$10,000		

2014 - Project Management

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds	
		Q1	Q2	Q3	Q4					
Project Management Costs	CTA (2): DRR and CC	x	x	x	x	UNDP	\$400,000	\$400,000	RR	
	Programme officer (1):						\$75,000	\$75,000	OR (TBM)	
	Programme Associate (1):						\$50,000	\$50,000	OR (TBM)	
	DRR/ACC Provincial officers (3): salaries and support costs)						\$200,000	\$200,000	OR (TBM)	
	Support services for project implementation (UNDP) - includes Project Unit Staff support costs, M&E and miscellaneous, and mid term evaluation of project						\$149,000	\$149,000	OR (TBM)	
	UNDP Facilities and Admin costs (GMS)						\$200,000	\$200,000	OR (TBM)	
	Total Project Management Costs						\$1,074,000	\$1,074,000		
AWP 2014 Grand total								\$3,866,000	\$3,866,000	

2014 M&E Framework

2014		
AWP Expected results	Indicators, baselines and targets	Means of Verification
Project Output 1 <i>CPD Output 3.1 (UNDAF output 3.1):</i> Laws, regulations and strategies on DRR and CCA approved and disseminated to a wide range of stakeholders to raise awareness on the concept of DRR/CCA and their roles in building resilient communities	No of decrees approved. (Baseline 0; Target 2)	Minutes of high level meetings Approved documents
	No of consultations held on the revision of the national building codes (Baseline 0; Target, at least 2)	Meeting minutes
Project Output 2 <i>(CPD output 3.2/UNDAF output 3.3):</i> National Risk Information system improved with integrated DRR and Climate Risk Assessment	Number of meetings held to analyse the effectiveness of the new IMS. <i>(Baseline: 0, Target, at least 2)</i>	Workshop reports Meeting minutes
	No of cities with Pre-disaster shelter plans for seismic events (baseline 1 –from 2012; target 3)	
Project Output 3 <i>(CPD output 3.1 and 3.2/UNDAF output 3.2):</i> Local risk management committees and other community groups trained and engaged in DRR and CCA initiatives	No of local risk management committees organising community simulation exercises. (Baseline n/a, target 10)	Field visits

Project Output 4 <i>(UNDAF output 3.4):</i> National capacities for disaster risk reduction, emergency preparedness, management and early recovery strengthened	No of lessons learned reports from international training and exchange visits. (Baseline 1, target 4) No of tests conducted of search and rescue equipment. (baseline 0, target annual tests)	reports
Project Output 5 CPD output 3.1/UNDAF output 3.1): ools developed to monitor and keep record of DRR/CCA related PARP indicators/components	Number of sector strategies revised (Baseline 0; Target 2- water and social protection)	Meeting minutes Reports
Sound Project Financial and programmatic management	Indicator 1: % of Project Financial and programmatic delivery Baseline 1: 0% Target 1: 80% Indicator 2: Project performance in the Dashboard Baseline 2: Red Target 2: Green	Quarterly project progress reports ATLAS Executive Snapshot Report and Dashboard

UN Mozambique 2015 Annual Work Plan

2015 AWP 1- INGC

Implementing Partner (INGC):
FACE authorization specimen

Name and Title

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
Project Output 1	Policies, plans, strategies and regulatory framework – UNDAF Output 3.1/CPD Output 3.1									
[IP: INGC] Laws, regulations and strategies on DRR and CCA approved and disseminated to raise awareness on these issues.	1.1 National disaster management law approved and disseminated to a wide range of stakeholders to raise awareness on the concept of DRR/CCA	1.1.1 Support dissemination of specific decrees on disaster management Act at provincial and district levels	x	x	x	x	INGC	\$10,000	\$10,000	OR (TBM)
		1.1.2 Monitor progress of implementation of Disaster management Act		x			INGC	\$5,000	\$5,000	OR (TBM)
		1.1.3 Monitor and evaluate the implementation of the new DRR policy and plan at all levels.		x	x	x	INGC	\$15,000	\$15,000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES		TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
			Q1	Q2	Q3	Q4				
	1.2 Support dissemination of results from studies on the impact of climate change on disaster risk in Mozambique at central and provincial levels	1.2.1 Evaluate the impact of climate change and best practices for community adaptation at Central, provincial and district levels through consultation		x	x	x	INGC	\$34,000	\$34,000	RR
		1.2.2 Support evaluation of results from Phase 1 & 2 climate studies through PECODA activities		x	x	x	MICOA	\$5,000	\$5,000	OR (TBM)
	1.3 Climate change sectoral strategies harmonised with the national strategy for climate change (NSCC)	1.3.1 Technical support to sectors to develop and/or adjust sectoral strategies to implement the NSCC	x	x	x	x	MICOA	\$3,000	\$3,000	OR (TBM)
		1.3.2. Strengthen women's participation in sector strategy development consultations including Civil society org.	x	x	x	x	MICOA	\$8,000	\$8,000	OR (TBM)
		1.3.3. Codification of information on sectoral/NSCC alignment practice in Mozambique	x	x	x	x	MICOA	\$500	\$500	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	1.4 Monitor, evaluate and review DRR policy for Prevention and Mitigation of natural disasters (including the integration of CCA)		x	x	x	INGC	\$5,000	\$5,000	RR
	1.5 Support national efforts to monitor Disaster risk reduction interventions in the context of the Hyogo Framework for Action (HFA)	x	x	x	x	INGC	\$45,000	\$45,000	RR
	1.6 Undertake targeted advocacy in key development sectors to promote the development of norms, policy, EW and regulatory tools through promotion of lessons learned and best practices from other countries in the region by means of exchange visits/study tours and knowledge management	x	x	x	x	INGC	\$45,000	\$40,000	RR
								\$5,000	OR (TBM)
	1.7 Provide support on the dissemination of the National Building Code and Regulations in close collaboration with UN-Habitat	x	x	x	x	MOPH	\$20,000	\$20,000	RR
	1.8 Monitor and evaluate implementation of DRR/CCA activities and provide update in provincial plans/policies	x	x	x	x	INGC	\$20,000	\$20,000	RR
	1.9 Monitor and evaluate the implementation of the DRR master plan at all levels	x	x	x	x	INGC	\$20,000	\$20,000	RR
	Total Project output 1						\$235,500	\$235,500	
Project Output 2	Disaster information management - UNDAF Output 3.3/CPD Output 3.2								

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
[IP: INGC] National Risk Information system improved with integrated DRR and Climate Risk Assessment	2.1 Monitor and appraise training module for technicians and local risk management committees in the country on MIS and DRR	x	x	x	x	INGC	\$40,000	\$40,000	OR (TBM)
	2.2 Monitor and upgrade the integrated information management system (IMS) for Cenoe and partners to facilitate coordination of information flow for decision making, emergency preparedness and response at all levels	x	x	x	x	INGC	\$72,000	\$59,000	RR
								\$13,000	OR (TBM)
	2.3 Support research for knowledge generation in DRR and CCA	x	x	x	x	INGC	\$85,000	\$65,000	RR
								\$20,000	OR (TBM)
	2.4 Support maintenance of the Climate Change Knowledge Center	x		x	x	INAM	\$20,000	\$20,000	RR
	2.5 Provides training to district government staff to collect climate information to reinforce the national climate data base	x		x	x	INAM	\$22,000	\$22,000	RR
	2.6 Monitor and upgrade user interfaces of climate data to sector needs	x		x	x	INAM	\$12,000	\$12,000	OR (TBM)
	2.7 Monitor and upgrade the River basins EW systems in the country	x	x	x	x	INGC	\$80,000	\$80,000	OR (TBM)
	2.8 Evaluate and validate risk data base information	x	x	x	x	INGC	\$50,000	\$50,000	RR
	GRIP Component I: National Disaster Observatory (NDO)								
	2.9 Evaluate and review the national disaster coding system	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	2.10 Monitor and evaluate user-specific packages on disaster data	x		x	x	INGC	\$20,000	\$20,000	RR

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	2.11 Monitor and mainstream disaster data analysis into national plans	x	x	x	x	INGC	\$27,000	\$17,000	RR
								\$10,000	OR (TBM)
	2.12 Monitor and evaluate the impact of disaster loss data information on development plans at all levels and across sectors.	x		x	x	INGC	\$20,000	\$20,000	RR
	2.13 Manage and maintain the disaster data base	x		x	x	INGC	\$20,000	\$20,000	RR
	GRIP Component II: National Risk Assessments (NRA)								
	2.14 Finalize national hazard assessments and design hazard maps on drought, cyclones & landslides, coastal erosion and earthquakes (<i>Phase I of National Risk Assessment on the mentioned events</i>)	x		x	x	INGC	\$150,000	\$150,000	RR
	2.15 Develop a national risk atlas to facilitate decision making processes	x				INGC	\$50,000	\$50,000	RR
	2.16 Disseminate the national risk assessment results to key stakeholders at all level			x	x	INGC	\$45,000	\$45,000	RR
	Grip Component II: Urban Risk Assessment (URA)								
	2.17 Finalize Urban Seismic Risk Assessment for major cities in the country	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	2.18 Prepare the pre-disaster shelter plan for the major cities in the country	x	x	x	x	INGC	\$20,000	\$20,000	RR
	2.19 Disseminate results of the URA for communities at risk to seismic activity	x	x	x	x	INGC	\$25,000	\$25,000	RR

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	2.20 Monitor and strengthen the seismic recording stations in the country		x	x	x	INGC	\$200,000	\$200,000	OR (TBM)
	Total Project output 2						\$998,000	\$998,000	
Project Output 3	Community resilience - UNDAF Output 3.2								
[IP: INGC] Local risk management committees and other community groups trained and engaged in DRR and CCA initiatives	Local Risk Management Committees (CLGRC)								
	3.1 Evaluate the impact of local risk management committees (20) in communities at highest disaster risk and review list and membership through consultation	x	x	x	x	INGC	\$127,000	\$50,000	RR
								\$77,000	OR (TBM)
	3.2 Monitor and promote income generating activities for local risk management committees: 3 UNDP Provinces (<i>in close collaboration with Poverty Unit</i>)	x	x	x	x	INGC	\$160,000	\$160,000	OR (TBM)
	3.3 Monitor, evaluate and support a portfolio of local risk reduction management initiatives executed by NGOs/community groups	x	x	x	x	INGC	\$250,000	\$70,000	RR
								\$180,000	OR (TBM)
	Community interventions in Arid and semi-arid zones (DARIDAS)								
	3.5. Support the vulnerability and risk reduction activities for communities living in hazard prone and in resettlement areas.	x	x	x	x	INGC	\$200,000	\$100,000	RR
								\$100,000	OR (TBM)
	Total Project output 3						\$737,000	\$737,000	
Project Output 4	National capacities strengthened - UNDAF Output 3.4								
[IP: INGC] National	Government and civil society capacities strengthened for implementation of DRR/ACC and E. Prep & management								

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
capacities for disaster risk reduction, emergency preparedness and management and early recovery strengthened	4.1 Monitor and evaluate technical support and training provided to CTGC members and review training manual to ensure effective multi-sectoral coordination on DRR, emergency preparedness and management	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	4.2 Monitor and evaluate coordination between different actors focusing on civil society (G20) through CTGC/Cenoe and their respective regional and local representatives	x	x	x	x	INGC	\$17,000	\$17,000	OR (TBM)
	4.3 Evaluate and provide update of training of trainers on DRR and CCA at all levels, in close collaboration with MICOA	x	x	x	x	INGC	\$35,000	\$35,000	OR (TBM)
	4.4 Provide support to the monitoring and evaluation of DRR and CCA inclusion in school curriculum, in close collaboration with INGC, MICOA and INAM	x	x	x	x	MINED	\$30,000	\$30,000	OR (TBM)
	4.5 Monitor and evaluate decentralized training on DRR and CCA (directors of planning and infrastructure, provincial secretaries), in close collaboration with MICOA	x	x	x	x	INGC	\$30,000	\$30,000	OR (TBM)
	4.6 Support training courses and participation in workshops and conferences on DRM & CCA for INGC staff and CTGC members to build staff capacity in the two areas	x	x	x	x	INGC	\$40,000	\$40,000	RR
	4.7 Monitoring and supervision of DRR and CCA activities to be undertaken at the central, regional, provincial and district levels, in close collaboration with MICOA	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)
	4.8 Technical support to DARIDAS and internal auditor/financial advisor to INGC (local advisors)	x	x	x	x	INGC	\$150,000	\$150,000	OR (TBM)
	4.9 International exchange of experience on DRR/CCA/infrastructure construction	x	x	x	x	INGC	\$20,000	\$20,000	OR (TBM)

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
	4.10 Strengthen Support to Government and civil society operations through the acquisition of vehicles, motor bikes , computers, software etc.	x	x	x	x	INGC	\$300,000	\$300,000	OR (TBM)
	4.11 Support purchase of equipment and maintenance of the COEs	x	x			INGC	\$100,000	\$100,000	OR (TBM)
	4.12 Contribute with technical and financial support to Contingency planning and Simulation exercises, including development of Standard operating procedures.	x	x	x	x	INGC	\$22,000	\$22,000	OR (TBM)
	4.13. Monitor,evaluate and update implementation of resettlement strategy	x	x	x	x	INGC	\$35,000	\$35,000	OR (TBM)
	4.14 Conduct testing of search and rescue equipment during SIMEX			x		INGC	\$12,000	\$12,000	RR
	Total Project output 4						\$831,000	\$831,000	
	Subtotal INGC Component						\$2,801,500	\$2,801,500	

2015 AWP 2- MICOA

Implementing Partner (MICOA):
FACE authorization specimen:

Name and Title

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
Project Output 5	DRR/ACC mainstreaming into planning – UNDAF Output 3.1/CPD Output 3.1								
[IP: MICOA] Tools developed to monitor and keep record of DRR/CCA related PARP indicators/components	5.1 Monitor and provide inputs to the MPD technical team on cross-cutting issues for the development of tools that facilitate the mainstreaming of DRR and CCA components in development plans	x		x	x	MPD	\$4,000	\$4,000	RR
	5.2 Monitor and provide CCA/DRR inputs into the MPD cross-cutting framework/matrix in particular DRR, Gender and Food Security	x		x	x	MPD	\$4,000	\$4,000	RR
	5.3 Monitor and provide targeted technical support for the integration of DRR & CCA in decentralized planning, with a focus on Cabo Delgado, Nampula and Gaza Provinces, through 3 DRR/ACC provincial officers	x		x	x	UNDP	\$0	\$0	RR
	Total Project output 5						\$8,000	\$8,000	

2015–Project Management

PROJECT OUTPUTS	KEY ACTIVITIES	TIMEFRAME				Responsible party	Planned Amount	Amount Allocated	Source of Funds
		Q1	Q2	Q3	Q4				
Project Management Costs	CTA (2): DRR and CC					UNDP	\$400,000	\$400,000	RR
	Programme officer (1):						\$75,000	\$75,000	OR (TBM)
	Programme Associate (1):	x	x	x	x		\$50,000	\$50,000	OR (TBM)
	DRR/ACC Provincial officers (3): salaries and support costs)						\$200,000	\$200,000	OR (TBM)
	Support services for project implementation (UNDP) - includes Project Unit Staff support costs, M&E and miscellaneous						\$120,500	\$120,500	OR (TBM)
	UNDP Facilities and Admin costs (GMS)						\$200,000	\$200,000	OR (TBM)
	Project Management Total						\$1,045,500	\$1,045,500	
AWP 2015 Grand total							\$3,855,000	\$3,855,000	

2015 M&E Framework

2015		
AWP Expected results	Indicators, baselines and targets	Means of Verification
Project Output 1 <i>CPD Output 3.1 (UNDAF output 3.1):</i> Laws, regulations and strategies on DRR and CCA approved and disseminated to a wide range of stakeholders to raise awareness on the concept of DRR/CCA and their roles in building resilient communities	No of activities conducted for dissemination of the decrees and Disaster Management Act (Baseline 0, Target, 10)	Activity reports Meeting minutes
	No of consultation meetings conducted to evaluate the impact of climate change and best practices for community adaptation (Baseline 0, Target, at least 3)	Workshop reports
Project Output 2 <i>(CPD output 3.2/UNDAF output 3.3):</i> National Risk Information system improved with integrated DRR and Climate Risk Assessment	No of institutions/private entities utilising resources of the climate information centre. (baseline 0, Target,xx)	
Project Output 3 <i>(CPD output 3.1 and 3.2/UNDAF output 3.2):</i> Local risk management committees and other community groups trained and engaged in DRR and CCA initiatives	No of consultations held on effectiveness of local risk management committees. (Baseline 0; target, 3)	
Project Output 4 <i>(UNDAF output 3.4):</i> National capacities for disaster risk reduction, emergency preparedness, management and early recovery strengthened	No of meetings held to review/revise CTGC training manual. (Baseline 0, Target 3)	

Project Output 5 CPD output 3.1/UNDAF output 3.1): ools developed to monitor and keep record of DRR/CCA elated PARP indicators/components	Progress on monitoring of PARP indicators for DRR/ CCA. (Baseline, 0, Target, all indicators being monitored regularly)	PARP review documents Meeting minutes
Sound Project Financial and programmatic management	Indicator 1: % of Project Financial and programmatic delivery Baseline 1: 0% Target 1: 80% Indicator 2: Project performance in the Dashboard Baseline 2: Red Target 2: Green	Quarterly project progress reports ATLAS Executive Snapshot Report and Dashboard

1: Management Arrangement

1. Results of capacity assessment of Implementing Partner

There will be two implementing partners for this project, INGC and MICOA. In order to ensure the close programmatic linkage between disaster risk reduction and climate change adaptation, the project will share the same board. However, in order to ensure accountability of IPs, AWP's are separated for each IP. The capacity assessment of INGC and MICOA was carried out using the standard UNDP template (see attached), and covered the following areas:

- Legal Status
- Proscribed Organisations
- Leadership Commitment
- Management Experience and Qualifications
- Technical Knowledge and Skill
- Procurement
- Recruitment
- Financial Management

It was found that the capacity of the Implementing Partners in these areas was adequate for the implementation of the project. Both INGC and MICOA have implemented UNDP-supported projects during the country programme 2007-2011, and as such, they are both familiar with UNDP's policies and procedures. It was however noted that there are some areas where INGC could benefit from additional support to enhance the implementation of the project. These areas include strengthening of financial capacity and improvement of physical infrastructure (buildings). For MICOA, it was noted that the technical capacity still needs to be further developed in the new field of climate change as an emerging issue, but less so in other issues related with environmental sustainability. Concern lies especially in the reduced number of the Ministry's knowledgeable technical staff, whose workload tends to be much higher than desirable, given that a reduced number of staff has to provide technical expertise to many projects and initiatives at one time, in addition to their day-to-day functions within the Ministry.

With both INGC and MICOA as implementing partners, there will be two project managers. The Director-General of INGC will be the Project Manager of the INGC component, and he will be supported by a CTA, a financial advisor and a technical advisor at DARIDAS. The director general of the national directorate for environmental management will be the project manager for the MICOA component and will be supported by a CTA and a finance assistant¹. Technical advice will be provided through the two CTAs, one specialised on disaster risk reduction housed by INGC and another on climate change housed by MICOA. The project will also support 2 positions (programme officer and programme associate) housed by UNDP on service contract in order to ensure that project management is handled in a smooth way. Additionally, there will be provincial advisors placed in each of the three provinces of Cabo Delgado, Nampula and Gaza, to ensure inclusion of DRR/CCA in decentralised planning processes and plans.

The project will have 4 teams, three under INGC (led respectively by department for planning and mitigation, the National Emergency Operations Centre (CENOE) and the department for arid and semi-arid zones (DARIDAS), and one under MICOA (the climate change unit at MICOA within the department for environmental management).

2. Role of the Government Cooperating Agency

The Government Cooperating Agency will be MINEC in this case, which will facilitate the work of the project board with two implementing partners, INGC and MICOA. MINEC will chair the project board.

3. Collaborative arrangements with related projects (if any)

¹ Finance Assistant to MICOA funded under the project 'greening human development', but will also support the implementation of this project,

A specific and important collaboration will be with the UNDP Governance unit project “*Support to Decentralisation and Local Development*”. This collaboration will support the mainstreaming of DRR/CCA into sectoral plans and strategies and will ensure that DRR and CCA components are included in provincial and district development plans and planning cycles. Also, the project will build on the partnership arrangements made with the UN agencies under the UNDAF/CPD 2007-2011, particularly in the areas of Disaster Risk Reduction and Climate Change. The project will be part and parcel of the UNDAF/CPD 2012-2015, and the partnerships will be strengthened further through collaboration with other UNDP supported projects, for example; collaboration with parliament project for approval of the disaster management law, and other relevant legislation. There will also be collaboration with the UNDP poverty unit to investigate innovative ways to reduce vulnerability; for example through micro-finance products linked to disaster risk and development of linkages with micro-finance institutions.

4. Brief description of the inputs to be provided by the implementing partner and any other Government inputs

- Office space will be provided for all project staff, including CTAs at INGC and MICOA. In addition spaces will be made available for meetings etc as necessary.
- Project managers will allocate staff time to project activities as necessary.
- The government of Mozambique is committed to implementing activities in the areas of climate change and disaster risk reduction, and allocates government budget for the realisation of such activities. The extent of this contribution is outlined annually in the PES, and the project will monitor the progress. This project is conceived in such a way as to complement the ongoing government funded initiatives.

5. Arrangements for cash transfers to the project and any related assurance activities;

As this will be a National Implementation Project, cash transfers will be made on a quarterly basis to the project in observance of HACT mechanisms and using the FACE form, and in accordance with approved AWP. Quarterly financial reports will be made to justify expenditures of these cash transfers to UNDP 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.

6. Audit arrangements

As a National Implementation (NIM) project, audits will take place on an annual basis of all project expenditures over the audit period, as per UNDP’s policies and procedures.

7. Description of assurance mechanisms

UNDP will play an important role in ensuring that the required formulation and appraisal procedures are followed and that ATLAS project management is properly activated. Assurance mechanisms will be realised through the project board, and a closer link will be established with CTGC (Technical Committee for Disaster Management) which is a multi-sectoral, government-led committee comprised of focal points from various ministries, UN agencies, International NGOs, and Civil Society Organisations.

UNDP will also conduct HACT spot checks and onsite reviews in line with the approved HACT assurance plan of the UN system.

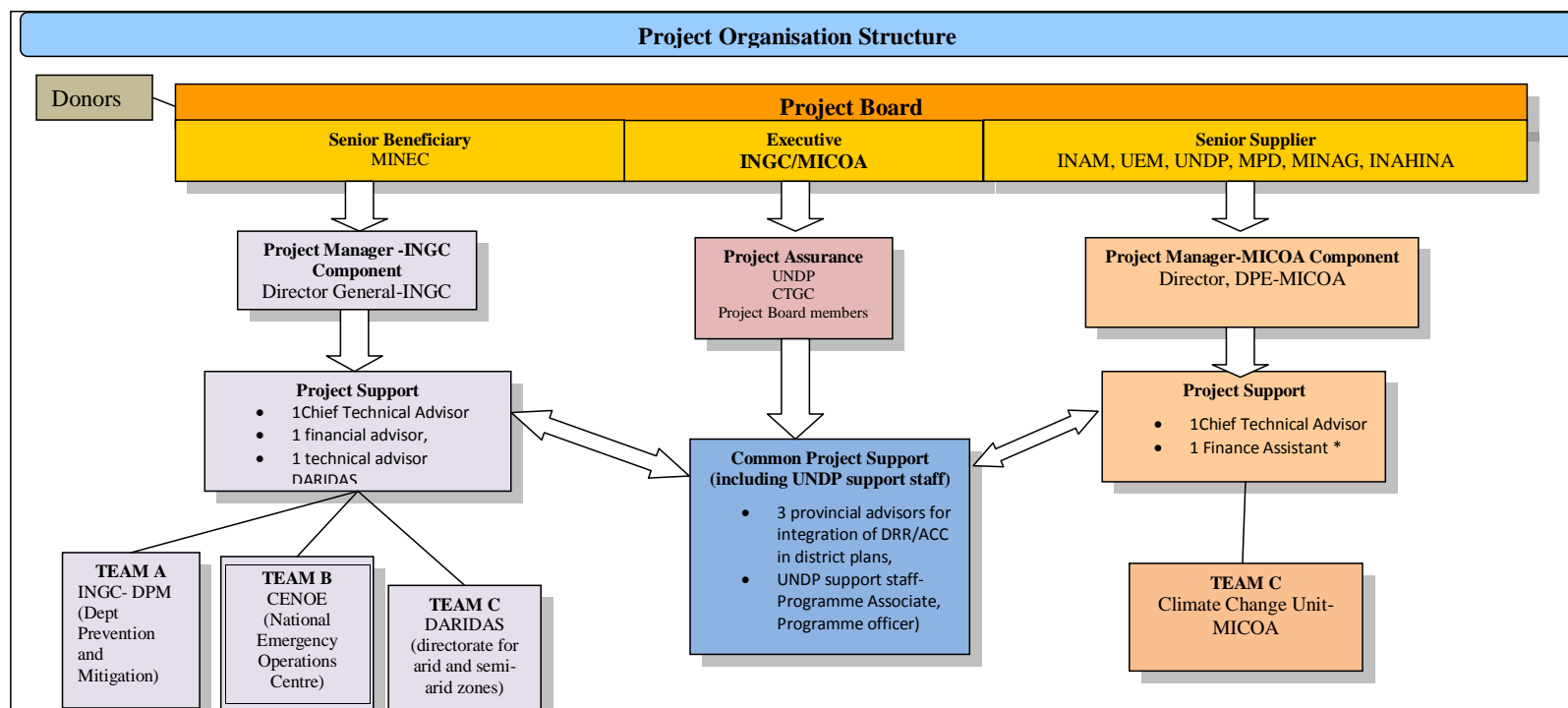
8. UNDP support services (if any)

Where necessary and agreed when the annual work plans are prepared, UNDP will provide support services to the project in procurement of goods and services relevant to the project. UNDP may also support in logistics where necessary.

9. Agreement on intellectual property rights and use of logo on the project’s deliverables

The logos on project deliverables should be that of the IP and of UNDP. Where there are additional requirements for inclusion of logos from specific donors, this should be explicitly outlined in the donor agreement, and communicated to personnel overseeing the production of deliverables to ensure compliance.

10. Organization chart of the project



*finance assistant budget is under project 'Greening Human Development'

**Note: there are 2 CTAs covered under the budget for this project: DRR housed by INGC and climate change housed by MICOA. The climate change CTA will provide technical support on specific activities for this project as well as for the UNDP-supported project 'Greening Human Development' with a focus on climate change and environment policy advisory support.

***Roles/Definitions

UNDP Staff Member: A UNDP staff member develops the approach, justification and rationale for the project idea in consultation with appropriate partners and stakeholders. This project idea or concept must be documented in Atlas.

Project Manager: In consultation with the Government Coordinating Agency, the programme managers takes primary responsibility to approve the project concept and proposal in Atlas, ensures that the project justification is consulted and reviewed as appropriate, and appoint a Project Developer to further develop the project.

Project Assurance: Ensures that the required formulation and appraisal procedures are followed and the Atlas Project Management module has been properly activated.

2: OFFLINE RISK LOG

Project Title: Strengthening national capacities and frameworks for disaster risk reduction and climate change adaptation	Award ID: TBC	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
1	Risk of large scale natural disasters demanding resources for extended periods	Sep 2011	Environmental	Potential to delay implementation of planned activities. P =4 I = 4	Risk can be minimized by planning field activities outside of rainy season.	Project Official			
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.				
3	Risk of delays in procurement processes affecting implementation of activities	Sep 2011	Operational	Both Government and UNDP procurement can suffer unexpected delays and affect timely implementation of activities P=3 I=3	Where field activities depend on procurement of goods and services, procurement processes should be initiated well in advance of field activities.				
4	Risk of delays etc due to lack of understanding/co	Sep 2011	Operational	If relevant project and CO personnel do not have sufficient understanding	Training for all relevant staff should be completed as				

	compliance with UNDP NIM procedures			of NIM procedures, project may suffer from delays (in procurement, cash transfer, etc) P=3 I=3	soon as possible to ensure comprehensive understanding of NIM procedures				
4	Risk of political changes affecting government priorities	Sep 2011	Political	With political change throughout the life of the project, there is the possibility that priorities could shift away from Disaster Risk Reduction and Climate Change Adaptation. It may be difficult to effect change where it relates to policies and norms, and also may have knock on effects on implementation of field activities. P=1 I=3					

3: Monitoring Framework And Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

CPD indicators.

CPD indicators will be monitored to assess achievement of CPD outcomes, according to the below baselines, targets, and data sources for verification.

UNDAF/CPD Outcome 3²	Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable.
CPD Indicators 3.1.1	# of new laws and strategies
CPD Indicator 3.1.2	# of revised laws, policies and plans
Related CP Output 3.1.	Institutions strengthened to develop/improve policies, strategies and plans for CC, environment and disaster risk reduction.
Baseline	BL: 0 (2012)
Target	Indicator 3.1.1 (new laws and strategies) (2015) 3³ <ul style="list-style-type: none">• (2012) 1• (2013) 1• (2014) 1 Indicator 3.1.2 (revised laws, policies, and plans). (2015) 4⁴ (2012) 1 (2013) 1 (2014) 1
Data Source (Means of Verification)	Balanço do PES and PESOD, legal and regulatory framework documents; steering committee minutes.

UNDAF/CPD Outcome 3⁵	Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable.
CPD Indicator 3.2.	Number of revised surveys on DRR/CC/environment
Related CP Output 3.2.	Institutions strengthened to develop/improve policies, strategies and plans for CC, environment and disaster risk reduction.
Baseline	BL: 0 (2012)

² Related UNDAF Indicator: % of population with chronic malnutrition and food insecurity; production of cereals per province.

³ The target includes, but is not limited to the following: Disaster Management Law; National Climate Change Strategy.

⁴ The target includes, but is not limited to the following: DRR policy revised; District plans in 3 UNDP targeted provinces (Cabo Delgado, Nampula, Gaza) with DRR mainstreamed; 2 law carbon strategies (municipal) revised.

⁵ Related UNDAF Indicator: % of population with chronic malnutrition and food insecurity; production of cereals per province.

Target⁶⁶	(2015) 2 <ul style="list-style-type: none"> • (2012) 1 • (2013) 1 (2014) 1
Data Source (Means of Verification)	Balanço do PES&PESOD, legal and regulatory framework

The project will be evaluated in 2015 by an independent consultant. It will document the results, contributions to the UNDAF/CPD outcome, lessons learned, findings and recommendations.

⁶⁶ The target includes, but is not limited to surveys on Floods, Cyclones, and Landslides *inter alia*.

Quality Management for Project Activity Results ⁷

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Laws, regulations and strategies on DRR and CCA approved and disseminated to a wide range of stakeholders to raise awareness on the concept of DRR/CCA and their roles in building resilient communities		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Laws and Decrees	Start Date: Jan 2012 End Date: Dec 2015
Purpose	<i>What is the purpose of the activity?</i> To ensure that appropriate legislation exists, is understood, and implemented for reducing disaster risks and adapting to climate change	
Description	Advocacy, communication and public dissemination, training	
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>
Progress of approval of National Disaster Management act	Meeting Minutes, quarterly reports	July 2012
No of Draft Decrees developed and approved	Meeting minutes, draft documents	July 2014
No of dissemination activities conducted	Quarterly reports, field visits, workshop reports	Dec 2015
No of workshops held on Climate Change Strategy	Workshop reports, monitoring visits	July 2012
No of dissemination activities (phase 1 and 2 climate change studies)	Activity reports, meeting minuted	July 2013
No. of consultations held on building codes	Meeting Minutes, quarterly reports	July 2014
No of consultation meetings conducted to evaluate the impact of climate change and best practices for community adaptation	Workshop report, lessons learned report	July 2015
No of meetings for the revision of the DRR policy and master plan	Meeting minutes, successive drafts of revised documents	First assessment Apr 2012, then every quarter
No. of working sessions with line ministries for harmonisation of sectoral and CC strategies	Working session minutes	Annually,
OUTPUT 2: National Risk information system improved with integrated DRR and Climate Risk Assessment		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Risk Information System	Start Date: Jan 2012 End Date: Dec 2015
Purpose	<i>What is the purpose of the activity?</i> To ensure that relevant, accurate, and up to date information is generated and shared among relevant stakeholders	
Description	Training, Databases, knowledge/information systems established	
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>
Workshops and consultation conducted to	Minutes, workshops reports, IMS products	July 2012

⁷ This table will be revised depending on further changes to the M&E framework

design Information Management System for CENOE		
No of people trained on day to day data collection for disaster losses	Workshop reports.	July 2012
No of risk assessment profiles completed	Risk assessment reports	Dec 2012
No of training workshops held on new IMS	Workshop reports	Dec 2013
No of research reports on DRR and CCA produced	Report documents, meeting minutes	Dec 2013
No of provincial and district plans integrating disaster analysis	Planning documents, meeting minutes	Dec 2013
Number of meetings to analyse effectiveness of IMS	Lessons learned report, meeting minutes	Dec 2014
No of cities with pre-disaster shelter plans	Shelter plan documents, meeting minutes	Dec 2014
No of institutions and private entities using the climate change knowledge centre	Knowledge centre list of guests/users	Dec 2013 Dec 2015

OUTPUT 3: Local risk management committees and other community groups trained and engaged in DRR and CCA initiatives

Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID Community Resilience</i>	Start Date: Jan 2012 End Date: Dec 2015
Purpose	<i>What is the purpose of the activity? To guarantee communities resilient to climate change and disaster effects.</i>	
Description	<i>Training, community committees established, successful income generation activities established⁸</i>	
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>
No of committees trained and equipped	Committees database (INGC), field visits, regular reports	Annually
No of districts and communities prioritised for DRR/ACC interventions	List of communities	July 2012
No of national NGOS implementing DRR/ACC mini-projects	NGO reports Field Monitoring visits	Dec 2013 Sep 2013
No of local risk management committees realizing profit from income generation activities	Reports field visits	Annually Annually
No of committees organizing simulation exercises	Monitoring visits	Annually
No of consultations held of effectiveness of local committees	Meeting minutes, monitoring visits	March 2015

OUTPUT 4:.

National capacities for emergency management and early recovery strengthened

Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID Emergency Management</i>	Start Date: Jan 2012 End Date: Dec 2015
Purpose	<i>What is the purpose of the activity? To ensure emergency preparedness for extreme events</i>	

⁸ Depending on whether DARIDAS income generation component is included in final revision

Description	Training, Simulation exercises, early recovery plans implemented		
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>	
No of gov and civil society member trained	Training reports, field visits	Annually	
Progress on approval of resettlement strategy	Strategy document, meeting minutes	July 2012	
No of combined G20/CTGC meetings convened	Meeting reports	Annually	
Progress made on functioning of COE, Machaze	Field visits, site reports	July 2012	
No of lessons learned reports from international training and exchange visits	Reports,. presentations	Annually	
No of tests conducted on search and rescue equipment	Monitoring visits, simulation reports	Dec 2014	
No. of meetings held to revise/review CTGC training manual	Meeting minutes	July 2015	
OUTPUT 5: Tools developed to monitor and keep record of DRR/CCA related PARP indicators/components			
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID Monitoring of PARP		Start Date: Jan 2012 End Date: Dec 2015
Purpose	What is the purpose of the activity? To ensure that relevant DRR and CCA indicators in the poverty reduction strategy are monitored successfully		
Description	Technical meetings, training, studies, dissemination activities		
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>	
No of regional workshops held to support women's participation in sector strategy development	Workshop reports, participants listss	Annually	
No. of tools developed to facilitate mainstreaming of DRR and CCA into development plans	Training reports, meeting minutes, strategy documents	Dec 2012	
No of new DRR/CCA indicators in the PARP	PARP documents, meeting minutes/reports	Sep 2013	
No. of training workshops conducted for mainstreaming DRR/CCA into provincial and district plans	Workshop reports, participants list	Sep 2013	
No of sectoral strategies revised	Strategy documents, meeting minutes	July 2014	
Progress on monitoring of PARP indicators	PARP review documents	July 2015	
OUTPUT 6: Project Management			
Activity Result 1 (Atlas Activity ID)	Project Management		Start Date: Jan 2012 End Date: Dec 2015
Purpose	What is the purpose of the activity? To ensure that relevant the project is successfully managed with necessary human resources available		

	<i>and other resources</i>	
Description	<i>Personnel (UNDP staff) costs, including necessary travel to monitor the project, consumables, administrative costs etc</i>	
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>
No of new staff recruited in support of the project	Procurement/HR reports. Contracts	June 2012
No of field monitoring visits conducted	Back to office reports	Annually
No of internal training courses completed by UNDP personnel	Course certifications/ Participant lists	Annually
Assessment of performance of UNDP personnel	RCA reports	Annually

4: Legal Context

If the country has signed the [*Standard Basic Assistance Agreement \(SBAA\)*](#), the following standard text must be quoted:

This document together with the CPAP 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 CPAP 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".

5. Capacity Assessment

5.1. INGC

Implementing Partner Checklist

Project:

Proposed IP: INGC

Date: August 2011

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
PART I. BACKGROUND INFORMATION		
1. History	<i>Date of establishment of the organization</i> INGC was created in June 1999 by the Decree n° 38/1999, in replacement of the Department for Prevention and Combat of Natural Calamities (DPCCN), which was more oriented to provide logistical support (acquisition and distribution of food), for complex emergency caused by war as well as to support people affected by drought.	Annual Reports, Media Kit, Website
2. Mandate and constituency	<i>What is the current mandate or purpose of the organization? Who is the organization's primary constituency?</i> INGC is a public institution endowed with legal personality and administrative autonomy. Its mandate is to direct and coordinate disaster management at the national, provincial and district level, especially concerning prevention and mitigation activities, as well as assisting disaster victims. This Institute was subordinate to the Ministry of Foreign Affairs up to November 2005. It is now under the Ministry of State and Administration (MAE).	Annual Reports, Media Kit, Website
3. Legal status	<i>What is the organization's legal status? Has it met the legal requirements for operation in the programme country?</i> INGC was created in June 1999 by the Decree n° 38/1999. The institution's mandate and functions were revised through decree 49/2005 issued in December, 14 th . INGC's Organic Statutes were approved by the Decree 52/2007, issued in November 27 th . All these instruments are compliant with paragraph f) article 204 of the Constitution.	Charter, legal registration, Government Official Gazette (Boletim da República – 3 ^o Suplemento, I Série, Nr. 47).
4. Funding	<i>What is the organization's main source (s) of funds?</i> State Budget (approx. 55 % of INGC total budget)	Annual Reports
5. Certification	<i>Is the organization certified in accordance with any international standards or certification procedure?</i> The INGC is not certified through international ISO or project management standards.	ISO, Project Management standard, other standards
6. Proscribed organizations	<i>Is the organization listed in any UN reference list of proscribed organizations?</i> No	http://www.un.org/sc/committees/1267/consolist.shtml
PART II. PROJECT MANAGEMENT CAPACITY		
2.1 Managerial Capacity		

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
1. Leadership Commitment	<p><i>Are leaders of the organization ready and willing to implement the proposed project?</i></p> <p>Yes. Since the early 2000, INGC has consistently dedicated commitment to an approach to disaster risk reduction which is aligned with that of Hyogo Framework for Action 2005 – 2015 and that of the African Charter for Disaster Risk Reduction. The Master Plan for the implementation guides the actions of various line Ministries and is the operation tool for the materialization of DRR in Mozambique under the leadership of INGC, MAE and prior and during emergencies by the Prime-Minister. As such, and given previous experience working with UNDP in the area, willingness exists on the part of INGC to implement the project.</p>	Interviews
2. Management experience and qualifications	<p><i>Which managers in the organization would be concerned with the proposed project? What are their credentials and experience that relate to the proposed project? Do these managers have experience implementing UNDP or other donor-funded projects?</i></p> <p>At leadership/managerial level within INGC, academic qualifications in the area of agriculture are common, as is experience in drought management, although all directors also have experience in emergency management and risk reduction where it relates to other hazards. Formal qualifications on risk management in general are more concentrated in the junior levels of the organization, but ongoing professional training, attendance at international trainings and seminars etc. ensures that skills at both management and technical levels are continuously updated.</p> <p>Additionally, INGC has had experience managing UNDP funded projects in the area of Disaster Risk Reduction and Climate Change Adaptation. They also have experience of managing other Disaster Risk Management donor-funded projects.</p>	CVs of managers Interviews with managers Reports of past projects
3. Planning and budgeting	<p><i>Does the organization apply a results-based management methodology? Are there measurable outputs or deliverables in the strategies, programmes and work plans? Are budgets commensurate with intended results? How do planners identify and accommodate risks?</i></p> <p>Annual economic and social plan (PES) and Directorates annual work plans have to indicate “physical annual targets”, and indicative budget, to which both leadership and staff are held accountable, indicating that results’ accountability exist to a degree. These physical targets are based on the objectives outlined in the Master Plan for disaster risk reduction (Plano Director). Where there are budget gaps between government allocations and the required budget for activities, donors are requested to direct their funds in these areas, where applicable to the priorities of each donor.</p> <p>Also, INGC reports annually on the actual implementation of the</p>	Strategy documents Project and programme documents Sample proposals, work plans and budgets

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>(PES). The reporting on PES implementation is shared with Donors and is the basis for the development of the annual joint planning and review.</p> <p>The technical council for disaster management (CTGC) is the coordination framework, with the existence of a Coordination Council for Disaster Management (CCGC) comprised of Ministers, chaired by the Prime Minister, and the Technical Council for Disaster Management (CTGC), comprised of representative from the line ministries, chaired by INGC General Director. The CTGC is used by INGC as a forum to review on-going disaster risk reduction, preparedness and response interventions in the country, in partnership with the UN country team, humanitarian organizations and other partners working in the disasters risk m management field.</p> <p>INGC as a coordination institution is implementing DRR projects at national provincial and district levels and is implementing projects with specific indicators with various partners, there is a clear framework to monitor and periodically review progress and respective achievements.</p> <p>INGC has in the past worked with bilateral and multilateral partners where regular reporting and joint project review are common;</p> <p>Since its restructuring report and workshop on lessons learned on disasters management (response) gathering together various partners involved direct or indirect in emergency operation are regular.</p>	
4. Supervision, review, and reporting	<p><i>How do managers supervise the implementation of work plans? How do they measure progress against targets? How does the organization document its performance, e.g., in annual or periodic reports? How are the organization's plans and achievements presented to stakeholders? Does the organization hold regular programme or project review meetings? Are such meetings open to all stakeholders? Are the organization's activities subject to external evaluation? How does the organization learn and adapt from its experience?</i></p> <p>Within INGC, provincial and district level report to central level through the various directorates, and INGC reports regularly to CTGC, on the basis of the Master Plan for Disaster Prevention and Mitigation. In addition, the INGC reports on the implementation of the Poverty Reduction Strategy (PARPA II), through a set of indicators jointly approved by the Government and Donors.</p> <p>INGC also reports to its bi and multilateral partners and donors via reports, monitoring and direct observation of ongoing project and achievements.</p>	<p>Annual reports, presentation to stakeholders Internal reports Evaluation reports Lessons-Learned reports</p>
5. Networking	<i>What other organizations are critical for the successful</i>	Descriptions of network

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>functioning of this organization? How does the organization conduct relations with these organizations? Is the organization a party to knowledge networks, coordinating bodies, and other fora?</p> <p>INGC acts as coordinator for the CTGC, and thus maintains a network with other ministries and non-governmental partners through this forum, with regular meetings, consultations and dissemination of information within this forum.</p>	and stakeholder fora

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? Would these professionals be available to the project?</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?</p> <p>How do staff members of the organization keep informed about the latest techniques and trends in their areas of expertise?</p> <p>What external technical contacts and networks does the organization utilize?</p> <p>What professional associations does the organization and/or its professional staff belong to?</p> <p>The INGC has two technical departments (Department for Prevention and Mitigation – DPM and Department for the Development of Arid and Semi-arid zones – DARIDAS). INGC also manages the National Emergency Operation Centre (CENOE) and 3 regional Operational Centres (CENOE's regionalis in Vilankulo, Caia and Nacala), the Civil Protection Unit (UNAPROC) and the Office for the Coordination of the Reconstruction (GACOR). Three Multiple-resource centres (CERUM) were also established in arid and semi-arid zones and in post-flood resettlement areas.</p> <p>All the above-mentioned structures are managed by a National Director, with dedicated technical staff. INGC staffs are being trained on a regular basis, including through UNDP and other partners funded capacity development projects.</p> <p>INGC has also developed protocols to use the services of specialized institutions (such as INAM, DINAGECA,) to deal with hydro meteorological and geological hazards.</p> <p>Staff members attend regular training and seminars at home and abroad to keep updated on latest advances in relevant areas. They also utilise contacts within SADC, use the SARCOF network for updates on Weather forecasts and establish contacts through the global platform for disaster risk reduction network and the Global facility for Disaster risk reduction (GFDRR). They also attend regular meetings of the Global</p>	<p>CVs of technical staff</p> <p>Knowledge network membership</p> <p>Technical library facilities</p> <p>Reports from participation in international, regional, national or local meetings and conferences</p> <p>Facilities description</p>
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AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	Platform for Disaster Reduction, convened by ISDR every two years. As a result an update of the situation of DRR in Mozambique is developed and included in the Global Assessment report on DRR.	
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	<p><i>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?</i></p> <p><i>Can the organization manage and maintain the administrative and technical equipment and infrastructure?</i></p> <p>INGC at central level operates from a Headquarters building in Maputo, and from the national emergency operations centre (where the director and deputy director work from) at the Airforce base close to the international airport in Maputo. They have infrastructure and equipment in both locations to carry out activities. At central level, INGC has a relatively well equipped infrastructure, that was build in 2007, with IT equipment, functioning internet connection and other communication tools (radio, VSAT, etc.). INGC is considering the construction of another building, subject to funding.</p> <p>3 regional Operational Centres (CENOE regionais) are established in Vilankulo, Caia and Nacala and 3 Multiple-resource centres (CERUMs) were also established in arid and semi-arid zones and, namely: Mabote, Funhalouro and Vilankulo. An additional CERUM will soon be constructed in the post-flood resettlement area of Mutarara.</p> <p>At provincial and district level, physical infrastructure (buildings) represent a challenge as many INGC offices operate from Provincial departments which belong to other Ministries.</p> <p>Technical skills are reasonable within the organization, and staff is available for maintenance of basic equipment. For specialized equipment necessary for the project, extra training may be needed to ensure adequate maintenance.</p> <p>INGC has a Finance, Administration and Human Resources Department.</p> <p>INGC has a Unit dedicated to property management whose duties is to prepare, launch competitive tendering for hiring staff and construction work by observing existing law and regulations; INGC has in place the Property sector responsible to record, controls and update all the INGC properties. It produces quarter, semesters and annual reports on the infrastructure status.</p> <p>It has a computer models that helps to keep the inventory up to date.</p> <p>As INGC is represented nationwide, it has other property like warehouses along the three main regions (South, Central and North) that are used to keep and stockpile equipments. However</p>	Facilities and equipment available for project requirements Maintenance personnel and budget

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>a system to adequately manage and keep good record of the properties needs improvement.</p> <p>SIC and IT is almost established in the Provincial delegation offices and CENOE's at South and Central region and has contributed a lot to the actual performance of INGC. However there is still a need to expand it to the north region including CENOE and provincial COEs, mainly most vulnerable provinces.</p>	
2. Procurement and contracting	<p><i>Does the organization have the legal authority to enter into contracts and agreements with other organizations? 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? Does the organization have dedicated procurement capacity? Do procurement personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written procurement procedures?</i></p> <p><i>Is there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition? Does the organization have a system and procedures for asset management and inventory control?</i></p> <p>YES. The resolution 18/99 dated 10 June and the decree 52/2007 dated November 2007 endowed INGC with administrative autonomy and juridical personality, which concede INGC the right and power to take part and celebrate contracts.</p> <p>YES. The decree 54/2005 from Parliament establishes and concedes enough power to the Unit for Management of State Acquisitions to plan and launch competitive tendering to procure goods, services and constructions works.</p> <p>Under the Unit for acquisition management (UGEA) regular and updated Inventory on INGC goods and properties are realized; UGEA takes care also of sale of goods and other properties according to needs. The activities of this Unit are regulated by the decree 23/2007 dated of 9 August.</p> <p>UGEA's duties are also to plan, prepare and launch competitive tendering under the decree 54/2005 dated of 13 December. The law enables the creation of the Manual of Procedures for Goods and Services Acquisitions as well as construction works. Are integral parts of the manual models of letters and support information to adequately conducting the competitive tendering. These procedures allowed INGC to supply good and services (water, food, medicines and shelter equipment to affected people) timely. This unity has entered into contract with transportation agencies; it contracted enterprises that are building CENOE's as well as resettlement houses in affected areas, just to mention some works done by the unity.</p>	<p>Procurement manual</p> <p>Standard contracts</p> <p>Documentation on procurement processes, sample contracts</p> <p>Supplier data base</p> <p>Audit reports</p> <p>Interview with legal counsel</p> <p>CVs of procurement personnel</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
3. Recruitment and personnel management	<p><i>Does the organization have the legal authority to enter into employment contracts with individuals?</i></p> <p><i>Does the organization have dedicated personnel capacity?</i></p> <p><i>Do recruitment personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written recruitment procedures?</i></p> <p><i>Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency?</i></p> <p><i>Does the organization have a salary scale that would apply to project personnel? Would that scale inhibit the hiring of the best candidates?</i></p> <p>Yes. Standard contracts exist.</p> <p>INGC have contracted and recruited national and international expertise with clearly defined job description to staff project and perform diversified activities of short, medium and long terms, e.g. launched competitive tendering to staff project for developing arid and semi-arid areas which is ongoing; it has collaborated with others agencies to contract consultants to care out climate change impact studies. Contracted personal to support the creation of funds for emergency management and risk reduction.</p>	<p>Personnel manual</p> <p>Standard contracts and agreements</p> <p>Job descriptions or terms of reference</p> <p>Documentation of recruitment processes</p> <p>Roster files of potential job candidates</p> <p>CVs of recruitment personnel</p>

3.2 Financial Management Capacity		
1. Financial management organization and personnel	<p><i>Does the organization have written rules and regulations for financial management that are consistent with international standards? Does the organization have a dedicated finance unit?</i></p> <p><i>Do finance managers and personnel have skills and experience that are appropriate to the requirements of the project? Is the existing financial management capacity adequate to meets the additional requirements of the project?</i></p> <p><i>Do finance personnel have experience managing donor resources?</i></p> <p>YES. INGC has a finance unit with a recording system as follows:</p> <p>Books for Internal and external check; book for banking check and book for budget check. These books are used by the Ministry of Finance to check the compliance accuracy of financial management. It is complemented with quarter, semester and annually accountability report system for the Ministry of Finance that use to be made available to donors upon request.</p> <p>There is ongoing work to create the manual of procedure for financial sectors regulation;</p> <p>In addition to the above, financial capacity still needs</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>

	<p>strengthening and UNDP procurement process is underway to hire a high-level financial advisor to provide support to the finance unit of INGC.</p> <p>In the HACT framework, a micro-assessment of INGC financial management capacities was done in 2007.</p> <p>Audits were also carried out in 2009 and in 2010 of the UNDP disaster risk reduction project, which deemed the financial position of the project to be in accordance with UNDP accounting requirements.</p>	
2. Financial position	<p>Does the organization have a sustainable financial position? What is the maximum amount of money the organization has ever managed? If the proposed project is implemented by this organization, what percentage of the organization's total funding would the project comprise? YES for operational funds (received from State Budget) but for the implementation of projects they depend on contributions from partners.</p> <ul style="list-style-type: none"> • Maximum amount 450 million Mts (in 2010) / 15 million USD • 29.4% of INGC's total budget. 	Financial statements
3. Internal control	<p>Does the organization maintain a bank account? Does the organization have written rules and procedures on segregation of duties for receipt, handling and custody of funds? How does the organization ensure physical security of advances, cash and records?</p> <p>Does the organization have clear written procedures and internal controls governing payments? How does the organization ensure that expenditures conform to their intended uses? Does the organization have a policy requiring two signatures for payments over a defined limit?</p> <p>Is there any evidence of non-compliance with financial rules and procedures?</p> <p>YES Advances are maintained in the bank account. YES- government rules and procedures No. Audits were also carried out in 2009 and in 2010 of the UNDP disaster risk reduction project, which deemed the financial position of the project to be in accordance with UNDP accounting requirements.</p>	Finance manual Financial rules and regulations
4. Accounting and financial reporting	<p>Are accounts established and maintained in accordance with national standards or requirements? When and to whom does the organization provide its financial statements? Can the organization track and report separately on the receipt and use of funds from individual donor organizations? Is there any evidence of deficiencies in accounting or financial reporting?</p>	Description of accounting system and reporting arrangements Financial reports

	<p>The INGC has one accounting system that has 2 subdivisions:</p> <ol style="list-style-type: none"> 1. Departamento de contabilidade e finanças That deals with government funds which that are used to support contingency plan; investment plan and current expenditure (fundos de funcionamento) 2. Departamento Previna Devoted to manage funds from bi and multilateral partners, donations and income generated by INGC assets/property (receitas próprias) or other funds provided for project implementation. PREVINA funds are sometimes also used to support contingency and investment. <p>INGC presents financial reports on a monthly, quarterly, semester and annually basis to the Ministry of finance for government funds donations as well as to bi and multilateral donors.</p> <p>In audits carried out in 2009 and 2010, it was noted that the INGC did not have specific bank accounts for specific projects/donors, which created some difficulties. This situation was rectified in 2011, with the opening of a bank account specifically for UNDP funds.</p>	
5. Audit	<p><i>Is the organization subject regularly to external audit? Is audit conducted in accordance with international audit standards? Are audit findings public? If so, have the organization's financial audits produced any significant recommendations for strengthening of financial systems and procedures? Have audits identified instances non-compliance with rules and procedures or misuse of financial resources? What has been done to carry out audit recommendations?</i></p> <p>There was audit of the UNDP project on DRR carried out in 2009 and in 2010. Both returned overall a positive assessment of the financial probity.</p> <p>The Inspectorate General of Finance (IGF), in collaboration with the consulting firm KPMG carried out a performance assessment of the disaster sector, with primary focus on INGC in 2010/2011 At this time, the results of this assessment were not available.</p>	<p>Audit reports Audit follow up reports</p>

5.2. MICOA

IMPLEMENTING PARTNER CHECKLIST

Project:

Proposed IP: MICOA

Date: 8 August 2011

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
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AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
PART I. BACKGROUND INFORMATION		
1. History	Date of establishment of the organization 1994	Annual Reports, Media Kit, Website
2. Mandate and constituency	<p>What is the current mandate or purpose of the organization? Who is the organization's primary constituency?</p> <p>MICOA was created with the mandate to i) coordinate the sustainable development process, harmonizing the plans and programmes of all stakeholders in the exploitation, use, protection and management of natural resources; ii) develop appropriate policies and laws that will ensure the sustainability of these resources; and iii) develop public environmental awareness and culture in Mozambique. [1] Its mandate and policies recognize that other entities external to MICOA play a crucial role in ensuring sustainable development of the nation, in particular line ministries, local governments, municipalities, the private sector and communities.</p> <p>One of the key functions of MICOA is inter-sectoral coordination (in addition to research, planning, and information on the state of the environment, land use planning, environmental impact assessment, environmental awareness and education, enforcement of environmental legislation). Although MICOA's overall mandate is clear, the day-to-day operationalization of its mandate is not as clear and detailed.</p> <p>In regards to the GoM's international policy, MICOA is also responsible for the coordination of the implementation of Environmental Treaties and Conventions and related Protocols, as well as other applicable international law, that have been ratified by the country, including:</p> <ul style="list-style-type: none"> • UN Framework Convention on Climate Change (UNCCC) and the Kyoto Protocol; • UN Convention to Combate Desertification (UNCCD); • Convention on Biological Diversity and the Cartagena Protocol on Biosafety; • Vienna Convention for the Protection of the Ozone Layer and the Montreal Protocol on Substances that Deplete the Ozone Layer; • RAMSAR Convention on Wetlands; • Bonn Convention (Convention on the Conservation of Migratory Species of Wild Animals) • Nairobi Convention. <p>In addition to its central level functions, MICOA also carries out its mandate at the provincial level through provincial directorates.</p>	Annual Reports, Media Kit, Website

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>Under MICOA's tutelage, the Environmental Fund (FUNAB) (established by the Law N° 39/2000 de 17 de Outubro de 2000, recently amended) has administrative, asset, and financial autonomy. Its mandate is to promote natural resources management and other environmental management activities, including those related to climate change adaptation and mitigation, to ensure the sustainable development of the country.</p> <p>The National Council for Sustainable Development (CONDES) was created by the Environmental Act (Decree N0 40/2000 of 19 October) as an advisory body to the Council of Ministers. Its aim is to ensure an effective and adequate coordination and integration of activities and principles of environmental management in the country's development process. The prime minister is the president of CONDES comprised by the following ministries: MICOA, MINAG, MITUR, ME, MPescas, MPD, MF, MTC, MOPH, MIC, MIREME, MAE, MMCAS. CONDES also includes representatives from the civil society and the private sector. There is a technical level of CONDES comprised by the above mentioned sectors, and representatives of civil society and the private sector. CONDES is not yet represented at provincial level.</p> <p>Other structures under MICOA's tutelage include the Technical School for Land Use Planning (tertiary education level), and the Centers for Sustainable Development that support and/or carry out environmental management activities in different focus areas in the 3 regions of Mozambique.</p>	
3. Legal status	<p>What is the organization's legal status? Has it met the legal requirements for operation in the programme country?</p> <p>MICOA belongs to the Executive branch of the State, legally constituted under the Mozambique Constitution, and has met the legal requirements for operation.</p>	Charter, legal registration
4. Funding	<p>What is the organization's main source (s) of funds?</p> <p>MICOA's main source of funding is still donor funding, although some of the Ministry's activities generate revenues.</p> <p>There are three sources of funding of public sector activities in the Environment Sector in Mozambique. These are: a) un-earmarked funding allocated through the national budget negotiation process originating from ordinary government revenue (i.e. tax revenues) and general budget support provided by development partners; b) earmarked revenue generated by environmental management activities; and c) earmarked funding provided by development partners. The</p>	Annual Reports

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	earmarked revenue generated by environmental management activities refer to concession fees and fines collected for the use and management of natural resources such forestry, conservation areas, and land use. The single main beneficiary of these environmental revenues is the Environmental Fund (FUNAB). Part of FUNAB's expenditures is covered by earmarked revenues comprising 60 percent of the total amount collected from fines and fees (Decree 45/2004, of 29 of September).	
5. Certification	Is the organization certified in accordance with any international standards or certification procedure? This institution does not have any certification issued (ISO, Project Management standard, other standards).	ISO, Project Management standard, other standards
6. Proscribed organizations	Is the organization listed in any UN reference list of proscribed organizations? MICOA is not listed under United Nations Security Council 1267. (Note that the link provided was not active at the time of the elaboration of this CA report.)	http://www.un.org/sc/committees/1267/consolist.shtml
PART II. PROJECT MANAGEMENT CAPACITY		
2.1 Managerial Capacity		
1. Leadership Commitment	Are leaders of the organization ready and willing to implement the proposed project? MICOA's leadership on climate change, sustainable environmental management and reduction of poverty and vulnerability of Mozambique's population is strong, spearheading at present the development of the national strategy for climate change. Its coordination function has led MICOA to build partnerships with other governmental institutions, universities, civil society, and the private sector, as well as to create mechanisms to mainstreaming environment in other sectors. Under MICOA's leadership and support, several sectors have created Environmental Units (EUs) with slightly different roles/mandates but all of them providing linkages between the respective sector and environmental management and sustainable development issues. The establishment of sector EUs improved the communication and environmental mainstreaming in the sectors. However, their role is limited by the lack of approved Common Terms of Reference.	Interviews
2. Management experience and qualifications	Which managers in the organization would be concerned with the proposed project? What are their credentials and experience that relate to the proposed project? Do these managers have experience implementing UNDP or other donor-	CVs of managers Interviews with managers Reports of past projects

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>funded projects?</p> <p>Projects related to Climate Change, Sustainable Environmental Management, and Community resilience are commonly managed by the Directorate for Environmental Management (DNGA). Activities related to strengthen the national capacity for mainstreaming environment into plans (i.e. PES) and budgets across sectors, and increase national and decentralised funding levels and budgetary allocations for environment are managed by National Directorate of Planning (DPE), notwithstanding the crucial role that other Directorates play in the implementation of many project related activities. The different directorates and respective units have a number of competent technical staff, even though expertise in a few specific areas may be lacking (e.g. capacity needs to be further developed in the new field of climate change, less so in other issues related with environmental sustainability). However, the concern lies especially in the reduced number of the Ministry's knowledgeable technical staff, whose workload tends to be much higher than desirable, given that a reduced number of staff has to provide technical expertise to many projects and initiatives at one time, in addition to their day-to-day functions within the Ministry. In general, staff has been involved for a number of years in the implementation of UNDP and other donor-funded projects, including GEF.</p> <p>At the moment of writing this report, MICOA is managing several environmental and climate change programmes funded by multilateral partners, including the African Adaptation Program (Government of Japan and UNDP), UN Joint Program on Adaptation to Climate Change, Coping with Drought, Poverty and Environment Initiative, as well as with bilateral donors (major donor being DANIDA).</p>	
3. Planning and budgeting	<p>Does the organization apply a results-based management methodology? Are there measurable outputs or deliverables in the strategies, programmes and work plans? Are budgets commensurate with intended results?</p> <p>How do planners identify and accommodate risks?</p> <p>Due to its involvement in many donor funded projects, the Ministry has been exposed to development project planning and M&E procedures, including results-based management methodology. However, when developing projects with MICOA technical staff it is found that, in spite of their experience with UNDP and other donors project management requirements, these have yet to be fully internalized (e.g. logframe is still not well</p>	<p>Strategy documents</p> <p>Project and programme documents</p> <p>Sample proposals, work plans and budgets</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>understood). The structure of the Ministry includes a Technical Committee and a Consultative Committee where the projects, programmes, strategies, yearly plans (PES) and new laws to be implemented by the Ministry are discussed, approved, and revised. Most of these programs, projects, as well as MICOA's PES (institutional annual planning and budgeting instruments) and Directorates annual work plans have to indicate "physical annual targets" to which both leadership and staff are held accountable, indicating that results' accountability exist to a degree. Even though programs and activities tend to be under-budgeted overall, the internal national budgeting process already rectifies part of this problem. This is usually not an issue for projects developed to tap into external funding. In these cases, however, the cost-sharing by GoM is usually a concern, as commonly the Government lacks the resources to provide for project-related general administrative and monitoring costs which are often indicated as in-kind contribution. The identification and monitoring of risks by planers does not appear to be fully institutionalized at MICOA, and are functions rather conducted mostly on an ad-hoc basis (and as a norm at the start of the development of donor-funded projects). However, the Ministry's Technical and Consultative Committees, who meet regularly to discuss, approve and revise projects, are a means to identify and address project risks.</p>	
4. Supervision, review, and reporting	<p>How do managers supervise the implementation of work plans? How do they measure progress against targets? How does the organization document its performance, e.g., in annual or periodic reports? How are the organization's plans and achievements presented to stakeholders? Does the organization hold regular programme or project review meetings? Are such meetings open to all stakeholders? Are the organization's activities subject to external evaluation? How does the organization learn and adapt from its experience? The regular reporting of MICOA's activities is done through trimester reports, against the annual workplan, sent to and reviewed by the Directorate for Planning (DPE) and, in case issues or projects are highly visible, these reports are reviewed by the Cabinet of the Minister as well. Semester reports are submitted to and reviewed by the Cabinet of the Minister. An annual evaluation</p>	<p>Annual reports, presentation to stakeholders Internal reports Evaluation reports Lessons-Learned reports</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>takes place at the meeting of the Coordination Board (Conselho Coordenador) to review results achieved against the targets set. It is worth noting that there is an effort by the Ministry, in each planning cycle, to set 'physical targets' (and respective geographical focus) for each planned group of activities that are set forth to contribute to the six different programs prioritized by the Environment Sector. It is against these quantitative targets, mostly at the time of the different reporting mechanisms, that managers are able to supervise the implementation of work plans and keep track of the progress made. However, these targets/indicators are still very much connected to the performance of implementation of planned activities and seldom focus on results (change) to be achieved.</p> <p>According to SOPs, MICOA's activities are subject to annual external evaluations. At this point, it is not clear what the information flows and the learning mechanisms are regarding findings of these evaluations, but it is not clear whether they reach MICOA's technical staff. Annually, MICOA (similarly to other line ministries) organizes a General Coordination meeting (where other line ministries and the media are invited) to take stock of activities conducted throughout the year, reviewing lessons learnt, and to plan for the coming year.</p>	
5. Networking	<p>What other organizations are critical for the successful functioning of this organization? How does the organization conduct relations with these organizations? Is the organization a party to knowledge networks, coordinating bodies, and other fora?</p> <p>The cooperation of a number of line ministries is crucial to an MICOA's effective coordination role of environmental action (e.g. coordination of the national response to climate change). Given MICOA's dependence on external funding, development partners are also a critical to MICOA's ability to fulfill its mandate. A number of inter-sectoral bodies enable MICOA to call on key sectors for their help in providing information, carrying out activities that are critical to the sustainable development of the country, or otherwise mainstreaming environmental in their sector strategies and planning instruments.</p> <p>Similarly, the Ministry meets regularly with development partners, namely with the Environment Working Group of donors, with a view to share needs and also to strengthen the coordination of initiatives and report on progress made in joint projects. These meetings are meant to be held regularly, but since mid 2010 the</p>	<p>Descriptions of network and stakeholder fora</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	<p>regularity of these meetings has been less adhere to (with only one meeting between MICOA and EWG in the space of one year). Mechanisms for sharing this information with a larger stakeholder base through Forums or regular meetings is still not practiced by the Ministry rather, selected information is shared on an ad-hoc basis, namely through the organization or participation in seminars and workshops, and also through the publication of brochures of selected projects. At the international level, MICOA, in its role of coordinator of the implementation of MEAs, is part of international fora and participates in different knowledge networks (although with an uneven level and quality of participation), thus sharing internationally Mozambique's ongoing activities in addressing climate change and sustainable environmental management challenges, with a focus on reducing poverty.</p>	
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? Would these professionals be available to the project?</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?</p> <p>How do staff members of the organization keep informed about the latest techniques and trends in their areas of expertise?</p> <p>What external technical contacts and networks does the organization utilize?</p> <p>What professional associations does the organization and/or its professional staff belong to?</p> <p>MICOA is experiencing difficulties in responding to the technical demands of the various environmental portfolios due to scarce human resources available. For this reason, for example, UNDP has suggested to reinforce this department with a Chief Technical Advisor on CC to support the implementation of AAP.</p> <p>As far technical infrastructures MICOA is in critical condition, even its office space and building conditions are very poor.</p> <p>Continuous technical learning is not institutionalized; contact with new technical developments is obtained in ad-hoc manner through visitors/consultants, or through staff's participation in international and national conferences (although only a reduced number of staff has access to these opportunities).</p> <p>MICOA's external key contacts and networks are linked</p>	<p>CVs of technical staff</p> <p>Knowledge network membership</p> <p>Technical library facilities</p> <p>Reports from participation in international, regional, national or local meetings and conferences</p> <p>Facilities description</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
	to those available in the context of MEAs, and additionally through SADC, CPLP, PALOP networks.	
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	<p>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?</p> <p>Can the organization manage and maintain the administrative and technical equipment and infrastructure?</p> <p>The institution has overall poor conditions to operate its regular activities, as well as new projects it takes on, both in terms of infrastructure and equipment. Budget is also a major constraint. Thus, these aspects have always to be taken into account when designing and budgeting for new projects.</p> <p>As overall conditions are poor, and lack of staff (including IT support) is a problem, the capacity of the organization to manage and maintain acquired equipment is a major concern.</p>	Facilities and equipment available for project requirements Maintenance personnel and budget
2. Procurement and contracting	<p>Does the organization have the legal authority to enter into contracts and agreements with other organizations? 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?</p> <p>Does the organization have dedicated procurement capacity? Do procurement personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written procurement procedures?</p> <p>Is there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition?</p> <p>Does the organization have a system and procedures for asset management and inventory control?</p> <p>MICOA's has the legal authority to enter into contracts and agreements with other organizations (Decree 54/2005 on Government procurement rules and regulations), and has a Legal Office that provides legal counsel to the ministry.</p> <p>UGEA is MICOA's procurement unit with dedicated staff, with skills and experience adequate to the requirements of the projects. This unit has a system and procedures for asset management and inventory control.</p>	Procurement manual Standard contracts Documentation on procurement processes, sample contracts Supplier data base Audit reports Interview with legal counsel CVs of procurement personnel

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
3. Recruitment and personnel management	<p>Does the organization have the legal authority to enter into employment contracts with individuals? Does the organization have dedicated personnel capacity? Do recruitment personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written recruitment procedures? Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency? Does the organization have a salary scale that would apply to project personnel? Would that scale inhibit the hiring of the best candidates?</p> <p>MICOA has the legal authority to enter into employment contracts with individuals and firms, with recruitment being under the responsibility of its HR Unit. Overall, this unit's capacity is adequate for the ministry's as well as for projects' needs, with written recruitment procedures being followed objectively. One potential problem that is common to civil service recruitment is the comparatively lower salary rates, which often leads to brain drain, with a high turnover rates at the technical level.</p>	<p>Personnel manual Standard contracts and agreements Job descriptions or terms of reference Documentation of recruitment processes Roster files of potential job candidates CVs of recruitment personnel</p>
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? Does the organization have a dedicated finance unit? Do finance managers and personnel have skills and experience that are appropriate to the requirements of the project? Is the existing financial management capacity adequate to meet the additional requirements of the project? Do finance personnel have experience managing donor resources?</p> <p>MICOA has written rules and regulations for financial management (SISTAFE) that are consistent with international standards and has a dedicated National Directorate for Finance.</p> <p>Financial management capacity, including staff's skills and experience, seem adequate to meet the additional requirements of the project, although some additional capacity, especially for project financial administration would be desirable.</p>	<p>CVs of financial personnel A bank account or bank statements Interviews with financial management staff Finance manual Financial sector review report</p>
2. Financial position	<p>Does the organization have a sustainable financial position? What is the maximum amount of money the organization has ever managed? If the proposed project is implemented by this organization, what percentage of the organization's total funding would the project comprise?</p> <p>Not Available (awaiting information)</p>	<p>Financial statements</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
3. Internal control	<p>Does the organization maintain a bank account?</p> <p>Does the organization have written rules and procedures on segregation of duties for receipt, handling and custody of funds? How does the organization ensure physical security of advances, cash and records?</p> <p>Does the organization have clear written procedures and internal controls governing payments? How does the organization ensure that expenditures conform to their intended uses? Does the organization have a policy requiring two signatures for payments over a defined limit?</p> <p>Is there any evidence of non-compliance with financial rules and procedures?</p> <p>MICOA maintains several bank accounts that can serve project portfolio needs. State Budget Management regulation (SISTAFE) includes rules and procedures on segregation of duties for receipt, handling, custody of funds, and internal controls. In any case, MICOA follows also donor financial requirements and procedures. MICOA's budgets are always aligned with the respective work plans and procurement plans, thus ensuring that expenditures conform to their intended uses. Before expenditures authorization, there is a process of verification to ensure that it is used as intended. Furthermore, two signatures are always required for payment authorization.</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?</p> <p>When and to whom does the organization provide its financial statements?</p> <p>Can the organization track and report separately on the receipt and use of funds from individual donor organizations?</p> <p>Is there any evidence of deficiencies in accounting or financial reporting?</p> <p>The account system is based on SISTAFE (State Finance Administration System) which establishes the accounting rules and procedures for public entities. MICOA provides its financial statements at the end of First Semester and at the end of the year, to the Ministry of Finance.</p> <p>MICOA tracks and reports separately on the receipt and use of funds from individual donor organizations, including UNDP. Although accounting or financial reporting can and should be improved, this does not constitute a major concern to the projects.</p>	<p>Description of accounting system and reporting arrangements</p> <p>Financial reports</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	REFERENCE DOCUMENTS AND INFORMATION SOURCES
5. Audit	<p>Is the organization subject regularly to external audit? Is audit conducted in accordance with international audit standards? Are audit findings public? If so, have the organization's financial audits produced any significant recommendations for strengthening of financial systems and procedures? Have audits identified instances non-compliance with rules and procedures or misuse of financial resources? What has been done to carry out audit recommendations?</p> <p>MICOA is regularly subject to external audits (annually, and upon request), in addition to internal audits (Tribunal Administrativo; Inspeção Geral das Finanças), conducted in accordance with international audit standards, and with audit findings made public. Financial audits have been an opportunity for strengthening financial systems and procedures, as action plans put are put in place and closely monitored.</p>	<p>Audit reports Audit follow up reports</p>

Note to Country Office Programme Officer

Unsatisfactory answers to the following questions should result in disqualification of the organization from further consideration for the role of implementing partner:

Topic	Question	Unsatisfactory Response
Legal Status	What is the organization's legal status? Has it met the legal requirements for operation in the programme country?	Organization's legal status is unclear. Legal requirements for operation in the country have not been met.
Proscribed Organizations	Is the organization listed in any UN reference list of proscribed organizations?	Organization appears on a UN reference list of proscribed organizations.
Leadership Commitment	Are leaders of the organization ready and willing to implement the proposed project?	Leadership is not ready and willing to implement the proposed project.
Management Experience and Qualifications	Which managers in the organization would be concerned with the proposed project? What are their credentials and experience that relate to the proposed project? Do these managers have experience implementing donor-funded projects?	Managers lack qualifications and experience related to the proposed project.
Technical Knowledge and Skills	Do the skills and experience of the organization's technical professionals match those required for the project? Would these professionals be available to the project?	Technical personnel lack skills and experience related to the proposed project. Technical personnel with required skills would not be available to the proposed project.
Procurement	Does the organization have the legal authority to enter into contracts and agreements with other organizations? 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?	Organization lacks legal authority to contract or access to legal counsel. (if relevant to the proposed project)
Recruitment	Does the organization have the legal authority to enter into employment contracts with individuals?	Organization lacks legal authority to contract or access to legal counsel. (if relevant to the proposed project)
Financial Management	Does the organization maintain a bank account? Does the organization have written rules and regulations for financial management that are consistent with international standards? What is the maximum amount of money the organization has ever managed? If the proposed project will be implemented by this organization, what percentage of the organization's total funding would the project comprise? Can the organization track and report separately on the receipt and use of funds from individual donor organizations? Is the organization subject regularly to external audit?	Organization does not have a bank account. No written financial procedures or procedures inconsistent with international standards. Proposed project budget amounts to over 80% of organization's total funding. Organization cannot provide separate accounts for donor funds. Organization is not regularly audited.

6: Terms of Reference for Key Project Personnel

Key project personnel funded under this project budget are as follows:

1. 1 DRR CTA based at INGC (providing technical support to INGC)
2. 1 CC CTA based at MICOA(support to MICOA under both activities of this project and the project 'Greening Human Development'
3. 1 Senior Financial Advisor based at INGC- SSA/Service Contract
4. Provincial Advisors (3) for integration of DRR/CCA into district plans
5. 1 National Advisor (DARIDAS)- SSA/Service Contract
6. 1 Programme Associate (to be based at UNDP CO) – Service Contract
7. 1 Programme Officer (to be based at UNDP CO) – Service Contract

Terms of reference are as follows:

1. Chief Technical Advisor (to be based at INGC)

I. Post Information	
Post Title: Chief Technical Advisor-Disaster Risk Reduction Post Number: Type of Contract: FTA International Duty Station: Mozambique	Current Grade (if applicable): Proposed Grade: P- 4 Supervisor Grade: P- 5
II. Organizational Context	
<p>In recognition that disaster preparedness, mitigation and risk reduction, are fundamental factors contributing to development in Mozambique, a Joint Programme for Strengthening Disaster Risk Reduction and Emergency Preparedness in Mozambique has been approved by the UN Country Team, under the “Delivering as One” United Nations Framework in Mozambique. Within this Joint Programme, UNDP, as lead agency, has developed a programme entitled: <i>Strengthening Local Risk Management and Mainstreaming Disaster Risk Reduction</i>. The main partner for the implementation of this programme is the National Disaster Management Institute - INGC (<i>Instituto Nacional de Calamidades</i>)</p> <p>The overall goal of the Programme is to strengthen national capacities at all levels to reduce the risk of disasters and mitigate their impacts on the vulnerable populations in the country.</p> <p>In recent years, the Government of Mozambique has made substantive advances in the decentralisation of governmental structures and processes. In line with this, efforts have also been made to decentralise disaster risk management in Mozambique, with the creation of provincial offices of INGC, provincial and district level Emergency Operation Centres (COEs), and the creation and training of local risk management committees at community level. The importance of decentralised Disaster Risk Management is similarly reflected in the second output of the UNDP programme, which relates to the strengthening of government and civil society capacities for disaster risk reduction at central, provincial and local levels. In this context, technical advice and guidance in decentralised disaster risk management for the Government of Mozambique is of the utmost importance in guaranteeing adequate emergency preparedness and response throughout the country in a disaster situation. Thus, a major focus of the work of the Chief Technical Advisor will be to provide direction on design and implementation of the local risk management component of this programme.</p>	
III. Functions / Key Results Expected	
1. Function / Expected Results	

<ul style="list-style-type: none"> Specialist expertise and technical advice provided to INGC and UNDP in the development of policy, regulations, methodologies, tools and working instruments in the field of Disaster Risk Reduction and Recovery;
<p>2. Function / Expected Results</p> <ul style="list-style-type: none"> National Disaster Management Institute provided with general technical, strategic and management advice, guidance and assistance in the implementation of the Programme <i>"Strengthening Local Risk Management and Mainstreaming Disaster Risk Reduction"</i>, in accordance with international best practices.
<p>3. Function / Expected Results</p> <ul style="list-style-type: none"> Design, development and implementation of the Local Level Risk Management component of the Programme supported, based on the strategic recommendations from the recently conducted study on LLRM in Mozambique, including: <ul style="list-style-type: none"> The development of risk management mechanisms and indicators to be integrated in local development planning; The integration of decentralization criteria in the National Master Plan for DRR; The development of central and decentralized capacities of the INGC.
<p>4. Function / Expected Results</p> <ul style="list-style-type: none"> Travel carried out, whenever necessary or appropriate, to support the management, supervision and monitoring of the implementation of the LLRM component of the Programme, and to collect lessons and experiences that could contribute to strengthening the Programme.
<p>5. Function / Expected Results</p> <ul style="list-style-type: none"> Policy level inputs provided for the development of national disaster reduction strategies and institutional and legislative systems for mainstreaming disaster risk reduction into national development planning and programming, with a special focus on decentralized planning and programming.
<p>6. Function / Expected Results</p> <ul style="list-style-type: none"> Programme's integration and coordination with appropriate stakeholders across the DRR sector facilitated and support provided to the INGC and other concerned working groups, coordination mechanisms and committees.
<p>7. Function / Expected Results</p> <ul style="list-style-type: none"> Ongoing projects monitored through: <ul style="list-style-type: none"> Reporting: quarterly and annual progress reports review and monitoring of work plans against indicators/success criteria, targets and milestones including assessment of counterpart support capacity Validation: Field visits, mid-term evaluations, client surveys, etc and Participation: Steering committees, stakeholder meetings, focus groups, etc.
<p>8. Function / Expected Results</p> <ul style="list-style-type: none"> Management of national staff under the project and recruitment and management of consultants carried out as required.
<p>9. Function / Expected Results</p> <ul style="list-style-type: none"> Monitoring of project expenditure and facilitating budget advances conducted regularly.
<p>10. Function / Expected Results</p> <ul style="list-style-type: none"> External monitoring and evaluation missions facilitated.
<p>11. Function / Expected Results</p> <ul style="list-style-type: none"> Regular meetings and coordination activities conducted with the technical units on programme

management to identify and address the key issues in a timely and systematic manner.
12. Function / Expected Results <ul style="list-style-type: none"> • Successes and best practices generated during the implementation of the programme effectively inventoried and systematized in the development of national policy and strategy in the field of DRR, contributing to knowledge management for the programme.
13. Function / Expected Results <ul style="list-style-type: none"> • Contact initiated and maintained with respect to South-South dialogue to support exchanges and information sharing with other countries facing similar challenges.
14. Function / Expected Results <ul style="list-style-type: none"> • In close coordination with the CPR Programme Manager, liaison activities carried out with donors and other external partners, UN agencies and NGOs involved in DRR..
15. Function / Expected Results <ul style="list-style-type: none"> • Performance of any other duties in the area of DRR as might be required by the INGC and UNDP for the successful implementation of the programme.
IV. Impact of Results
<ul style="list-style-type: none"> • Improved strategic planning, change processes, results-based management and work planning, and reporting within INGC • Improved formulation, implementation, monitoring and evaluation of development projects. • Effective partnerships and advocacy between INGC and UN Agencies and main constituents built and sustained.

V. Competencies

Functional Competencies:

Knowledge Management and Learning:

- Promotes a knowledge sharing and learning culture in the office
- Has good knowledge on UNDP programme and operational issues
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Has knowledge of UNDP/UN policies and programme in disaster and disaster risk situations.

Development and Operational Effectiveness:

- Has ability to lead and contribute to strategic planning, change processes, results-based management, work planning, and reporting.
- Demonstrates ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects.
- Has ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations.
- Has ability to build and sustain effective partnerships with UN Agencies and main constituents, advocate effectively, communicate sensitively across different constituencies.

Management and Leadership: Focuses on impact and results for the client and responds positively to feedback

- Ability to establish effective working relations in a multicultural team environment
- Excellent interpersonal skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with internal and external clients
- Demonstrates capacity to communicate effectively; resource management; capacity to plan and organize programmes effectively
- Demonstrates resourcefulness, initiative and mature judgment

VI. Recruitment Qualifications

Education:	Advanced university degree in international development/ relations, environmental science or other development-related fields, or a Bachelors University degree with substantial relevant professional experience
Experience:	<ul style="list-style-type: none"> • At least 7 years of professional experience in project management related to natural disaster reduction and recovery including three years of field experience • Extensive experience in working with governments, multilateral and bilateral development agencies and civil society organizations • Field experience in a country in special development circumstances including in post-disaster settings preferable; Understanding of UN/ UNDP programming modalities is an asset • A sound knowledge of development issues in Mozambique and/or the region • Excellent computer/information skills. • Strong communication and advocacy skills. Ability to work in a complex environment. - Excellent analytical, organizational and negotiation skills. Ability to demonstrate tact and diplomacy. • Able to take instructions and follow up on tasks in a timely manner. Motivated

	and responsive to the needs and interests of peers, willing to take initiative, excellent team player
Language Requirements:	<ul style="list-style-type: none"> Excellent oral and written communication skills in English and Portuguese are essential.

2. Chief Technical Advisor based at MICOA

I. Post Information	
Post Title: Chief Technical Advisor-Disaster Risk Reduction Post Number: Type of Contract: FTA International Duty Station: Mozambique	Current Grade (if applicable): Proposed Grade: P- 4 Supervisor Grade: P- 5
II. Organizational Context	
<p>Mozambique is the second most exposed African country to the impacts of climate change. The African Adaptation Programme and other Climate Change Adaptation initiatives, aim to assist the government of Mozambique in developing a long-term institutional response to address these impacts in the future, through the incorporation of adaptation mechanisms in development policies of the country, in sectoral plans and investment frameworks. A major challenge to this goal is the lack of clarity in the institutional arrangements related to climate change in Mozambique, thereby making the environment for effective adaptation difficult. Thus, the expected results of the Adaptation Programmes in Mozambique include:</p> <p>(I) establishing mechanisms for long-term planning that will address the most pressing issues and risks related to climate change (ii) strengthening the leadership for the adaptation and creation of institutional frameworks for managing risks and opportunities of climate change; (iii) strengthening of policy frameworks for adaptation, including managing resistance to change of policies and measures in priority sectors, including food security, health and gender; (iv) Creation of national funding options for adaptation, positioning the Ministry of Finance as a skilled leader. (V) The creation and implementation of an effective management and dissemination of knowledge on climate change (communication and awareness at community level and the general public and targeted at high-level decision makers)</p> <p>The project focuses on the empowerment of the beneficiaries of government (national and provincial level), and development partners including NGOs, industry, students, civil society and communities. Training will aim to strengthen institutions skills in leadership, planning and budgeting on how to use or incorporate in its planning, budgeting and implementation strategies, recommendations from studies on climate change. There will also be a focus on measures at community level.</p> <p>The benefits of adaptation will include: Community coping mechanisms tested, strengthened capacities at national and provincial levels to manage risks and opportunities of climate change, generally a reduction of socio-economic impacts of changes in all sectors.</p>	
III. FUNCTIONS / KEY RESULTS EXPECTED	
<p>Under the general guidance of the deputy resident representative of UNDP Mozambique, and direct supervision of MICOA, the Senior Technical Advisor will be responsible for providing technical support and expertise in the subject area of climate change to MICOA and UNDP.</p> <p>On a daily basis the senior technical advisor will work closely with the staff of MICOA and INGC (and other key</p>	

stakeholders in the project), the management unit of the AAP, and the crisis prevention and recovery/ environment unit of UNDP

The main tasks and responsibilities for the senior technical advisor will be:

- Provide expert guidance and knowledge of high technical standard to all components of the project and assist the manager in the coordination and implementation of planned activities in the Annual Work plans;
- Assist in capacity building of project partners and MICOA (providing expertise and technical advice to MICOA and UNDP in developing policies, regulations, methodologies, tools and tools in the area of adapting to climate change);
- Provide technical guidance to the achievement of project results, including follow-up activities crucial to the management team, and/ or with the support of national and international experts as appropriate (to MICOA provide technical advice, strategic and management direction and assistance in implementing the action program for adaptation and integration of climate change in Mozambique, according to international best practice);
- Ensure that contracts meet the highest technical standards, provide inputs to the terms of reference for subcontractors, advise the selection process, and recommend the best approaches, provide functional support to contractors, provide training and preventive recommendations when necessary;
- Provide technical support to the work of the Steering Committee, the multi-sectoral platforms, and other relevant institutions within the institutional framework of the project (facilitate program integration and coordination among key stakeholders in the sector to adapt to climate change, work with and assist MICOA and other related work groups, in coordination mechanisms);
- Provide contributions to the development of technical training packages for all target groups, and in some selected cases carry out training;
- Supporting the project staff in monitoring and performing their duties when necessary;
- Contribute to knowledge management and participate in review processes;
- Support the Project Manager in designing an effective monitoring and evaluation plan,
- Provide advice in relation to key policy and legal issues relevant to the project, participate and contribute in the areas of political dialogue at all levels, including the national level;
 - To prepare periodic reports in accordance with the guidelines of project management;
- In close coordination with the Head of the Unit for Crisis Prevention and Recovery / UNDP Environment of Mozambique, in liaison with donors (reducing the risk of disasters and environmental groups) and other external partners, UN agencies and NGOs involved in adapting to climate change, with special emphasis on partnership with the World Bank (the pilot project has been developing climate resilience in Mozambique);
- Advise UNDP Mozambique in integrating climate change issues in current and future programs
- Perform other functions in the areas of adapting to climate change as requested by the Project Management Unit, MICOA and UNDP for effective implementation of the program

V. COMPETENCIES

Skills

- Demonstrates integrity in accordance with the values and ethics of the United Nations;
- Promotes the vision, mission and strategic goals of UNDP;
- Demonstrates sensitivity and adaptability to diversity of gender, race, religion and nationality;
- Treats people fairly without favoritism;
- Excellent analytical and organizational skills

Functional Skills

- Knowledge management and learning;

- Promotes knowledge sharing and learning culture in the office;
- Knowledge of UNDP program and operational issues;
- Works actively to further the development of personal skills and learning in one or more practice areas, acts on learning plan and applies new knowledge in the exercise of its functions;
- Has knowledge of policies and programs of UNDP / UN, linked to climate change adaptation

Development and operational effectiveness

- Ability to lead and contribute to strategic planning, change processes, results-based management, planning and communication activities;
- Ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects;
- Ability to apply theories of development according to the specific country context to identify creative and practical approaches to overcome the challenges that may arise
- Ability to build and maintain effective partnerships with UN agencies and other main constituents, advocate effectively and communicate sensitively with stakeholders

Management and leadership

- Focus on impact and results for recipients respond positively to requests;
- Ability to establish effective working relationships in a multicultural team environment;
- Excellent interpersonal skills;
- Approaches consistent work, energy and positivity and constructive attitudes;
- Demonstrate strong communication skills oral and written;
- To build strong interpersonal relationships with internal and external customers;
- Demonstrate effective communication skills, resource management, planning and organizing programs
- Demonstrate resourcefulness, initiative and maturity in the treatment of issues

VI. Recruitment Qualifications

Education:	Advanced university degree (MSc or equivalent) in international relations / development, environmental science or other relevant areas, or bachelor's degree with relevant work experience in the African context;
Experience:	<ul style="list-style-type: none"> • At least seven years of work experience in the field of climate change linked to project management; • Extensive experience working with governments, bilateral and multilateral development organizations and civil society; • Experience of field work in developing countries, especially climate sensitive issues ; • Perception of programming modalities and work of UNDP; • Solid knowledge of development issues in Mozambique and the region or other regions; • Excellent knowledge of computer software in full Microsoft Office equipment and office technology; • Strong communication and advocacy skills; • Ability to work in a complex environment; • Excellent analytical skills, organizational and negotiation; • Ability to demonstrate tact and diplomacy; • Able to take instructions and follow up tasks on time; • Motivated and responsive to the needs of response, willing to take initiative, an excellent team player
Language Requirements:	<ul style="list-style-type: none"> • Excellent oral and written communication skills in English are essential, knowledge of Portuguese is an advantage;

3. Financial Advisor (to be based at INGC-National Position)

I. Post Information	
Post Title: Technical Advisor-Finance Type of Contract: Service Contract or SSA Duty Station: Mozambique	Current Grade (if applicable): NOC equivalent
ORGanizational Context	
The financial adviser is to ensure support for the purpose of the Finance Directorate of INGC in fulfilling their obligations regarding the procedures of the Administration of the State Budget regarding its accounting, reporting and internal control in general and in particular to funds and this project, in close collaboration with the Director of Administration, Finance and Human Resources of the and the relevant staff of the UNDP crisis prevention and environment unit.	
III. FUNCTIONS / KEY RESULTS EXPECTED	
<p>DUTIES AND RESPONSIBILITIES:</p> <p>Under the supervision of the Director General of the INGC and in close collaboration with the Director of Administration and Finance, the financial adviser will undertake the following tasks:</p> <ul style="list-style-type: none"> • Make an analysis of the functional structure of the financial system of the INGC and propose, if necessary, alterations for more efficient operation, subject to the rules governing the financial administration of the State and the rules of management of the project • Ensure the proper implementation of financial management procedures of the State and the UNDP and the efficient use and justification of funds disbursed • Review the tasks and responsibilities related to the staff of the financial department and make proposals to make an equitable distribution of the same. • Propose the readjustment of the establishment of the Financial Department and its functions if necessary, and after consultation the directors of INGC • Identify training needs in Public Finance, for the staff of the Finance Department in particular and INGC staff in general; <p>The financial adviser should also:</p> <ul style="list-style-type: none"> • Support the preparation of documents or reports to be presented for audit of the accounts of the project in coordination with the Director of Administration and Finance and the relevant personnel of UNDP; • Support the preparation and updating of budgets and financial reports; • Ensure the registration, recording and archiving of financial documents of the project • Carry out supervision for finance monitoring visits for at the provincial level, where relevant; • Provide leadership in the process of tendering and contracting of suppliers of goods, services and works. • Support the daily financial management processes, including those of: <ul style="list-style-type: none"> ○ Authorization and approval of the expenditure of several projects in accordance with approved budgets; ○ Disbursement of funds and timely processing of evidence of activities undertaken in the context of the annual work plan; 	

V. COMPETENCIES	
VI. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • Degree in Public Administration, Accounting or related field;
Experience:	<ul style="list-style-type: none"> • 10 years of professional experience; • Experience in budget management and accountability; • Ability to work in a team and under pressure; • Knowledge of Microsoft Office computer; • Experience working on projects related to disaster or emergency, will be an advantage.
Language Requirements:	Fluency in Portuguese and good command in English;

4. Provincial Advisors (3), Integration of DRR/CCA into district plans

I. Position Information
Title : Provincial advisor on DRR/CCA (3 positions) Location: Cabo Delgado, Nampula and Gaza Mozambique Type of Contract: Service Contract Required languages: Portuguese, English Initial Contract Duration: 12 months

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II. Organizational Context

In recent years, the Government of Mozambique has made substantive advances in the decentralisation of governmental structures and processes. In line with this, efforts have also been made to decentralise disaster risk management and climate change adaptation in Mozambique. There has been the creation of provincial offices of INGC and MICOA, provincial and district level Emergency Operation Centres (COEs), and the creation and training of local risk management committees and natural resource committees at community level. Additionally, a guide has been produced on integration of climate change adaptation into district plans, and training on DRR and CCA concepts and planning has taken place at provincial and district levels.

The new UNDP project on *“Strengthening national capacities and frameworks for Disaster Risk Reduction and Climate Change Adaptation”* recognizes that Mainstreaming of DRR/CCA into sectoral plans and strategies remains crucial as it has not yet been completed in a comprehensive manner. In the context of this project, and in collaboration with the UNDP governance unit, work will be undertaken to ensure that DRR and CCA components are included in provincial and district development plans. To achieve the integration of DRR/ACC in provincial and

district level planning, the project will prioritise the provinces of Cabo Delgado, Nampula and Gaza in order to benefit from synergies with the UNDP decentralization programme. Advisors placed in each of these provinces will work within the decentralised planning processes and frameworks to ensure that DRR and CCA concerns are reflected in the district development plans.

The Provincial advisor will be under the guidance of the Chief Technical Advisor – Crisis Prevention and Recovery/Environment Team, and in close collaboration with *Instituto Nacional de Gestão de Calamidades* (INGC) and MICOA, the Provincial Advisor is responsible for all disaster risk reduction/recovery and Climate Change activities at the designated province.

III. Key functions

- ✚ Coordination with INGC and MICOA at provincial level on the integration of DRR/CCA concerns in provincial planning processes.
- ✚ Support DPPF (direção provincial de planificação e finanças) to guarantee integration of DRR and CCA in the process of harmonization of provincial planning instruments (PEDDs, PESODs, sectoral plans and strategies) in one PESOP
- ✚ Facilitate training on DRR and CCA concepts for staff of provincial institutions, local government authorities, local risk management committees and natural resources committees in collaboration with INGC and MICOA
- ✚ Support provincial institutions in incorporating DRR and CCA concerns into decentralized planning through ensuring DRR and CCA activities are adequately reflected in annual activity plans and budgets.
- ✚ Collaborate with the provincial institutions to ensure monitoring plans are developed and followed, to monitor progress of DRR and CCA activities, including through the use of monitoring tools and field visits to districts.
- ✚ Work with relevant partners to produce and/or refine tools for mainstreaming DRR and CCA into district plans (for example, the guide on mainstreaming CCA into district plans, already produced by the UN Joint Programme on Climate Change)
- ✚ Ensure that there is feedback between district to provincial and up to national level of DRR/CCA concerns. In times of emergency the advisor may be called upon to assist with information flow.

1. As a member of the Crisis Prevention and Recovery/Environment Unit, ensures **the strategic direction of UNDP DRR/CCA projects and activities** focusing on achievement of the following results:

- ✚ Analysis, assessment of the socio/economic environment, continuous dialogue with partners at the province to provide development advisory services in the field of disaster reduction and climate change, identification of catalytic areas where DRR/CCA can be integrated and add value to other, ongoing or planned UNDP support interventions in the province;
- ✚ Analysis of context, indicators; development of policy documents especially for Country Programme and other strategic documents in the thematic area of disaster reduction, coordinates with and supports to Global Programmes at the national level (more specifically the Global Risk Identification Programme and the Global Mainstreaming Programme) seeking complementarities and mainstreaming into other UNDP practice areas where the Country Office has special interest and/or comparative advantages.

<ul style="list-style-type: none"> ✚ Support to the collection, compilation and update/complement of existing information on hazards, vulnerabilities and capacities in the country and ensures that this information is taken into consideration in the formulation, negotiation and implementation of UNDP development programmes.
<p>2. Ensures effective management of the CO DRR/CCA projects in the province focusing on quality control of the full cycle of programming from formulation to implementation achieving the following results:</p> <ul style="list-style-type: none"> ✚ Monitoring of ongoing projects substantively and financially through discussing project work plans, progress and performance; and evaluation missions; ✚ Production and analysis of finance managerial information such as: programme and project budget financial reports, including analysis of income, expenditure. Monitoring and update of the financial data relating to the Budget Allotments. Timely production of all required reports, including project delivery reports. ✚ Visits to project sites in the province to monitor and assess implementation; resolving problems in execution and implementation streamlining relations between consultants and executing agencies. ✚ Aggregate reports are regularly prepared on activities, outputs and outcomes. ✚ Seeks complementarities and integration with ongoing projects in other portfolios within the province.
<p>3. Establishes and maintains strategic partnerships and supports the resource mobilization focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ✚ Creation and coordination of partnerships with the UN Agencies, government institutions, bi-lateral and multi-lateral donors, private sector, civil society, etc. In the province. ✚ Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for cost-sharing in the province. ✚ Mobilizes cost-sharing resources from the government, donors and other partners to leverage UNDP resources for disaster reduction and adaptation to climate change in the province.
<p>4. Ensures provision of top quality advisory services and facilitation of knowledge building and management in the area of DRR/CCA focusing on achievement of the following results:</p> <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 disaster risk reduction and climate change. ✚ Coordination of development of policies and institutions that will address the country problems and needs in collaboration with the Provincial Government and other strategic partners. ✚ Sound contributions to knowledge networks and communities of practice in the field of disaster reduction and climate change. ✚ Promotion of awareness and understanding of a) UNDP mandate, mission and purpose and focus on Sustainable Human Development with special emphasis on thematic area managed. b) The links and mutually supportive goals and objectives of disaster reduction, climate change adaptation, sustainable development and the achievement of the Millennium Development Goals.

IV. Impact of Results

- ✚ The key results have an impact on the overall success of the country programme and reaching UNDAF/CPD goals. 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.
- ✚ Provincial and district level plans reflect DRR/CCA concerns, based on realities of the Mozambique context
- ✚ At district and provincial level, tools and mechanisms exist for the integration of DRR/CCA, including allocation of budget to sectoral activities

V. Competencies and Critical Success Factors

Corporate Competencies:

- ✚ Demonstrates integrity by modeling the UN's values and ethical standards
- ✚ Promotes the vision, mission, and strategic goals of UNDP
- ✚ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:Knowledge Management and Learning

- ✚ Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example.
- ✚ Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.
- ✚ In-depth knowledge on development issues, especially in the areas of Crisis Prevention and Recovery.
- ✚ Understanding of the key issues of climate change adaption and disaster risk reduction
- ✚ Solid understanding of the system of decentralized planning and finances and decentralized government system in Mozambique
- ✚ Strong capacity for organization, communication and generating solutions to problems 'on the ground'

Development and Operational Effectiveness

- ✚ Ability to lead strategic planning, results-based management and reporting
- ✚ Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects including mobilization of resources
- ✚ Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery
- ✚ Good ICT skills, knowledge of Atlas
- ✚ Ability to implement new systems and affect staff behavioral/attitudinal change

Management and Leadership

- ✚ Builds strong relationships with clients, focuses on impact and results for the client and responds positively to feedback
- ✚ Consistently approaches work with energy and a positive, constructive attitude
- ✚ Demonstrates good oral and written communication skills
- ✚ Demonstrates openness to change and ability to manage complexities
- ✚ Ability to work in a challenging environment and as part of a team on own initiative
- ✚ Skills in negotiation and persuasion

VI. Recruitment Qualifications

Education:	✚ Bachelors degree or equivalent in development studies, social sciences, economics, geography, disaster management, climate change or environment
Experience:	<ul style="list-style-type: none"> ✚ At least 5 years relevant experience in planning and monitoring development projects ✚ Experience in disaster risk reduction and/or climate change adaptation projects preferred ✚ Experience working at provincial/district level in Mozambique ✚ Experience of participatory planning and monitoring ✚ Experience working with government institutions in Mozambique is an advantage
Language Requirements:	✚ Fluency in Portuguese is essential, English is an advantage

5. National Advisor (DARIDAS)

I. Post Information	
Location: Maputo, Mozambique (focusing semi-arid) Type of Contract: SSA/ Service Contract Required languages: Portuguese, English Initial Contract Duration: 12 months	Current Grade (if applicable): NOC equivalent
Organizational Context	
<p>In recent years, the government of Mozambique has made remarkable progress in highlighting the need for a specific approach to areas of the country climatically classified as arid and semi-arid regions. There are in total 30 districts where the rainfall even in the best years is less than 500mm, and is insufficient for the practice of agriculture and water supply for human consumption.</p> <p>Therefore, to reduce the vulnerability of people in these areas, the Government of Mozambique approved in 2006 the multisectoral Master Plan for Prevention and Mitigation of Natural Disasters character, with the following strategic lines:</p> <ul style="list-style-type: none"> • Water Imbalance - the extreme variability in the climate influences rainfall causing floods alternating with periods of drought causing water shocks. To reduce the effects of shock creation of water reserves is underway to mitigate the effects of drought, as well as reforestation projects aimed at creating conditions to restore the possibility of increased rainfall and maintenance of soil fertility; • Imbalance and nutrition - to reduce the chronic food deficit through the creation of strategic food reserves, promotion of crop varieties tolerant to drought and or short cycle; Research and extension crops and drought-tolerant cultivars, adoption and research of industrial crops and domestication of unconventional crops. <p>Recognizing that reducing the vulnerability of people living in arid and semi-arid regions of Mozambique and providing alternative sources of income to agriculture, based on the existing potential in these areas - is a critical factor for the development of Mozambique, the INGC through the Directorate for Development of Arid and Semi-arid areas (DARIDAS) with the support of the United Nations Development Programme (UNDP) as part of disaster</p>	

risk reduction aims to contract a senior technical advisor to guide the interventions of the Directorate of Development Arid and Semi-Arid Tropics (DÁRIDAS), particularly in matters relating to water imbalance and food and nutrition insecurity. The activity of the Advisor will be based at the headquarters of the Directorate for Development of Arid with travel to Semi-arid areas, INGC Resource Center and Multiple Use (CERUMs) as well as in other geographical areas of Mozambique as needed.	
III. FUNCTIONS / KEY RESULTS EXPECTED	
<p>Duties and Responsibilities</p> <p>Under the direct supervision of the Director General of the INGC, the technical expert for the development of arid and semi-arid regions will be responsible for providing technical support and advice to INGC-DARIDAS in the following areas:</p> <ul style="list-style-type: none"> • Definition of harvest systems and storage and treatment of groundwater and rainwater • Development and adaptation of simple and efficient low cost irrigation systems for arid and semiarid regions, for integration into the production system in the family sector • Adapt, validate and disseminate conservation farming practices through demonstration centers, periodic review of technologies, exchanges of experience and mass media • Introduce forms of agricultural insurance • Identify and implement ways of processing and / or storage of agricultural products • Identification and advice on appropriate equipment for primary processing of agricultural products • Identification of forms of community and individual credit for equipment purchases • Identify and introduce crops and varieties regarded as drought-tolerant • Establish field trials and demonstration of drought tolerant varieties in local weather and soil conditions • Prepare training materials for technicians and farmers on appropriate technologies developed for arid and semiarid regions • Document the technologies introduced or upgraded through manuals, visual material for training of technicians and farmers. 	
V. COMPETENCIES	
VI. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • Degree in the area of agriculture in arid and semi-arid and Water Management in rainfed and irrigation agriculture or related fields
Experience:	<ul style="list-style-type: none"> • Requires that the candidate has at least 7 years of experience in areas relevant to the activities mentioned above. • Experience of working with government institutions in Mozambique will be an advantage
Language Requirements:	Fluency in Portuguese is essential

6. Programme Associate (to be based at UNDP CO)

I. Position Information	
Post title	Programme Associate
Post Number:	ICS-6
Organizational Unit:	UNDP/RBA/Mozambique
Supervisor:	Programme Manager CPR/E Unit
II. Organizational Context	
<p>Under the overall guidance of the Programme Manager and supervision of the Programme Specialist/Risk Reduction/Environment, the Programme Associate ensures effective delivery of the CO Crisis Prevention programme by entering and managing data and support programme implementation and promotes a client-oriented approach consistent with UNDP rules and regulations.</p> <p>The Programme Associate coaches the support staff of the Crisis Prevention Programme Team. The Programme Associate works in close collaboration with the other programme units, with operations, and project teams in the CO and UNDP HQs staff for resolving complex programme-related issues and information delivery.</p>	
<input type="checkbox"/> III. Functions / Key Results Expected	
<p>Summary of key functions:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Support to management of the CO projects in DRR/CCA ,Mine Action, and Green Human Development <input type="checkbox"/> Administrative support to the UNDP staff of the above mentioned projects <input type="checkbox"/> Support to the implementation of resource mobilization strategy <input type="checkbox"/> Facilitation of Knowledge building and knowledge sharing, guidance to the IPs on financial management matters 	
<p>1- Provides effective support to management of the projects mentioned, focusing on the achievement of the following results:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Creation of a project in ATLAS, preparation of required budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial close of project. <input type="checkbox"/> Keeps up-dated knowledge as to changes in UNDP programme and project budgeting and accounting. <input type="checkbox"/> Provision of guidance to the executing agencies on routine implementation of projects and budgeting/accounting rules and procedures, including on-the-job training on HACT procedures <input type="checkbox"/> Support to the project monitoring visits and support Mid-term and Final evaluation missions (organizing travel, accommodation arrangement etc) <input type="checkbox"/> Support to the PO to compile regular reports (pie charts, graphs, etc.) on programme delivery and resource allocation to facilitate the M&E coordination. <input type="checkbox"/> Presentation of information for audit of NEX projects <input type="checkbox"/> Supports implementation of audit recommendations 	

2- Provides administrative support to the Programme, focusing on achievement of following results:

- ❑ Review of NEX projects Financial Reports and UNDP DEX payments; preparation of non PO vouchers for development projects.
- ❑ Proper planning, expenditures tracking and audit of financial resources in accordance with UNDP rules and regulations.
- ❑ Maintenance of the internal expenditures control system that ensures that vouchers processed are matched and completed; transactions are correctly recorded and posted in ATLAS.
- ❑ Proposes and develops automated solutions regarding financial and, particularly, project budget monitoring. This includes: ad-hoc data entry for the construction interim what-if scenarios, production of information on year-to-date amounts of UNDP, ISS, GMS and ASLs exposure and control of balances of UNDP Support Cost ref. TTFs and CO-finance funding.
- ❑ Support to the production and the analysis of finance managerial information such as: programme and projects financial reports, including analysis of income, expenditure. Monitoring and up-date of financial data relating to the budget allotments. Support to the timely production of all required HQ's reports and to the preparation of all required reports and project delivery reports. Support to the financial analysis and clearance of project budget and revision proposals within Atlas system.
- ❑ Timely corrective actions on unspotted vouchers, including the vouchers with budget check errors, match exceptions in Atlas for development projects; register of goods receipt in Atlas.
- ❑ Making budget check for requisitions, POs and vouchers.
- ❑ Reporting on programme deliveries

3- Support resource mobilization focusing on achievement of the following results:

- ❑ Compilation of information on donors, preparation of donor's profile and database, establishment of contacts with donor counterparts.
- ❑ Track and reporting on mobilized resources. Review of contributions agreement, managing contributions in Atlas.

❑ IV. Impact of Results

The key results have an impact on the overall performance of the Crisis Prevention Programme Team and success in implementation of programme strategies. Accurate analysis, data entry and presentation of information ensure proper programme implementation. Non-implementation of necessary actions due to untimely or inadequate analysis of scenarios may lead to financial losses. Failure to monitor resources can lead to a slowdown in project operations.

❑ V. Competencies

Corporate Competencies:

- ❑ Demonstrates commitment to UNDP's mission, vision and values
- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Knowledge Management and Learning

- ❑ Shares knowledge and experience
- ❑ Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- ❑ Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of programme, managing data, reporting
- ❑ Ability to provide input to business process re-engineering, implementation of new system, including new IT based systems
- ❑ Good knowledge of Results Management Guide and Toolkit

Leadership and Self-Management

- ❑ Focuses on result for the client and responds positively to feedback
- ❑ Consistently approaches work with energy and positive, constructive attitude
- ❑ Remains calm, in control and good humored even under pressure
- ❑ Demonstrates openness to change and ability to manage complexities

VI. Recruitment Qualifications

Education:	Secondary Educations, preferably with specialized certification in Accounting and Finance. University degree in Business or Public Administration, Economics, Political or Social Sciences would be desirable, but it is not a requirement
Experience:	5 to 6 years of relevant administrative or programme experience is required. Experience in the usage of computers and office software packages (MS WORD, EXCEL, ETC) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems.
Language Requirements:	Fluency in English and Portuguese (written and spoken) required.

7. Programme Officer (to be based at UNDP CO)

I. Position Information

Job Code Title: Risk Reduction Programme Officer
Grade: P3/NOC equivalent
Type of Contract: Service contract
Duty Station: UNDP CO Maputo
Duration of initial contract: 1 year
Supervisor: Programme Manager – Crisis Prevention and Recovery/
Environment Team

II. Organizational Context

Under the guidance and supervision of the Programme Manager – Crisis Prevention and Recovery/Environment Team, and in close collaboration with the Chief Technical Advisor and the *Instituto Nacional de Gestão de Calamidades* (INGC), the Programme Officer is responsible for the implementation of the disaster risk reduction/recovery and Climate Change project within the CPR/Environment portfolios.

Apart from developing capacity building initiatives in the field of DRR/CCA, the Programme Officer will also be responsible for management and evaluation of programme activities within his/her portfolio, providing policy and technical advisory services. He/she will also participate in mainstreaming DRR/CCA activities into UNDP CO Programme.

The Programme Officer works in close collaboration with CPR/Environment Unit team members, the Operations team, staff from other UN agencies, government officials, donors, technical experts, and civil society organizations to ensure successful implementation of UNDP DRR/CCA project.

III. Functions/Key Results Expected

Summary of Key Functions:

- ✚ Ensuring strategic direction of UNDP DRR/CCA project.
- ✚ Management of the CO's DRR/CCA Project.
- ✚ Strategic partnerships and support to resource mobilization
- ✚ Provision of top quality policy advice services to the Government and facilitation of knowledge

<p>building and management on disaster risk reduction and adaptation to climate change issues.</p>
<p>2. As a member of the Crisis Prevention and Recovery/Environment Unit, ensures the strategic direction of UNDP DRR/CCA project and project activities, focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ✚ Thorough analysis of the political, social and economic situation in the country and collaborative preparation/revision of UNDAF, CPD, AWP and other documents. ✚ Assessment of the socio-economic environment and continuous dialogue with partners to provide development advisory services in the field of disaster reduction and climate change adaptation, identifying of catalytic areas where DRR/CCA can be integrated and add value to other, ongoing or planned UNDP support interventions; ✚ Analysis of context, indicators, policy documents especially for the Country Programme and other strategic documents in the thematic area of disaster reduction and climate change adaptation, coordination with and supporting to Global Programmes at the national level (more specifically the Global Risk Identification Programme and the Global Mainstreaming Programme) seeking complementarities and mainstreaming into other UNDP practice areas where the Country Office has special interest and/or comparative advantages. ✚ Support to the collection, compilation and updating of existing information on hazards, vulnerabilities and capacities in the country ensuring that this information is taken into consideration in the formulation, negotiation and implementation of UNDP development programmes.
<p>2. Ensures effective management of the CO DRR/CCA project focusing on quality control of the full cycle of programming from formulation to implementation achieving the following results:</p> <ul style="list-style-type: none"> ✚ Monitoring of ongoing projects substantively and financially through discussing project work plans, progress and performance; evaluation missions and development of TORs for consultants; ✚ Production and analysis of finance managerial information such as: programme and project budget financial reports, including analysis of income and expenditures. Monitoring and updating of the financial data relating to the Budget Allotments. Timely production of all required reports, including HQ's reports and project delivery reports. ✚ Visits to project sites to monitor and assess implementation; resolving problems in execution and implementation. ✚ Progress reports regularly prepared on activities, outputs and outcomes. Preparation of donor reports. ✚ In the event of a disaster, assistance to the Resident Coordinator/Resident Representative in the formulation of UNDP components in situation reports and appeals and in the design of early recovery frameworks that ensure risk reduction considerations are factored in the rehabilitation and reconstruction programmes. ✚ Complementarities and integration with ongoing projects in other portfolios.
<p>3. Establishes and maintains strategic partnerships and supports the resource mobilization focusing on the achievement of the following results:</p> <ul style="list-style-type: none"> ✚ Creation and coordination of partnerships with the UN Agencies, government institutions, bi-lateral and multi-lateral donors, private sector, civil society, etc. ✚ Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for cost-sharing. ✚ Mobilization of cost-sharing resources from the government, donors and other partners to leverage UNDP resources for disaster reduction and adaptation to climate change.

- ✚ Assistance in articulating UNDP's position regarding regional cooperating in disaster risk reduction and climate change in the region, oversees the development of ongoing and planned regional programming.

4. Ensures provision of quality advisory services and facilitation of knowledge development and management in the area of DRR/CCA focusing on the achievement of the following results:

- ✚ Identification of sources of information related to policy-driven issues. Identification and synthesis of best practices and lessons learned directly linked to disaster risk reduction and climate change adaptation.
- ✚ Coordination of development of policies and institutions that will address the country problems and needs in collaboration with the Government and other strategic partners.
- ✚ Sound contributions to knowledge networks and communities of practice in the field of disaster reduction and climate change.
- ✚ Promotion of awareness and understanding of a) UNDP mandate, mission and purpose and focus on Sustainable Human Development with special emphasis on thematic area managed. b) The links and mutually supportive goals and objectives of disaster reduction, climate change adaptation, sustainable development and the achievement of the Millennium Development Goals.

IV. Impact of Results

The key results have an impact on the overall success of the country programme and reaching UNDAF/CPD goals. 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.

V. Competencies and Critical Success Factors

Corporate Competencies:

- ✚ Demonstrates integrity by modeling the UN's values and ethical standards
- ✚ Promotes the vision, mission, and strategic goals of UNDP
- ✚ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Knowledge Management and Learning

- ✚ Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example.
- ✚ Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.
- ✚ In-depth knowledge on development issues, especially in the areas of Crisis Prevention and Recovery.

Development and Operational Effectiveness

- ✚ Ability to lead strategic planning, results-based management and reporting
- ✚ Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- ✚ Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery
- ✚ Good knowledge of the Results Management Guide and Toolkit
- ✚ Good ICT skills, knowledge of Atlas
- ✚ Ability to implement new systems and affect staff behavioral/ attitudinal change

Management and Leadership

- ✚ Builds strong relationships with clients, focuses on impact and results for the client and responds positively to feedback
- ✚ Consistently approaches work with energy and a positive, constructive attitude
- ✚ Demonstrates good oral and written communication skills
- ✚ Demonstrates openness to change and ability to manage complexities

VI. Recruitment Qualifications

Education:

- ✚ Advanced university degree (masters or equivalent) in disaster management, climate change, environment, geography, development planning, agriculture or other relevant fields, **or** a Bachelors University degree in the same areas with substantial

	professional experience in DRR and/or CCA.
Experience:	<ul style="list-style-type: none"> ✚ Experience of at least 5 years in project management /project coordination in area relevant to DRR/CCA ✚ At least 2 years experience in projects related to Disaster Risk Reduction, Disaster Management, Climate Risk Management or Environment. ✚ Experience with different aspects of project management including development, planning, budgeting, implementation, monitoring of projects. ✚ An in-depth knowledge of DRR/CCA issues in the country. ✚ Experience in developing written proposals, project briefs, donor reports and presentations ✚ Experience in organizing events (seminars, training workshops etc.). ✚ Previous working experience in the UN, with UNDP experience preferred. ✚ Experience working with Government institutions. ✚ Previous experience with ATLAS project management system is an advantage
Language Requirements:	Fluency in Portuguese language and in English (oral and written) is essential.