



UN Mozambique

Annual Work Plans 2012-2015

Project: Research and Capacity Building to Enhance Policy Advice to Promote Human Development and Achievement of the MDGs.

Agency: UNDP

UNDAF/CPD Outcome 6: Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels.

Expected UNDAF Output 6.4: The national statistical system produces, analyses, and disseminates quality data to promote the achievement of the MDGs.

Expected CPD Output(s) 6.8: MDGs and national HDRs, and other policy documents produced and disseminated.

Expected Project-specific Outputs:

1. The annual production and dissemination of at least one policy document on issues related to human development and poverty in Mozambique.
2. Two National Human Development Reports produced in a participatory manner and disseminated at the national and provincial levels in selected provinces (2012 & 2014/15).
3. A 2015 national MDG report, with supporting studies to monitor the progress towards achieving the MDGs produced and disseminated
4. Key members of INE and MDP trained in conducting poverty analysis and development of inclusive growth strategies.
5. Key members of MPD and MINEC have received tools and methods to conduct aid effectiveness analysis.
6. The capacity to contribute to the Mozambican development agenda with high-quality upstream policy analysis in the areas of poverty and human development, and other inputs reinforced/strengthened.

Implementing partner:

Ministry of Planning and Development (MPD),
DNP

Other Partners:

UN Agencies, INE, DNEAP and Civil Society
Organizations/Academia

Narrative

The fight against poverty and the commitment to promote human development is the guiding principle for the work of the UN in Mozambique. For the government to realize the goals outlined in the PARP, technical assistance is required, particularly in the areas of poverty analysis and development of inclusive green growth strategies. Strengthening of government capacity would enable the design of effective policies and allow Mozambique to translate high levels of economic growth and strong support from the donor community into broad based poverty alleviation and achievement of the MDGs. Moreover it is crucial that the national capacity is strengthened to ensure the production of high quality independent poverty analysis, reports and evaluations of the progress made towards achieving human development and the millennium development goals.

While Mozambique has a well developed program for collecting data, the data is not always made available to all end users in the form of analytical work. Past challenges have occurred when data from household and other surveys have not been published in time to inform key policy making. The capacities of institutions which rely on the data for policy and strategy design should be enhanced to enable their ability to conduct high-quality analysis and to ensure that policies are developed with the potential impact being taken fully into consideration. Social Accounting Matrixes, economic models or other planning tools are needed in order to allocate resources where the greatest possible impact on the target group can be achieved. In addition, it is important to improve the understanding of how poverty can be addressed in an inclusive, equitable and sustainable manner in Mozambique, in particular research directly linked to policy development. Such research work would complement the use of models and allow for comprehensive policies to promote inclusive growth to be developed.

The strengthening of capacity among key personnel in INE and MPD is central to introduce evidence based policy making. The project will, through partnerships with both national and international academic institutions as well as other national organizations, provide training and capacity building to enhance the ability of MPD and INE staff to independently conduct analysis of data in support of policy design and implementation. The project will also provide MPD and MINEC with relevant methods and tools which will enable high quality aid effectiveness analysis.

Furthermore, the project will conduct research and publish reports on special issues in particular related to promoting human development and achieving the MDGs in Mozambique, including green human development. Such research will be essential in identifying and addressing key bottlenecks which are impeding economic and human development in the country and will support and guide policy development. The project will benefit from the expertise with the UNDP's Economic Policy and Analysis Unit for research and capacity building activities and ensuring the timely delivery of high quality outputs.

Programme Period: 2012-2015

Programme Component: Research and Capacity Building to Enhance Policy Advice to Promote Human Development and Achievement of the MDGs.

Budget Code:

Execution: NIM

Estimated annualized budget: US\$1,500,000

Allocated resources: US\$800,000

Government:

Regular Resource: US\$800,000

Unfunded budget: US\$700,000

Agreed by (Implementing Partner):

H. E. Aiuba Cuereneia
Minister of Planning and Development (MPD)

Agreed by (UN Agency):

Jennifer Topping
UNDP Resident Representative

**SPECIMEN SIGNATURES OF FACE AUTHORISATION
BY IMPLEMENTATION PARTNER**

Implementation Partner	Name(s) of Authorized Signee(s)	Title (s)	Signature(s)
Ministry of Planning and Development			

UN Mozambique Annual Work Plan 2012

CPD Output: 6.8 MDGs and national HDRs, and other policy documents produced and disseminated									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Planned Amount	Amount Allocated	Source of Funds
Project Output 1: The annual production and dissemination of at least one policy document on issues related to human development and poverty in Mozambique. <i>Expected Annual Result:</i> Production and dissemination of one policy document relevant to the development context of Mozambique within the area of employment/land/poverty/ green human development.	1.1. Prepare and launch a Request for Proposal to select and contract a consultant.	x	x			UNDP	US\$ 3,000	US\$ 3,000	US\$ 3,000 RR
	1.2. Conduct a study and write a policy document on the selected issue.		x	x		Selected consultant	US\$ 93,000	US\$ 25,000	US\$ 25,000 RR US\$ 68,000 OR (to be mobilized)
	1.3. Provide assistance and logistical support to the consultant to enable the production of a high quality policy document.		x	x		UNDP	US\$ 0	US\$ 0	US\$ 0 RR
	1.4. Translate, print and distribute policy document.			x	x	UNDP	US\$ 8,000	US\$ 4,000	US\$ 4,000 RR US\$ 4,000 OR (to be mobilized)
	1.5. Disseminate policy document, including preparation of briefing paper and presentation of the findings in relevant for a (incl. website).				x	UNDP	US\$ 8,000	US\$ 5,000	US\$ 5,000 RR US\$ 3,000 OR (to be mobilized)
Project Output 1 Subtotal									US\$ 37,000 RR US\$ 75,000 OR (to be mobilized)
Project Output 2: Two National Human Development Reports	2.1. Conduct provincial workshops (Nacala, Tete, Maputo) to ensure participatory consultations of the draft report).	x	x			UEM-CAP	US\$ 9,000	US\$ 9,000	US\$ 9,000 RR

<p>produced in a participatory manner and disseminated at the national and provincial levels in selected provinces (2012 & 2014/15).</p> <p>Expected Annual Result: The 2012 NHDR produced in a participatory manner and disseminated at national and provincial levels in Maputo (National Level; Southern Region), Beira (Central Region) and Nampula (Northern Region).</p>	2.2. Elaborate final draft (consultancy fees, NHDR team and chapter authors).	x	x			UEM-CAP	US\$ 20,400	US\$ 20,400	US\$ 20,400 RR
	2.3. Provide technical assistance and input to the authors to enable the production of a high quality report.	x	x			UNDP	US\$ 8,400	US\$ 8,400	US\$ 8,400 RR
	2.4. Update UNDP website with all relevant documents to ensure transparency and enhance participation of the NHDR process.	x	x	x	x	UNDP	US\$ 1,000	US\$ 1,000	US\$ 1,000 RR
	2.5. Conduct external review.	x	x			UNDP	US\$ 0	US\$ 0	US\$ 0 RR
	2.6. Translate and print report to English.	x	x	x		UNDP	US\$ 8,000	US\$ 5,000	US\$ 5,000 RR US\$ 3,000 OR
	2.7. Preparations of briefs, press releases and other dissemination/external communication products.	x	x	x	x	UNDP	US\$ 4,000	US\$ 4,000	US\$ 4,000 RR
	2.8. Launch and dissemination events in Maputo (National, Southern Province), Beira (Central Province) and Nampula (Northern Province).		x	x	x	UNDP	US\$ 14,600	US\$ 14,600	US\$ 14,600 RR
	Project Output 2 Subtotal								
<p>Project Output 3. A 2015 national MDG report, with supporting studies to monitor the progress towards achieving the MDGs produced and disseminated.</p> <p>Expected Annual Result: The work on this output will start in 2014.</p>									
Project Output 3 Subtotal									N.A.

Project Output 4. Key members of INE and MDP trained in conducting poverty analysis and development of inclusive growth strategies. Expected Annual Result: Key members of INE and MDP have received training on poverty analysis and poverty mapping.	4.1. Organize one national training workshop with key members of INE and MPD on poverty analysis and poverty mapping.		x	x		MPD, DNP	US\$ 49,000	US\$ 3,000	US\$ 3,000 RR US\$ 46,000 OR (to be mobilized)
	4.2. External communication/dissemination of results.		x	x		MPD DNP	US\$ 1,000	US\$ 0	US\$ 1,000 OR (to be mobilized)
Project Output 4 Subtotal									US\$ 3,000 RR US\$ 47,000 OR (to be mobilized)
Project Output 5: Key members of MPD and MINEC have received tools and methods to conduct aid effectiveness analysis. Expected Annual Result One national training for MPD and MINEC staff on the consequences of the Busan meeting and the way forward. MDP and MINEC supported in disseminating results of aid effectiveness related M&E.	5.1. Organize one national training workshop with key members of MPD and MINEC on the consequences of the Busan meeting for aid effectiveness and the way forward.		x	x		MPD, DNP	US\$ 20,000	US\$ 0	US\$ 20,000 OR (to be mobilized)
	5.2. Results of the M&E disseminated to CS, the Parliament, MCs, and provinces. 2 pamphlets (Busan declaration, results of PAP).		x	x		MPD DNP	5,000	US\$ 0	US\$ 5,000 OR (to be mobilized)
Project Output 5 Subtotal									US\$ 25,000 OR (to be mobilized)

Project Output 6: The capacity to contribute to the Mozambican development agenda with high-quality upstream policy analysis in the areas of poverty and human development, and other inputs reinforced/strengthened. <i>Expected Annual Result: Training in statistical software (Stata), other tools and methods relevant to the development context of Mozambique, and the acquisition of necessary equipment and literature.</i>	6.1. Training workshop in the use of relevant software (basic STATA, data visualization) and attendance in conferences relevant to the development context of Mozambique.		x	x	x	MPD	US\$ 16,000	US\$ 16,000	US\$ 16,000 RR
	6.2. Procurement of two laptops, one printer, three external hard drives, 3 memory sticks, 3 microphones/phones (for video conferences/skype), Stata statistical software installed in 3 computers, library/content management software installed in 3 computers.	x				UNDP	US\$ 22,000	US\$ 22,000	US\$ 22,000 RR
	6.3. Procurement of relevant literature (books, magazines, scientific journals – subscriptions).	x	x	x	x	UNDP	US 2,600	US 2,600	US 2,600 RR
Project Output 6 Subtotal									<i>US\$ 40,600RR</i>
Monitoring and evaluation	Support services for project implementation (UNDP Services)	x	x	x	x	UNDP	US\$ 7,000	USD\$ 0	US\$ 7,000 RR
TOTAL							US\$ 150,000	US\$ 150,000	US\$ 150,000 RR US\$ 150,000 OR (to be mobilized)

M&E Framework (2012)

2012 AWP Expected results	Indicators, baselines and targets	Means of Verification
<i>Production and dissemination of one policy document relevant to the development context of Mozambique within the area of employment/land/ poverty/ green human development.</i>	<p>Indicator 1: Number of policy documents produced. Baseline 1: 0 Target 1: 1 (<i>new: employment/land/poverty/green HD</i>)</p> <p>Indicator 2: Number of launch events conducted. Baseline 2: 0 Target 2: 1</p>	<p>Electronic and physical copy of the policy document.</p> <p>Invitations to launch/dissemination event, records of possible press coverage, web article about report and launch.</p>
<i>The 2012 NHDR produced in a participatory manner and disseminated at national and provincial levels in Maputo (National level; Southern Region), Beira (Central Region) and Nampula (Northern Region).</i>	<p>Indicator 1: Number of public consultations conducted. Baseline 1: 4 Target 1: 7 (<i>New: Nacala, Tete, Maputo</i>)</p> <p>Indicator 2: Number of NHDRs produced. Baseline 2: 8 Target 2: 9 (<i>new: 2012 NHDR</i>)</p> <p>Indicator 3: Number of national/provincial launch/dissemination events. Baseline 3: 0 Target 3 : 3 (<i>new: Nampula, Beira, Maputo</i>)</p>	<p>Invitations to workshops, minutes of workshops/BTORs. Quarterly project reports.</p> <p>Physical copy of the published 2012 NHDR.</p> <p>Invitations to events / press releases / press coverage / project report / list of distribution of report (front office).</p>
<i>Key members of INE and MDP have received training on poverty analysis and poverty mapping.</i>	<p>Indicator 1: Number of participants trained Baseline 1 : 0 Target 1: 20</p> <p>Indicator 2: % of trained women Baseline 2 : 0 Target 2: 40%</p>	<p>Workshop reports/participant lists</p> <p>Workshops reports/participants lists</p>
<i>A national training for MPD and MINEC staff on the consequences of the Busan meeting and the way forward conducted. MDP and MINEC supported in disseminating results of aid effectiveness related M&E.</i>	<p>Indicator 1: Number of MPD and MINEC staff that has received training on Aid effectiveness (Busan meeting) Baseline 1: 0 Target 1: To be decided from the MPD 2012-2015 budget</p> <p>Indicator 2: % of trained women</p>	<p>Workshop reports/Participant lists</p> <p>Workshop reports/participant lists</p>

	<p>Baseline 2: 0 Target 2: 40%</p> <p>Indicator 3: 2 pamphlets produced (on Busan results, on the results of the PAP evaluation) Baseline 3: 0 Target 3: 2 pamphlets</p>	<p>Copy of the brochures, quarterly project reports.</p>
<p><i>Training in statistical software (Stata), other tools and methods relevant to the development context of Mozambique, and the acquisition of necessary equipment and literature.</i></p>	<p>Indicator 1: Number of staff with working knowledge of STATA Baseline 1: 0 Target 1: 2</p> <p>Indicator 2: Number of staff with access to STATA and content management software Baseline 2: 0 Target 2: 3</p> <p>Indicator 3: Number of documents available in the online library. Baseline 3: No library, 0 documents uploaded. Target 3 : Library exists, 50 documents available</p>	<p>BTORs from trainings. Stata used in policy documents.</p> <p>Quarterly project reports</p> <p>Quarterly project reports. List of library publications.</p>

UN Mozambique Annual Work Plan 2013

CPD Output: 6.8 MDGs and national HDRs, and other policy documents produced and disseminated									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Planned Amount	Amount Allocated	Source of Funds
Project Output 1: The annual production and dissemination of at least one policy document on issues related to human development and poverty in Mozambique. <i>Expected Annual Result:</i> Production and dissemination of one policy document relevant to the development context of Mozambique within the area of Climate Change, environment, sustainable development, green economy.	1.1. Prepare and launch a Request for Proposal to select and contract a consultant.	x	x			UNDP	US\$ 3,000	US\$ 0	US\$ 3,000 OR (to be mobilized)
	1.2. Conduct a study and write a policy document on the selected issue.		x	x		Selected consultant	US\$ 58,000	US\$ 0	US\$ 58,000 OR (to be mobilized)
	1.3. Provide assistance and logistical support to the consultant to enable the production of a high quality policy document		x	x		UNDP	US\$ 0	US\$ 0	US\$ 0
	1.4. Translate and print policy document.			x	x	UNDP	US\$ 8,000	US\$ 0	US\$ 8,000 OR (to be mobilized)
	1.5 Dissemination of policy document, including preparation of briefing paper and presentation of the findings in relevant fora.				x	UNDP	US\$ 6,000	US\$ 0	US\$ 6,000 OR (to be mobilized)
Project Output 1 Subtotal									US\$ 75,000 OR (to be mobilized)
Project Output 2: Two National Human	2.1. Decide theme and develop concept note.	x				UNDP	US\$ 1,000	US\$ 1,000	US\$ 1,000 RR

Project Output 3 Subtotal									N.A.
Project Output 4. Key members of INE and MDP trained in conducting poverty analysis and development of inclusive growth strategies. Expected Annual Result: Key members of INE and MDP have received training on costs of climate change/ env. degradation – policy options for inclusive green growth strategies.	4.1. Organize one national training workshop with key members of INE and MPD on costs of climate change/ env. degradation – policy options for inclusive green growth strategies.		x	x		MPD DNP	US\$ 37,000	US\$ 0	US\$ 37,000 OR (to be mobilized)
	4.2. External communication/dissemination of results		x	x		MPD DNP	US\$ 3,000	US\$ 0	US\$ 3,000 OR (to be mobilized)
Project Output 4 Subtotal									US\$ 40,000 OR (to be mobilized)
Project output 5: Key members of MPD and MINEC have received tools and methods to conduct aid effectiveness analysis. Expected Annual Result: One training for MPD and MINEC staff on aid effectiveness (tbd) conducted. MDP and MINEC supported in disseminating results of aid effectiveness related M&E and in training province/ sector level staff in planning	5.1. Organize one national training workshop with key members of MPD and MINEC on aid effectiveness (tbd).		x	x		MPD DNP	US\$ 10,000	US\$ 0	US\$ 10,000 OR (to be mobilized)
	5.2. Results of the M&E disseminated to CS, the Parliament, MCs, and provinces. 3 pamphlets, 1 brochure (topics tbd).		x	x	x	MPD DNP	US\$ 10,000	US\$ 0	US\$ 10,000 OR (to be mobilized)

<i>tools (PES/BdoPES)</i>	5.3. 20 members on province/sector level received training in planning tools (PES/BdoPES)		x	x	x	MPD DNP	US\$ 5,000	US\$ 0	US\$ 5,000 OR (to be mobilized)
Project Output 5 Subtotal									US\$ 25,000 OR (to be mobilized)
Project Output 6: The capacity to contribute to the Mozambican development agenda with high-quality upstream policy analysis in the areas of poverty and human development, and other inputs reinforced/strengthened. Expected Annual Result: <i>Training in statistical software (Stata), other tools and methods relevant to the development context of Mozambique, and the acquisition of necessary equipment and literature.</i>	6.1. Training workshop in the use of relevant software (Intermediate STATA, content management) and attendance in conferences relevant to the development context of Mozambique.	x	x	x	x	MPD	US\$ 20,000	US\$ 20,000	US\$ 20,000 RR
	6.2. Procurement of necessary software/tools to ensure the capacity to deliver high-quality upstream policy analysis.	x	x			UNDP	US\$ 18,000	US\$ 18,000	US\$ 18,000 RR
	6.3. Procurement of relevant literature (books, magazines, scientific journals – subscriptions).	x	x	x	x	UNDP	US\$ 3,000	US\$ 3,000	US\$ 3,000 RR
Project Output 6 Subtotal									US\$ 41,000 RR
Monitoring and evaluation	Support services for project implementation (UNDP Services)	x	x	x	x	UNDP	US\$ 7,000	US\$ 7,000	US\$ 7,000 RR
TOTAL							US\$ 150,000	US\$ 150,000	US\$ 150,000 RR US\$ 150,000 OR (to be mobilized)

M&E Framework (2013)

2013 AWP Expected results	Indicators, baselines and targets	Means of Verification
<i>Production and dissemination of one policy document relevant to the development context of Mozambique within the area of Climate Change, environment, sustainable development, green economy.</i>	<p>Indicator 1: Number of policy documents produced. Baseline 1: 1 Target 1: 2 (<i>new: CC,/ environment/ sustainable development/green economy</i>)</p> <p>Indicator 2: Number of launch events conducted. Baseline 2: 0 Target 2: 1</p>	<p>Electronic and physical copy of the policy document.</p> <p>Invitations to launch/dissemination event, records of possible press coverage, web article about report and launch.</p>
<i>Work with the 2014 NHDR initiated. First draft delivered.</i>	<p>Indicator 1: Number of thematic workshops conducted. Baseline 1: 0 Target 1: 3 (<i>new: one per chapter</i>)</p> <p>Indicator 2: First draft report received Baseline 2: No Target 2: Yes</p>	<p>Invitations to WSs, quarterly project reports, summaries of WSs published on UNDP website.</p> <p>Physical copy of the first draft report</p>
<i>Key members of INE and MDP have received training on costs of climate change/ env. degradation – policy options for inclusive green growth strategies.</i>	<p>Indicator 1: Number of participants trained Baseline 1 : 0 Target 1: TBD</p> <p>Indicator 1: % of trained women Baseline 1 : 0 Target 1: 40%</p>	<p>Workshops reports/participants lists</p> <p>Workshops reports/participants lists</p>
<i>One training for MPD and MINEC staff on aid effectiveness (tbd) conducted. MDP and MINEC supported in disseminating results of aid effectiveness related M&E and in training province/ sector level staff in planning tools (PES/BdoPES)</i>	<p>Indicator 1: % women of total number of MPD and MINEC staff that received training on Aid effectiveness (topic tbd) Baseline 1: 0 Target 1: 40%</p> <p>Indicator 2: Number of pamphlets, brochures produced (topic tbd) Baseline 2: 2 pamphlets Target 2: 5 pamphlets, 1 brochure (<i>new: 3 pamphlets, 1 brochure</i>)</p>	<p>Workshop reports/Participant lists</p> <p>Copy of the pamphlet/brochure, quarterly project reports.</p> <p>Workshop reports/participant lists</p>

	<p>Indicator 3: Number of sector/province level staff trained in planning tools (PES/BdoPES) Baseline 3: 0 Target 3: 20</p>	
<p><i>Training in statistical software (Stata), other tools and methods relevant to the work of the UN in Mozambique, and the acquisition of necessary equipment and literature.</i></p>	<p>Indicator 1: Number of staff with intermediate knowledge of STATA Baseline 1: 0 Target 1: 2</p> <p>Indicator 2: Number of staff with access to tool/software (TBD) Baseline 2: 0 Target 2: 3</p>	<p>BTORs from trainings. Stata used in policy documents.</p> <p>Quarterly project reports</p>

UN Mozambique Annual Work Plan 2014

CPD Output: 6.8 MDGs and national HDRs, and other policy documents produced and disseminated									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Planned Amount	Amount Allocated	Source of Funds
Project Output 1: The annual production and dissemination of at least one policy document on issues related to human development and poverty in Mozambique. <i>Expected Annual Result:</i> Production and dissemination of one policy document relevant to the development context of Mozambique within the area of PARP-evaluation, poverty analysis, assessment of impacts of policies.	1.1. Prepare and launch a Request for Proposal to select and contract a consultant.	x	x			UNDP	US\$ 3,000	US\$ 0	US\$ 3,000 OR (to be mobilized)
	1.2. Conduct a study and write a policy document on the selected issue.		x	x		Selected consultant	US\$ 59,000	US\$ 0	US\$ 59,000 OR (to be mobilized)
	1.3. Provide assistance and logistical support to the consultant to enable the production of a high quality policy document		x	x		UNDP	US\$ 0	US\$ 0	US\$ 0
	1.4. Translate, print and distribute policy document.			x	x	UNDP	US\$ 8,000	US\$ 0	US\$ 8,000 OR (to be mobilized)
	1.5. Dissemination of policy document, including preparation of briefing paper and presentation of the findings in relevant fora.				x	UNDP	US\$ 6,000	US\$ 0	US\$ 6,000 OR (to be mobilized)
Project Output 1 Subtotal									US\$ 76,000 OR (to be mobilized)
Project Output 2: Two National Human Development Reports produced in a participatory manner and disseminated at the national and provincial levels in selected provinces	2.1. Elaboration of final draft (consultancy fees, NHDR team and chapter authors)	x	x			Consultant	US\$ 55,000	US\$ 35,000	US\$ 35,000 RR US\$ 20,000 OR (to be mobilized)
	2.2. Provide technical assistance and input to the authors to enable the production of a high quality report	x	x			UNDP	US\$ 9,500	US\$ 9,500	US\$ 9,500 RR

(2012 & 2014/15). Expected Annual Result: <i>The 2014 NHDR produced in a participatory manner and disseminated at national and provincial level in Maputo (Southern Region), tbd (Central Region) and tbd (Northern Region).</i>	2.3. Update UNDP website with all relevant documents to ensure transparency and enhance participation of the NHDR process.	x	x	x	x	UNDP	US\$ 2,000	US\$ 2,000	US\$ 2,000 RR
	2.4. External review	x	x			UNDP	US\$ 3,000	US\$ 3,000	US\$ 3,000 RR
	2.5. Translation, lay out and printing of report	x	x			UNDP	US\$ 15,000	US\$ 15,000	US\$ 15,000 RR
	2.6. Preparations of briefs, press releases and other dissemination/external communication products.	x	x	x	x	UNDP	US\$ 5,000	US\$ 5,000	US\$ 5,000 RR
	2.7 Launch and dissemination events in Maputo (National, Southern Province), tbd (Central Province) and tbd (Northern Province)		x	x	x	Consultant	US\$ 18,000	US\$ 18,000	US\$ 18,000 RR
Project Output 2 Subtotal									<i>US\$ 87,500 RR US\$ 20,000 OR (to be mobilized)</i>
Project Output 3. A 2015 national MDG report, with supporting studies to monitor the progress towards achieving the MDGs produced and disseminated. Expected Annual Result <i>Work with the 2015 MDG initiated.</i>	3.1. Prepare and launch a Request for Proposal to select and contract a consultant.	x	x			MPD	US\$ 5,000	US\$ 5,000	US\$ 5,000 RR
	3.2. Elaboration of MDG report first draft (consultancy fees, travels, workshops).		x	x	x	MPD	US\$ 62,000	US\$ 52,000	US\$ 52,000 RR US\$ 10,000 OR (to be mobilized)
	3.3. Provide assistance and logistic support to the consultant to enable the production of a high quality policy document.		x	x	x	UNDP	US\$ 5,000	US\$ 5,000	US\$ 5,000 RR
	3.4. Supporting studies to monitor progress conducted.		x	x	x	UNDP	US\$ 20,000	US\$ 10,000	US\$ 10,000 RR US\$ 10,000 OR (to be mobilized)
Project Output 3 Subtotal									<i>US\$ 72,000 RR US\$ 20,000 OR (to be mobilized)</i>

<p>Project Output 4. Key members of INE and MDP trained in conducting poverty analysis and development of inclusive growth strategies.</p> <p>Expected Annual Result: Key members of INE and MDP have received training on PARP-evaluation, poverty analysis, assessment of impacts of policies.</p>	4.1. Organize one national training workshop with key members of INE and MPD on PARP-evaluation, poverty analysis, assessment of impacts of policies.		x	x	x	MPD DNP	US\$ 62,000	US\$ 0	US\$ 62,000 OR (to be mobilized)
	4.2. External communication/dissemination of results		x	x	x	MDP DNP	US\$ 3,000	US\$ 0	US\$ 3,000 OR (to be mobilized)
Project Output 4 Subtotal									US\$ 65,000 OR (to be mobilized)
<p>Project output 5: Key members of MPD and MINEC have received tools and methods to conduct aid effectiveness analysis.</p> <p>Expected Annual Result: One training for MPD staff on aid effectiveness (tbd) conducted. MDP and MINEC supported in disseminating results of aid effectiveness related M&E and in training province/sector level staff in planning tools (PES/BdoPES).</p>	5.1. Organize one national training workshop with key members of MPD and MINEC on aid effectiveness (tbd).		x	x		MPD DNP	US\$ 15,000	US\$ 0	US\$ 15,000 OR (to be mobilized)
	5.2. Results of the M&E disseminated to CS, the Parliament, MCs, and provinces. 3 pamphlets (topics tbd).		x	x		MPD DNP	US\$ 12,000	US\$ 0	US\$ 12,000 OR (to be mobilized)
	5.3. 120 members on province/sector level received training in planning tools (PES/BdoPES)	x	x	x	x	MPD DNP	US\$ 42,000	US\$ 0	US\$ 42,000 OR (to be mobilized)

Project Output 5 Subtotal									<i>US\$ 69,000 OR (to be mobilized)</i>
Project Output 6: The capacity to contribute to the Mozambican development agenda with high-quality upstream policy analysis in the areas of poverty and human development, and other inputs reinforced/strengthened. Expected Annual Result: <i>Training in statistical software (Stata), other tools and methods relevant to the development context of Mozambique, and the acquisition of necessary equipment and literature.</i>	6.1. Training workshop in the use of relevant software (Stata advanced) and attendance in conferences relevant to the development context of Mozambique.	x	x	x	x	MPD	US\$ 17,000	US\$ 17,000	US\$ 17,000 RR
	6.2. Procurement of necessary software/tools to ensure the capacity to deliver high-quality upstream policy analysis.	x	x			UNDP	US\$ 12,500	US\$ 12,500	US\$ 12,500 RR
	6.3. Procurement of relevant literature (books, magazines, scientific journals – subscriptions).	x	x	x	x	UNDP	US\$ 3,000	US\$ 3,000	US\$ 3,000 RR
Project Output 6 Subtotal									<i>US\$ 32,500 RR</i>
Monitoring and evaluation	Support services for project implementation (UNDP Services)	x	x	x	x	UNDP	US\$ 8,000	US\$ 8,000	US\$ 8,000
TOTAL							US\$ 450,000	US\$ 200,000	US\$ 200,000 RR US\$ 250,000 OR (to be mobilized)

M&E Framework (2014)

2014 AWP Expected results	Indicators, baselines and targets	Means of Verification
<i>Production and dissemination of one policy document relevant to the development context of Mozambique within the area of PARP-evaluation, poverty analysis, assessment of impacts of policies.</i>	<p>Indicator 1: Number of policy documents produced. Baseline 1: 2 Target 1: 3 (<i>new: PARP-evaluation, poverty analysis, assessment of impacts of policies.</i>)</p> <p>Indicator 2: Number of launch events conducted. Baseline 2: 0 Target 2: 1</p>	<p>Electronic or physical copy of the policy document</p> <p>Dissemination emails to target groups, invitations to launch/dissemination events, possible press coverage.</p>
<i>The 2014 NHDR produced in a participatory manner and disseminated at national and provincial level in Maputo (Southern Region), tbd (Central Region) and tbd (Northern Region).</i>	<p>Indicator 1: Number of NHDRs produced. Baseline 1: 9 Target 1: 10 (<i>new: 2014 NHDR</i>)</p> <p>Indicator 2: Number of national/provincial launch/dissemination events. Baseline 2: 0 Target 2: 3 (<i>new: tbd, tbd, Maputo</i>)</p>	<p>Physical copy of the published 2014 NHDR.</p> <p>Invitations to events / press releases / press coverage / project report / list of distribution of report (front office).</p>
<i>Work with the 2015 MDG initiated.</i>	<p>Indicator 1: Number of supporting studies conducted Baseline 1: 0 Target 1: 1</p> <p>Indicator 2: First draft report received Baseline 2: No Target 2: Yes</p>	<p>Physical copy of study. Quarterly progress report.</p> <p>Physical copy of draft report. Quarterly progress report.</p>
<i>Key members of INE and MDP have received training on PARP-evaluation, poverty analysis, assessment of impacts of policies.</i>	<p>Indicator 1: Number of participants trained Baseline 1 : 0 Target 1: TBD</p> <p>Indicator 1: % of trained women Baseline 1 : 0 Target 1: 40%</p>	<p>Workshops reports/participants lists</p> <p>Workshops reports/participants lists</p>
<i>One training for MPD and MINEC staff on aid effectiveness (tbd) conducted. MDP and MINEC supported in disseminating results of aid effectiveness</i>	<p>Indicator 1: % women of total number of MPD and MINEC staff that received training on Aid effectiveness (topic tbd)</p>	<p>Workshop reports/Participant lists</p>

<p><i>related M&E and in training province/ sector level staff in planning tools (PES/BdoPES).</i></p>	<p>Baseline 1: 0 Target 1: 40%</p> <p>Indicator 2: Number of pamphlets, brochures produced (topic tbd) Baseline 2: 5 pamphlets, 1 brochure Target 2: 8 pamphlets, 1 brochure (<i>new: 3 pamphlets</i>)</p> <p>Indicator 3: Number of sector/province level staff trained in planning tools (PES/BdoPES) Baseline 3: 20 Target 3: 140 (<i>new: 120</i>)</p>	<p>Copy of the pamphlets, quarterly project reports.</p> <p>Workshop reports/participant lists</p>
<p><i>Training in statistical software (Stata), other tools and methods relevant to the development context of Mozambique, and the acquisition of necessary equipment and literature.</i></p>	<p>Indicator 1: Number of staff with advanced knowledge of STATA Baseline 1: 0 Target 1: 1</p> <p>Indicator 2: Number of staff with access to new tool/software (TBD) Baseline 2: 0 Target 2: 3</p>	<p>BTORs from training. Stata used in policy documents.</p> <p>Quarterly project reports</p>

UN Mozambique Annual Work Plan 2015

CPD Output: 6.8 MDGs and national HDRs, and other policy documents produced and disseminated									
EXPECTED RESULTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Planned Amount	Amount Allocated	Source of Funds
Project Output 1: The annual production and dissemination of at least one policy document on issues related to human development and poverty in Mozambique. <i>Expected Annual Result:</i> Production and dissemination of one policy document relevant to the development context of Mozambique within the area of the MDGs	1.1. Prepare and launch a Request for Proposal to select and contract a consultant.	x	x			UNDP	US\$ 5,000	US\$ 0	US\$ 5,000 OR (to be mobilized)
	1.2 Conduct a study and write a policy document on the selected issue.		x	x		Selected consultant	US\$ 80,000	US\$ 11,000	US\$ 11,000 RR US\$ 69,000 OR (to be mobilized)
	1.3. Provide assistance and logistical support to the consultant to enable the production of a high quality policy document		x	x		UNDP	US\$ 0	US\$ 0	US\$ 0
	1.4. Translate, print and distribute policy document.			x	x	UNDP	US\$ 8,000	US\$ 1,000	US\$ 1,000 RR US\$ 7,000 OR (to be mobilized)
	1.5. Dissemination of policy document, including preparation of briefing paper and presentation of the findings in relevant fora.				x	UNDP	US\$ 6,000	US\$ 4,000	US\$ 4,000 RR US\$ 2,000 OR (to be mobilized)
Project Output 1 Subtotal									US\$16,000 RR US\$ 83,000 OR (to be mobilized)
Project Output 2: Two National Human	2.1. Decide theme and develop concept note.	x				UNDP	US\$ 5,000	US\$ 5,000	US\$ 5,000 RR

<p>Development Reports produced in a participatory manner and disseminated at the national and provincial levels in selected provinces (2012 & 2014/15).</p> <p>Expected Annual Result: <i>Work with the 2016 NHDR initiated. Consultant selected and participatory process initiated. First draft delivered.</i></p>	2.2. Select consultant and finalize recruitment process. (incl. production of TOR for consultant and preparation and launch request for proposals, identification and confirmation of NHDR team).	x	x	x		UNDP	US\$ 10,000	US\$ 10,000	US\$ 10,000 RR
	2.3. Conduct internal (for NHDR team) and external (press) kick-off events to launch NHDR process. Announce calendar of public consultations.		x	x		Consultant	US\$ 5,000	US\$5,000	US\$ 5,000 RR
	2.4. Provide technical assistance, input and follow-up to the authors to enable the production of a high-quality report.	x	x	x	x	UNDP	US\$ 10,000	US\$ 10,000	US\$ 10,000 RR
	2.5. Provide external communication about the NHDR process to ensure transparency and enhance public participation in the production process (UNDP website continuously updated, e-newsletter sent out to NHDR news list at least 4/year).	x	x	x	x	UNDP	US\$ 4,000	US\$ 4,000	US\$ 4,000 RR
	2.6. Develop draft chapter structure.		x	x		Consultant	US\$ 5,000	US\$ 5,000	US\$ 5,000 RR
	2.7. Conduct consultative thematic workshops (at least one per chapter). Circulate chapter outlines prior to workshops to serve as base for discussion.			x	x	Consultant	US\$ 25,000	US\$ 20,000	US\$ 20,000 RR US\$ 5,000 OR (to be mobilized)
	2.8. Produce first draft.				x	Consultant	US\$ 50,000	US\$ 50,000	US\$ 50,000 RR
	Project Output 2 Subtotal								

Project Output 3. A 2015 national MDG report, with supporting studies to monitor the progress towards achieving the MDGs produced and disseminated. Expected Annual Result A 2015 national MDG report produced and disseminated.	3.1. Supporting studies to monitor progress conducted.	x	x			UNDP	US\$ 15,000	US\$ 15,000	US\$ 15,000 RR
	3.2. Elaboration of MDG report final version (consultancy fees, travels, workshops).	x	x	x	x	MPD	US\$ 38,000	US\$ 38,000	US\$ 38,000 RR
	3.3. Provide assistance and logistic support to the consultant to enable the production of a high quality policy document.	x	x	x	x	UNDP	US\$ 4,000	US\$ 4,000	US\$ 4,000 RR
	3.4. Translate MDG report			x	x	MPD	US\$ 2,000	US\$ 2,000	US\$ 2,000 RR
	3.5. Printing and distribution of MDG report			x	x	MPD	US\$ 3,000	US\$ 3,000	US\$ 3,000 RR
	3.6 Dissemination of MDG report, including preparation of briefing paper and presentation of the findings in relevant fora.				x	MPD	US\$ 6,000	US\$ 6,000	US\$ 6,000 RR
Project Output 3 Subtotal									US\$ 68,000 RR
Project Output 4. Key members of INE and MDP trained in conducting poverty analysis and development of inclusive growth strategies. Expected Annual Result: Key members of INE and MDP have received training on MDGs.	4.1. Organize one national training workshop with key members of INE and MPD on MDGs.		x	x	x	MPD DNP	US\$ 41,000	US\$ 24,000	US\$ 24,000 RR US\$ 17,000 OR (to be mobilized)
	4.2. External communication/dissemination of results		x	x	x	MPD DNP	US\$ 4,000	US\$ 1,000	US\$1,000 RR US\$ 3,000 OR (to be mobilized)
Project Output 4 Subtotal									US\$ 25,000 RR US\$ 20,000 OR (to be mobilized)

<p>Project output 5: Key members of MPD and MINEC have received tools and methods to conduct aid effectiveness analysis.</p> <p><i>Expected Annual Result: One training for MPD and MINEC staff on aid effectiveness (tbd) conducted. MDP and MINEC supported in disseminating results of aid effectiveness related M&E and in training province/sector level staff in planning tools (PES/BdoPES).</i></p>	5.1. Organize one national training workshop with key members of MPD and MINEC on aid effectiveness (tbd).		x				MPD DNP	US\$ 5,000	US\$ 5,000	US\$ 5,000 RR
	5.2. Results of the M&E disseminated to CS, the Parliament, MCs, and provinces. 3 pamphlets (topics tbd).		x	x			MPD DNP	US\$ 12,000	US\$ 0	US\$ 12,000 OR (to be mobilized)
	5.3. 80 members on province/sector level received training in planning tools (PES/BdoPES)	x	x	x	x		MPD DNP	US\$ 30,000	US\$ 0	US\$ 30,000 OR (to be mobilized)
Project Output 5 Subtotal										US\$ 5,000 RR US\$ 42,000 OR (to be mobilized)
<p>Project Output 6: The capacity to contribute to the Mozambican development agenda with high-quality upstream policy analysis in the areas of poverty and human</p>	6.1. Training workshop in the use of relevant software and attendance in conferences relevant to the development context of Mozambique.	x	x	x	x		MPD	US\$ 25,000	US\$ 25,000	US\$ 25,000 RR
	6.2. Procurement of necessary software/tools to ensure the capacity to deliver high-quality upstream policy analysis.	x	x				UNDP	US\$ 12,000	US\$ 12,000	US\$ 12,000 RR

development, and other inputs reinforced/strengthened. Expected Annual Result: <i>Training in statistical software (Stata), other tools and methods relevant to the development context of Mozambique, and the acquisition of necessary equipment and literature.</i>	6.3. Procurement of relevant literature (books, magazines, scientific journals – subscriptions).	x	x	x	x	UNDP	US\$ 3,000	US\$ 3,000	US\$ 3,000 RR
Project Output 6 Subtotal									US\$ 40,000 RR
Monitoring and evaluation	Support services for project implementation (UNDP Services)	x	x	x	x	UNDP	US\$ 8,000	US\$ 8,000	US\$ 8,000 RR
	Final evaluation of project	x	x			Selected consultant	US \$ 29,000	US\$ 29,000	US\$ 29,000 RR
TOTAL							US\$ 450,000	US\$ 300,000	US\$ 300,000 RR US\$ 150,000 OR (to be mobilized)

M&E Framework (2015)

2015 AWP Expected results	Indicators, baselines and targets	Means of Verification
<i>Production and dissemination of one policy document relevant to the development context of Mozambique within the area of the MDGs.</i>	<p>Indicator 1: Number of policy documents produced. Baseline 1: 3 Target 1: 4 (<i>new: MDGs</i>)</p> <p>Indicator 2: Number of launch events conducted. Baseline 2: 0 Target 2: 1</p>	<p>Electronic and physical copy of the policy document.</p> <p>Invitations to launch/dissemination event, records of possible press coverage, web article about report and launch.</p>
<i>Work with the 2016 NHDR initiated. Consultant selected and participatory process initiated. First draft delivered.</i>	<p>Indicator 1: Number of thematic workshops conducted. Baseline 1: 0 Target 1: 3 (<i>new: one per chapter</i>)</p> <p>Indicator 2: First draft report received Baseline 2: No Target 2: Yes</p>	<p>Invitations to WSs, quarterly project reports, summaries of WSs published on UNDP website</p> <p>Physical copy of the first draft report.</p>
<i>A 2015 national MDG report produced and disseminated.</i>	<p>Indicator 1: Number of supporting studies conducted Baseline 1: 1 Target 1: 2</p> <p>Indicator 2: Final 2015 MDG report delivered Baseline 2: No Target 2: Yes</p> <p>Indicator 3: Number of launch events conducted. Baseline 3: 0 Target 3: 1</p>	<p>Physical copy of study. Quarterly progress report.</p> <p>Physical copy of report. Quarterly progress report.</p> <p>Invitations to launch/dissemination event, records of possible press coverage, web article about report and launch.</p>
<i>Key members of INE and MDP have received training on MDGs.</i>	<p>Indicator 1: Number of participants trained Baseline 1: 0 Target 1: TBD</p> <p>Indicator 1: % of trained women Baseline 1: 0 Target 1: 40%</p>	<p>Workshops reports/participants lists</p> <p>Workshops reports/participants lists</p>

<p><i>One training for MPD and MINEC staff on aid effectiveness (tbd) conducted. MDP and MINEC supported in disseminating results of aid effectiveness related M&E and in training province/ sector level staff in planning tools (PES/BdoPES).</i></p>	<p>Indicator 1: % women of total number of MPD and MINEC staff that received training on Aid effectiveness (topic tbd) Baseline 1: 0 Target 1: 40%</p> <p>Indicator 2: Number of pamphlets, brochures produced (topic tbd) Baseline 2: 8 pamphlets, 1 brochure Target 2: 11 pamphlets, 1 brochure (<i>new: 3 pamphlets</i>)</p> <p>Indicator 3: Number of sector/province level staff trained in planning tools (PES/BdoPES) Baseline 3: 140 Target 3: 220 (<i>new: 80</i>)</p>	<p>Workshop reports/Participant lists</p> <p>Copy of the pamphlets, quarterly project reports.</p> <p>Workshop reports/participant lists</p>
<p><i>Training in statistical software (Stata), other tools and methods relevant to the development context of Mozambique, and the acquisition of necessary equipment and literature.</i></p>	<p>Indicator 1: Number of staff which have received up to date information on topics relevant to the work of the UN in Mozambique Baseline 1: 0 Target 1: 3</p> <p>Indicator 2: Number of staff with access to new tool/software (TBD) Baseline 2: 0 Target 2: 3</p>	<p>BTORs from training/conference. Newly acquired knowledge used in policy documents.</p> <p>Quarterly project reports</p>

Annex 1: Management Arrangements

Roles and Responsibilities of Partners

The project on Research and Capacity Building to Enhance Policy Advice to Promote Human Development and Achievement of the MDGs will adopt the NIM modality and will be implemented by the Ministry of Planning and Development (MPD), through the Direcção Nacional de Planos (DNP) at central level.

The implementing partners' capacity assessment concluded that MPD has the necessary structure, capacity and legal status to implement the project, as well as long experience in implementing UNDP funded projects. In this context, MPD will be the Implementing Partner of this project. As Implementing Party (IP), MPD will be responsible for ensuring that the capacity development needs for MPD, MINEC and INE staff are timely and correctly identified and that the concerned staff get the necessary authorization to participate in training sessions. MPD will also ensure that priority areas and topics for research are identified and jointly selected with UNDP. MPD's National Director of Planning will be the Project Manager.

The IP will also ensure that the necessary internal procedures for integrating the project in the Ministry Plans (PES) are secured, including the budget registration in the Government system. The IP will be responsible for ensuring that all authorizations required for the project implementation.

It should be noted that given the nature of the project, which requires independent and high quality analytical production and policy advice, involving procurement and contracting of international and national experts, some components of the project will have UNDP acting as the Responsible Party.

UNDP, in consultation with MPD-DNP, will be responsible for the procurement, recruitment and contract management of consultants and contractors to perform key tasks and deliver key products and services, including the national entity that will conduct the participatory process and production of the National Human Development Report. UNDP will also assist in identifying training institutions/opportunities for INE, MINEC and MPD staff, as well as for the organization of training workshops (outputs 4 and 5).

UNDP will also be responsible for all project administrative aspects, including the logistics, financial management and procurement. UNDP's Poverty Unit will oversee the project administrative aspects, while the Economic and Policy Analysis Unit (EPAU) will work closely with the Poverty Unit, and will provide technical assistance and quality assurance of all project outputs.

Partnerships

The project will work in partnership with other UN agencies, as well as other donors which conduct work on this area. On the support of the M&E on aid effectiveness, there will be close cooperation with the UNDP-supported project “Strengthening civil society participation in policy dialogue for development.” The UNDP will coordinate its work with UNICEF, which is supporting INE and line ministries in the collection, use and analysis of disaggregated national data throughout the country and to all sectors. On aid effectiveness, the project will coordinate especially with UNICEF and RCO, which have also expressed interest in working on this topic. With regards to the NHDR, the project will seek to draw upon the experiences and specialities of the specialized UN agencies, as well as national and international CSOs which work within the areas that are treated in the report. For the 2014 NHDR, this is in particular ILO (with the topic on decent work). Furthermore the project will coordinate with the other active members of the PAMS group, which are the development partners that are most likely to engage in activities similar to those of the project, in order to avoid overlaps or conflicts, and to maximize potential synergy effects.

Management Procedures

As per the NIM Guidelines, the Ministry of Planning and Development will apply the Government’s rules and regulations pertaining finance, human resources management and procurement, as far as they are compatible with UNDP rules and regulations.

Request for payments for project activities will be made based on the submission of FACE form signed by the IP representative including supporting documents for direct payments.

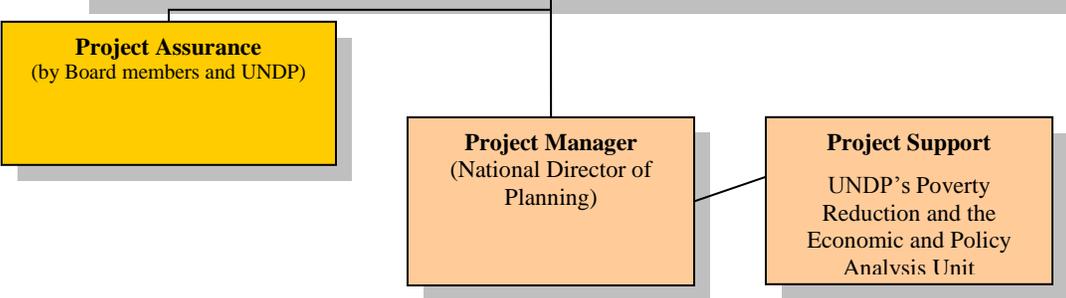
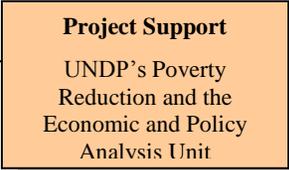
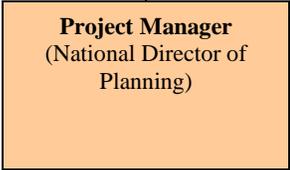
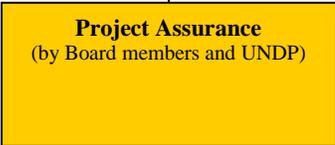
UNDP, jointly with the IP, will conduct HACT onsite reviews at least twice a year to verify the compliance of project management procedures with the established rules and regulations and to assess the progress in project activities implementation. Once a year there will be a project audit. The IP will prepare quarterly progress reports to be submitted to UNDP no later than 15 days after the end of the quarter.

Management Structure

The project will be overseen by a Project Board, constituted by the Permanent Secretary of MPD as Executive of the Project, MINEC and INE as Senior Beneficiary, and UNDP and UEM as Senior Supplier. The board will be supported by the UNDP Poverty Reduction and Economic and Policy Analysis Units. The Project Board is also responsible for Project Assurance constituted by the Board members and UNDP. The National Director of Studies and Policy Analysis at MPD will be the Project Manager, responsible for day-to-day project management issues. The Project Manager is a staff member of the Ministry that will play his/her role in the project as his/her normal responsibilities. This is part of the IP contribution to the project.

The project structure is defined in the figure below.

Project Organization Structure



Annex 2: Offline Project Risk Log

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Research and Capacity Building to Enhance Policy Advice to Promote Human Development and Achievement of the MDGs.	Award ID:	Date:
---	------------------	--------------

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Resistance from NHDR authors to ensure open and participatory process	30-11-2011	Cultural/ Commitment/ Communication	A less participatory process may result in a less rich and lower quality report, with lower national/local legitimacy. P=4, I=3	Clear TORs, contracts and explanations from the start. Close follow-up by UNDP. UNDP takes active role in advocacy/external communication strategy	Project Manager			
2	Failure to mobilize additional resources.	30-11-2011	Economic-Funding	Non compilation of important activities of the project will limit the expected success. P=3, I=5	Initiate resource mobilization at the early stage. Funding of key activities by UNDP regular resources that are already secured.	Project Manager			
3	High turnover rates of staff in trained institutions may reduce the impact of training MPD/MINEC/IN E staff	30-11-2011	Practical/ organizational	If staff that underwent training leaves the institution, the risk is that the knowledge leaves with them, and do not significantly benefit the institution P=4, I=4	Discuss with beneficiary institution, try to identify participants with high probability of staying. Develop summary of trainings/other learning materials which can be made available to new staff at on request basis.	Project Manager			

Annex 3: Monitoring Framework And Evaluation

Quarterly Monitoring

The *Research and Capacity Building to Enhance Policy Advice to Promote Human Development and Achievement of the MDGs* Project will be monitored on a quarterly basis to assess the completion of key results based on quality criteria and methods captured in the Quality Management table below. Therefore, the project will produce 4 Progress Reports per year over four years of project implementation.

The quarterly project monitoring will also follow-up on the risks identified in the risk log for updating the status of the risk or to add any other risks identified in the course of project implementation. The project monitoring will capture the key lessons learned during project implementation.

The information and data collected during project monitoring will be compiled in a Quarterly Project Progress Report that will be submitted to the Project Board for analysis and approval. Progress Report template is attached to this Monitoring Framework.

Annual Monitoring

The Project Manager shall prepare an Annual Review Report to be shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report covering the whole year with updated information for each above element of the Quarterly Progress Report as well as a summary of results achieved against pre-defined annual targets at the output level.

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.

Country Programme indicators

The project will monitor the progress towards achieving the country programme output by using the specified indicator. It is:

- **Indicator:** : # of provincial national Human Development Report (HDR) seminars
- **Baseline:** 0
- **Target:** 10

In order to effectively monitor this indicator, UNDP will participate in the HDR seminars to be organized by the NHDR team and will also rely on the consultation meetings reports and lists of participants to be obtained from the selected NHDR consultants.

Project Evaluation

The project will be evaluated during the 2nd Quarter of 2015 not only to assess the results achieved against the project anticipated results, but also essentially to draw lessons on this new experience of Research and Capacity Building to Enhance Policy Advice to Promote Human Development and Achievement of the MDGs.

Annex 4: Legal Context

This document together with the UNDAF/CPD signed by the Government and UNDP which is incorporated by reference constitute together a Project document as referred to in SBAA and all UNDAF/CPD provisions apply to this document. Consistent with the article III of the SBAA, the responsibility for the safety and security of the implementing agency and its personnel and property, and of UNDP's property under the implementing agency's custody, rests with the implementing partner.

The implementing agency shall:

- a) put in place and maintain an appropriate 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 agency'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 agency 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). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex 5: Quality Management for Project Activity Results

PROJECT OUTPUT 1: The annual production and dissemination of at least one policy document on issues related to human development and poverty in Mozambique.		
Activity Result 1	<i>Production and dissemination of one policy document per year relevant to the development context of Mozambique.</i>	Start Date: January 2012 End Date: December 2015
Purpose	To enhance policy advice to promote human development and the achievement of the MDGs. To provide the government with evidence based policy advice on relevant topics.	
Description	Each year a consultant will be recruited to conduct a study and write a policy document on the selected issue. The UNDP EPAU will provide assistance and logistical support to the consultant to enable the production of a high quality policy document. The document will be translated, printed and distributed through a dissemination event, supported by the preparation of a briefing paper and presentation of the findings in relevant fora (incl. website).	
Quality Criteria	Quality Method	Date of Assessment
Number of policy documents produced.	Electronic and physical copy of the policy document.	June, September, December (2012,2013,2014, 2015)
One launch event is conducted.	Invitations to launch/dissemination event, records of possible press coverage, web article about report and launch.	June, September, December (2012,2013,2014,2015)

PROJECT OUTPUT 2: Two National Human Development Reports produced in a participatory manner and disseminated at the national and provincial levels in selected provinces (2012 & 2014/15).		
Activity Result 1	<i>The 2012 and 2014 NHDR produced in a participatory manner and disseminated through participatory workshops at national and provincial level. Work on the 2016 NHDR initiated.</i>	Start Date: January 2012 End Date: December 2015
Purpose	To produce UNDP flagship reports which track Mozambique's progress with regards to human development and that aim to put critical development related topics on the national agenda.	
Description	Work on the NHDR. Theme decided and concept note elaborated. NHDR team defined, and participatory production process launched and initiated. Consultative thematic workshops conducted to inform the content of the chapters of the reports. Chapter outlines circulated prior to workshops and serve as base for discussion. Transparency ensured through timely posting of key documents on the website and the distribution of an e-newsletter at least 4 times a year. First draft of the NHDR finalized by the end of 2013. First draft shared with the public and key stakeholders through participatory workshops on national and provincial levels in all three regions. Final draft finalized and sent for external review. Final report translated and printed in both English and Portuguese. Launch and dissemination events on national and provincial level in all three provinces, supported by the preparation of briefs, press releases and other dissemination/external communication material.	
Quality Criteria	Quality Method	Date of Assessment
Consultants recruited, NHDR and chapter authors selected	TOR, Technical/financial proposal, Contract btw UNDP/consultant, MoM kick-off meeting, quarterly reports, UNDP website (NHDR section): list of NHDR team members published.	March , June (2013 , 2015)
Number of public consultations conducted	Invitations to workshops, minutes of workshops/BTORs. Quarterly project reports.	March, June, September, December (2012, 2013, 2015)

First draft report delivered	Physical copy of the first draft report	March 2012, December 2013, December 2015
Number of NHDRs produced.	Physical copy of the published NHDRs.	September (2012, 2014)
Number of national/provincial launch/dissemination events.	Invitations to events / press releases / press coverage / project report / list of distribution of report (front office).	June, September, December (2012, 2014)

PROJECT OUTPUT 3: A 2015 national MDG report, with supporting studies to monitor the progress towards achieving the MDGs produced and disseminated.		
Activity Result 1	<i>A 2015 national MDG report produced and disseminated.</i>	Start Date: January 2014 End Date: December 2015
Purpose	To assist the government in the achievement and monitoring of the MDGs.	
Description	Key areas within the MDGs that the 2015 MDG report should focus on determined, and support studies undertaken to inform the content of the report and to enrich it with more indebt knowledge on these areas. Close cooperation between selected consultant and the EPAU unit of the UNDP, to ensure high technical quality of the report. Report finalized and printed by last quarter of 2015. Launching event held and supported by additional briefing papers, as well as side-events (presentation of findings in relevant fora).	
Quality Criteria	Quality Method	Date of Assessment
Consultant recruited	TOR, Contract UNDP-Consultant.	March 2014, June 2014
Number of supporting studies conducted	Physical copy of study. Quarterly progress report.	June 2014, September 2014, December 2014
First draft report delivered	Physical copy of draft report. Quarterly progress report.	December 2014
Number of supporting studies conducted.	Physical copy of study. Quarterly progress report.	June 2015, September 2015, December 2015
Final 2015 MDG report delivered	Physical copy of report. Quarterly progress report.	September 2015, December 2015
One launch event is conducted.	Invitations to launch/dissemination event, records of possible press coverage, web article about report and launch.	September 2015, December 2015

PROJECT OUTPUT 4: Key members of INE and MDP trained in conducting poverty analysis and development of inclusive growth strategies.		
Activity Result 1	<i>Key members of INE and MDP have received training on (Y1) poverty analysis and poverty mapping; (Y2) Costs of climate change/ env. degradation – policy options for inclusive green growth strategies; (Y3) PARP-evaluation, poverty analysis, assessment of impacts of policies; (Y4) MDGs.</i>	Start Date: January 2012 End Date: December 2015
Purpose	To enhance the capacity of Government staff in conducting poverty analysis and the ability to develop and implement inclusive growth strategies. Poverty mapping is a first step to target the most vulnerable groups of the society. The effects of climate change and environmental degradation may threaten to halt or reverse human development achievements which have occurred in Mozambique over the past decades. The achievement of the PARP and the design	

	of its follow-up document are key to the reduction of poverty in Mozambique. The achievement of the MDGs is an important step on the path to sustainable human development in Mozambique.	
Description	One national training workshop per year with key members of INE and MPD is conducted on (Y1) Poverty analysis and poverty mapping ; (Y2) Costs of climate change/ env. degradation – policy options for inclusive green growth strategies; (Y3) PARP-evaluation, poverty analysis, assessment of impacts of policies; (Y4) MDGs. External communication/dissemination of results.	
Quality Criteria	Quality Method	Date of Assessment
Number of participants trained	Workshops reports/participant lists	June, September, December (2012, 2013, 2014, 2015)
% of trained women	Workshops reports/participant lists	June, September, December (2012, 2013, 2014, 2015)

PROJECT OUTPUT 5: Key members of MPD and MINEC have received tools and methods to conduct aid effectiveness analysis.		
Activity Result 1	<i>One national training for MPD and MINEC staff on (Y1) the consequences of the Busan meeting and the way forward; (Y2-4 aid effectiveness (tbd)).</i>	Start Date: January 2012 End Date: December 2015
Purpose	To enhance MDP and MINEC capacity to conduct aid effectiveness analysis.	
Description	- One national training workshop per year for key MPD and MINEC staff on (Y1) the consequences of the Busan meeting for aid effectiveness and the way forward; (Y2-4) selected topic (aid effectiveness).	
Quality Criteria	Quality Method	Date of Assessment
% women of total number of MPD staff that received training on Aid effectiveness	Workshop reports/Participant lists	March, June, September, December (2012, 2013, 2014, 2015).
Activity Result 2	<i>MDP and MINEC supported in disseminating results of aid effectiveness related M&E</i>	Start Date: January 2012 End Date: December 2015
Purpose	Ensure transparency and public participation in the debate on aid effectiveness.	
Description	Publication of 11 pamphlets and 1 brochure on aid effectiveness related issues (results of PAP evaluation, international aid effectiveness summits etc.)	
Quality Criteria	Quality Method	Date of Assessment
Number of pamphlets, brochures produced.	Copy of pamphlet/brochure, quarterly project reports	March, June, September, December (2012, 2013, 2014, 2015).
Activity Result 3	<i>MDP and MINEC supported in training province/ sector level staff in planning tools (PES/BdoPES).</i>	Start Date: January 2012 End Date: December 2015
Purpose	Improve sector and province level planning capacity.	
Description	220 province/sector level staff trained in planning tools (PES/BdoPES).	
Quality Criteria	Quality Method	Date of Assessment
Number of sector/province level staff trained in planning tools (PES/BdoPES)	Workshop reports/Participant lists	March, June, September, December (2012, 2013, 2014, 2015).

PROJECT OUTPUT 6: The capacity to contribute to the Mozambican development agenda with high-quality upstream policy analysis in the areas of poverty and human development, and other inputs reinforced/ strengthened.

Activity Result 1	<i>Capacity enhanced through training in statistical software (Stata), other tools and methods relevant to the work of the UN in Mozambique, and the acquisition of necessary equipment and literature.</i>	Start Date: January 2012 End Date: December 2015
Purpose	To ensure that the capacity to deliver top quality research and policy advice making use of the most recent of science and tools available.	
Description	Training workshop in the use of relevant software and attendance in conferences relevant to the work of the UN in Mozambique. Procurement of necessary software/tools to ensure the capacity to deliver high-quality upstream policy analysis. Procurement of relevant literature (books, magazines, scientific journals – subscriptions).	
Quality Criteria	Quality Method	Date of Assessment
Number of staff with working knowledge of relevant software	BTORs from trainings. Software/tools used in policy documents.	March , June, September, December (2012, 2013, 2014, 2015)
Number of staff with access to relevant software	Quarterly project reports	March , June, September, December (2012, 2013, 2014, 2015)

PROJECT OUTPUT 7: Project Management and Evaluation		
Activity Result 1	Monitoring of Project activities carried out on regular basis	Start Date: January 2012 End Date: December 2015
Purpose	Improved UNDP supply services to Implementing Partners	
Description	Ensure effective Project Technical advice, coordination and management and monitoring and evaluation	
Quality Criteria	Quality Method	Date of Assessment
At least two monitoring visits per province	Quarterly project progress reports	March, June, September, December (2012, 2013, 2014, 2015)
One Annual planning meeting	Planning meetings minutes	September, December (2012, 2013, 2014, 2015)
Administrative and institutional support	Quarterly project progress reports Onsite- visits Report	March, June, September, December (2012, 2013, 2014, 2015)

Annex 6: Implementing Partner Checklist

Projects: Research and Capacity Building to Enhance Policy Advice to Promote Human Development and Achievement of the MDGs.

Proposed IP: Ministry of Planning and Development

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	ASSESSMENT
PART I. BACKGROUND INFORMATION		
1. History	Date of establishment of the organization	2005 but preceded by the Ministry of Planning and Finance
2. Mandate & constituency	<p>What is the current mandate or purpose of the organization?</p> <p>Who is the organization's primary constituency?</p>	<p>Mandated by Presidential Decree 13/2005 and 3/2010 to manage and coordinate the planning process in Mozambique and promote integrated and balanced economic and social development (www.mpd.gov.mz).</p> <p>The population of Mozambique</p>
3. Legal status	<p>What is the organization's legal status?</p> <p>Has it met the legal requirements for operation in the programme country?</p>	<p>Legally constituted under Presidential Decree 13/2005</p> <p>Yes</p>
4. Funding	What is the organization's main source (s) of funds?	State Budget of the Government of Mozambique
5. Certification	Is the organization certified in accordance with any international standards or certification procedure?	No
6. Proscribed organizations	Is the organization listed in any UN reference list of proscribed organizations?	No
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?	Yes and have many years of experience with a similar project in previous phases
2. Management experience and qualifications	<p>Which managers in the organization would be concerned with the proposed project?</p> <p>What are their credentials and experience that relate to the proposed project?</p> <p>Do these managers have experience implementing UNDP or other donor-funded projects?</p>	<p>National Director of Planning, Deputy National Director of Planning, Head of the Decentralised Planning Department</p> <p>Each have substantial experience in project management including previous UNDP projects</p> <p>Yes</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	ASSESSMENT
3. Planning and budgeting	<p>Does the organization apply a results-based management methodology?</p> <p>Are there measurable outputs or deliverables in the strategies, programmes and work plans?</p> <p>Are budgets commensurate with intended results?</p> <p>How do planners identify and accommodate risks?</p>	<p>Yes</p> <p>Yes, in the NDPFP PRODOC and in Annual Work plans and budgets</p> <p>Yes</p> <p>The NDPFP has an explicit risk evaluation and mitigation matrix</p>
4. Supervision, review, and reporting	<p>How do managers supervise the implementation of work plans? How do they measure progress against targets?</p> <p>How does the organization document its performance, e.g., in annual or periodic reports?</p> <p>How are the organization's plans and achievements presented to stakeholders?</p> <p>Does the organization hold regular programme or project review meetings?</p> <p>Are such meetings open to all stakeholders?</p> <p>Are the organization's activities subject to external evaluation?</p> <p>How does the organization learn and adapt from its experience?</p>	<p>Annual work plans and budgets with targets and implementation responsibilities identified.</p> <p>Preparation of half yearly and annual monitoring reports.</p> <p>Annual staff assessments</p> <p>Annual and half-yearly monitoring reports</p> <p>Reports to parliament, annual monitoring reports, annual joint review with development partners, annual meetings with project partners and with civil society organisations</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Through monitoring, field visits, and documentation of best practices</p>
5. Networking	<p>What other organizations are critical for the successful functioning of this organization?</p> <p>How does the organization conduct relations with these organizations?</p> <p>Is the organization a party to knowledge networks, coordinating bodies, and other fora?</p>	<p>Other Ministries and Governmental institutions at national and sub-national level, international development agencies, civil society organisations</p> <p>Regular dialogue through formal and informal meetings</p> <p>Yes, at various levels</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?</p> <p>Would these professionals be available to the project?</p>	<p>Yes</p> <p>Yes</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	ASSESSMENT
	<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>Yes</p> <p>Internal and external training workshops and short courses</p> <p>Government and development partner networks</p> <p>As an organisation none. Varies among professional staff</p>
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>Yes</p> <p>Yes</p>
2. Procurement and contracting	<p>Does the organization have the legal authority to enter into contracts and agreements with other organizations?</p> <p>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?</p> <p>Do procurement personnel have skills and experience that are appropriate to the requirements of the project?</p> <p>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>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>
3. Recruitment and personnel management	<p>Does the organization have the legal authority to enter into employment contracts with individuals?</p> <p>Does the organization have dedicated personnel capacity?</p> <p>Do recruitment personnel have skills and experience that are appropriate to the requirements of the project?</p> <p>Does the organization have written recruitment</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	ASSESSMENT
	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?	No