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## ACRONYMS AND ABBREVIATIONS

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<th>Acronym</th>
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<tbody>
<tr>
<td>ARV</td>
<td>Anti-Retroviral</td>
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<tr>
<td>AWP</td>
<td>Annual Work Plan</td>
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<td>BER</td>
<td>Budget Execution Report</td>
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<tr>
<td>CCA</td>
<td>Common Country Assessment</td>
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<td>CAADP</td>
<td>Comprehensive Africa Agriculture Development Programme</td>
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<tr>
<td>C/G/HR</td>
<td>Integrated Approach to Culture, Gender and Human Rights</td>
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<td>CNCS</td>
<td>National AIDS Coordinating Authority</td>
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<td>CNJ</td>
<td>National Youth Council</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>CPI</td>
<td>Investment Promotion Centre</td>
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<td>CSO</td>
<td>Civil Society Organizations</td>
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<td>DaO</td>
<td>Delivering as One</td>
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<td>DBS</td>
<td>Direct Budget Support</td>
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<td>DRG</td>
<td>Development Result Groups</td>
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<td>DRR</td>
<td>Disaster Risk Reduction</td>
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<td>EC</td>
<td>European Commission</td>
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<tr>
<td>ESDEM</td>
<td>Demographic and Socio-Economic Database</td>
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<td>ESSP</td>
<td>Education Sector Strategic Plan</td>
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<td>FAO</td>
<td>Food and Agriculture Organization</td>
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<td>FSN</td>
<td>Food Security and Nutrition</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Programme</td>
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<td>GNI</td>
<td>Gross National Income</td>
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<td>GoM</td>
<td>Government of Mozambique</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfer</td>
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<td>HCT</td>
<td>Humanitarian Country Team</td>
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<tr>
<td>HIV and AIDS</td>
<td>Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome</td>
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<td>IADG</td>
<td>International Agreed Development Goals</td>
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<td>IAEA</td>
<td>International Agency for Atomic Energy</td>
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<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>IMF</td>
<td>International Monetary Fund</td>
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<td>INAR</td>
<td>National Institute for Support to Refugees</td>
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<td>INAS</td>
<td>National Institute of Social Action</td>
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<td>INE</td>
<td>National Institute of Statistics</td>
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<td>INGC</td>
<td>National Institute for Disaster Management</td>
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<td>INATUR</td>
<td>National Institute for Tourism</td>
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</table>
INEFP  National Institute for Employment and Training
INNOQ  National Institute for Normalization and Quality
INSIDA  Information on HIV and AIDS in Mozambique
IOF  National Family Budget Survey
IOM  International Organization for Migration
IPEME  Institute for the Promotion of Small and Medium Enterprises
IPEX  Institute for Exportations Promotion
IPT  Intermittent Preventive Treatment
ITC  International Trade Centre
MAE  Ministry of State Administration
MARP  African Peer Review Mechanism
MCT  Ministry of Science and Technology
MIC  Ministry of Industry and Trade
MICOA  Ministry for Coordination of Environmental Affairs
MICS  Multiple Indicator Cluster Survey
MICULTURA  Ministry of Culture
MDG  Millennium Development Goals
MDGR  Millennium Development Goals Report
MINAG  Ministry of Agriculture
MINEC  Ministry of Foreign Affairs and Cooperation
MINED  Ministry of Education
MINT  Ministry of Interior
MIPESCAS  Ministry of Fisheries
MISAU  Ministry of Health
MF  Ministry of Finance
MJD  Ministry of Youth and Sport
MMAS  Ministry of Women and Social Action
MMR  Maternal Mortality Ratio
MoJ  Ministry of Justice
MOPH  Ministry of Public Works and Housing
MPD  Ministry of Planning and Development
MP  Member of Parliament
MSME  Micro Small and Medium Enterprises
M&E  Monitoring and Evaluation
NRAs  Non Resident Agencies
OCHA  Office for the Coordination of Humanitarian Affairs
OHCHR  Office for the UN High Commission for Human Rights
PARP  Poverty Reduction Action Plan
PARPA  Action Plan for the Reduction of Absolute Poverty
PDD  District Development Plan
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>PEN</td>
<td>National Multi-Sectoral Strategic Plan to Combat HIV and AIDS</td>
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<td>PES</td>
<td>Economic and Social Plan</td>
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<tr>
<td>PESE</td>
<td>Education Sector Strategic Plan</td>
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<tr>
<td>PESS</td>
<td>Health Sector Strategic Plan</td>
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<td>PIREP</td>
<td>Integrated Programme for Education Reform</td>
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<td>PLWHA</td>
<td>People Living with HIV or AIDS</td>
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<td>PMTCT</td>
<td>Prevention of Mother-to-Child Transmission</td>
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<td>PQG</td>
<td>Government’s Five Year Plan</td>
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<td>PROAGRI</td>
<td>National Agricultural Development Programme</td>
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<td>RH</td>
<td>Reproductive Health</td>
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<td>SADC</td>
<td>Southern African Development Community</td>
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<td>SETSAN</td>
<td>Technical Secretariat for Food Security and Nutrition</td>
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<td>SRH</td>
<td>Sexual and Reproductive Health</td>
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<tr>
<td>SHR/MMR</td>
<td>National Reproductive Health Policy</td>
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<td>SWAp</td>
<td>Sector Wide Approach</td>
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<td>STAE</td>
<td>Technical Secretariat for Electoral Administration</td>
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<td>TAP</td>
<td>Treatment Acceleration Programme</td>
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<td>TB</td>
<td>Tuberculosis</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNAIDS</td>
<td>Joint United Nations Programme on HIV and AIDS</td>
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<td>UNCDF</td>
<td>United Nations Capital Development Fund</td>
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<td>UNCT</td>
<td>United Nations Country Team</td>
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<td>UNCTAD</td>
<td>United Nations Conference on Trade and Development</td>
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<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNEP</td>
<td>United Nations Environment Programme</td>
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<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>UNFPA</td>
<td>United Nations Population Fund</td>
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<tr>
<td>UN-HABITAT</td>
<td>United Nations Agency Human Settlements Programme</td>
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<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<tr>
<td>UNIDO</td>
<td>United Nations Industrial Development Organization</td>
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<tr>
<td>UNODC</td>
<td>United Nations Office of Drugs and Crime</td>
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<tr>
<td>UN OMT</td>
<td>UN Operations Management Team</td>
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<td>UNT TAM</td>
<td>UN Team on AIDS in Mozambique</td>
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<tr>
<td>UNWOMEN</td>
<td>United Nations Entity for Gender Equality and the Empowerment of Women</td>
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<td>UNV</td>
<td>United Nations Volunteers</td>
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<td>WB</td>
<td>World Bank</td>
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<td>WFP</td>
<td>World Food Programme</td>
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<td>WHO</td>
<td>World Health Organization</td>
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In the UNDAF 2012-2015, the United Nations System and the Government of Mozambique, commit to a common strategy to enhance the performance and impact of the joint response to the development needs of Mozambique.

Ms. Jennifer Topping
United Nations Resident Coordinator

H.E. Oldeiro Baloi
Minister of Foreign Affairs and Cooperation

Maputo, 30 June, 2011
EXECUTIVE SUMMARY

This United Nations Development Assistance Framework for Mozambique (UNDAF) 2012 – 2015 is the expression of the UN’s plan to support the Government of Mozambique in its final stretch towards the MDG timeframe of 2015. It is also the first UNDAF developed under the Delivering as One (DaO) pilot in Mozambique.

This new framework combines the efforts of the 21 UN agencies active in the country to provide focused, effective and efficient support to the Government’s Five Year Plan (2010-2014), complementing the considerable support of bilateral and other multilateral partners. Mozambique is also among the countries where the Paris Declaration Agenda is most advanced, and this UNDAF represents the UN’s plans to fulfil the critical role required of it within the new aid architecture.

The UNDAF was developed in conjunction with the national Action Plan for Poverty Reduction 2011-2014 (PARP) whose central objective is to reduce poverty from 54.7% in 2009 to 42% in 2014. From being one of the poorest and most capacity constrained countries in the world in 1992, there have been significant improvements, first as part of the “peace dividend” and then thanks in part to impressive economic growth and sustained substantial development assistance in support of successive poverty reduction strategies.

Based on analysis of the second national household survey data, the Third Poverty Assessment notes that while poverty went down from almost 70% in 1997 to 54% in 2003, it appears to have remained stable since then (GoM 2010). At the same time, while a number of non-income indicators have shown steady improvement, Mozambique is still ranked among the poorest countries by the Human Development Report 2010, for example, reflecting the persisting long term effects of underdevelopment over 15 years of war. Moreover, there are indications that income inequality may be growing.

Today 70% of the population in Mozambique live in rural areas and most depend of subsistence agriculture (INE 2010). Despite notable efforts to address the issue, extremely low agricultural productivity, combined with high vulnerability to climatic shocks means that a very high number of population is chronically food insecure and income from agricultural products is low and unpredictable. The HIV prevalence, considered one of the highest in the world (INSIDA 2009), as well high incidences of other diseases, such as Malaria, Tuberculosis (TB) and water borne diseases, aggravate these conditions.

Gender inequality means that women and children are disproportionately the victims of poverty, food insecurity, and disease. At the same time since the first multiparty elections in 1994, Mozambique has enjoyed a period of political stability during which democracy has deepened. The still evolving mechanisms of access to political institutions and processes and scarce habits of democratic participation have meant that the public voice and the accountability of public institutions still need considerable strengthening.

Guided by human rights instruments, the MDGs and the internationally agreed Development Goals (IADG), the UNDAF 2012-2015 strives for “Reduced poverty and disparities to improve the lives of the most vulnerable people in Mozambique by 2015” as its overall goal in support of national priorities outlined in the Government’s Five Year Plan, the PARP 2011-2014 and national sector policies. This overarching goal is informed by three guiding principles that ensure that UN interventions in support of the government: i) adopt culturally responsive, gender sensitive and human rights based approaches focusing particularly on women and children; ii) interweave HIV and AIDS issues throughout all UNDAF result areas; and iii) are
substantiated by the promotion of evidence based policies and strategies for equitable and sustainable development.

The UNDAF results are organized around three focus areas:

- **The Economic area** aims at tackling the economic disparities through a concentration on the rural poor, especially women and youth, improving their productive capacities, income and livelihoods, and reducing vulnerability to natural disasters.

- **The Social area** aims at reducing inequality of access to services for vulnerable groups, especially women and children. Adopting the human rights based approach, the UN’s activities focus on improving the capacity of duty bearers to provide services, and on empowering rights holders, especially vulnerable people, to access and use social services for improved health, education, water and sanitation and social protection.

- **Within the Governance area**, the UN will concentrate, first, on deepening democracy and increasing public accountability through both strengthening the democratic and justice institutions of government and strengthening the capacity of vulnerable populations through civil society organizations and the private sector to participate effectively in policy formulation and protect their rights. Second, the UN will focus on improving governance at the local level, both strengthening government local institutions and ensuring better engagement and participation by local populations in their own development.

Within these outcomes the UN’s strategy will be, on the one hand, capacity building of public institutions with an emphasis on the decentralized level, and support to the development of national policies and strategies to improve the quality of services that have an impact on vulnerable groups, especially women and children. On the other hand, the UN will focus on changing behaviour through community mobilization and awareness raising leading to a more responsible behaviour in the use of services.

The outcomes in this UNDAF are intentionally at a high level, to enable a better alignment between the UN’s combined support and the government’s higher level goals. To ensure proper accountability for results, the outputs and activities for which the UN is responsible will be detailed in the UNDAF action plan. Moreover, this UNDAF represents exclusively the entirety of the UN’s activities in Mozambique, including those for humanitarian assistance, and is therefore the UN’s One Programme for Mozambique.

The UNDAF Action Plan will represent the exclusive joint action plan for all UN agencies, replacing Country Programme Action Plans (CPAPs) for example. Annual workplans will largely be joint, and organized around the UNDAF action plan, while monitoring and evaluation will be fully harmonized internally among agencies and aligned with national systems. The funding framework will be underpinned by a pooled fund (One Fund) along with agency specific resources.

In the context of the Paris Declaration and the Accra Agenda for Action among others, and which the Delivering as One agenda complements, the UN in Mozambique is expected to play a more active role and up-stream policy and technical support for government strategy development, planning and aid coordination. Improved coherence among UN agencies to ensure that the UN’s technical depth is brought to bear as broadly and efficiently as possible is at the core of the Delivering as One (DaO)-approach.
Complementing this, the UN will continue providing focused programme support in key areas and models for future scaling up.

1. INTRODUCTION

The present United Nations Development Assistance Framework (UNDAF) 2012-2015, which is the expression of the joint commitment of the United Nations System in support of the development efforts of the Government of Mozambique, will end at the time set for the achievement of the Millennium Development Goals (MDGs) and therefore accompanies a very critical period in the development process of the country. It is based on the Government’s Five Year plan (*Plano Quinquenal do Governo*, PQG) 2010-2014, and was developed in parallel with the Poverty Reduction Strategy 2011-2014 (PARP) which operationalizes the combating poverty objective and the promotion of the work culture enshrined in the PQG.

This UNDAF is a result of a strong and continuous partnership between the Government of Mozambique and the United Nations. The UNDAF development starting point was a UN produced Country Situational Analysis Document and a UN Position Paper on Mozambique Development Challenges. It was drafted through a consultative planning process which was based on the PARPA II Review carried out by the Government and on the UNDAF Mid Term Review both of 2009; and in the UNDAF 2007 - 2009 evaluation carried out in 2010, including the evaluation of the implementation of the Delivering as One initiative also done in other pilot countries in 2010.

Each phase of the planning process was accompanied by strategic meetings with the highest level of Government counterparts such as the UNDAF results joint prioritization workshop Government/United Nations occurred in June 2010, and consultations extended to the civil society and international development partners. Joint training for Government and United Nations staff on UNDAF development principles; have ensured that fundamental UN values, such as the cross cutting approach in culture, gender and human rights, as well as results based management, were understood by all stakeholders in the process. The fact that this UNDAF was developed as PARP 2011-2014 was also being drafted and with the involvement of Government and UN staff participating in both processes, has equally facilitated a better alignment of the United Nations with the national planning systems.

1.1. The Mozambican context

Mozambique – with a population of 21.4 million people, out of which 43% are under the age of 15 (INE 2010) – emerged from civil war almost twenty years ago as one of the most impoverished and capacity constrained countries in the world. Since then, its overall economic growth has been impressive with an annual GDP growth rate of over 7.5% in each of the last five years leading to an estimated gross domestic product (GDP) of 10.5 billion US$ for 2011 (IMF 2011). At the same time, the Government has demonstrated strong commitment to address the needs of its population and achieve the MDGs.

Nevertheless, Mozambique continues to face serious challenges. Notwithstanding the Government efforts, growth has been inequitable and has not yet translated sufficiently into social and economic development. According to the 2010 Human Development Report, Mozambique ranked 165th out of 169 countries in 2010 (UNDP 2010) and the country remains one of the poorest in the world. Regardless of the high level of economic growth, progress towards achieving the MDGs and IADG has been mixed.
While the Third National Poverty Assessment published in September 2010 confirms important improvements in access to education and health services, consumption poverty still remains widespread in Mozambique. According to the report, the national poverty rate has not changed significantly since 2002/03 (54.1%) to 2008/09 (54.7%) though there have been some variations at the provincial level. The report also confirms that households headed by women are generally poorer than those headed by men.

About 70% of the population live in the rural areas and remain particularly vulnerable. The majority of the rural population depend on subsistence farming. The low productivity of the agriculture sector combined with still low quality of basic social services and the vulnerability of the sector to climatic shocks leads to persistently high levels of child malnutrition and food insecurity in rural areas. Moreover, specific groups, such as women, children, people with disabilities, refugees, old and chronically ill people, remain more vulnerable than others.

Underlying challenges contributing to the high poverty rates and representing serious constraints to achieving the MDGs and IADG are related to limited financial and human resource capacities across national institutions, limiting the use of data for making evidence and gender inequalities based policies.

In addition, the HIV epidemic threatens to undermine all development results achieved over the past decades given a national HIV prevalence for adults (15-49) of 11.5% with significant geographical variation and differences between urban and rural areas (urban population being significantly more infected). Also rapid urbanization combining high population density, poor infrastructure and fragile livelihoods as well as increasing cross-border migration present a growing challenge to development. Finally, Mozambique’s vulnerability to natural disasters implies that development progress remains fragile and subject to possible setbacks.

Despite these challenges, Mozambique is endowed with rich natural resources, including 36 million hectares of fertile land, out of which only about 10% are presently used for productive purposes having also numerous business opportunities. As part of its potential, the country has 2,470 km long coastline offering opportunities for fisheries and tourism. Three strategic ports and vital transport corridors serving its neighbouring landlocked countries offer many opportunities for pro-poor economic growth.

In light of this situation, the PARP 2011-2014 aims at pursuing inclusive economic growth and reducing poverty and vulnerability in Mozambique by focusing on the three general objectives of: increased production and productivity in the agricultural and fisheries sectors, employment creation, and human and social development. Good governance, macroeconomics and sound public financial management are the indispensable supporting pillars for the achievement of these objectives.

1.2. The UN support to the national development process

The Government of Mozambique (GoM) has been receiving substantial support from bilateral and multilateral partners in its development efforts. Notably, it is the largest recipient in the world of direct budget support and is among the most advanced countries in terms of the Paris Declaration Agenda. Mozambique is also one of eight Delivering-as-One UN pilot countries. These innovations are linked and have led the UNCT to carefully reconsider its role and comparative advantage in the new aid architecture.

Given its long established presence in Mozambique and its international network, the United Nations’ comparative advantage lies in its knowledge of the national and international development context and in its ability to enhance technical capacities of Government structures and civil society organizations for
scaled-up service delivery. The multi-mandate make-up of the UN agencies enables them to provide multi-disciplinary support and facilitate a more integrated multi-sectoral approach on the part of Government both for mid-term development efforts and emergency operations.

HIV and AIDS, gender, food security or disaster risk reduction are examples which require multi-sectoral approaches and where the UN can bring the specialized skills of all agencies to bear. The United Nations in Mozambique is also recognized for its ability to provide normative support and policy advice both at upstream and decentralized levels based on impartiality and universality, to facilitate partnerships between government institutions, civil society and the private sector, as well as for its normative and standard-setting role.

Guided by human rights instruments, the MDGs and IADG, the UNDAF strives for increased social and economic equity by reaching the most disadvantaged areas and vulnerable groups and will support full engagement of the people and public institutions in the development process as precondition for sustainable poverty reduction.

Reflecting the government’s strategic approach and the UN’s expertise, the UN’s policy advice and advocacy will be complemented, wherever possible and appropriate, by capacity development and technical support activities at the decentralized level. In response to the diversity of the development challenges and the underlying inequalities and understanding the significance of HIV and AIDS as a key development challenge in Mozambique, all programme interventions are guided by the following three principles:

- Systematic implementation of a culturally sensitive and gender responsive, human rights based approach ensuring a focus on the most vulnerable groups, particularly women and children
- Response to HIV and AIDS issues throughout all UNDAF result areas
- Promotion of evidence-based policies and strategies for equitable and sustainable development across all sectors

2. UNDAF RESULTS

Under the global umbrella statement “Reduced poverty and disparities to improve the lives of the most vulnerable people in Mozambique by 2015”, under Government leadership, the United Nations, comprising ten resident and eleven non-resident UN agencies will seek to achieve eight strategic results in collaboration with civil society and other development partners in the economic, social and governance areas.

2.1. Economic Area

The slowing progress on poverty reduction over time has been attributed in the Third Poverty Assessment to three main factors: the low productivity growth in the primary sector, the vulnerability of the agricultural sector to climatic shocks and the social impact of high food and fuel prices. As public funding or incentives to target increase of production and employment are still very limited, food and livelihoods insecurity, which are the extreme manifestation of vulnerability, continue affecting the improvement of other dimensions of human development.
The agricultural sector represents the main source of livelihood for the populations that live in the rural areas of Mozambique (70%). It is estimated to sustain about 80% of the economically active population and 87% of the female labor force in the country, but only represents 29% of the GDP (IFAD 2010, INE 2006), as it remains largely based on subsistence agriculture with low yields and high post-harvest losses. Also the insufficient access to quality agricultural inputs, the inadequate coverage of extension and other support services as well as weak value chains development for farming products, including livestock, contribute to the low productivity and high transaction costs in the sector.

While subsistence farming predominates in rural areas, the Micro, Small and Medium Enterprises (MSME) generate the largest number of jobs in the urban private sector. However, the small formal economy is largely unable to absorb the estimated 300,000 young people who enter the labor market each year (Labor Force Survey 2004/5). As a consequence, the majority look for alternatives in the informal economy, where they often end up in low productivity jobs with marginal returns.

The main challenges for sustainable employment creation both in rural and peri-urban areas, besides insufficient enabling policies and regulations, are high illiteracy levels, scarce vocational and technical training opportunities, limited access to micro-credits and other financial services for vulnerable groups, the insufficient availability of quality business information as well as weak management structures of many MSMEs. As women and youth often face the greatest challenges in accessing sustainable employment opportunities, specific considerations to women empowerment and youth development are vital for tangible poverty reduction.

Furthermore, agricultural production is highly susceptible to the impacts of climate change and natural disasters. As repeated droughts, floods and tropical cyclones are further eroding already precarious livelihoods, food and nutrition insecurity are persistent. HIV and AIDS represent another significant threat causing morbidity and increasing vulnerability to poverty and hunger.

In view of facilitating rapid, sustainable and inclusive socio-economic growth and food security, increasing productivity in agriculture and fisheries, combined with sustainable employment creation is at the center of the PARP 2011-2014, and Disaster Risk Management one of the key cross-cutting elements. Accordingly, the United Nations will complement its efforts in supporting productivity growth in the primary sector, which will have direct impact on rural livelihoods, with interventions that will enable MSMEs to generate sustainable employment opportunities. Given that recurrent natural hazards may compromise successful undertakings within these two result areas, disaster management and climate change adaptation measures are indispensable for the development of a sustainable economy in the country.

Under outcome 1, the United Nations will support the Ministry of Agriculture, the Ministry of Fisheries and the Ministry of Industry and Trade to ensure that “Vulnerable groups (with a particular focus on women) demand and ensure production and productivity in the primary sector in order to increase their own food security”. Special attention will be given to subsistence farmers, who represent the poorest and most vulnerable segment of the population. The complementarities between the UN agencies will allow interventions at all points along the value chain. In order to establish the link between agricultural production and food security, the gender equality issue will be systematically targeted.
Specifically, the UN will establish synergies among agencies and:

- Contribute to the creation of an institutional, policy and implementation framework that is conducive to the development of the agriculture and fishery sectors and support the transformation of subsistence agriculture into a competitive, sustainable and market-oriented venture
- Support small subsistence farmers in the adoption of improved techniques and organizational skills for increased productivity (agriculture and livestock) and reduced post-harvest losses in order to increase the sustainable availability of food
- Support fisheries communities to adopt improved and more productive techniques concerning handling, storage and conservation of fishery products
- Facilitate land use rights, particularly for women, through the issuance of land user certificates.

The UN’s active involvement in the existing food security working groups, the National Agricultural Development Programme (PROAGRI) Donor Group and the Comprehensive Africa Agricultural Development Programme (CAADP) Group will facilitate continuous collaboration with key stakeholders and supply-side partners and contribute to the overall achievements of the results.

The United Nations aims to support ensuring that “Vulnerable groups access new opportunities for improved income and livelihoods, with a special focus on decent employment” (Outcome 2) by helping increase economic opportunities for MSMEs in rural and peri-urban areas, improve technical and vocational skills of the disadvantaged and facilitate the country’s integration into the international trading system. Priority will be given to sectors with high potential for productive employment generation and livelihood support for women and youth, such as agricultural processing, manufacturing, fisheries, tourism, and the creative industry.

In support of a broad range of national Ministries, specialized institutions and business associations, the United Nations will:

- Promote market access for small holder farmers and introduce them to national and international markets through the development of value chains and expansion of sustainable trade links
- Improve access of MSME to financial services through the promotion of inclusive finance and the development of innovative micro-finance products
- Strengthen business management processes of selected MSME introducing basic systems for business development as well as financial and human resource management including extension of HIV services in the workplace
- Facilitate management of critical business and market intelligence through data collection and analysis related to investment opportunities, demand and supply and priority products
- Support the development of more demand-oriented vocational training opportunities which facilitate increased integration of those that are trained, particularly women and youth, into the labor market
- Support policy development, design and implementation of productive social action programmes for the most vulnerable groups.

In light of the challenging effects of natural disasters in Mozambique which are becoming more frequent and damaging, the UN has been emphasizing the need to evolve progressively from reactive emergency response towards a planning based risk reduction approach fostering disaster prevention, risk mitigation and progressive adaptation to climate change. Consequently, the United Nations will support the Ministry
of Environment, the Ministry of Agriculture and the National Institute for Disaster Management to ensure that “Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable” (Outcome 3).

In particular, the UN will:

- Strengthen the policy and legal framework for disaster risk reduction including the Government’s master plan for disaster mitigation, and promote mainstreaming of environmental sustainability and adaptation to climate change into national planning processes at all levels with due consideration of the cultural and gender dimension
- Enhance national early warning and monitoring systems for disaster management in view of facilitating informed decision-taking by all relevant national stakeholders
- Support the expansion of integrated community mechanisms for national disaster resilience and sustainable natural resource management in disaster-prone provinces
- Provide rapid humanitarian relief and early recovery support for communities affected by natural disasters in close coordination with national stakeholders
- Support the national commitment to Article 5 of the Ottawa Convention to clear all landmines by 2014.

In order to facilitate complementarities of the interventions with other stakeholders, the United Nations will participate actively in the Conselho Técnico de Gestão de Calamidades (Disaster Management Technical Board) as well as the DRR, Environment and Demining Working groups under the PARP. The coordination of the humanitarian aid will be done continuously through the Humanitarian Country Team and the Cluster Approach.

2.2. Social Area

Mozambique has made remarkable progress in the access to basic social services over the past years. This notwithstanding, the quality of social services often remains low and inequalities persist in terms of geographical areas, vulnerable groups and gender. There is also a need to aggressively promote a safe and healthy lifestyle.

The PARP 2011-2014 highlights the importance of social and human development for sustained poverty reduction and the achievement of the MDGs and stresses particularly the areas of Education, Water and Sanitation, HIV and AIDS, Social Protection, Housing, Health and Nutrition.

In the health area, particularly, Mozambique has an epidemiological profile of a country with a high population growth rate of 2.7 and low life expectancy of only 51.7 years (INE 2009, 2010). The most common immediate causes of death and illness are malaria, tuberculosis, AIDS, acute respiratory tract infections and diarrhea related diseases, often with undernutrition as a compounding factor. While Mozambique is on track to meet the MDG target on reducing the percentage of underweight children (low weight for age), chronic malnutrition levels remain high at 46% (Third Poverty Assessment Report).

This situation is exacerbated by factors such as early pregnancies, infections, poor hygiene and limited consumption of quality food. One important contributory factor to the high level of food and waterborne diseases is the inadequate access to clean water supply, sanitation facilities and hygiene. There have been noted improvements in the institutional and policy framework over the past years, however, the coverage
of water and sanitation facilities still remains low, particularly in rural areas of the northern and central provinces, with only 43% of the Mozambican population having access to safe water and 19% to sanitation.

The national HIV epidemic represents another important threat to development in Mozambique. In 2009, 22% of the total deaths in the country were due to AIDS, and this is the second cause of deaths in children under 5 after malaria and one of the leading indirect causes of maternal mortality. Mozambique has also the third highest estimated mortality rate among TB-HIV patients among 22 TB high burden countries. With a prevalence rate of 13.1% among women against 9.2% among men, HIV disproportionately affects women and girls. While the upwards trend of HIV infections has slowed down in the past year, there is still a great need to intensify significantly and scale up actions focused and comprehensive prevention efforts to reduce the number of people newly infected by HIV in addition to continued care, treatment and mitigation activities for a sustainable reversal of the trend.

In the education area, despite an increased net primary school attendance rate of 81% (MICS 2008), long-standing discrepancies in children’s school attainment persist in both urban and rural areas because the increased number of school population is yet to be matched by improved quality of education. Furthermore, overall literacy in Mozambique remains low at 52% (Mozambique MDGR 2010) despite some progress in recent years. Other visible effects of discrimination and marginalization of women and girls that permeate society are the high levels of teenage pregnancies (41%, MICS 2008) leading to girls dropping out of school and high prevalence of violence against women, especially in rural areas (more than half of Mozambican women have experienced some kind of violence in their life). This adds to high maternal mortality rates, which are estimated in the Census 2007 at 500 deaths per 100,000 live births, the majority of deaths are due to preventable and treatable conditions. Main contributing factors are the still low prevalence of modern contraceptive methods (12% in 2008), and the low coverage and quality of essential maternal health interventions.

Social protection measures can play a key role in ensuring poverty reduction and food security, reducing vulnerabilities and contributing to social development, particularly for those individuals who cannot be covered through conventional sector approaches. In order to reach more beneficiaries effectively there is need to expand fiscal space, improve the design and implementation of programmes and expand and scale up existing and new programmes to be more inclusive regarding the most vulnerable groups. The social sectors are where the UN commits the highest proportion of its funding, organizing its activities around two outcomes. The first outcome aims at improving the capacity of duty bearers to provide services, and the second on strengthening the capacity of right holders to demand access and use social services.

Within the first outcome, “Equitable provision of quality and essential social services ensure improved well being for all vulnerable groups” (Outcome 4), the main focus will be on enhancing capacities of public institutions for a better service delivery. Thus, it envisages the equitable access to quality services in education, safe drinking water, health and nutrition, sanitation, housing and care for people living with HIV and AIDS. This will be complemented at the upstream level with advocacy through increased partnerships and engagement in sector programmes for the development, execution and systematic monitoring of policies, plans and budgets with a human rights, gender and equity perspective.
Specifically, they aim to:

- Enable public authorities and service providers at decentralized levels to deliver quality water supply and sanitation services in rural areas and improve informal settlements in peri-urban areas while supporting, in parallel, policy reform and participatory and accountable implementation mechanisms at the upstream level.
- Strengthen national policies and standards on early learning, school quality and learner assessment. Ensure that relevant national strategies and evaluation mechanisms for pre- and in-service teacher education and for literacy facilitators are in place. These should be complemented by the promotion of a multi-sectoral and holistic approach to education and early childhood development.
- Improve the efficiency and effectiveness of social protection programs as an essential tool to promote inclusive economic growth.
- Increase return on investment of social protection programmes through improved management and finance systems and enhanced linkages between the social protection programs, food security, HIV impact mitigation and Disaster Risk Reduction.
- Enhance essential components of the national health systems, such as human resources, finance, information management, procurement of medical products and technologies.
- Increase the coverage of specific intervention packages for the prevention, treatment and care of malaria, tuberculosis, HIV and AIDS, neonatal and childhood diseases, emerging and neglected illnesses, as well as non-communicable diseases.
- Increase availability of quality, integrated and gender sensitive sexual and reproductive health services.
- Enable the delivery of coordinated nutrition and food security services for the most vulnerable children and their families, such as people living with and affected by HIV and AIDS, in view of reducing chronic malnutrition.
- Improve the provision and quality of integrated services for the prevention of HIV infection in newborns, youth and adults.

In view of achieving the second outcome in the social area, “Vulnerable groups demand, access and use quality and equitably delivered social services” (Outcome 5), the UN will complement its interventions at policy and national level with significant community mobilization and awareness raising activities at decentralized levels using a cultural, gender and human-rights based approach to programming. This will encompass several approaches including civic engagement and community voluntary action.

By empowering vulnerable groups through strategic long-term capacity building initiatives and bringing the voice of right holders to the attention and action of duty bearers, the UN System will:

- Facilitate the creation of an enabling environment at the municipal, district and provincial levels to ensure private and public sector involvement and enhanced community participation for the sustainable management of water and sanitation facilities.
- Contribute to reducing the risk of HIV infections and other sexually transmitted diseases, particularly among girls and women, by promoting positive cultural practices and change, while enabling environments for the adoption of safe and supportive behaviors.
- Increase knowledge and awareness of populations about the most important health, food security and nutrition risks recognizing the responsibility of the end users through promotion of healthy lifestyles and the prerequisite of their engagement in the social development process.
• Reduce key barriers to the utilization of health and nutrition services for vulnerable groups in rural areas
• Support integrated literacy and life-skill programmes for vulnerable youth and women
• Provide complementary and integrated assistance to vulnerable groups who are not covered by the basic social protection programmes.

In order to maximize the development results and ensure complementarities with other partners and donors in the social sector, the UN will maximize the use of existing coordination mechanisms, such as the National AIDS Coordinating Authority (CNCS), the Programme Aid Partners (PAPs) Group and various SWAp mechanisms including ProSAUDE (health and nutrition), FASE (education), and PRONASAR (water and sanitation).

2.3. Governance Area

The PARP 2011-2014 considers governance – specifically, a good business environment, a quality legal framework, decentralization and deconcentration of key functions and resources to the local level, as well as democratic systems and the respect of rule of law – as “supporting pillar” or pre-condition for the achievement of the three general PARP objectives aiming at reducing poverty and vulnerability in Mozambique.

Following the rights-based approach adopted by this UNDAF, the governance pillar focuses particularly on the systems and processes that enable people to realize their rights both at national and decentralized levels. It is worth noting that there have been remarkable achievements in the consolidation of the democratic culture. For instance, Mozambique has successfully conducted the periodic general and municipal elections, having also held for the first time in 2009 elections at provincial level. In order to sustain these gains, electoral laws are currently being improved and the habits of democratic participation need further deepening through civic education. Ensuring equitable access to justice including strengthening judicial institutions and addressing structural challenges in the formal and customary administration of justice is another critical area.

On the other hand, Members of Parliament (MPs) acknowledge that the Parliament’s oversight functions and its capacities to formulate laws in consultation with the public still need to be further strengthened despite considerable progress in recent years. Effective policy formulation, monitoring and programming could be enhanced by the use of quality data, systematic mainstreaming of crosscutting issues and stronger institutional planning and budgeting capacities both at national and decentralized levels. Also the quality of private sector and civil society participation can be improved in the national and decentralized planning and budgeting processes through, for example, the strengthening of participatory mechanisms, such as the Development Observatories and Consultative Councils. The community and religious representations also need to be duly acknowledged for their rich cultural diversity.

Structural and organizational challenges of civil society organizations, such as limited access to information, weak coordination mechanisms and weak financial and human resource capacities, hamper their effective involvement in development processes. It is critical that strategies and plans at all levels fully reflect key development issues related to the needs of vulnerable groups and take into consideration the ratification, enactment and enforcement of international and regional legal and regulatory instruments.
The decentralization policy and strategy, which aims at efficient and equitable access to public services, particularly at decentralized levels, is also considered a national priority. This includes, among others, integrated public services, judicial services, civil registration, the establishment of a National Human Rights Commission that is also operational at decentralized levels, and integrated care for victims of violence and abuse. While the service provision needs to be strengthened, it is critical that vulnerable groups are aware of their rights in order to be able to increase knowledge and participate effectively in planning, budgeting and monitoring processes.

Under the Outcome 6 “Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels”, the UN will collaborate with national State and non-State actors towards a strong and efficient functioning of the national governance system and transparency of decision-making processes.

Specifically, the United Nations System will:

- Strengthen electoral management systems and civic education with a special focus on women
- Foster the Parliamentary effective oversight function on public finance and its capacity to initiate, recommend and review legislation and facilitate its enactment
- Provide institutional capacity enhancement of key national stakeholders in relation to national planning, budgeting and monitoring processes with particular attention to cross-cutting issues
- Support the consolidation of Local Municipalities as well as the mechanisms of transferring functions and competencies from the State to these Local Autarchies
- Support the collection, analysis and strategic utilization of disaggregated data, particularly by age, sex, and provinces, for evidence-based policy development with a focus on equity for and inclusion of vulnerable groups
- Strengthen the judicial framework and facilitate integrated access to justice and the protection sector, particularly for women, including police training on sexual- and gender-based violence
- Advocate for the ratification and domestication of key international and regional human rights instruments, as well as for the withdrawal of existing reservations
- Support the establishment of the National Human Rights Commission
- Strengthen national systems to design, finance, implement and monitor an effective HIV response covering critical areas such as HIV and human rights, HIV and gender, and stigma and discrimination.

For the achievement of outcome 7 “People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda”, the United Nations will facilitate increased participation of civil society and the private sector in development processes, including through volunteering, and:

- Raise awareness and mobilize support for enjoyment of human rights of vulnerable populations, including women’s rights and rights of people living with HIV and AIDS
- Strengthen the role that civil society can play in the development process by enhancing mechanisms for governance and increased participation, including the National Forum of the African Peer Review Mechanism (APRM), Consultative Councils and Development Observatories
- Develop capacities of both civil society and private sector representatives for effective participation in defining and monitoring the development agenda at all levels
• Support the establishment of a national Urban Forum as a platform for dialogue between stakeholders, the Government and Development Partners
• Support the implementation of knowledge management strategies with a distinct focus on equitable access to and meaningful use of information for development at decentralized and socially inclusive levels.

The UN Civil Society Advisory Committee will be one of the main forums for coordinating the interventions with civil society in addition to more specialized fora, for example, the Civil Society Forum for Human Rights/Child or the Forum for Community Radios (FORCOM).

The Outcome 8 “Government and civil society provide coordinated, equitable and integrated services at decentralized level” is focused on strengthening local governance by supporting the decentralization process as an integral part of the overall Mozambique Governance and Public Sector Reform Programme.

Specifically, the UN system will:

• Strengthen Government and civil society capacities at provincial, district and municipal levels to integrate crosscutting issues into economic and social planning cycles
• Improve the information systems that provide disaggregated data, including age, sex and geographic areas, for planning, monitoring, evaluation, and decision-making at provincial and district levels
• Support selected districts in offering integrated police, protection and justice services for victims of violence and abuse
• Strengthen the civil registration system both at national and decentralized level for increased access to citizenship for the full enjoyment of basic human rights and prevention of statelessness
• Strengthen the government capacities to implement the decentralization policy and improve systems and strategies to enable the implementation.

3. ESTIMATED RESOURCE REQUIREMENTS

The total contribution of the United Nations System, including resident and non-resident agencies, to the implementation of the UNDAF 2012-2015 in Mozambique has been estimated at around US$ 739 million. Approximately 56% (US$ 414 million) of the total contribution are scheduled for the social area, 32% (US$ 238 million) for the economic area and, 12% (US$ 87 million) for the governance area. These estimates include both regular agency resources and other resources that UN agencies intend to mobilize jointly or individually from external sources. The Resident Coordinator will support the resource mobilization efforts of the UN agencies through the formulation of a joint resource mobilization strategy and the One Fund.

The following table provides an overview of the indicative resource allocation per UNDAF outcome. Detailed fund allocations per UN agency are included in the attached outcome results matrix and will be further specified and updated annually within the Common Budgetary Framework of the UNDAF Action Plan.
### Table summarizing allocation of UN system financial resources for UNDAF outcomes:

<table>
<thead>
<tr>
<th>AREAS</th>
<th>OUTCOMES</th>
<th>REGULAR RESOURCES (in thousands US$)</th>
<th>OTHER RESOURCES (in thousands US$)</th>
<th>TOTAL (in thousands US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td>Outcome 1: Productivity of primary sector</td>
<td>33,597</td>
<td>35,610</td>
<td>69,207</td>
</tr>
<tr>
<td></td>
<td>Outcome 2: Decent employment</td>
<td>21,169</td>
<td>37,740</td>
<td>58,909</td>
</tr>
<tr>
<td></td>
<td>Outcome 3: Natural resource management</td>
<td>11,207</td>
<td>99,054</td>
<td>110,261</td>
</tr>
<tr>
<td>Social</td>
<td>Outcome 4: Provision of quality social services</td>
<td>42,625</td>
<td>226,114</td>
<td>268,739</td>
</tr>
<tr>
<td></td>
<td>Outcome 5: Equitable use of social services</td>
<td>26,447</td>
<td>118,553</td>
<td>145,000</td>
</tr>
<tr>
<td>Governance</td>
<td>Outcome 6: Democratic systems and processes</td>
<td>17,392</td>
<td>14,810</td>
<td>32,202</td>
</tr>
<tr>
<td></td>
<td>Outcome 7: Participation in development agenda</td>
<td>7,390</td>
<td>12,330</td>
<td>19,720</td>
</tr>
<tr>
<td></td>
<td>Outcome 8: Decentralized service delivery</td>
<td>16,230</td>
<td>18,910</td>
<td>35,140</td>
</tr>
<tr>
<td>UNDAF</td>
<td></td>
<td>176,057</td>
<td>563,121</td>
<td>739,178</td>
</tr>
</tbody>
</table>

### 4. IMPLEMENTATION

The UNDAF 2012-2015 will be implemented under the overall coordination of the UNDAF Steering Committee represented at the highest level by the Ministry of Foreign Affairs (MINEC), the Ministry of Planning and Development (MPD), the Ministry of Finance (MF) and other Ministries involved in cooperation with the United Nations as well as UN Heads of Agencies. This committee, co-chaired by the Minister of Foreign Affairs and Cooperation and the United Nations Resident Coordinator, will be the highest decision-making body and will provide strategic orientation for the operationalization of the UNDAF.

The Steering Committee will also integrate representatives of the UN Civil Society Advisory Committee and Development Partners (donors) with observer and consultative roles. These roles will be further described in the UNDAF Action Plan.

The UNCT under the leadership of the UN Resident Coordinator will be responsible for the efficiency of the UN interventions and will direct the planning, implementation and monitoring processes in line with the recommendations and decisions of the UNDAF Steering Committee. They will oversee the UNDAF.
implementation on a regular basis, discuss and determine the delivery approach, including the number and type of joint programmes, and identify possibilities of joint resource mobilization for the entire UN programme.

While the actual implementation of UN programming activities will be done by state and non-state actors with support from the respective UN agencies, interagency Development Result Groups (DRG) will serve as the operational mechanism for the sectoral coordination, management and monitoring of UN interventions around UNDAF outputs and outcomes and mainstreaming of HIV/AIDS and gender across the entire UNDAF. Each DRG will be chaired by a Head of Agency. The M&E experts in the DRGs will facilitate effective data collection and monitoring of progress towards the achievement of UNDAF results. The collectivity of the M&E focal points will constitute the M&E Group under the leadership of the Resident Coordinator’s Office. In the context of the UNDAF, this group will be in charge of (i) formulating and managing the UNDAF M&E-Plan, (ii) developing joint M&E-tools, (iii) managing and updating the UNDAF M&E-database (DevInfo), and (iv) consolidating the annual UNDAF report based on the contributions from the different DRGs.

The UNDAF structures will be aligned with Government-led coordination mechanisms, as soon as the aid architecture around the PARP is defined. The details of the coordination mechanism, agency roles and responsibilities and alignment with national coordination structures under the PARP will be further detailed in the UNDAF Action Plan and the UN Management Plan that will further deepen the DaO-approach in Mozambique.

Complementary to the coordination of the development initiatives of the UN, the humanitarian assistance is coordinated by the Humanitarian Country Team (HCT) at the oversight level, and through the cluster approach at sectoral level supported by the cross-sectoral Humanitarian Working Group.

5. MONITORING AND EVALUATION

Progress towards the achievement of UNDAF results will be monitored both at outcome and output level based on the indicators defined in the results matrices and in line with the M&E Plan that will be developed. For the outcome indicators, which are fully aligned with national indicators in the PARP or sector-specific plans, the data will be drawn from national sources. Given that these data serve in the first place to measure national results, the specific UN contribution will be only monitored at output level, for which the indicators will be defined in the UNDAF Action Plan. In order to assess the impact of the UN contributions on the socio-economic development situation in Mozambique, the UN will furthermore monitor a selected number of MDG-related impact indicators.

The Annual UNDAF Review under the leadership of the UNDAF Steering Committee will serve as the main mechanism for monitoring and analyzing progress towards the achievement of UNDAF results and taking stock of lessons learnt and good practices.

Each DRG will be in charge of the data collection for reporting against the established indicators of the UNDAF outputs and the financial delivery rate under its respective area. As necessary, these could be preceded by agency-specific reviews that would be kept as light as possible to minimize agency specific processes and burdens on government. The indicator status will be complemented by an analytical narrative about progress against the expected outcomes in light of the financial disbursement status and
integration of cross-cutting themes, such as HIV and AIDS, culture, gender and human rights, into programming activities.

Based on the contributions from the DRGs, the M&E group will update the UN database (DevInfo), classify the progress status on annual targets of UNDAF results (e.g. met, delayed, etc.) and prepare one integrated annual UNDAF monitoring report, which will represent the most important background document for the annual review meeting. The subsequent decisions and recommendations of the UNDAF Steering Committee will then feed back into the next annual planning process.

In 2013, the United Nations will prepare a more extensive UNDAF progress report which will highlight the contributions of the UN to the national results, as defined in the PARP and the *Plano Quinquenal* and covers the entire UNDAF period starting from 2012. The monitoring of the UNDAF will be aligned to the extent possible to national systems.

**External UNDAF Evaluation**

An external evaluation covering the entire programming cycle will be conducted in the penultimate year of the UNDAF implementation (2014) in close collaboration with national stakeholders. The evaluation aims to assess the relevance, efficiency, effectiveness, impact and sustainability of the UN system’s contributions to the national priorities. Together with the UNDAF progress report, the findings from the evaluation will guide the UNCT’s strategic planning exercise of the subsequent UNDAF. The interagency M&E-group will be in charge of the technical preparation and follow-up on the external evaluation.
### National Development Priorities and Targets:

- Improve/increase access to inputs for productions
- Improve access to markets
- Stimulate employment creation and improve the employability of citizens
- Improve sustainable management of natural resources
- Improve strategies adaptation to climate change

### UNDAF RESULTS MATRIX – LEVEL OF STRATEGIC RESULTS

#### Economic Area

#### OUTCOME 1: Vulnerable groups (with a particular focus on women) demand and ensure production and productivity in the primary sector in order to increase their own food security

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Indicator, Baseline, Target</th>
<th>Means of Verification</th>
<th>Risks and Assumptions</th>
<th>Stakeholders</th>
<th>Indicative Budget in ‘000 USD – TOTAL (RR/OR)¹</th>
</tr>
</thead>
</table>
| 1.       | % of the population with chronic food and nutrition insecurity [SETSAN-AVC] | Analysis of chronic vulnerability (AVC) – annual SETSAN and CFSAM reports (2009 and 2013) | Assumptions:  
- Climatic conditions favourable for the agricultural sector  
- The Government continues to prioritize food security and nutrition  
- Policies favourable to the participation of women in agriculture  
- The Government continues to implement legislation, strategies and other instruments to promote artisanal fishing  
- Financing available for the productive sector | MIC  
MINAG  
MP  
SETSAN  
INGC  
ProAgri  
Development partners | UNESCO: 982 (447/535)  
UNIDO: 650 (0/650)  
WFP: 2055 (0/2055)  
IFAD: 27550 (27550/0)  
FAO: 34250 (3350/30900)  
UNFPA: 1270 (600/670)  
UNHCR: 850 (550/300)  
UNWOMEN: 100 (0/100)  
UNDP: 1000 (600/400)  
UNCDF: 500 (500/0) |
| 2.       | Proportion of rural women / rural men assisted by public extension services including subcontracted services | Ministry of Agriculture Reports | | | |
| 3.       | Production of cereals, per province | MINAG Agricultural Campaign Report of 2009/10, 2014 | Risks:  
- Natural disasters (floods, droughts)  
- Outbreaks of epidemics | | |

¹ Regular Resources / Other Resources
<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Indicator, Baseline, Target</th>
<th>Means of Verification</th>
<th>Risks and Assumptions</th>
<th>Stakeholders</th>
<th>Indicative Budget in '000 USD – TOTAL (RR/OR)¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTCOME 2: Vulnerable groups access new opportunities for improved income and livelihoods, with a special focus on decent employment</td>
<td>1. Proportion of durable goods owned by women (women headed households) as compared to men</td>
<td>IOF 2009 and 2014</td>
<td>Assumptions: - Policies favouring the development and expansion of small and medium enterprises - IPEME- Female and juvenile entrepreneurship will lead to the reduction of gender imbalances in the ownership of durable goods - IPI-Operationalization of the geographical indicator system, aimed at adding the value of agricultural, stock breeding and fishing products to increase the local population’s income - Government commitment to inclusive micro finance services</td>
<td>MIC (IPEME, INNOQ, IPEX, IPI, DASP) MITRAB (INEFP) MPD (CPI) MMAS M. Culture CTA OTM CONSLIMO Civil Society Private sector Municipalities Development partners</td>
<td>UNESCO: 1265 (565/700) UNDP: 11700 (2800/8900) ILO: 5000 (50/4950) UNIDO: 8604 (0/8604) WFP: 4980 (0/4980) IFAD: 13900 (13900/0) FAO: 2650 (250/2400) UNFPA: 1000 (300/700) UNICEF: 2300 (1000/1300) UNCDF: 3600 (1600/2000) IOM: 240 (0/240) UNHCR: 1290 (640/650) UNWOMEN: 100 (0/100) UNCTAD: 900 (150/750) ITC: 1380 (64/1316)</td>
</tr>
<tr>
<td></td>
<td>BL: 31% women; 69% men</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>Target: ²</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>2. No. of knowledge transfer centres</td>
<td>IPEME Annual Reports approved by MIC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>BL: Presently none. Two are being established in Chokwe and Boane</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Target: 3 Incubators and 3 Knowledge Transfer Centres by 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. No. of youths and women with access to employment after professional training</td>
<td>MAE (DNPRD), FARE Monitoring reports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>BL: 101,726 (trained in 2009)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Target: 100,000 per year</td>
<td></td>
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<tr>
<td></td>
<td>4. No. of Mediation and Arbitration Centres at the National Level for Labour Conflicts operationalized</td>
<td>Fact finding visits to companies and mediating the conflicts until they are settled</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>BL: 0 (2009)</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Target: Operationalize Mediation and Arbitration Centres for Labour Conflicts in each province</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. BL: 2,616,934 tons (2008 – 2009)</td>
<td>Annual IDPPE, CHS, PDM, and IIP Reports</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4. Fish catches by domestic artisanal fishermen</td>
<td>BL: 125,000 tons (2008)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target: 151,250 tons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Proportion of durable goods owned by women (women headed households) as compared to men</td>
<td>IPEF 2009 and 2014</td>
<td></td>
<td></td>
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<tr>
<td>BL: 31% women; 69% men</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Target: ²</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. No. of knowledge transfer centres</td>
<td>IPEME Annual Reports approved by MIC</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>BL: Presently none. Two are being established in Chokwe and Boane</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target: 3 Incubators and 3 Knowledge Transfer Centres by 2015</td>
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<tr>
<td>3. No. of youths and women with access to employment after professional training</td>
<td>MAE (DNPRD), FARE Monitoring reports</td>
<td></td>
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<tr>
<td>BL: 101,726 (trained in 2009)</td>
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<tr>
<td>Target: 100,000 per year</td>
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<tr>
<td>4. No. of Mediation and Arbitration Centres at the National Level for Labour Conflicts operationalized</td>
<td>Fact finding visits to companies and mediating the conflicts until they are settled</td>
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<tr>
<td>BL: 0 (2009)</td>
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<tr>
<td>Target: Operationalize Mediation and Arbitration Centres for Labour Conflicts in each province</td>
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² Will use PARP target when finalized
<table>
<thead>
<tr>
<th>Outcomes</th>
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<th>Stakeholders</th>
<th>Indicative Budget in '000 USD – TOTAL (RR/OR)</th>
</tr>
</thead>
</table>
| OUTCOME 3: Sustainable and effective management of natural resources and disaster risk reduction benefit all people in Mozambique, particularly the most vulnerable | 1. No. of vulnerable communities, with capacity to adapt to increased climate changes  
**BL:** 2 ongoing projects (Guijá and Chicualacualá) in 2009  
**Target:** 200 communities (2014)  
|                                                                 |                                                                                                                                                                                                                          | MPD – FARE Reports                                                                     | Assumptions:                                                                                                                                                              | INGC, CTGC, INE, MICOA, MPD, MMAS, HCT, MINAG, MOPH, Provincial Governments, District Administrations, IND, Development Partners, Humanitarian Assistance Partners |                                                                             |
|                                                                         | 2. No. of localities implementing territorial planning tools[^3^]  
**BL:** 40 districts (2010)  
**Target:** 88 districts (2015)  
UNIDO: 4429 (0/4429)  
WFP: 42400 (0/42400)  
FAO: 6575 (665/5910)  
UNFPA: 310 (100/210)  
UNICEF: 600 (0/600)  
IOM: 2300 (0/2300)  
UNHCR: 800 (0/800)  
UNWOMEN: 1200 (350/850)  
UNDP: 35160 (7450/27710)  
WHO: 11000 (2000/9000)  
UNEP: 610 (360/250)  
UNHABITAT: 4000 (0/4000) |                                                                             |
|                                                                         | 3. No. of districts classified as mine-free and available for use  
**BL:** 40 districts (2010)  
**Target:** 128 districts (2014)  
|                                                                 |                                                                                                                                                                                                                          | IND Annual Reports                                                                  | Risks:                                                                                                                                                                   |                                                                             |
|                                                                         | 4. % of sectors with specific responses to the needs of women, girls, men and boys in their contingency plan  
**BL:** 25%  
**Target:** 80%  
|                                                                 |                                                                                                                                                                                                                          | Annual contingency plans (INGC)                                                     |                                                                                                                                                                          |                                                                             |

## UNDAF RESULTS MATRIX – LEVEL OF STRATEGIC RESULTS
### Social Area

**National Development Priorities and Targets:**
- Improve the quality of services and reduce inequities
- Integrate the interventions for the most vulnerable and link them with job creation
- Improve social infrastructure/services with a view to boosting socio-economic development and create a productive enabling environment

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<tr>
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<th>Indicative Budget in '000 USD – TOTAL (RR/OR)(^5)</th>
</tr>
</thead>
</table>
| OUTCOME 4: Equitable provision of quality and essential social services ensure improved well being for all vulnerable groups | 1. Under-five chronic malnutrition rate disaggregated by sex, province, rural/urban (height/age below -2 SD\(^3\))
Province:
Niassa: 45.5%; Cabo Delgado: 55.7%
Nampula: 50.6%; Zamíbía: 45.8%
Tete: 48%; Manica: 48.3%
Sofala: 40.5%; Inhambane: 34.5%
Gaza: 34.2%; Maputo Province: 28%
Maputo City: 24.9%
**BL:** Female: 40.7%; Male: 46.8%
Rural: 47.3%; Urban: 34.7%
National average: 44% (MICS)
**Target:** 30 % of under-fives | INE, MICS | Assumptions:
- Effective coordination of the actors at central and provincial levels
- Adequate leadership / community involvement to support the implementation of the social sector programmes
- Effective interventions and strategies for an appropriate healthy socio-cultural behaviour change | INE
MISAU
MINED
MINEC
MMAS
MOPH
MPD
CNCS
UNHCR
IOM
FAO
WFP
UNICEF: 114800
(31600/83200)
UN-HABITAT: 3000
(0/3000)
WHO: 33861
(3230/30631)
UNFPA: 38492
(4000/34492)
UNAIDS: 1000
(0/1000)
UNHCR: 2366
(1765/601)
IOM: 1740
(0/1740)
FAO: 5150
(500/4650)
WFP: 60400
(0/60400)
ILO: 2850
(0/2850)
UNESCO: 5080
(1530/3550) |
| | 2. % of the population with (a) access to potable water and (b) access to adequate rural/urban sanitation
**BL:** (a) Rural: 54%; Urban: 60% (2009)
(b) Rural: 40%; Urban: 47% (2009) | PES Review, DNA, PENAR Report | |

\(^3\) Regular Resources / Other Resources
\(^5\) Level of chronic malnutrition

Mozambique UNDAF 2012-2015 20
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<tr>
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<th>Stakeholders</th>
<th>Indicative Budget in ‘000 USD – TOTAL (RR/OR)</th>
</tr>
</thead>
</table>
| **Target:** (a) Rural: 70%; Urban: 70% (2015)  
(b) Rural: 50%; Urban: 80% (2015) | | | | | |
| 3. % of households living in poverty benefiting from basic social protection programmes | **BL:** total 8.3%  
**Target:** total 36.5% | PES Review | | | |
| 4. Illiteracy rate | **BL:** total: 48%; Women: 63% (2009);  
**Target:** total: 30%; Women: 40% (2014) | MINED Statistics | | | |
| 5. No. of people living with HIV eligible for treatment receiving TARV according to national protocols, disaggregated by age, sex and province | **Province:**  
Niassa: 4,651; Cabo Delgado: 9,045  
Nampula: 10,540; Zambézia: 19,967  
Tete: 13,288; Manica: 14,347  
Sofala: 20,428; Inhambane: 9,651  
Gaza: 26,755; Maputo Province: 27,910  
Maputo City: 47,181  
**BL:** Total: 203,763; Adults: 187,578; Female: 66,431; Male: 121,147; Children: 16,185  
**Target:** Adults: 280,000; Female: 227,616; Male: 132,641; Children: 40,000 | MISAU, HIV and AIDS programme, PES Review | | |
| 6. % of people tested voluntarily and who receive their results, disaggregated by sex, age, urban/rural and province | **BL:** Total men 15-49 years: 8.5%;  
Total women 15-49 years: 15.6% | INSIDA and MISAU Reports | | |
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<th>Indicative Budget in '000 USD – TOTAL (RR/OR)</th>
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</thead>
<tbody>
<tr>
<td>Men / Women 15-49 years per province:</td>
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<tr>
<td>Niassa: 4.7% / 12.2%</td>
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<tr>
<td>Cabo Delgado: 3.7% / 8.3%</td>
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<tr>
<td>Nampula: 3.8% / 10.3%</td>
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<td>Zambézia: 5.6% / 7.0%</td>
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<tr>
<td>Tete: 9.8% / 33.1%</td>
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<td>Manica: 10.2% / 22.7%</td>
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<td>Sofala: 13.2% / 20.7%</td>
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<td>Inhambane: 14.3% / 18.9%</td>
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<tr>
<td>Gaza: 9.8%; 26.1%</td>
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<tr>
<td>Maputo Province: 16.9% / 24.2%</td>
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<tr>
<td>Maputo City: 23.2% / 32.7%</td>
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<tr>
<td>Urban: 15.9% / 25.3%</td>
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<tr>
<td>Rural: 5.1% / 13.2%</td>
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<tr>
<td><strong>BL:</strong> Total men 15-24 years 10.1% Total women 15-24 years 22.8%</td>
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<tr>
<td>Men / Women 15-24 years per province:</td>
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<tr>
<td>Niassa: 8.7% / 19.2%</td>
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<tr>
<td>Cabo Delgado: 2.3% / 14.2%</td>
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<tr>
<td>Nampula: 8.1% / 16.6%</td>
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<tr>
<td>Zambézia: 7.0% / 10.5%</td>
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<td>Tete: 12.5% / 44.5%</td>
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<td>Manica: 11.5% / 24.8%</td>
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<tr>
<td>Sofala: 13.5% / 26.6%</td>
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<tr>
<td>Inhambane: 18.0% / 27.7%</td>
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<tr>
<td>Gaza: 9.1% / 30.3%</td>
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<tr>
<td>Maputo Province: 10.7% / 29.3%</td>
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<tr>
<td>Maputo City: 19.3% / 35.0%</td>
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<tr>
<td>Urban: 16.7% / 31.9%</td>
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<tr>
<td>Rural: 5.1% / 17.5%</td>
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<tr>
<td><strong>Target:</strong> 30% for both men and women between 15-49 years; 40% for both men and women</td>
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</tbody>
</table>
| Outcomes | Indicator, Baseline, Target | Means of Verification | Risks and Assumptions | Stakeholders | Indicative Budget in ‘000 USD – TOTAL (RR/OR)

| 7. No. of voluntary HIV tests administered, disaggregated by sex, age, province |
| Province: Niassa: 39,489; Cabo Delgado: 6,713  
Nampula: 33,138; Tete: 53,692  
Zambézia: 70,585; Sofala: 114,179  
Manica: 109,248; Inhambane: 24,281  
Gaza: 35,263; Maputo Province: 61,257  
Maputo City: 40,868 |
| BL: Total: 529,922; Female: 312,654; Male: 217,268 |
| Age: 15 to 19 years: 92,973  
20 to 24 years: 130,645  
25 to 29 years: 126,468  
30 to 49 years: 141,229 |
| Target: (Will depend on the final analysis of the INAIDS data) |
| Age: 15 to 19 years  
20 to 24 years |
| 8. % of institutional births, disaggregated by province and rural/urban |
| Province: Niassa: 74.6%; Cabo Delgado: 45.2%  
Nampula: 61.6%; Tete: 49.2%  
Zambézia: 39.8%; Sofala: 64.4%  
Manica: 56.5%; Inhambane: 61.6%  
Gaza: 68.9%; Maputo Province: 75.3%  
Maputo City: 92.9%  
Rural: 49%; Urban: 80.6% (2009) |
| BL: total 55%  
Target: total 66% (2015) |
<p>| SIS (total and per province); IDS, MICS (rural, urban) |</p>
<table>
<thead>
<tr>
<th>Outcomes</th>
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<th>Means of Verification</th>
<th>Risks and Assumptions</th>
<th>Stakeholders</th>
<th>Indicative Budget in ‘000 USD – TOTAL (RR/OR)4</th>
</tr>
</thead>
</table>
| OUTCOME 5: Vulnerable groups demand, access and use quality and equitably delivered social services | 1. % of the population using (a) safe water sources and (b) adequate sanitation infrastructures in rural and urban areas  
   a) **BL:** Total 43%; Urban: 69.9%; Rural: 29.9%  
   Province:  
   Niassa: 44.1%; Cabo Delgado: 29.9%  
   Nampula: 43.1%; Zambézia: 23.6%  
   Tete: 34.2%; Manica: 32.0%  
   Sofala: 48%; Inhambane: 34.9%  
   Gaza: 60.7%; Maputo Province: 67.7%  
   Maputo City: 94.3%  
   b) **BL:** Total: 19.3%; Urban: 47.1%; Rural: 5.8%  
   Province:  
   Niassa: 15.4%; Cabo Delgado: 5.6%  
   Nampula: 15.2%; Zambézia: 7.6%  
   Tete: 3.4%; Manica: 14.2%  
   Sofala: 22%; Inhambane: 15.5%  
 | MISAU, MICS PES Review INE Inquiries PRONASAR Baseline Study | **Assumptions:**  
   - Interventions using appropriate socio-cultural behaviour change  
   - Effective coordination of the actors at central and provincial level  
   - Adequate leadership / community involvement to support the implementation of the programme  
   - Sufficient State Budget allocation to the health sector | INE MISAU MINED MINEC MMAS MOPH MPD CNCS MINAG (SETSAN) MIC MTC MJD | UNICEF: 70500 (12200/58300)  
   UN-HABITAT: 2000 (0/2000)  
   WHO: 6893 (280/6613)  
   UNFPA: 13900 (3800/10100)  
   UNAIDS: 11000 (4000/7000)  
   UNHCR: 6892 (5232/1660)  
   IOM: 680 (0/680)  
   WFP: 29600 (0/29600)  
   ILO: 700 (0/700) |
<table>
<thead>
<tr>
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<th>Risks and Assumptions</th>
<th>Stakeholders</th>
<th>Indicative Budget in ‘000 USD – TOTAL (RR/OR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gaza: 23.8%; Maputo Province:47.2% Maputo City: 84.6% <strong>Target:</strong> (a) Rural: 58%; Urban: 78% (2015); (b) Rural: 45%; Urban: 63% (2015)</td>
<td></td>
<td></td>
<td></td>
<td>MITRAB, GABINFO, Academic and teaching institutions, Civil Society Org., Development Partners, Private sector</td>
<td><strong>UNESCO:</strong> 2635 (935/1700) <strong>UNV:</strong> 200 (0/200)</td>
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<tr>
<td>2. % of adolescents and 15-24 years old youth who already had more than one sexual partner in the last 12 months and who reported the use of condoms during their last relationship, disaggregated by sex, and rural/urban <strong>BL:</strong> Total 44% (2008) Women: 32.4%; Men: 37.2% Women rural: 14.9%; Women urban: 34.9% Men rural: 7.6%; Men urban: 43% <strong>Target:</strong> Total 60% for both men and women</td>
<td>INSIDA and MISAU Reports</td>
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<tr>
<td>3. % of under-fives sleeping under the protection of REMTLD, broken down by province and rural/urban <strong>Province:</strong> Niassa: 17.0%; Cabo Delgado: 33.0% Nampula: 33.5%; Zambézia: 22.6% Tete: 14.5%; Manica: 14.9% Sofala: 29.7%; Inhambane: 22.1% Gaza: 9.9%; Maputo Province: 8.5% Maputo City: 15.5% <strong>BL:</strong> total 23% (2008); Rural: 21.8%; Urban 25.4% <strong>Target:</strong> total 40% for both urban and rural</td>
<td>MICS, MISAU Reports</td>
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<tr>
<td>4. % of girls enrolled in primary school at the appropriate age (6 years) <strong>BL:</strong> 68.8% (2010) <strong>Target:</strong> 81%</td>
<td>MINED data</td>
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<td>Indicative Budget in ‘000 USD – TOTAL (RR/OR)</td>
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<tr>
<td>5. No. of orphaned and vulnerable children, with access to a minimum of 3 of the 6 basic social services (as defined in PACOV), broken down by province</td>
<td>Province: Cabo Delgado: 1,766; Niassa: 694 Nampula: 27,154; Zambézia: 71,259 Tete: 10,367; Manica: 41,432 Sofala: 50,914; Inhambane: 30,000 Gaza: 33,022; Maputo Province: 3,019 Maputo City: 11,680</td>
<td>PES Review</td>
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</tbody>
</table>
### UNDAF RESULTS MATRIX – LEVEL OF STRATEGIC RESULTS
#### Governance Area

**National Development Priorities and Targets:**
- Improve the access and quality of public service delivery to citizens at all levels
- Fight against corruption in public institutions
- Consolidate democratic rule of law
- Improve coordination of HIV&AIDS and gender equity response
- Decentralization and local governance

<table>
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<tr>
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<th>Stakeholders</th>
<th>Indicative Budget in ‘000 USD – TOTAL (RR/OR)⁶</th>
</tr>
</thead>
</table>
| OUTCOME 6: Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels | 1. No. of people assisted through the “Women and Children Victims of Violence Help Desks”
BL: 19,965 (2009)
- Women – 13,583
- Children – 3,590
- Men – 2,792
Target: 30,000 (2014) | Police Reports | Assumptions
- Raised social awareness of the need to report cases of violence against women and children
- Electoral legislation revision should take into consideration the recommendations of the international election observation mission and of civil society
- The new electoral law guarantees the inclusion of all political forces in the electoral process
- Approval and implementation of the decentralization policy
- Room in the National Parliament’s calendar for the ratification processes
- Resources for making the | MINT
MMAS
STAE
Provincial and Municipal Assemblies
MITRAB
INE
Civil Society Development partners | UNDP: 16500 (8450/8050)
UNWOMEN: 1200 (300/900)
UNHCR: 3180 (1980/1200)
IOM: 1000 (0/1000)
UNICEF: 7100 (5500/1600)
UNFPA: 1250 (400/850)
FAO: 780 (80/700)
ILO: 400 (400/0)
UNESCO: 792 (282/510) |
| | 2. % of districts covered by an institutionalized Permanent system for Electoral Civic Education
BL: 4% - Pilot projects, carried out in Manhiça, Magude, Moamba, Morrumbala and Milange districts
Target: 65% of the districts, i.e. 83 districts (2015) | CNE and STAE Reports |  |  |  |
| | 3. % of the National Budget allocated to the provinces and districts | - General State Budget |  |  |  |

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⁶ Regular Resources / Other Resources
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<th>Indicative Budget in ‘000 USD – TOTAL (RR/OR)</th>
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</table>
|                                                                         | **BL**: 24% (2010) for provinces; 5.2% for districts  
**Target**: 29% for provinces; 6% for districts                                |                                                            |                                                                                      |                                                                               |                                               |
|                                                                         | **4.** No. of governmental statistical surveys with disaggregated data by sex, age, and with national, provincial and district coverage publicly available with a demonstrable impact on the PESODs  
**BL**: 1 (2009)  
**Target**: 6 (2015) | MPD, INE and sector Reports                                                              |                                                                                      |                                                                               |                                               |
|                                                                         | **5.** No. of international and regional instruments which are rectified and being implemented  
**BL**: 18 (2009)  
**Target**: 30 (2014) | APRM and Parliament Reports                                                              |                                                                                      |                                                                               |                                               |
|                                                                         | **OUTCOME 7: People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda** |                                                            |                                                                                      |                                                                               |                                               |
|                                                                         | **1.** No. of local councils functioning according to the established standards  
**BL**: 7 districts (2010)  
**Target**: 50 districts | Reports from Consultative Councils and Development Observatories  
PES Review | Assumptions:  
- Approval and implementation of the decentralization policy  
- Provincial Governments’ commitment to coordinate with civil society on the basis of the DO Guide  
- Effective participation of civil society in the DOs  
- Government and National Parliament commitment to discuss the drafting and revision of laws with civil society  
UNHCR: 890 (330/560)  
UNICEF: 10200 (3500/6700)  
UNFPA: 2250 (1200/1050)  
ILO: 150 (0/150)  
UNESCO: 1730 (360/1370)  
UNWOMEN: 200 (0/200)  
UNHABITAT: 1000 (0/1000) |
|                                                                         | **2.** No. of Development Observatories in which civil society has a common position  
**BL**: 1 (2009)  
**Target**: 11 (2014) | Reports from Development Observatories and Civil Society Organisations |                                                                                      |                                                                               |                                               |
|                                                                         | **3.** % of drafted new or revision of existing laws in which civil society has demonstrably participated | National Parliament Reports |                                                                                      |                                                                               |                                               |

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7 Demographic and health inquiry; labour force inquiry; family budget inquiry; basic well-being indicators inquiry; territorial statistics and external trade.

8 The standards established are defined by the LOLE and its Regulation (including gender, frequency of meetings, etc.).
<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Indicator, Baseline, Target</th>
<th>Means of Verification</th>
<th>Risks and Assumptions</th>
<th>Stakeholders</th>
<th>Indicative Budget in '000 USD – TOTAL (RR/OR)</th>
</tr>
</thead>
</table>
| BL: to be established in 2012  
**Target:** to be established in 2012 | | | | | |
| 4. The fight against corruption strengthened through the justice sector (no. of processes)\(^9\)  
**BL:** Proceedings instituted 623; charged 178; abstained/archived 102; tried 43. The remaining in preliminary investigation (2009)  
**Target:** | | Attorney General’s Report | | | |
| 5. % of women Members of Parliament, Ministers, Deputy Ministers, Governors, Ministerial and Provincial Permanent Secretaries, District Administrators, Heads of Administrative Posts, District Permanent Secretaries, Heads of Localities and Provincial Directors  
**BL:** Parliament 39.2% (2010); Ministers 28.5% (2010); Deputy Ministers 19% (2010); Governors 27.2% (2010); Ministerial Permanent Secretaries 24% (2010); Provincial Permanent Secretaries 45.5% (2008); District Administrators 20.3% (2008); Heads of Administrative Posts 11% (2008); Provincial Directors 20.7%  
**Target:** 50% for all levels | | National Parliament Report and election results  
Millennium Development Goals Report  
Ministry of Public Service and Ministry of State Administration Statistics | | | |

\(^9\) See other indicators in the area of corruption used by other African countries that can be adopted in the matrix (United Nations).

\(^{10}\) Government targets will be adopted upon finalization of the PARP
<table>
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</table>
| OUTCOME 8: Government and civil society provide coordinated, equitable and integrated services at decentralized level | 1. The increase in users’ satisfaction with public services (access to services rate and overall quality) | Level of citizen satisfaction Report (Citizen Report Cards) | Assumptions:  
- Political will to accept and use Citizen Report Cards  
- Integration of cross-cutting issues with priorities into decentralized management  
- Continued IPAJ capacity building  
- Coordination of the implementation of the strategy to combat HIV and AIDS | MAE  
MPD  
Provincial Governments  
Civil Society Development Partners  
MJD | UNDP: 4100 (3500/600)  
UNHCR: 4040 (1720/2320)  
UNICEF: 10500 (3600/6900)  
UNFPA: 9970 (5600/4370)  
FAO: 1770 (170/1600)  
UNWOMEN: 1550 (450/1100)  
UNESCO: 2410 (390/2020)  
UNCDF: 800 (800/0) |
| | BL: 81% and 60% (2009)  
Target: 90% and 75% (2010) | | Risks:  
- Poor qualification of staff at district level  
- Dependency on external financial resources | | |
| | 2. No. of districts with PES review reports, including cross-cutting issues (Culture, Gender, Human Rights, Demining, HIV and AIDS) | PESOD and PESOP Reviews | | | |
| | BL: 0 (2010)  
Target: 70% | | | | |
| | 3. No. of cases in which IPAJ has provided assistance | By yearly IPAJ Reports | | | |
| | BL: 39,000 (2009)  
Target: 77,000 | | | | |
| | 4. The extent to which Government has lived up to its commitment in the national response to HIV and AIDS, tuberculosis and malaria and other endemic diseases | Report of the National Composite Policy Index | | | |
| | BL: 75%  
Target: 90% | | | | |