

***United Nations  
Development Assistance Framework  
UNDAF***

***2002 - 2006***



***Mozambique***

**United Nations Development Assistance Framework 2002 - 2006**

We, the United Nations Country Management Team, pledge our commitment to foster cooperation and coordination among all of our Agencies to enhance the performance and impact of the UN System by embracing a continued synergy for a common UN response to development assistance in Mozambique.

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## Executive Summary

1. The UNDAF is the principal country level component of global UN reform to maximize goal-oriented development cooperation in support of Mozambique's economic and social development. The UNDAF enables the UN System in Mozambique, in collaboration with its partners, to harmonise development efforts and strive for programmatic coherence and mutual reinforcement.

2. The UN System in Mozambique is comprised of resident programme and/or funding agencies (UNDP, UNFPA, UNICEF, WFP) and Specialised Agencies (FAO, UNESCO, WHO). In addition, non-resident UN agencies have participated in the preparation of the UNDAF, plan activities under the umbrella of the UNDAF, and are committed to UNDAF's principles of cooperation and coordination. While each Agency has its own individual country programme based on its agency's mandate, the heads of all resident UN agencies constitute the UN Country Management Team (UNCMT). The Bretton Woods Institutions (World Bank and International Monetary Fund) are invited to participate on the UNCMT as partners, and the World Bank collaborated in the formulation of the UNDAF and its implementation through their own instruments. The UNCMT is guided by a set of common goals, objectives, and coordination modalities. Progress towards these goals are monitored by a set of common core indicators which measure the contribution and impact of the UN System on national capacity and development.

3. United Nations System assistance in Mozambique supports Government's poverty reduction initiatives. The UNDAF strategic objectives for 2002- 2006 are based on the national poverty reduction strategy paper (PARPA) and on the comparative advantages of the UN System in Mozambique. Utilising a rights-based approach to programming, encouraged by Government and development partners, the UN helps secure the rights of the people of Mozambique as stipulated in international commitments and instruments endorsed by the Government of Mozambique. UN strategic objectives focus on the *most vulnerable populations* and protection of *all citizens* as active **participants in the democratic process** and of *Government* as the responsible **duty bearer in the democratic process**.

4. A review by Government, donors, and non-governmental partners of the UN System in Mozambique's Common Country Assessment (CCA) produced an agreed upon list of the UN's comparative advantages. The identified areas echo and reinforce those identified by partners in the 1999 UNDAF Strategic Objective Review. Based on its neutrality among development partners and the Mozambican Government's status as a member state, the United Nations has demonstrated a comparative advantage in Mozambique by:

- *Utilising and promoting an integrated rights-based programme approach*
- *Targeting initiatives for joint UN System advocacy*
- *Coordinating support to emergency leadership and response capacity*
- *Developing medium and long-term policy and strategic plans*
- *Mobilising resources for selected programming*
- *Coordinating development assistance in designated areas*
- *Strengthening national capacity to lead a people-centred, equitable and sustainable development process*
- *Supporting civil society partnerships: citizen participation, NGOs, private sector*
- *Providing technical expertise in areas of UN agency specialisation*

5. The above-identified comparative advantages promote the UN as a facilitator using a rights-based approach to put the poor and vulnerable at the centre of development decision-

making based on Government agreements and legal mechanisms resulting from global conferences and conventions. The UN can advocate for changes that reduce the isolation of the poor, and assist them to be more informed and actively participating in democratic development processes. By supporting the Government to create new and strong structures for managing pro-poor programming, the UN will also be assisting in the creation of a system for accountability to constituents.

6. Within Mozambique's national development context, the UNDAF defines transparent and measurable development indicators based on:

a) A common UN System –wide *mission* which articulates the rights-based mandate of the UN System in Mozambique:

*Supporting Mozambique's Action Plan for the Reduction of Absolute Poverty (PARPA) to reduce absolute poverty by one third by the year 2010, and its commitments to international human rights instruments, the United Nations System in Mozambique seeks to empower all Mozambicans – independent of sex, race, age, religion, political affiliation, or economic or social status – to participate in and gain from the development process in an equitable manner.*

b) *Cross-cutting UN principles* define common focus areas across all strategic objectives. The five cross-cutting principles for the UN System during the 2002 – 2006 programming period are to:

- *Mainstream HIV/AIDS*
- *Support the most vulnerable (by sex, age, ability, geographic location)*
- *Mainstream gender*
- *Strengthen national capacity for research and information*
- *Promote increased community and civil participation*

c) Strategic areas of assistance by the United Nations System during the 2002 – 2006 period were also determined jointly by the UN Agencies, Government and other development partners based on the UN System's Common Country Assessment. While each of the UN Agencies in Mozambique is responsible for the development, oversight, and management of its own respective activities, within the framework of each Agency's mandate and decision making processes, the UN System as a whole has identified **four common rights-based strategic objectives** which provide an orientation and a framework for the functioning of the UN System in Mozambique. The UNDAF Strategic Objectives are complementary to partner development strategies specifically **the World Bank's Country Assistance Strategy (CAS)**. Based on development challenges in Mozambique and their complex causes, the two major common thrusts for development assistance across the UN System will be in the areas of: **HIV/AIDS**, which poses the greatest threat to development gains in the country and the region and; **gender equity**, especially **girls' access to educational opportunities**, which is a key poverty reduction indicator. Newly formulated UN System-wide strategies will be embraced during the UNDAF programming period. Research, especially the CCA, reveals that common and mutually reinforcing support for HIV/AIDS and gender equity are undoubtedly key to ensuring longer-term empowerment, reaching poverty reduction goals, and ensuring rights attainment for all populations.

7. To ensure coordination and cooperation, the UN System has formulated inter-agency teams and instruments which facilitate enhanced cooperation and provide for collaborative UN reporting, monitoring and evaluation of UNDAF achievements and challenges. A common UN Resource Framework defines UN programming allocations and resource mobilisation targets in support of UNDAF objectives. Together with Government, donor, NGO and civil society partners, the UN System aims to mobilise over \$300 million during the 2002 – 2006 period of which 25% is targeted to contribute

to the national multi-sector response to the fight against HIV/AIDS, the number one UN priority in Mozambique. Based on CCA findings and recommendations, the UNDAF strategic areas of intervention for 2002 – 2006 are:

<i>Mission of the United Nations System in Mozambique</i>			
<b>Supporting the Republic of Mozambique’s national poverty reduction strategies and its commitments to international human rights instruments, the United Nations System in Mozambique promotes sustainable human development by seeking to empower all Mozambicans – independent of sex, race, age, religion, political affiliation, or economic or social status – to participate in and gain from the development process in an equitable manner.</b>			
<i>Crosscutting Principles</i>			
<ul style="list-style-type: none"> <li>• HIV/AIDS mainstreaming</li> <li>• Supporting the most vulnerable (by sex, age, ability, geographic location)</li> <li>• Gender mainstreaming</li> <li>• Research and Information</li> <li>• Community and civil society participation</li> </ul>			
<i>UNDAF Strategic Objectives</i>			
<b>SO 1: To Promote the Fulfilment of the Right to Personal Security</b>	<b>SO 2: To Promote the Fulfilment of the Right to Knowledge and a Long and Healthy Life</b>	<b>SO 3: To Promote the Fulfilment of the Right to Sustainable Livelihoods</b>	<b>SO 4: To Promote the Fulfilment of the Right to Full Participation, Protection, and Equality</b>
<b>PO 1.1 HIV/AIDS</b>	<b>PO 2.1 Education</b>	<b>PO 3.1 Rural Development and Agriculture</b>	<b>PO 4.1 Democracy and Decentralisation</b>
<ul style="list-style-type: none"> <li>• Prevention: national strategy implementation</li> <li>• Care: access for PLWHA and orphans</li> <li>• Research for impact mitigation</li> </ul>	<ul style="list-style-type: none"> <li>• Equal access for girls and boys</li> <li>• Quality of delivery</li> <li>• Improved management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access to and use of land, environment, production and markets</li> </ul> <p><b>Food Security:</b></p> <ul style="list-style-type: none"> <li>▪ Food access, availability, utilisation</li> </ul>	<p><b>Public Sector Institutions and Processes:</b></p> <ul style="list-style-type: none"> <li>• Elections</li> <li>• Parliament</li> <li>• Justice</li> <li>• Police</li> <li>• Public Administration</li> <li>• Policy and legislation</li> </ul> <p><b>Social Communication:</b></p> <ul style="list-style-type: none"> <li>• Mass media and community radio</li> <li>• Social mobilisation, for behaviour change and civil society participation</li> </ul>
<b>PO 1.2 Disaster Management</b>	<b>PO 2.2 Health and Well-being</b>	<b>PO 3.2 Employment, Markets, Private Sector</b>	
<p><b>Natural Disasters:</b></p> <ul style="list-style-type: none"> <li>▪ prevention, preparedness, response</li> </ul> <p><b>Mine Action:</b></p> <ul style="list-style-type: none"> <li>▪ personal and community security, information and right to development</li> </ul>	<ul style="list-style-type: none"> <li>• Access to and quality of services</li> <li>• Meeting nutritional standards</li> <li>• Access to safe water and Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Private sector employment and growth through regulatory, credit, quality, and training institutions</li> <li>▪ Labour law enforcement and legislation</li> </ul>	
<i>World Bank Country Assistance Strategy (CAS) Objectives</i>			
<b>SO1: Increasing Human Capacities</b>		<b>SO2: Economic Opportunities through Private Sector Growth</b>	<b>SO3: Governance and Empowerment</b>
<ul style="list-style-type: none"> <li>• HIV/AIDS Prevention and Reduction</li> <li>• Education</li> <li>• Health</li> <li>• Social Protection</li> </ul>		<ul style="list-style-type: none"> <li>• Private sector/ finance</li> <li>• Infrastructure</li> <li>• Rural Development and Agriculture</li> <li>• Environment</li> <li>• Employment</li> </ul>	<ul style="list-style-type: none"> <li>• Public Sector reform</li> <li>• Rule of Law</li> </ul>

## I. UNDAF Rationale

12. The United Nations Development Assistance Framework (UNDAF) is the country level, rights-based common strategic framework for the UN System in Mozambique. **It's purpose is to ensure enhanced collaboration and coordination of all UN Agencies working in Mozambique by constructing a mutually reinforcing framework of development assistance which supports national poverty strategies and national commitments to international human rights standards.** The UNDAF is based on:

- Mozambique's commitments to international human rights instruments including conventions, treaties, and global conference platforms, plans of action and recommendations;
- the national strategy for poverty reduction and the resulting national development agenda;
- key development challenges determined by the 2000 Common Country Assessment (CCA) which were debated among the UN Agencies, Government, NGO, and donor partners and consensus reached on 2002 – 2006 poverty reduction priorities;
- the comparative advantage and mandate of the UN System and individual UN agencies as stipulated by member states;
- lessons learned from the 1998 – 2001 UNDAF which was the first common UN development assistance framework used in Mozambique.

13. The UN System in Mozambique is comprised of resident programme and/or funding agencies (UNDP, UNFPA, UNICEF, WFP) and Specialised Agencies (FAO, UNESCO, WHO). In addition, non-resident UN agencies have participated in the preparation of the UNDAF, plan activities under the umbrella of the UNDAF, and are committed to UNDAF's principles of cooperation and coordination. While each Agency has its own individual country programme based on its agency's mandate, the heads of all resident UN agencies constitute the UN Country Management Team (UNCMT). The Bretton Woods Institutions (World Bank and International Monetary Fund) are invited to participate on the UNCMT as partners, and the World Bank collaborated in the formulation of the UNDAF and its implementation through their own instruments. This team is guided by a set of common goals, objectives, and coordination modalities. Progress towards these goals are monitored by a set of common core indicators which measure the contribution and impact of the UN System on national capacity and development.

14. As mandated by the UN General Assembly and agreed to by the Government of Mozambique, **UN resident and non-resident Agency Country Programmes and Technical Agency activities will be based on the UNDAF** and designed to meet common UNDAF rights-based development goals. Development indicators will be monitored with Government and other partners **to measure progress made towards common development goals.** A common financial resource framework indicates funds allocated or to be mobilised to meet common UN programming objectives identified in the UNDAF. Programming activities and impact indicators for the 2002- 2006 period were constructed jointly and mechanisms to enhance UN System coordination and collaboration are implemented through inter-agency working groups, instruments, and partnerships.

## II. Mozambique's National Development Context

### *Population*

15. Population projections from the 1997 census indicated that in 2000, the total population of Mozambique was 17.2 million, of whom 52% are women, over 44% under the age of fifteen, and 18% under five. 32.6% of the population lives in the northern region, 41.9% in the central region and 25.5% in the southern region. The most populated provinces are Zambézia and Nampula with 19.2% and 19.0% of the population respectively.

16. Annual population growth rates accelerated from 1.6% in the 1950s to 2.5% by 1980, but between 1980 and 1997 this rate dropped to an annual average of 1.7% as a result of drought, hunger, war and forced displacement. The population growth rate between 1997 and 2010 is expected to be 1.4 per annum due to HIV/AIDS. The estimated population is expected to reach only 19.7 million by 2010 due to the impact of HIV/AIDS.

17. The Mozambican population is predominantly young and rural, with only 23% of the population living in urban areas (provincial capitals), and almost half the entire urban population of the country living in Maputo city. The average density in the country as a whole is 20 inhabitants/km<sup>2</sup>, but it varies greatly from Nampula with 35 inhabitants/km<sup>2</sup> to Niassa where there are only six inhabitants/km<sup>2</sup>. The population is mainly concentrated along the country's coastal strip.

### *Economic Outlook*

18. Since the 1994 multi-party elections, Mozambique has made tremendous strides in consolidating its democracy and in implementing a comprehensive economic reform programme. The country's economic performance has been consistently robust, meeting and often surpassing ambitious targets. There are visible signs of a structural transformation in the once crippled economy and a lively political climate is emerging as democratic institutions and civil society gain strength. In spite of these gains, Mozambique remains one of the poorest countries in the world. According to UNDP's 2000 Human Development Report, Mozambique's human development index ranks 168 out of 174 countries and is well below the Sub-Saharan Africa and Least Developed Countries averages, despite noticeable improvement in this indicator over the last half-decade. According to the Government's PARPA, 69.4% of the population live below the poverty line.

19. Since 1996, the achievement of macroeconomic stability in Mozambique has registered an average 10% real growth rate in a non-inflationary environment. In real per capita terms, GDP has grown by 7.5% between 1996 - 2001. In 1998 and 1999, the economy grew by 12.1% and 9% respectively, fuelled by a strong performance across the board, but most vigorous in manufacturing, construction and services. Agricultural output, which accounts for approximately 27% of GDP and occupies nearly 80% of the population, grew at an average rate of 8-9% since the mid 90's. This implies that impact of GDP growth could have a broad-based impact on poverty since such an overwhelming share of the population is involved in agriculture.

20. Inflation averaged above 50% between 1991 and 1995, but a combination of tight monetary measures and prudent fiscal policy has enabled the country to contain it. In spite of the disruption caused by the devastating floods that hit parts of Southern and Central



Mozambique in 2000 and 2001, the outlook for the coming years is still positive. Impact on overall GDP growth may be limited and the reconstruction effort, largely funded by foreign aid, is expected to foster economic activity. The Government's medium-term economic programme will thus depend on the effective and timely implementation of the reconstruction programme. The serious disruption caused to marketing networks during the floods did provoke an upsurge in consumer prices and inflation. The Government's vision of a sustainable poverty reduction strategy will anchor itself on the acceleration of economic growth and the consolidation of sound fundamentals. Trade-offs between social equity and economic efficiency will have to be considered in light of the Government's stated priority of poverty reduction.

21. Economic growth has been uneven regionally and disparities between urban and rural trends are notable. Rural development has been much slower than urban despite abundant and fertile land and water resources, relatively easy access to international markets by land or sea through the existing corridors, favourable prospects for natural resource and wildlife management, fisheries and tourism development, favourable policies towards decentralisation and institutional restructuring of administrative, and agricultural and rural support services. Farmers have not yet been able to take advantage of this favourable macro environment and while farmers constitute two thirds of the population, they produce only one third of the country's economic output.

22. The negative impact of HIV/AIDS on macro-economic development and the inevitable impact on the economic well-being of families and communities is clear. With an overall adult HIV prevalence in Mozambique at 16% in 2000, and reaching over 20% along transport corridors, an estimated 700 new infections occur per day (42% among youth under 20 years of age). HIV/AIDS is causing a debilitating impact on the security of homes, workplaces and livelihoods, as well as on the economy and operation of private and public concerns. Women are disproportionately affected by the epidemic because they are more vulnerable to infection, they bear the physical burden of caring for people living with HIV/AIDS, and they suffer particular discrimination and violence.

23. The projected increase in HIV/AIDS orphans is from 250,000 in 2000 to over 800,000 by 2006. Increases in child labour can also be expected due to the HIV/AIDS pandemic. Research indicates that many children start working as a consequence of family break up, through either death or separation of the parents, and the subsequent weakened economic position of the family. Most children work in order to contribute to household income or because school is not affordable. Since most child labour is found in the informal sector, labour laws are difficult to enforce. Many of these tendencies, perpetuated amongst the country's youth, will increase.

24. The diversion of scarce family resources to care for the ill, reduced access to and availability of education and other basic social services and growing dependency ratios mean that a large proportion of Mozambican families will see their economic opportunities shrink as a result of the HIV epidemic. Many of the 25% of Mozambican households that receive remittances may be particularly vulnerable since migrant workers tend to be at high risk of infection and create an added burden once ill and returned to Mozambique for care. Reallocation of resources by households, Government and the private sector to meet health care and other HIV/AIDS needs will impact on growth by reducing savings and investment. HIV/AIDS costs may compromise local investment which often lacks access to capital and depends on domestic savings. Increased poverty, inequality, and dependency ratios will

adversely affect all levels of society and result in a marked decline in economic productivity. Further research to determine the economic implications and weight of the HIV/AIDS pandemic is needed.

### ***Poverty and Social Trends***

25. Poverty, defined in the Government's PARPA as *the inability of individuals to ensure for themselves and their dependants a set of minimum basic conditions for their survival*, is widespread throughout the country. The incidence of poverty is higher in rural areas (71%) than in urban areas (62%). At the provincial level, the incidence of poverty ranges from 87.9% in Sofala to 47.8% in Maputo City.

26. According to the Government's PARPA, Mozambique's poverty profile illustrates the heterogeneity of the poor in Mozambique and highlights the following:

- The poor tend to live in larger households, have more children at an earlier age and consequently have higher dependency rates.
- There is a correlation between education and poverty levels, particularly in rural areas and amongst women. The feminisation of poverty is obvious especially due to women's lower levels of education which are linked to various indicators of poverty
- There are significant differences in access to basic social services between urban and rural households, though the variation between poor and non-poor is negligible. Both poor and non-poor families have limited access to basic health services in rural areas where chronic malnutrition is also widespread.
- Although arable plot sizes tend to be fairly uniform in rural areas, poor households tend to use fewer inputs and have limited access to irrigation schemes.
- Wage labour is more prevalent in urban areas and in rural areas, poverty seems to be more associated with wage levels and number of dependants than with employment *per se*.

27. According to the PARPA, poverty in Mozambique is multi-faceted and its causes can be traced back to a variety of historical factors. A set of key determinants have been singled out which include: (1) low rates of economic growth throughout the early nineties; (2) poor education levels, especially amongst women; (3) high household dependency rates; (4) low agricultural productivity, particularly in the small-holder sector; (5) lack of employment opportunities and; (6) infrastructure constraints, particularly in rural areas.

28. All households are vulnerable to shocks, but the capacity to cope with and to recover is limited in poor households. The most vulnerable rural poor, in particular rural women and girls, do not yet have sustainable alternatives within their grasp. In the longer term, the poor cannot protect themselves from future shocks without an enabling environment for capacity building and timely and effective information systems. Weak monitoring and information systems have limited the Government's capacity to manage and mitigate shocks and threats to personal security. Well over a million lives have been lost in Mozambique to war and natural disasters over the last two decades.

29. Two of the most serious consequences of poverty are ill health and lack of knowledge. Poverty exacerbates the spread of disease and disease intensifies poverty. The Government and international financial institutions have recognised that expenditures in health and education are sound economic investments and provide the necessary conditions

for the realisation of human rights and reduction of poverty. Since nutrition is an outcome of social, economic, health, agriculture and other conditions, the nutritional status of a population can be used as an indicator of overall development: Almost half of Mozambique's children under 3 are stunted, with a higher prevalence in rural areas. Rural families generally sustain themselves on their own agricultural produce, but access to markets is limited, reinforcing reliance on auto-production and reducing diversity in diet. Ill health is also provoked by limited access to safe water by 60% of the rural population.

30. Malaria is responsible for 18% of deaths of children under the age of five, and accounts for 70% of all paediatric admissions. Malaria is the major cause of anaemia, low birth weight, and miscarriage. While residual spraying in both urban and rural areas, and the use of insecticide treated nets are promoted by the National Malaria Control Programme, malaria continues to take a serious toll on Mozambique's population, especially women of child bearing age and children.

31. Under five deaths are also caused by diarrhoea (13%), acute respiratory infections (8%), and measles and neonatal tetanus (3%). The maternal mortality rate is amongst the highest in the world (estimated 1500:100,000) and has not decreased since 1997. Because of the precarious environment and population movements, the vulnerability to epidemics such as cholera and dysentery also remains high. Vulnerability to malaria and cholera outbreaks were accentuated during the 2000/2001 floods when assistance to flood victims' accommodation centres was needed to curtail water contamination and stagnation.

32. At the 2001 prevalence rate, any 15 year old in Mozambique has more than a 50% chance of dying from HIV/AIDS. The virus is mainly transmitted through unprotected heterosexual intercourse. Behaviour, health, and socio-economic determinants are key in the fast growing epidemic. In Maputo, the HIV prevalence rate is lower than that of the northern and central regions, but levels are doubling every two years. Rapid assessments, since limited sentinel sites exist nationwide for data collection, reveal that urban and rural areas are equally affected. HIV prevalence in TB patients has significantly increased and national HIV prevalence in blood donors has not decreased. It is estimated that maternal, child and infant mortality in Mozambique will increase by 20% or higher as a direct result of AIDS and its related infections. Since the transmission of the virus is augmented during times of increased mobility and displacement, HIV/AIDS prevention measures were also taken as part of the UN flood response in 2000/2001.

33. Over 60% of the adult population in Mozambique is illiterate (46.6% male, 75.7% female). Just under 60% of children in the age group 6-12 years are out of school. Girls account for only 43% of those in first level primary schools (EP1). Inequity also persists in terms of the provision of education between regions, between urban and rural areas, and between girls and boys. The transition from primary to secondary level, the curriculum, and quality of secondary education do not allow for smooth progression to tertiary levels such as university and technical/vocational institutions. Only 1% of students enter higher education institutions and the access to vocational training opportunities is limited. One third of teachers have not received formal training, with a much larger proportion of these outside urban areas. The growth in enrolment, particularly in primary education, is outpacing the capacity of the system to produce a sufficient amount of trained teachers.

34. Agricultural production is limited by the use of traditional farming methods, low-yielding varieties, poor availability of adequate agricultural inputs, low levels of irrigation

and drainage development, limited or poor access to ineffective extension services, agricultural research, credit, agricultural, and market and trade information. Transaction costs in the rural areas are high, with a disproportionate share of the overall prices of produce and goods consumed by transport costs. There is a general lack of small and medium-scale agricultural processing infrastructure to add value to raw material, improve quality and storability of produce, and lower its transaction costs per unit value.

35. The poor condition of the road network is due to: (i) insufficient institutional capacity to manage the network (which, as it increases, requires greater capacity to manage); (ii) weak implementation of sector strategies; (iii) insufficient and erratic funding for road maintenance; (iv) inappropriate division of responsibilities; (v) lack of development of a national road contracting industry; (vi) lack of capacity at local level, and (vii) lack of historic road maintenance. A major constraint to the transport of farm produce to the point of consumption and export is the condition of tertiary and unclassified roads.

36. The vast numbers of unemployed, uneducated, predominantly young people have little hope of changing their situation without additional relevant skills or a change in market opportunities. Lack of clear information about employment market dynamics at all levels cannot mask the skew in needs for skilled labour, and the lack of skills and education of the unemployed. The potentially devastating impact of HIV/AIDS on the country's already small skilled labour force is likely to hinder short-term solutions.

37. The PARPA takes into account the National Population Policy, the Food Security Strategy, the National Strategic Plan to Fight STD/HIV/AIDS, the post-Beijing Action Plan and the Integrated National Social Action, and the Employment and Youth Programme, demonstrating the Government's commitment to addressing population issues, however, gender equality is not yet adequately addressed. Where sector programmes exist, the PARPA also provides some possible links between these policies and programmes in the context of a comprehensive poverty reduction strategy. The Government is preparing action plans which can cater to various policies since various components of each policy will in one way or another be implemented by various ministries. The challenge will be the development of programmes for the implementation of each component of the poverty reduction action plan and allocation of needed resources.

38. The PARPA is anchored on the assumption of a pro-poor macroeconomic environment characterised by broad-based non-inflationary growth and the expansion of private sector activity, particularly in rural areas. The growth strategy will address, *inter-alia*, (i) trade liberalisation; tax, customs and expenditure policy reform; reduction of "red-tape"; infrastructure development and good governance; (ii) sector policies for key industries with high growth potential, particularly in agriculture; (iii) enhanced economic management capacity and understanding of poverty reducing activities; and (iv) reinforced mechanisms for greater transparency and participation.

39. In this context, significant institutional reforms, policy developments and strategic plans have been developed in the last five years which position Mozambique to address the challenges of implementation. Most sectors have established policy instruments to guide their structural reforms and to implement strategies, although further work is needed to improve and clarify approaches and processes especially on such important strategic endeavours as the SWAp. The justice sector is behind in this process, with negative implications for enhancing transparent democratic governance processes. Such processes are crucial to

achieve an enabling environment in which the poor may become pro-active participants in development, and Government and its partners are able to become more responsive to their constituents.

### **III. CCA Findings and Rationale for 2002- 2006 UNDAF Programming Priorities**

40. Selected key priority areas for UN support during the 2002 –2006 period were identified through the investigation and dialogue generated during the CCA process between UN Agencies and development partners. As a result, specific roles and responsibilities of the UN System in achieving national development goals were defined through:

**A. Human Rights Mandates**

**B. Key Modalities for UN Assistance**

**C. Key Programming Areas for UN Development Assistance**

**D. Challenges for 2002 - 2006**

#### **A. Human Rights Mandates**

41. Global conferences in the 1990s reinforced social and political support for human development and human rights. As a participant in these conferences, the Government of Mozambique has adopted agendas to transform various rights principles into practical actions. While Conference action plans, and international conventions, treaties and agreements are major achievements in themselves, their real significance lies in their integrated, coherent and inter-related follow-up, and the process of change they put into motion at national level. Attention has turned to identifying how to transform the principles, commitments and targets into operational initiatives integrated into Government plans, their co-operation programmes with multilateral and bilateral partners, and also the priorities and work programmes of national NGOs and the private sector. The UNDAF takes as a basis these conferences and conventions, and takes stock of Mozambique's progress in fulfilling the rights of its people enshrined within them.

42. As a participant in these conferences, the Government of Mozambique has adopted agendas to transform various rights principles into practical actions. The Government has prepared a number of post-conference follow-up reports including a preparatory paper for the Least Developed Countries (LDC) third world conference, and follow-up reports on the International Conference on Population and Development, Beijing Women's conference, World Summit for Children, Education For All, Population and Development, the National Report on Social Development 1995-98. Conference follow-up is co-ordinated by the Ministry of Foreign Affairs and Co-operation (Department of International Organisations and Conferences - DOIC) and implemented through inter-ministerial collaboration and action.

43. In addition, Mozambique has adhered to a wide range of international conventions and treaties, some related to conference themes, others on different topics. They all require not only the observance of specific ratification procedures, but can also imply modifications in national legislation or policies to bring them in line with international legal commitments. Convention reporting has included *Implementation Accomplishments of the Rights of the Child in Mozambique* and a status report on the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW).

44. Conference action plans and international convention and treaty obligations require a massive effort to systematise and document the rights and obligations to which the Government has committed itself and to transform action plans and obligations into operational initiatives which fulfill the rights upheld in these international instruments. The 1999-2000 *Inventory of Conference and Convention Follow-up in Mozambique* (Ministry of Foreign Affairs and Co-operation and the UN System, 2000) provides information on new developments related to eleven conferences, three conventions, and two Covenants (Civil and Political Rights and on Economic, Social and Cultural Rights). It also contains a matrix of legislation published in the *Boletim da República* (the Government Gazette of Mozambique) related to the ratification of international conventions and agreements.

45. The UNDAF's rights-based approach recognises the dignity and worth of all Mozambican citizens: human rights principles recognise that individuals play an active role as subjects who exercise rights, rather than as passive recipients of welfare or aid. Fulfilment of rights provides people with a sound moral and legal basis on which to claim assistance and support. This is supported by the international human rights instruments and processes established to monitor the implementation of human rights. Human rights also imply obligations by those in a position to promote, protect, facilitate and fulfil those rights – referred to in human rights parlance as duty-bearers. These duty bearers can be identified at many levels: from individual to national to international. For example, families have obligations to respect and promote the rights of all members of the household, communities to support them in that effort, and the Government of Mozambique to provide the services and legal mechanisms to create an environment which makes it possible for rights to be fulfilled. The UN System monitors development indicators which are the tools for measuring progress made in support of Mozambique's commitments to global convention and conference standards and follow-up.

## **B. Key Modalities for UN Development Assistance**

46. The review of the CCA document by Government, donors, and non-governmental partners produced a list of the UN's comparative advantages for programming modalities in Mozambique. The identified areas echo and reinforce those identified by partners in the 1999 UNDAF Strategic Objective Review.

47. Based on its neutrality among bilateral donors and the Mozambican Government's status as a member state of the United Nations, the UN demonstrates a comparative advantage in Mozambique by:

- Utilising and promoting an integrated rights-based programme approach
- Targeting initiatives for joint UN System advocacy
- Coordinating support to emergency leadership and response capacity
- Developing medium and long-term policy and strategic plans
- Mobilising resources for selected programming
- Coordinating development assistance in designated areas
- Strengthening national capacity to lead a people-centred, equitable and sustainable development process
- Supporting civil society partnerships: citizen participation, NGOs, private sector
- Providing technical expertise in areas of UN agency specialisation

48. The above-identified comparative advantages promote the UN as a facilitator using a rights-based approach to put the poor and vulnerable at the centre of development decision-making based on Government agreements and legal mechanisms resulting from global conferences and conventions. The UN can advocate for changes that reduce the isolation of the poor, and assist them more informed and actively participating in democratic development processes. By supporting the Government to create new and strong structures for managing pro-poor programming, the UN will also be assisting in the creation of a system for accountability to rural and urban constituents.

### **C. Key Programming Areas for 2002 – 2006 UN Development Assistance**

49. Based on the CCA, the development partners in Mozambique recommended to the UN System that it consider priority vulnerable populations for 2002 – 2006, and utilise integrated rights-based programming while supporting complimentary initiatives of Government, NGOs and donor partners.

50. Crosscutting Principles: Partners supported the crosscutting development principles identified by the UN System to:

- Mainstream HIV/AIDS
- Support the most vulnerable (by sex, age, ability, geographic location)
- Mainstream gender
- Strengthen national capacity for research and information
- Promote increased community and civil participation

51. Challenges in four strategic programming areas were defined by the UN and partners as essential to meet development challenges during the 2002 –2006 period.

#### **52. 1. Responding to National Emergencies: Summary of CCA Recommendations**

##### **HIV/AIDS: Prevention, Care, Research**

- Capacity building within the National HIV/AIDS Council (NAC) to effectively develop and implement national policies and action plans
- Effective information, education and communication strategies to increase knowledge at the community and household level.
- Strategies for behaviour change between men and women to expand women’s choices and strengthen their ability to protect themselves against HIV infection.
- Effective approaches for people living with HIV/AIDS (PWLHA) and orphan care
- Impact assessment studies and research

##### **Disaster management: Natural Disaster Prevention, Preparedness, Response**

- Building capacity for full responsibility for emergencies within National Disaster Management Institute (INGC) to map risk areas, install information and communications systems, and establish a national alert and warning system identifying the financial, technical or human resources needed to prevent and respond to disaster situations
- A Disaster Management Plan of Action with clear indications of stakeholders’ responsibilities and codes of conduct

- Targeting disparities of emergency interventions such as separate roles, interests and needs among women/men, elderly, children and youth. In terms of geographical targeting, more must be learned about urban and peri-urban vulnerability
- Key legislation to be reviewed to increase sensitivity to disaster management and to build a legal framework for the enforcement of emergency provisions elaborated in conjunction with civil society.

#### **Disaster Management: Mine Action**

- Support and advocacy for completion of the National Mine Action Plan
- Completion of the current mine survey and improved systems of surveillance and reporting, especially for vulnerable rural populations
- Prosthetics and rehabilitation programmes for mine victims and their communities
- Viable exit strategies of international assistance and full responsibility of de-mining within the National Demining Institute (IND).

53. The above development challenges and their causes defined in the CCA resulted in the following UNDAF 2002 – 2006 programming response:

#### **UNDAF Strategic Objective 1** **To Promote the Fulfilment of the Right to Personal Security**

This objective targets the major risks to basic rights of personal safety, security, and protection of the most vulnerable:

**1.1 HIV/AIDS:** To support the implementation of the national multi-sector strategy to combat HIV/AIDS and security mechanisms for those affected by HIV/AIDS, especially orphans, and research for impact mitigation.

**1.1 Disaster Management:** To minimise potential national disasters specific to Mozambique and their impact on national development especially:

**Natural Disasters:** To increase effective national and community mechanisms for prevention, preparedness, and response to natural disasters

**Mine Action:** To increase the security of person and property through mine action initiatives including information campaigns in targeted vulnerable communities

#### 54. **2. Improving Basic Social Services: Summary of CCA Recommendations**

##### **Education: Equal access for girls and boys, quality, and management**

- Improved access to education services:
  - increased participation of girls and their parents and communities
  - mainstreaming of vulnerable children (orphans, disabled) into the formal education system
  - helping children and adolescents in and out-of-school affected by HIV/AIDS to learn in safe, stable environments and gain the knowledge, skills, and values needed to develop together with their peers
  - increased numbers of qualified teachers serving school system



- expansion of the school network through increased numbers of schools at all levels
- Improved quality of education services
  - in-service teacher education
  - secondary, technical/vocational and higher education reform to provide greater opportunities linked to real labour needs
  - mainstreaming life-skills curricula including HIV/AIDS
- Improved management of education services
  - increased financing
  - minimised impact of HIV/AIDS
  - improved supervision and inspection

## **Health and Well-being**

### **Health Services:**

- Reducing the unacceptably high maternal, child and infant mortality rates through:
  - decreased disparities in health services access especially for women and children, youth, and rural populations
  - finalise Health Sector SWAp as a sustainable and comprehensive programmatic tool
  - specific guidelines and training to health staff in prevention, counselling and treatment of STD/HIV/AIDS in reproductive health services at all levels
  - staff training and medicine availability especially for rural populations
- Guaranteeing resources and adequate attention are devoted to HIV/AIDS proportional to the increasing numbers of people at risk and affected
- Increasing prevention and treatment services for malaria and cholera
- Addressing sexual and reproductive health issues, including sexual violence, with special attention to adolescent, youth, community and male involvement

### **Nutrition:**

- Increased number and coverage of functioning health facilities which offer nutritional and food information
- Research and monitoring of nutritional standards and identification of causes of malnourished populations

### **Water and sanitation:**

- An implementation strategy which clarifies responsibilities between provincial and district structures to complete the water sector decentralisation process
- Involvement of users in design and implementation of water systems
- Increased role of women as powerful change agents in hygiene practices
- Effective implementation of demand-driven approaches

55. The above development challenges and their causes defined in the CCA resulted in the following UNDAF 2002 – 2006 programming response:

**The UN Response: UNDAF Strategic Objective 2**  
**To Promote the Fulfilment of the Right to Knowledge and to Long and Healthy Lives**

This objective aims to meet the immediate needs of Mozambican citizens to improve standards of living and to reduce poverty especially targeting women, children, and vulnerable groups, whereby efforts will be made to improve quality of and access to:

**2.1 Education:** To ensure equal access of girls and boys to basic education

**2.2 Health and Well-being:** To support a multi-sector response to provide prevention, care, and protection responding to the special needs of women, children, adolescents, and youth

**Health Services:** To improve standards for sustainable health services

**Nutrition:** To improve standards for sustainable of nutritional status

**Water and Sanitation:** To increase household access to safe water and adequate sanitation

56. **3. Ensuring Sustainable Livelihoods: Summary of CCA Recommendations**

**Rural Development and Agriculture**

- Decentralised administration support for strengthening and streamlining public service delivery at local level and supporting a multi-disciplinary and ‘multi-partner’ approach
- Rationalisation of Government special funding mechanisms and their allocation for funding rural development initiatives
- The participation of rural populations in decision-making processes
- Revision and simplification of registration procedures for rural associations
- Measurable impact of PROAGRI on agricultural productivity, diversification of market-orientated production, and rural incomes to encourage a demand driven response for the growth of rural service delivery

**Food Security**

- Increasing commercial and market linkages between food surplus regions in the north and food-deficit areas in the south
- The increased role of women in food production, food access and preparation. Girls’ and community education are key to longer term improvements in care and nutrition
- Improved technologies
- A clear and implemented land tenure policy to ensure household security.

**Employment, the private sector, and markets**

- Strengthening national capacity to channel available financial resources to the private sector, particularly in the provinces
- Lowering the cost of credit and improving conditions for investment and business development in the provinces, especially supporting agro-industry

- Improving the legal framework for the formalisation of micro and small scale business
- Strengthening the technical capacity of the labour force to meet market needs; enhancing access for the unskilled and uneducated labour pool to relevant vocational training and informal sector opportunities; and improving co-ordination between the education and vocational training system and the needs of the labour market.
- Better application of the labour law to improve investment, competitiveness and employment creation.
- Raising awareness of the negative effects of HIV/AIDS on business, entrepreneurs, workers and their families.

57. The above development challenges and their causes defined in the CCA resulted in the following UNDAF 2002 – 2006 programming response:

**UNDAF Strategic Objective 3**  
**To Promote the Fulfilment of the Right to Sustainable Livelihoods**

**3.1 Rural Development and Agriculture:** To reduce the vulnerability of the rural poor and decrease the disparity between urban and rural household assets by supporting sustainable family household production and access.

**Food Security:** To improve household food and security through supporting the development of policies and programmes which improve access, availability, and utilization of food

**3.2 Employment and Private Sector Development:** To improve labour rights enforcement and arbitration, and promote employment and economic growth in the private sector through credit, regulatory, quality control, and training institutions which support micro, small, and medium enterprises

58. **4. Promoting Democracy and Decentralisation: Summary of CCA Recommendations**

**Public Institutions and Processes**

**Elections:**

- Voter registration and vote counting software with better distribution of registration brigades and voting tables
- Technical solutions for less expensive electoral processes
- Current legislation review to articulate the institutional arrangements (in particular the relation between and respective mandates of CNE and STAE) and to increase the independence and credibility of the electoral administration.

**Parliament:**

- A General Secretariat for a modern and impartial administration and management structure with adequate resources and staff to support MPs
- Resources to carry out its function to oversee activities of the executive branch

- Expanded communication between MPs and their constituencies to increase transparency and access to parliamentary activities
- Adequate training opportunities to enable MPs to carry out their representative and legislative functions effectively
- Deepened democratic culture and increased civil society participation.

**Justice:**

- Specific and immediate attention to the large backlog of cases, the chronic shortage of human and material resources, an outdated body of laws, poor working conditions, and the general disarray of the legal and judicial system
- Ensured human rights, especially for the protection of children
- Adequate and humane treatment of prisoners
- Poor institutional co-ordination and a weak five-year plan hamper the formulation of a comprehensive Government sector strategy
- Reinforcement of NGOs in building sector capacity
- Assurance of adherence to the tenets of the rule of law

**Police:**

- Address corruption as one of the greatest challenges in the field of security and public order in Mozambique
- Improved non-military national police recruitment through legal amendments
- Enhanced national police training programme
- Long-term strategic planning capacity in collaboration with Ministry of Justice
- Legislation for police in the prevention of and response to natural disasters
- National police awareness and response to domestic violence against women, child rights and prostitution, and HIV/AIDS

**Public administration:**

- Financial and human resources to create the conditions for better functioning public institutions in a modern state, especially at the local level and in rural areas
- Revision and/or introduction of laws and regulations establishing the institutional framework for public administration operations (ie. local state organs, the consolidation and expansion of municipal governments, public officials protocols)
- Public sector transition to a multi-party democratic state promoting citizen participation and decentralisation
- Transparency to check misappropriations of Government funds and tenders

**Communication**

- Capacity building for emerging independent print media and radio organisations and production teams
- A technical support network and consolidation of community radio stations

- A legal framework for community media and national communication policy
- Reorientation and strengthening of the National Journalism School
- Use of effective communication for social mobilisation

59. The above development challenges and their causes defined in the CCA resulted in the following UNDAF 2002 – 2006 programming response:

#### **UNDAF Strategic Objective 4**

##### **To Promote the Fulfilment of the Right to Full Participation, Protection, and Equality**

This objective supports democratic processes and practices by building capacity of different branches of Government, strengthening civil society institutions, and ensuring that the protection, needs and rights of special interest groups are put on the national agenda. Strategic Objective 4 is key to the successful achievement of a functioning democratic government which embraces transparency, justice, and public access to information.

##### **4.1 Democracy and Decentralisation**

**Public Institutions and Processes:** To build capacity to sustain democratic processes and practices in public agencies and institutions including elections, parliament, police, the judiciary, and public administration at national and local levels

**Social Communication:** To enhance the quality and quantity of mass media and communication services to ensure effective household and community participation and social mobilisation

#### **D. Challenges for 2002 - 2006**

60. Perhaps the most significant challenge to the UN System and partners is that while the development of Government policies has been a positive step in the democratic process in the last several years, it is far more advanced than the country's capacity to implement such policies. In addition, the involvement of civil society through NGOs, community-based organisations and leaders, and the private sector becomes essential if a transparent and decentralised implementation of national policy is to occur.

61. The concept of civil society as “actor” rather than bystander also demands a cultural shift where Government structures are seen as supportive to the democratic process and not responsible for its ultimate implementation at the community level. This means a stronger and more informed individual, family and community who can act together to make decisions which benefit communities, reach local development goals, and inform (new) national policy structures.

62. Based on the many development assets in Mozambique, and given where Mozambique finds itself on the development continuum, the Government and its partners need to address these key challenges if basic human rights are to be attained by the people of Mozambique. Capacity building is needed within Government, NGOs, and the private sector to manage and implement programme strategies and plans. Inter-sector, and intra-sector collaboration and co-ordination must maximise benefits for all Mozambicans, regardless of geographic or regional isolation or gender. This will require strengthened information and research capacities and as well as strengthened Government institutions and structures. While new and improved policy is planned, the role of a democratic Government as facilitator and listener responding to the rights and needs of its people, particularly the most vulnerable, is a concept which must be culturally and politically promoted.

## IV. United Nations Programming Strategies

### A. Purpose and Structure

63. The purpose of United Nations System development assistance in Mozambique is to support Mozambique in its efforts to reduce poverty. The 2002- 2006 UNDAF strategic objectives are therefore based on the national poverty reduction strategy paper (PARPA) and on the UN's comparative advantage of utilising a rights-based approach to programming, encouraged by Government and development partners, to assist the people of Mozambique secure their rights enshrined in international instruments endorsed by the Government of Mozambique. UNDAF strategic objectives focus on the *most vulnerable populations* and participation *of all citizens* as **active participants in the democratic process** and *of Government* as the responsible **duty bearer in the democratic process**.

64. Based on Mozambique's national development context, the UNDAF targets transparent and measurable development indicators based on a common UN System –wide **mission statement** which articulates the mandate and comparative advantage of the UN System in Mozambique.

65. While each of the UN Agencies in Mozambique is responsible for the development, oversight, and management of its own respective activities, within the framework of each Agency's mandate and decision making processes, the UN System as a whole has identified **four rights-based strategic objectives** which provide an orientation and a framework for the functioning of the UN System-wide integrated approach in Mozambique. The UN Strategic Objectives are complementary to other development partners' poverty reduction strategies, especially **the World Bank's Country Assistance Strategy (CAS)**.

66. Based on development challenges in Mozambique and their complex causes, the two major common thrusts for development assistance across all agencies and programmes of the UN System will be in the areas of: **HIV/AIDS**, which poses the greatest threat to development gains in the country and regionally and; **gender equity**, especially **girls' access to educational opportunities**, which is a key poverty reduction indicator. Newly formulated UN System-wide strategies will be embraced during the UNDAF programming period. The CCA and other research reveal that common and mutually reinforcing support for HIV/AIDS and gender equity are undoubtedly key to ensuring longer-term empowerment, reaching poverty reduction goals, and ensuring rights attainment for all populations.

**B. UNDAF Programme Matrix 2002 – 2006**

<i>Mission of the United Nations System in Mozambique</i>			
<p><b>Supporting the Republic of Mozambique’s national poverty reduction strategies and its commitments to international human rights instruments, the United Nations System in Mozambique promotes sustainable human development by seeking to empower all Mozambicans – independent of sex, race, age, religion, political affiliation, or economic or social status – to participate in and gain from the development process in an equitable manner.</b></p>			
<i>Crosscutting Principles</i>			
<ul style="list-style-type: none"> <li>• HIV/AIDS mainstreaming</li> <li>• Supporting the most vulnerable (by sex, age, ability, geographic location)</li> <li>• Gender mainstreaming</li> <li>• Research and Information</li> <li>• Community and civil society participation</li> </ul>			
<i>UNDAF Strategic Objectives</i>			
<b>SO 1: To Promote the Fulfilment of the Right to Personal Security</b>	<b>SO 2: To Promote the Fulfilment of the Right to Knowledge and a Long and Healthy Life</b>	<b>SO 3: To Promote the Fulfilment of the Right to Sustainable Livelihoods</b>	<b>SO 4: To Promote the Fulfilment of the Right to Full Participation, Protection, and Equality</b>
<b>PO 1.1 HIV/AIDS</b>	<b>PO 2.1 Education</b>	<b>PO 3.1 Rural Development and Agriculture</b>	<b>PO 4.1 Democracy and Decentralisation</b>
<ul style="list-style-type: none"> <li>• Prevention: national strategy implementation</li> <li>• Care: access for PLWHA and orphans</li> <li>• Research for impact mitigation</li> </ul> <p style="text-align: center;"><b>PO 1.2 Disaster Management</b></p> <p><b>Natural Disasters:</b></p> <ul style="list-style-type: none"> <li>▪ prevention, preparedness, response</li> </ul> <p><b>Mine Action:</b></p> <ul style="list-style-type: none"> <li>▪ personal and community security, information and right to development</li> </ul>	<ul style="list-style-type: none"> <li>• Equal access for girls and boys</li> <li>• Quality of delivery</li> <li>• Improved management</li> </ul> <p style="text-align: center;"><b>PO 2.2 Health and Well-being</b></p> <ul style="list-style-type: none"> <li>• Access to and quality of services</li> <li>• Meeting nutritional standards</li> <li>• Access to safe water and Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access to and use of land, environment, production and markets</li> </ul> <p><b>Food Security:</b></p> <ul style="list-style-type: none"> <li>▪ Food access, availability, utilisation</li> </ul> <p style="text-align: center;"><b>PO 3.2 Employment, Markets, Private Sector</b></p> <ul style="list-style-type: none"> <li>▪ Private sector employment and growth through regulatory, credit, quality, and training institutions</li> <li>▪ Labour law enforcement and legislation</li> </ul>	<p><b>Public Sector Institutions and Processes:</b></p> <ul style="list-style-type: none"> <li>• Elections</li> <li>• Parliament</li> <li>• Justice</li> <li>• Police</li> <li>• Public Administration</li> <li>• Policy and legislation</li> </ul> <p><b>Social Communication:</b></p> <ul style="list-style-type: none"> <li>• Mass media and community radio</li> <li>• Social mobilisation, for behaviour change and civil society participation</li> </ul>
<i>World Bank Country Assistance Strategy (CAS) Objectives</i>			
<b>SO1: Increasing Human Capacities</b>		<b>SO2: Economic Opportunities through Private Sector Growth</b>	<b>SO3: Governance and Empowerment</b>
<ul style="list-style-type: none"> <li>• HIV/AIDS Prevention and Reduction</li> <li>• Education</li> <li>• Health</li> <li>• Social Protection</li> </ul>		<ul style="list-style-type: none"> <li>• Private sector/ finance</li> <li>• Infrastructure</li> <li>• Rural Development and Agriculture</li> <li>• Environment</li> <li>• Employment</li> </ul>	<ul style="list-style-type: none"> <li>• Public Sector reform</li> <li>• Rule of Law</li> </ul>

## V. United Nations Coordination and Co-operation Mechanisms

### A. UN Coordination and Cooperation Bodies

67. The *United Nations Resident Coordinator System (RCS)* provides for overall UN coordination led by the *UN Resident Coordinator (RC)*. The Resident Coordinator is the UN team leader and represents the United Nations System on issues of common concern. The RC ensures the effective management of consultation mechanisms, facilitating and encouraging collaboration on substantive programme development and management issues, facilitating coordination on administrative and security issues, and mobilising additional financial resources for collaborative programming. A local UN Agencies' jointly funded *UN Secretariat* in the Office of the Resident Coordinator supports and helps coordinate UN System-wide initiatives. The UN Secretariat manages the UN Mozambique website and linkages with the UN DGO and its information network for country teams. In collaboration with all resident agencies, it maintains a common UN System information/data base including common indicators, plans for and standardises UNDAF reporting, monitoring and evaluation mechanisms, and assists the Resident Coordinator for emergency preparedness and response coordination. The UN Secretariat ensures information sharing on UN System-wide activities and acts as the hub for inter-agency coordination and collaboration.

68. *United Nations Country Management Team (UNCMT)* is comprised of the Representatives of all resident UN Agencies (FAO, UNDP, UNESCO, UNFPA, UNICEF, WFP, and WHO). The Representatives of the Bretton Woods Institutions (World Bank and IMF) also participate in the CMT on issues of mutual interest and concern. Those UN organisations with no country representation are linked to the UNCMT through the Resident Coordinator. The Resident Coordinator is the UNCMT team leader, however, the UNCMT has a rotating chair at its bi-monthly meetings. The role of the UNCMT is to enhance information exchange, the debate on strategic decision-making, and substantive collaboration among all UN agencies. The UNCMT aims to strengthen opportunities for joint or common UN System programming and operations in Mozambique, favouring an integrated system-wide approach to development cooperation. It provides collective leadership to the UN System in Mozambique, approves and monitors annual Resident Coordinator work plans, oversees the work of theme groups and operational committees, seeks and acts on ways to strengthen collaborative planning and monitoring of the UN System as well as ensuring equal advocacy for, and promotion and support of each agency's specific needs and/or activities. The UNCMT meets with Government, the donor community, and designated focal points within the UN System to ensure relevance and complementarity of UN System development assistance and coordinates the preparation for and participation of the UN System in Consultative Group meetings and other fora where the UN System in Mozambique responds with one voice.

69. *United Nations Disaster Management Team (UNDMT)* is composed of UN Representatives, heads of UN emergency clusters, emergency staff and selected Government, bilateral and NGO partners. The UNDMT effectively plans, manages, and responds in times of national emergency or crisis. The UNDMT oversees the implementation of the UN Emergency Preparedness and Response Plan and links directly with the Government, donors, and NGOs on issues of emergency coordination in collaboration with the UN Office for the Coordination of Humanitarian Affairs (OCHA).



70. **United Nations Security Management Team (UNSMT)** is led by the Resident Coordinator and composed of the UNCMT and the Field Security Officer who is responsible for the oversight of the common UN security company and the UN Emergency Response Unit (ERU) for UN staff and their families.

71. **UN Theme Groups and Operational Committees** provide fora for inter-agency planning, programming, monitoring, and reporting in selected areas of cooperation across agencies:

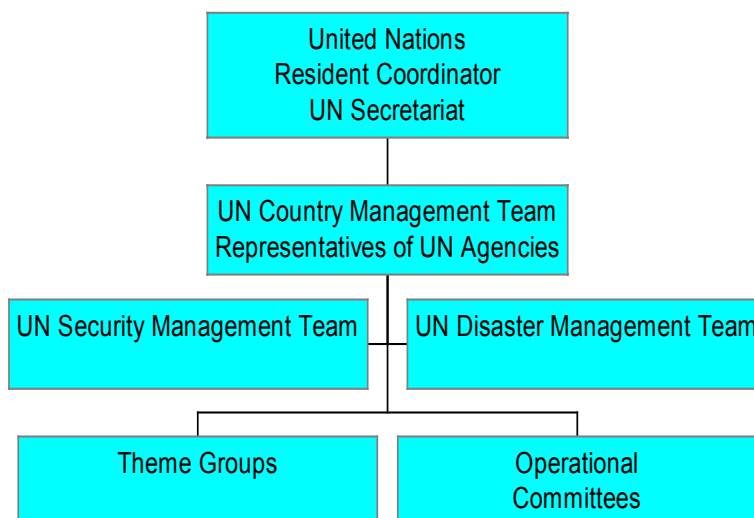
**Theme Groups: Inter-agency theme groups** ensure coordination and mutual reinforcement in strategic areas of UN System support for Mozambique's development agenda. Each is coordinated by the Representative of a UN Agency (appointed by the Resident Coordinator on the advice of the Country Management Team) who is responsible for direct feedback to the UNCMT and for ensuring linkages with other theme group products and processes. All theme groups have an agreed upon common terms of reference and have formulated specific work plans to address the needs in each area of cooperation. Each theme group attempts to consolidate and coordinate UN assistance in the sector, and liaise with Government, donors, NGOs, private sector and other development partners. Specific results are described in the Annual Resident Coordinator Report and are assessed at the annual UNCMT retreat. Constructing a common framework for action, each theme group:

- Utilises the UNDAF matrices as its point of departure for programming
- Monitors follow-up to international conventions and conferences which guide UN interventions in the sector
- Promotes collaborative and joint programming, activities, and information sharing
- Incorporates UN crosscutting principles
- Identifies administrative obstacles and potential solutions
- Produces annual work plans including activities, timeframes, and performance indicators
- Produces annual reports for UNCMT review

Theme groups operate according to the needs within sectors, the type of UN assistance provided, and the number of collaborating partners. Theme groups may meet from twice monthly to twice yearly depending on need. The one theme group which remains constant throughout the programming period is the **HIV/AIDS Theme Group**, under the leadership of the Resident Coordinator, and managed by a rotating chair from the UNCMT. The UNAIDS country programme advisor serves as the theme group's secretariat.

**Operations Committees:** To ensure that the operations of the UN System facilitate achieving strategic objectives, operational committees are used as needed. These inter-agency committees, also coordinated by a member of the UNCMT, strive to improve UN performance by fostering collaborative initiatives to bolster the UN System's effectiveness and efficiency. While different committees may serve at different times during the programming cycle, the one committee which remains constant throughout the programming period is the **Administration/Operations Committee**, comprised of the administration officers of all resident UN agencies.

## Management of the UN Resident Coordinator System

**B. United Nations Coordination and Cooperation Instruments**

72. Instruments to help guide coordination bodies and measure the impact of improved coordination and cooperation are:

- *UNDAF* provides the overall guidance for the **UN Resident Coordinator System** by providing a strategic framework including UN common goals, objectives, priorities, indicators, monitoring and reporting mechanisms, and a UN resource framework agreed to by all Agencies and endorsed by Government;
- *Resident Coordinator Annual Workplan* serves as the annual guide for work of the **UNCMT**;
- *UN Emergency Preparedness and Response Contingency Plan* is the guide for the **UNDMT** and sets out the agreed upon roles and responsibilities of UN Agencies for natural disasters in collaboration with Government, donors, and NGO partners
- *UN Security Plan* is the instrument used by the **UNSMT**;
- *Theme Group Annual Workplans* offer guidance for **inter-agency working groups**;
- *Individual UN Agency Country Programmes* and *Specialised Agency Technical Assistance* describe the activities and resources of each **individual UN Agency**, based on each Agency's mandate and comparative advantage, to achieve the common UN objectives described in the UNDAF.

**C. Coordination and Cooperation with Partners**

73. **Government:** Many fora exist which ensure strengthened partnerships with Government. These include, but are not limited to:

**Office of the Prime Minister**

- National AIDS Council

**Ministry of Foreign Affairs and Cooperation**

- UN focal point Ministry (signing country programmes, UNDAF, etc) on behalf of Government
- Minister of Foreign Affairs as focal point during times of natural disasters

- Director of Multilateral and Economic Affairs (DRME) for agreement and approval of integrated UN System programming
- Department of International Organisations and Conferences (DOIC) for participation and reporting on international conference and conventions

**Ministry of Planning and Finance**

- Directorate of Planning and Budget (DPO)
- Department of Macro-Economic Studies

**Government Line Ministries**

- Designated counterparts for UN Agencies in specific programming areas

**Government Working Groups**

- PROAGRI, SWAp, sector groups
- PARPA (PRSP) working group for: completion of the 2001- 2005 PARPA specifically in the area of Governance; harmonisation of Government and UN impact indicators towards national development goals
- Gender Operative Group with Ministry of Women and Social Action
- Technical Cabinet on Population (GTP) with Ministry of Planning and Finance

**Government Annual Consultative Group (CG)**

- Annual development plan debate between Government, World Bank, UN and donors organised by the World Bank

74. **Donors:** The UN Resident Coordinator co-chairs the Development Partners Group (DPG) with the World Bank. This group meets monthly and allows for the UN, World Bank and donors to discuss and resolve issues of common interest. In addition, UN Agencies participate with donors in sector working groups and specific sub-groups to ensure coordination and debate to plan for, monitor, or assess development issues. Donors also play an important role in the strategic thinking, development and evaluation of UN agency programmes, and providing input to the CCA and UNDAF processes.

75. **NGOs and Civil Society:** A crosscutting principle in the UNDAF is to ensure enhanced participation of local partners in all phases of programming. Strong partnerships with NGOs and civil society are essential to ensure that UN programming initiatives reach those populations prioritised in the UNDAF. Strengthening NGO partnerships has become increasingly important due to the participation of NGOs and associations in disaster preparedness and response. The UN System carries out NGO capacity building initiatives through community-based activities, service and/or goods delivery, and institutional support. NGOs also play an important role as participants in the development of UN agency country programmes and implementation of activities.

## **VI. Monitoring and Follow-up**

76. Mechanisms to monitor and evaluate performance based on UNDAF objectives and impact indicators are in place. The two main mechanisms are:

UNDAF Review: An independent review of UNDAF in 2004, with participation of Government, donors, and other development partners, will assess how UN programmes have consolidated and coordinated their efforts through the UNDAF to achieve development goals. This review will measure the impact of UNDAF and its contribution to improved overall coordination of the UN System to meet development objectives. The purpose of inviting external partners to conduct this review is to ensure that the UNDAF is, in fact, improving

UN collaboration and providing a unified response to better address development needs. Review findings and recommendations will be presented to the UNCMT in mid 2004, providing needed input for programming and operational modifications. It is anticipated that the UNDAF review will be complementary to individual agency or joint mid-term reviews.

Resident Coordinator Annual Report and Corresponding Workplan: The Resident Coordinator, together with the Country Management Team, produces an annual Resident Coordinator report which is based on the analyses of the previous year's work plan, its accomplishments and challenges, and on outputs resulting from enhanced UN System cooperation and collaboration and theme group and operational committee initiatives. The Report also articulates the subsequent year's workplan including desired key results of the Resident Coordinator System.

77. Complementary mechanisms to monitor the strengths and challenges of the UNDAF are also in place. These include:

- Agency programme mid-term reviews and final evaluations (both joint and/or individual)
- PARPA/PRSP indicator development and follow-up (in collaboration with the Ministry of Planning and Finance and the National Statistics Institute)
- UN Emergency Preparedness and Response Cluster reports
- UN/Government inventories on Mozambique's conference and convention participation and follow-up and joint UN development indicator database
- Annual CG, UNCMT annual retreats with Government, non-resident agencies, and designated partners, UN staff retreats

## **VII. United Nations Common Resource Framework**

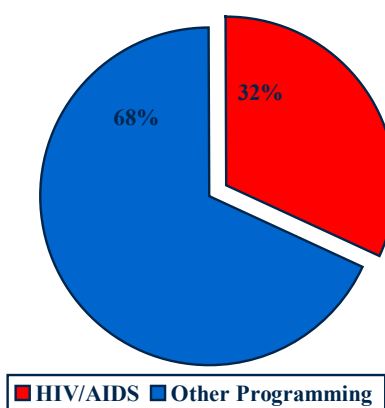
53. During the 2002 – 2006 period, the anticipated core and non-core resources needed to effectively respond to development challenges and to be mobilised through the UN System in support of UNDAF strategic objectives total over \$300 million. The table below summarises the level of funding by UNDAF strategic objective and by agency.

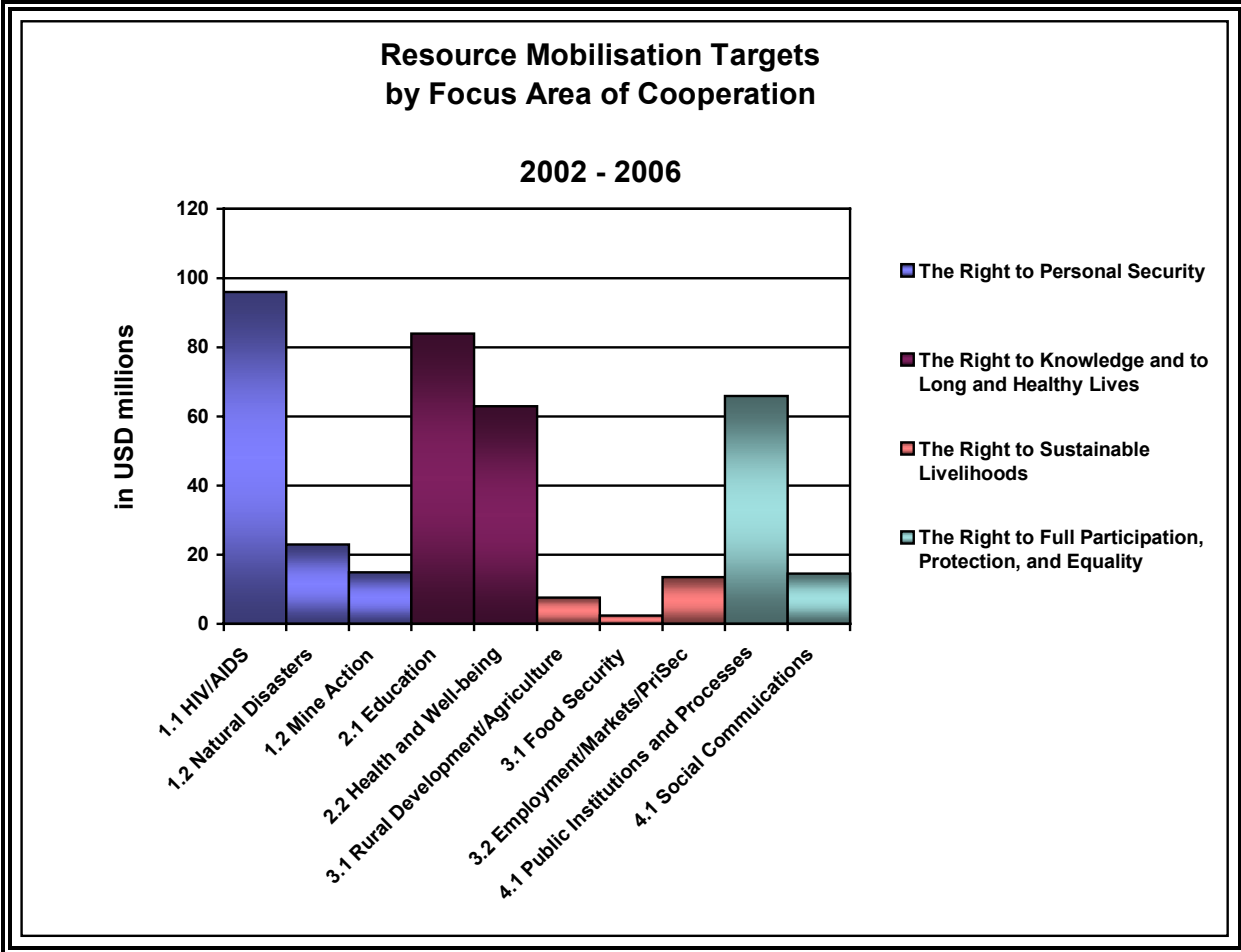
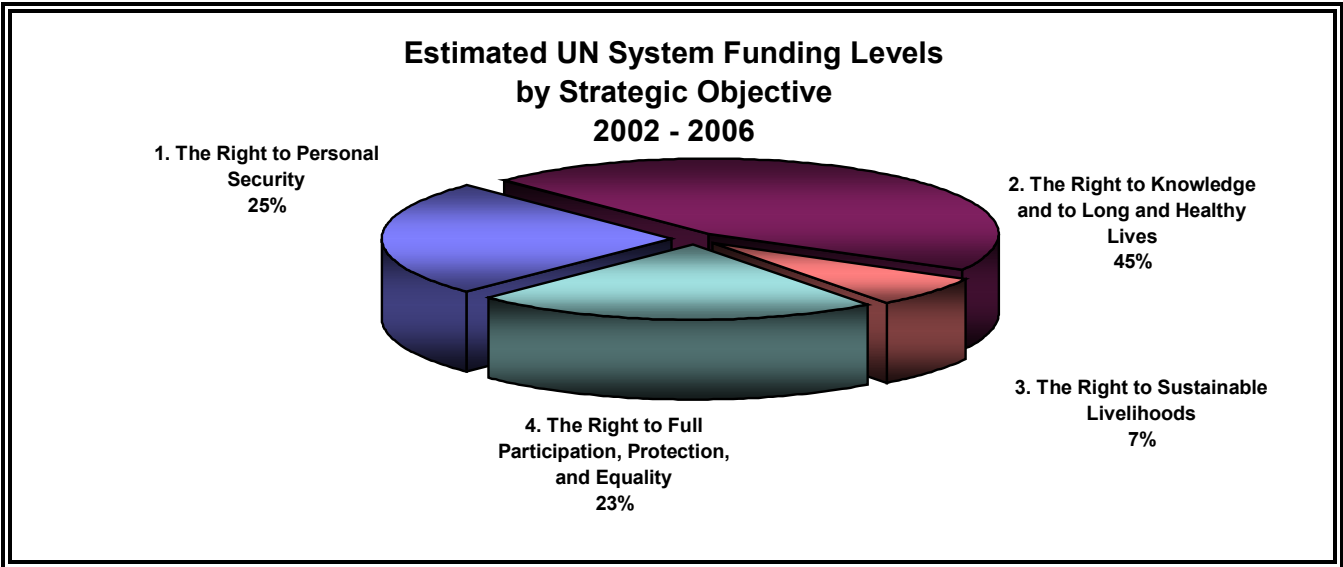
### 2002 – 2006 Resource Framework: Core and Non-core Resource Mobilisation Targets

#### Funds and Programmes

<u>Agency</u>	<u>SO 1 Personal Security</u>	<u>SO 2 Knowledge/ Long and Healthy Lives</u>	<u>SO 3 Sustainable Livelihoods</u>	<u>SO4 Participation, Protection, Equality</u>	<u>Projected Totals (rounded) (core/non-core)</u>	<u>% for HIV/ AIDS * -</u>
UNDP	HIV/AIDS 9,500,000 Disaster Management 5,000,000 Mine Action 15,000,000		Rural Development 4,500,000  Employment/ Private Markets 5,500,000	Democracy/Decentralisation  Public Institutions 44,900,000 Social Communication 5,500,000	30,000,000 core 60,000,000 noncore  90,000,000 Total	25%
UNFPA	HIV/AIDS 2,600,000	Education 4,300,000 Health/Well-being 17,000,000		Public Institutions 6,000,000 Social Communication 3,100,000	15,000,000 core 18,000,000 noncore 33,000,000 Total	52%
UNICEF	HIV/AIDS 25,000,000 Disaster Management **	Education 13,000,000 Health/Well-being 31,500,000		Public Institutions 15,500,000 Social Communication 1,000,000	36,000,000 core 50,000,000 noncore 86,000,000 Total	29%
WFP	HIV/AIDS 8,500,000 Disaster Management 18,000,000 **	Education 55,500,000			45,000,000 core 37,000,000 noncore 82,000,000 Total	25%
<b>Sub - Total</b>	<b>82,600,000</b>	<b>121,300,000</b>	<b>10,000,000</b>	<b>76,000,000</b>	<b>\$289,900,000</b>	<b>33%</b>
<b>Specialized Agencies</b> (indicative figures for projects to include external mobilization)						
FAO	Disaster Management 3,000,000*	Education 4,000,000	Rural Development 5,000,000 Food Security 7,000,000 Employ/Markets 7,000,000		26,000,000 Total	25%
UNESCO	HIV/AIDS 3,500,000	Education 9,000,000		Social Communication 5,000,000	17,500,000 Total	25%
UNIDO	HIV/AIDS 100,000		Employment/Pri Sec 7,000,000		7,100,000 Total	25%
WHO	Disaster Management **	Health/Well-being 12,500,000			7,500,000 core 5,000,000 noncore 12,500,000 Total	25%
<b>Sub - Total</b>	<b>6,600,000</b>	<b>25,500,000</b>	<b>26,000,000</b>	<b>5,000,000</b>	<b>63,100,000</b>	<b>25%</b>
<b>TOTAL</b>	<b>89,200,000</b>	<b>146,800,000</b>	<b>36,000,000</b>	<b>81,000,000</b>	<b>353,000,000</b>	<b>32%</b>

(\* total SO 1 HIV/AIDS direct activities plus percentage of other cross- sector HIV/AIDS mainstreamed activities; \*\* additional emergency resources mobilised as necessary through consolidated UN appeals)











**SO 1: THE RIGHT TO PERSONAL SECURITY  
PO 1.2 DISASTER MANAGEMENT  
Natural Disasters**

*Specific Guiding Principles and Rights: 1994 Yokohama World Conference on Natural Disaster Reduction*

Mozambique National Targets	UN Objectives Disaster Preparedness, Prevention and Response	Impact Indicators	Strategies / Major Lines of Action	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	W F P	W H O	W B	U N H C R	I L O	U N I D O	U N V	U N A I D S
Effective warning, preparedness and response systems at national, provincial and districts levels	The Mozambican people is participating in and benefits from early warning, preparedness and response initiatives so that their risk to disasters is mitigated and their personal security is increased.	<p>Annual emergency contingency planning and preparedness exercises carried out with broad participation.</p> <p>Community training in disaster awareness, mitigation, preparedness and response systematically carried out in districts of high risk to disasters (including HIV/AIDS).</p> <p>Gender sensitive community disaster mitigation activities carried out in the same areas.</p>	<p>Support GOM and civic society programmes that promote community based approaches to vulnerability reduction and integrate preparedness, prevention and response.</p> <p>Mitigation techniques, plans and activities at national and local level, involving long-term prevention and preparedness and community awareness to be prioritised where possible (including HIV/AIDS issues).</p> <p>Comprehensive national assessments of risks from natural hazards to be taken into account in development planning.</p>	X				X	X							
	National, provincial and district authorities have the capacity to develop systems, plans and activities that prioritise social, gender sensitive and civic criteria and standards.	<p>Relevant development programmes include adequate analysis of and response to prevention and rehabilitation issues, especially in areas of high risk to disaster.</p> <p>GOM uses available early warning systems</p> <p>GOM produces and disseminates regular reports on food security, vulnerability / risk assessment, weather forecasts, river levels, and humanitarian aid stocks/reserves.</p> <p>Locally based early warning communications activities designed and supported, hardware supplied and systems strengthened.</p>	<p>Promote ready access of GOM to global, regional and national and local warning systems and its capacity to disseminate information broadly.</p> <p>UN system prepares for and responds to humanitarian requirements of a natural disaster.</p> <p>UN system regularly up-dates contingency plan, including agency plans and DMT meetings (including GOM, NGO and bilateral participation) scheduled when necessary.</p>	X				X	X							

Mozambique National Targets	UN Objectives Disaster Preparedness, Prevention and Response	Impact Indicators	Major Lines of Action/Strategies	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	W F P	W H O	W B	U N H C R	I L O	U N I D O	U N V	U N A I D S
Effective co-ordination mechanisms with all national, regional and international partners to prepare for and respond to natural disasters	GOM disaster management capacity strengthened to ensure timely co-ordination of preparedness and response efforts with all partners (including SADC).	<p>INGC develops regular process of co-ordination including meetings, reporting, standing arrangements/agreements.</p> <p>Inter-partner working groups established on key areas of disaster contingency planning and response.</p> <p>GOM active in SADC disaster management centre initiatives including information, awareness raising and cross-frontier initiatives (river protocols, marketing, etc.)</p>	<p>Support GOM to establish and manage adequate and timely co-ordination systems and procedures</p> <p>Co-ordination and co-operation among on-going national, regional and international disaster research activities promoted.</p>	X				X	X							
Compliance with international reporting requirements of the Yokohama Conference	Government can address and implement agreements of the Yokohama Conference (national assessments, mitigation plans, early warning, community-based initiatives, co-ordination, UN support).	<p>See specific indicators listed above</p> <p>INGC and other selected officials participate at the end of the decade review</p> <p>Report issued and presented at the 2004 Conference.</p>	<p>Provide technical assistance so that to key points of the agreement can be implemented.</p> <p>Assure resources so that Mozambique can participate at 2004 Conference.</p> <p>Provide technical support so that a report can be issued on Mozambique's action to implement agreements</p>					X	X							



**SO 2: THE RIGHT TO KNOWLEDGE ACCESS AND TO A LONG AND HEALTHY LIFE  
PO 2.1 EDUCATION**

Specific Guiding Principles and Rights: Convention on the Rights of the Child, 1989; Dakar Framework for Action, 2000; New Global Agenda for Children, 2000

Mozambique National Targets	UN Objectives	Impact Indicators	Strategies / Major Lines of Action	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	W F P	W H O	U N H C R	I L O	U N I D O	U N V	U N A I D S
<p>A gross enrolment rate of 93% and a gross enrolment rate of 88.1% will be achieved in EP1, and a GER of 26% will be achieved in EP2</p> <p>Support from the school fund programme (<i>Caixa Escolar</i>) will be provided to 75% of children from poor households</p> <p>The proportion of girls will be increased in EP1 from the current 43% to 45%</p> <p>Expand access to secondary education in order to respond to the needs of the labour market, teachers' training and the expansion of higher education</p>	<p><b>Access</b></p> <p>Increase access to basic education especially for girls (including all forms of gender discrimination in classrooms and schools)</p> <p>Maintain and increase access to secondary education</p>	<p>Gross enrolment rate, EP1, by sex</p> <p>Gross enrolment rate, EP2, by sex</p> <p>Net enrolment rate, EP1, by sex</p> <p>Net enrolment rate, EP2, by sex</p> <p>Percentage of total public expenditure on education</p> <p>Gross and net enrolment rate to ESG 1 and ESG 2, by sex</p>	<p>Advocate for girls' education</p> <p>Develop alternative, non-formal strategies to reach disadvantaged children, youth and others such as internally displaced people who are excluded from normal educational opportunities</p> <p>Develop gender-responsive programmes and child-friendly learning environments for ensuring the full participation of the girl child in education</p> <p>Support the development of good quality through educational institutions that are adequately and equitably resourced, with the core requirements of safe, environmentally friendly and easily accessible facilities</p> <p>Step up funding for basic education (including additional resources made available by HIPC)</p> <p>Provide food aid to boarding schools and prepare their future sustainable running without food aid through institutional capacity building</p>				X	X							
	<p><b>Quality</b></p> <p>Improve quality of education especially in rural areas (including the integration of life skills with basic literacy and numeracy)</p>	<p>Repetition rate, by gender</p> <p>Drop-out rate, by gender</p> <p>Transition rate, by gender</p> <p>adult literacy rate, by gender</p>	<p>Review and design curricula and teaching methods accordingly to make them relevant to the cultural environment and to the educational, psychological and socio-economic needs of children</p> <p>Pay special attention to life-skills needed for coping with such problems as the HIV/AIDS pandemic, and children with special needs</p> <p>Develop institutional and human capacity and curriculum to prevent and manage the HIV/AIDS pandemic and its impact on education</p> <p>Improve teacher education and training to enhance competence in participatory, inclusive and gender-sensitive approaches and the use of new technologies</p> <p>Promote the use of mother-tongue in the early years of primary education; link personal development to the learners' cultural heritage and strengthen their self-confidence</p> <p>Improve the development, production and distribution of learning materials that are affordable and more suitable to local conditions</p> <p>Define minimum and basic competencies for the different levels of education</p> <p>Develop gender- and rights-responsive educational research</p> <p>Integrate democratic values and practices into the conduct of teaching and learning</p>	X			X	X	X						

Mozambique National Targets	UN Objectives	Impact Indicators	Strategies: Major Lines of Action	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	W F P	W H O	U N H C R	I L O	U N I D O	U N V	U N A I D S
	<b>Management</b>  Enhance capacity to manage schools (including stronger family and community participation)	Percentage of schools with active PTAs  Other impact measured through previously mentioned indicators	Develop a baseline on PTAs  Develop reliable education management/ statistical information systems in order to improve analysis and decision-making  Link formal and non-formal education for mainstreaming marginalised groups into a lifelong learning system  Integrate education into the family and the community  Involve teachers' unions and teachers in the development of the teaching profession  Involve the media and other stakeholders in public discourse on education, social and development issues and in reaching out-of-school youth and adults				X	X	X						
	<b>Inter-sectoral initiatives</b>  Reduce transmission, and support mitigation of impact, of HIV/AIDS (including the promotion of peer education among youth, and programmes for orphans)  Expand scope of integrated health programme for schools (including nutrition)	Percentage of schools providing regular life-skills education, disaggregated by EP1, EP2, ESG1 and ESG2  Percentage of schools with active health programme	Strengthen life-skills education and introduce in all education programmes  Develop working relationships with media, religious organisations, civil society and communities  Build consensus on implementing HIV/AIDS curriculum and develop effective and viable strategies to fight the HIV/AIDS pandemic  In collaboration with other ministries and stakeholders, take a leading role in AIDS campaigns, and urge men, including those in the teaching profession, to respect women's dignity and the right protect themselves  Review school health programme and support the FRESH initiative  Strengthen participation of civil society in the education sector (including NGOs and CBOs)  Review and develop educational and other policies and legislation within the Dakar framework  Develop closer co-operation between central and local government, schools, communities and families to facilitate school ownership, sustainability and accessibility  Develop genuine and sustainable partnerships  Mobilise resources for restructuring and reallocation of government finances with a view to strengthening basic education	X			X	X		X					
					X	X	X	X	X	X					
						X	X	X	X	X					
							X	X	X	X					
					X	X		X	X	X					
							X	X	X	X					
					X	X		X	X	X					



Mozambique National Targets	UN Objectives	Impact Indicators	Major Strategies and Activities	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	W F P	W H O	W B	U N H C R	I L O	U N I D O	U N V	U N A I D S
<p>Implementation of National Nutrition Strategy</p> <p>Completion of district vulnerability profiles .</p> <p>Reduction of micro-nutrient deficiencies , especially Iodine , Iron and Vitamin A deficiency . (including operational research)</p> <p>Protection of breastfeeding.</p> <p>Reduction of Chronic and acute malnutrition / reduction of Low Birth weight .)</p>	<p>Reduced chronic and acute child malnutrition</p>	<p>% of children with chronic malnutrition</p> <p>% of children with acute malnutrition</p>	<p>Support Vitamin A supplementation as a routine activity , support active detection and treatment of anaemia in children and women.</p> <p>Support prevention of anaemia during pregnancy ; support LBW reduction through multi micro-nutrient supplementation and malaria intermittent therapy.</p> <p>Support Growth monitoring at community and health unit level , and nutrition counselling.</p> <p>Support quality therapeutic feeding for severe malnutrition.</p> <p>Support Breastfeeding and HIV counselling in sites where PMTCT activities are held.</p> <p>Support salt iodation and consumption of iodated salt.</p> <p>Building capacity for increased number of trained nurses, medical assistants and nutritionists</p>					X		X						
<p>Completion of the 2001 –2010 Health Sector Strategic Plan and SWAP</p>	<p>Completion of the Health Sector Strategic Plan</p> <p>Increased capacity at the national, provincial and district levels for the implementation of the Health Sector Strategic Plan</p>	<p>Same indicators as mentioned for subsequent objectives</p>	<p>Advocacy and support for a multisectoral approach to health for a better inter-ministerial co-ordination of efforts</p> <p>Support the finalisation of the Health Sector Strategic Plan and the development of a SWAP for health</p> <p>Facilitate the integration of gender concerns, children and women’s rights into policies and programmes of Ministry of Health</p> <p>Support / assist the government in the decentralisation process through capacity building and empowerment at provincial and district levels for planning and managing the delivery of an essential package of health services</p> <p>Support the development and implementation of a human resource development plan</p> <p>Build capacity for collection, analysis, reporting and dissemination of consistent and reliable health data</p> <p>Strengthen management of financial, human and material resources (cold chain, transport equipment, staff, etc.)</p> <p>Strengthen partnership between private and public sectors</p> <p>Support to operational research</p> <p>Support the development of co-management mechanisms of Health services (Health Unit Management committees)</p>				X	X		X						





Mozambique National Targets	UN Objectives	Impact Indicators	Major Strategies and Activities	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	W F P	W H O	W B	U N H C R	I L O	U N I D O	U N V	U N A I D S
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**SO 3: THE RIGHT TO SUSTAINABLE LIVELIHOODS**  
**PO 3.1 RURAL DEVELOPMENT AND AGRICULTURE**  
**Food Security And Production**

Specific Guiding Principles and Rights: 1996 World Food Summit

Mozambique National Targets	UN Objectives	Impact Indicators	Strategies/ Major lines of Action	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	U N I D O	W F P	W H O	I F A D	I L O	U N C D F	U N H C R	U N A I D S
Increase the availability and access to food at all times for all people through self-production or purchase	Increased GOM capacity for food security policy formulation and programming	Decreased number of food vulnerable communities  Increased food availability at household level  Sustainable information and reporting mechanisms in place  VA report produced annually by GOM  Annual meetings held at provincial level	Provide assistance for food security policy formulation at central, provincial and district level  Assist institutional strengthening of SETSAN  Assist with design and support implementation of food security interventions with particular emphasis on community level food management, utilisation, preservation, and access to food  Provide training and information material on household food security and nutrition issues.  Support improvement of current data collection and reporting systems on food security indicators  Support decentralised management and operation of information systems  Assist with analysis and regular presentation of data  Assess impact of HIV/AIDS on Agriculture and Food Security and build results into food security interventions  Support VA inter-sectoral working group and disseminate findings through broad-based participation	X  X  X    X  X  X						X  X  X  X  X						
Increased agricultural production	Increased capacity in national, provincial, local and civil structures to implement PROAGRI and to promote the application of improved agricultural practices  Strengthened rural development planning	Increased number of agricultural extension workers (by gender) being active at community level  Census results published and disseminated  Increase in average production per hectare of basic food crops and of non-traditional cash crops  Increased number of provinces/districts implementing District Planning methodologies	Support institutional restructuring of agricultural service delivery at national, provincial and district levels  Support managerial and operational capacity to implement PROAGRI  Support implementation of Agricultural Census  Enhance coordination between public and private sector, NGOs, civic society regarding commodity or area specific interventions  Provision of project and technical assistance to enhance crop productivity, improve farm management and diversify crop and livestock production, with particular reference to women farmers  Design and implement training programmes for extension service on improved agricultural practices and post-harvest management  Design and distribution of information and training material  Technical assistance to build HIV/AIDS information into all training programmes for agricultural staff, notably extension workers  Assist rural development planning at provincial, district community levels  Foster linkages with NGOs and civic society	X  X  X  X  X  X	X  X						X  X  X  X			X  X		X

Mozambique National Targets	UN Objectives	Impact Indicators	Major lines of Action	Strategies/	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	U N I D O	W F P	W H O	I F A D	I L O	U N C D F	U N H C R	U N A I D S			
Increased access to markets	Improved agricultural marketing and trade policy formulation and implementation	External market studies	Assist agricultural marketing and trade policy formulation and implementation		X								X							
		Food quality standard proposals	Support provision of an enabling legal environment for agricultural marketing and trade		X									X						
		Increased number of registered farmer associations	Support institutional restructuring of trade service delivery by MIC at national, provincial and district levels		X									X						
		Enhanced farm-market linkages	Increased number of rehabilitated rural markets	Develop initiatives for external market access within SADC		X														
			Regular publication and dissemination of market and trade information	Support the development of food quality standards		X					X		X							
		Enhanced private sector initiatives in rural marketing and trade	Increase in the number of small and medium scale rural traders using credit	Study and analyse rural marketing systems (input and output markets)		X									X					
				Promote farmer association building		X										X				
			Enhanced private sector initiatives in rural marketing and trade	Improve access to and functioning of rural markets, including market rehabilitation, access/feeder road development and provision of training to local market authorities		X							X			X				
				Strengthen provision and dissemination of market and trade information to rural areas		X										X				
				Provide market extension training to agricultural extension staff		X									X					
			Promote on-farm and small-scale agro-processing initiatives		X					X										
			Support development of credit mechanisms for agricultural marketing, storage and agro-processing, with particular emphasis on the small and medium-scale trading sector		X									X						
			Support rationalization of existing public sector funds mechanisms for marketing related credit		X									X						
			Strengthen the operation of existing rural financial intermediaries											X		X				
Articulated land tenure policy	Implementation of the land tenure law	Number of functioning lower courts	Provision of support to the juridical system to understand land tenure issues and apply the land law and regulations		X															
		Number of communities that have registered title deeds	Provision of training at provincial and district levels to support the implementation of the land law and regulations		X															
		Information material published and distributed	Support preparation and dissemination of popular version of the land law and regulations		X															
Ensure distribution of food during emergencies	Enable people to meet their transitory and emergency food, seed and tool requirements during natural disasters to ensure quick recovery	Percentage of population whose transitory / emergency requirements are met within adequate time	Design, organise, support emergency and recovery interventions (people-centered and gender-sensitive) for delivery/distribution of food, seeds, and tools		X						X					X				
		Monitoring and evaluation systems designed and applied	Support planning, monitoring, evaluation systems for emergency/recovery response that emphasize results and transit the recovery/rehabilitation continuum		X							X					X			
		Lessons learned and best practices documented and issued	Incorporate HIV/AIDS awareness in emergency/ recovery interventions		X							X					X	X		

**SO 3: THE RIGHT TO SUSTAINABLE LIVELIHOODS  
PO 3.2 EMPLOYMENT AND PRIVATE SECTOR DEVELOPMENT**

*Specific Guiding Principles and Rights: ILO Convention on the Eradication of Child Labour*

Mozambican National Targets	UN Objectives	Impact Indicators	Strategies / Major Lines of Action	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	W F P	W H O	W B	U N H C R	I L O	U N I D O	U N C D F	I F A D	U N C T A D
Expand vocational education supply and access, which meets labour demand	Enhanced vocational training based on labour market needs	Increased number of vocational training services which respond to labour market demands	<p>Develop a project with relevant institutions to analyse the medium and long term labour needs of the private sector and develop a strategy to meet this, with an emphasis on gender issues</p> <p>Development of vocational training programmes oriented to the concrete labour market opportunities</p> <p>Develop projects to increase the capacity of already theoretically trained labour, to meet the real needs of the labour markets</p>				X							X			
Expansion of the micro-finance lending licences	Increased access to improved micro-finance services	<p>Increased number of micro financing licences being used</p> <p>Increased number of women and vulnerable groups with access to micro-finance</p>	<p>Development of a policy and strategy for micro-finance development</p> <p>Support to Government institutions involved in legislative and supervisory tasks related to micro finance</p> <p>Technical assistance project to micro-finance institutions to make them sustainable</p> <p>Support to community owned savings clubs</p> <p>Support capitalisation of micro-finance institutions</p>		X								X	X			
Improved legal framework for business and labour	<p>Legal framework for micro- and small businesses improved and implemented</p> <p>Enforcement of labour law and increased capacity for labour arbitration</p>	<p>Increased number of businesses registering as formal companies</p> <p>Reduced incidents of wrongful implementation of regulations</p> <p>Faster registration of an increased number of associations</p> <p>Child labour abolition conventions 138 and 182 ratified</p> <p>Labour legislation reviewed</p> <p>National agenda for social dialogue adopted</p>	<p>Support micro- and small businesses in the provinces through activities that aim at improving and implementing the legal framework, such as:</p> <p>Revision of legislation for the establishment and registration of businesses and associations (producers and traders)</p> <p>Capacity building of local government authorities (one-stop-shops; improved databases; training on application of regulations)</p> <p>Support business associations (business centres) to assist SMEs in dealing with the legal framework</p> <p>Advocacy and promotion of public-private sector policy dialogue to improve the legal framework so it becomes conducive to the development of SMEs</p> <p>International labour laws/standards training</p>		X	X								X			
														X			

Mozambican National Targets	UN Objectives	Impact Indicators	Areas of Action	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	W F P	W H O	W B	U N H C R	I L O	U N I D O	U N C D F	I F A D	U N C T A D
Facilitate the growth of the private sector	Improved access to financing for private sector  Enhanced co-ordination of private sector and Government policy dialogue  Increased competitiveness of the Mozambican private sector	Increased number and volume of financing provided to Mozambican private sector (is this accessible information?)  Increased consultative mechanisms  Improved balance of trade	Develop strategies for long-term development of financial services adopted to the Mozambican context with a diversity of financial products aimed at the SMEs  Improve SMEs capabilities to fulfil the requirements of the institutions that provide financial services  Promote the co-ordination and strengthen the existing public-private sector efforts to create a dynamic dialogue  Provide technical assistance and expertise in the area of investment, technology, quality and environment in the form of training to private sector support institutions.	X	X									X			X
Implementation of the SADC Protocol	Improved national capacity to establish a national quality management system	Funds provided by Government and donors for national metrology laboratory  A functioning national metrology laboratory  Increased number of products and companies that have been certified for regional and international trade (ISO 9000 and ISO 14000)	Provide technical assistance and expertise to the relevant public and private institutions for the development and implementation of a national quality policy  Advocacy towards the Government and donors to mobilise support for the establishment of a national metrology laboratory as a centre piece of a national quality system  Provide technical assistance and expertise for the establishment of a national metrology laboratory	X	X									X	X		X
Improved response of industry and business to HIV/AIDS	Improved awareness and responsiveness of business sector to HIV/AIDS	Increased number of businesses with HIV/AIDS strategies	Provide technical assistance, capacity building and financial support to institutions that work to reduce HIV/AIDS prevalence in the private sector  Develop HIV/AIDS training modules aimed at private sector to be included in other training offered to the private sector  Lobby together with NAC the leading government and private sector institutions that can change the passive attitude taken in relation to HIV/AIDS in the private sector		X									X	X		



**SO 4. THE RIGHT TO PARTICIPATION, PROTECTION, AND EQUALITY**  
**PO 4.1.DEMOCRACY AND DECENTRALISATION**  
**Social Communication**

Mozambique National Targets	UN Objectives	Impact Indicators	Strategies / Major Lines of Action	F A O	U N D P	U N E S C O	U N F P A	U N I C E F	W F P	W H O	W B	U N H C R	I L O	U N I D O	U N V	U N A I D S	U N I F E M
Strengthen the professional and geographical coverage of public and independent media, including community radio and training of professional journalists.	Increased national and sub-national capacity to develop and disseminate gender sensitive information for informed decision making and action.  Strengthen the ability of people, women in particular, to demand quality services	Number and gender proportion of active media professionals  Increased number of independent media channels  Increased number of community run communication channels  Increased gender sensitive coverage of HIV/AIDS by media.  Share of population (gender disaggregated) with regular access to public and independent media	Strengthen capacity of communication, education and journalism training through curriculum reform and provision of adequate training infrastructure  Strengthen capacity for independent delivery of social communication services  Support the national AIDS council in the development of a gender sensitive communication and media strategy  Support the establishment of community based media channels  Social mobilisation for behavioural change		X			X									