



Government of Mozambique





United Nations Development Programme

Support to the Operationalization of the African Peer Review Mechanism (APRM) in Mozambique

The output of this project is the operationalization of the African Peer Review Mechanism (APRM) in Mozambique. The APRM is a self-monitoring mechanism, voluntarily acceded to by the member states of the African Union (AU), which facilitates the attainment of the objectives of the New Partnership for Africa's Development (NEPAD). By developing national capacities within key national institutions, raising the awareness about the APRM, and ensuring civil society participation in the process, the project facilitates the finalization of the first Country Review Report and the first national Programme of Action and, at the same time, establishes the organizational structures and processes needed for the APRM as an ongoing, open-ended review process with the aim of creating the conditions needed for sustainable growth and economic development in Mozambique. The project approach is based in the principles of complementarity and inclusion to ensure that the operationalization of APRM does not duplicate already existing review mechanisms and processes and to ensure that the Programme of Action becomes an operational and commonly accepted point of reference in the area of governance in Mozambique.

UNDAF outcomes:	Democratic Governance and legislative reforms strengthened to enhance human rights based approaches at all levels
Expected outcomes/indicators:	Democratic governance ensured as a basic requirement for peace, security and sustainable political development/Inter-party institutions/committees exercise effective oversight functions over areas of public interest
Related SRF	National dialogue on responsive governance and democratization established
Expected outputs/annual targets:	See section II
Implementing partner:	National Forum
Responsible parties:	National Forum / Technical Unit / Ministry of Planning and Development (MPD) / Leading Civil Society Organization / UNDP

Programme period:	November 2006 – December 2008	Budget (USD):	1,765,500
Programme component:	Strengthening Democratic Processes	General management support fee (7%):	123,585
Project title:	Support to the Operationalization of the African Peer Review Mechanism (APRM) in Mozambique	Total budget:	1,889,085
Project ID:	00044403	Allocated resources:	1,420,000
Project duration:	25 months	- Government	100,000
Management arrangement:	NEX execution	- Regular	
		- Donor	1,320,000
		- Government of Norway	600,000
		- DFID	500,000
		- GTZ	220,000
		Unfunded budget (USD):	469,085

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Acronyms and abbreviations

APRM	African Peer Review Mechanism
AU	African Union
CP	Country Programme
CPAP	Country Programme Action Plan
DFID	Department for International Development
FACE	Funding Authorization and Certificate and of Expenditure
GTZ	Gesellschaft für Technische Zusammenarbeit
MPD	Ministry for Planning and Development
NEPAD	New Partnership for Africa's Development
PARPA	Action Plan for the Reduction of Absolute Poverty
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

SECTION I

1.1 Situation Analysis

1.1.1 Country context

Since the signing of the 1992 Peace Agreement, Mozambique has become one of Africa's most successful stories of post war reconstruction and economic recovery. The country had its third peaceful democratic and legislative elections in December 2004, reaffirming its commitment to political stability and national reconciliation. Mozambique has engaged in an ambitious economic, social, and political reform agenda, and has made efforts to consolidate macro-economic stability. As a result, the country has recorded high economic growth rates in recent years, averaging about 9 percent from 1997 to 2003, far above the continent's average. In addition, the country has made significant advances in relation to key indicators of human and social development with a substantial decrease in the rates of child and maternal mortality and an increase in net enrollment rates (2005 Report on the Millennium Development Goals: Mozambique).

Despite these improvements, however, the country faces great challenges. Mozambique remains one of the poorest countries in the world, ranking 168 out of 177 in the Human Development Index: per capita GDP averages 313 USD; life expectancy at 41.9 is among the lowest in Africa, largely due to the impact of HIV/AIDS; and the adult literacy rate is 33.5 although primary education has improved considerably between 1997 and 2003 with a net primary enrolment rate at 43. In addition, Mozambique ranks 128 out of 136 in the Gender-related Development Index (2006 Human Development Report).

In response to these challenges, the Government of Mozambique has adopted the second Action Plan for the Reduction of Absolute Poverty (PARPA II), covering the period between 2006 and 2009, which operationalizes the Government's Five Year Plan adopted in May 2005. PARPA II describes the macroeconomic, structural, and social policies to be implemented in Mozambique with the ultimate goal of eradicating extreme poverty. It defines its strategy of economic growth and poverty reduction through the pillars of governance, human capital, and economic development. Of these pillars, the pillar of governance is particularly critical as it aims to turn the state apparatus into a machine that stimulates the development of human capital and the economy. By combating corruption, bureaucracy, and crime and consolidating national unity, peace, and justice, the pillar of governance is aimed at improving the conditions under which the entire PARPA II is implemented and thus is pivotal if PARPA II is to achieve its objective of reducing absolute poverty in Mozambique.

The implementation of the PARPA II is monitored jointly by the Government of Mozambique and its strategic partners, including United Nations Development Programme (UNDP), through the Performance Assessment Framework. The Performance Assessment Framework consists of two annual reviews: the Mid-Annual Joint Review, which takes place in September, and covers the period from January through June, and the Annual Joint Review which takes place in March-April. At each session, Government performance is evaluated against a set of mutually agreed indicators covering all areas of the PARPA II. Both the Mid-Annual and the Annual Joint Review result in the preparation of an Aide Memoir, which summarizes the conclusions of the review and provides recommendations for government action in the following period. Hence, the Performance Assessment Framework is the key instrument with which the Government of Mozambique assesses its own performance and, at the same time, the process through which it enters into dialogue with its strategic partners.

1.1.2 African Peer Review Mechanism

The African Peer Review Mechanism (APRM) is a self-monitoring mechanism, voluntarily acceded to by the member states of the African Union (AU), which facilitates the attainment of the objectives of the New Partnership for Africa's Development (NEPAD) by promoting "the adoption of policies, standards, and practices that lead to political stability, high economic growth, sustainable development and accelerated and continental economic integration through the sharing experiences and reinforcement of successful best practices, including identifying deficiencies and assessing the needs for capacity-building" (APRM Base Document). The essence is to ensure that countries that accede are fully committed to the principles, priorities and objectives of NEPAD and are willing to allow their *peers* to review the state of affairs in their respective countries in the areas of Democracy and Political Governance, Economic Governance and Management, Corporate Governance, and Socio-Economic Development.

At present, 25 countries have formally acceded the APRM, namely Algeria, Angola, Benin, Burkina Faso, Cameroon, Egypt, Republic of Congo, Ethiopia, Gabon, Ghana, Kenya, Lesotho, Mali, Malawi, Mauritius, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Uganda, and Zambia. However, only three countries – Ghana, Kenya, and Rwanda – have successfully implemented all five stages of the APRM process while seven countries – Benin, Burkina Faso, Mauritius, Mozambique, Nigeria, South Africa, and Tanzania – have hosted Support Missions and are in the process of implementing the APRM

In concrete terms, the operationalization of the APRM at the country level comprises the following five main stages:

Stage 1: Country Self-Assessment.

The acceding country carries out an assessment of the prevailing situation in the country, vis-à-vis the four thematic areas, using a standardized questionnaire. The Country Self-Assessment is facilitated by the designated national APRM focal point but involves all key stakeholders in the country, including civil society, under the supervision of an independent national forum. Based on the findings of the Country Self-Assessment, the country prepares a Programme of Action to address the challenges identified and submits both the self-assessment and the Programme of Action to the APRM Secretariat.

Stage 2: Country Review Mission.

Having received the Country Self-Assessment and the Programme of Action, the APRM Secretariat undertakes a Country Review Mission to ascertain if the Country Self-Assessment reflects the situation on the ground and if the Programme of Action sufficiently addresses the challenges identified. This Country Review Mission includes consultations with a wide range of stakeholders in the country, including government officials, members of parliament, representatives from political parties, and civil society organizations.

Stage 3: Preparation of a draft Country Review Report.

On the basis of the findings of the Country Review Mission, the APRM Secretariat prepares a draft Country Review Report on the prevailing situation in the country, vis-à-vis the four thematic areas. The draft Country Review Report is subsequently shared with the government of the country concerned and the response of the government is amended to the report. The Programme of Action is also finalized, taking into account the recommendations of the APRM Secretariat.

Stage 4: Submission of the draft Country Review Report.

The draft Country Review Report is then submitted to the APRM Forum, comprising the heads of states and governments of the acceding countries to the APRM. The APRM Forum then discusses, comments, adopts the report and finally peer review the country concerned. The actual peer review consists in analyzing deeply and exchanging views on the country challenges and best practices. The APRM Forum then advises their peer on how to tackle the issues and learn from the country positive experience replicable in their own countries.

Stage 5: Tabling of the final Country Review Report.

Six months after the APRM Forum has adopted it, the final Country Review Report is formally tabled in key regional and sub-regional structures and made available to the wider public.

In addition to the five main stages of the APRM, allowances have been made for a preliminary stage known as the Support Mission. The purpose of the Support Mission is to assist countries in preparing for the operationalization of the APRM by ensuring "a common understanding of the philosophy, rules, and processes of the APRM and, on the basis of the self-assessed needs of the participating country, planning and providing support in aspects where the participating country signals a need for such support" (Guidelines for Countries to Prepare for and Participate in the APRM).

In March 2003 Mozambique signed the APRM Memorandum of Understanding, thereby officially acceding to the APRM. In so doing, Mozambique has committed itself to the full operationalization of the APRM and, with the support of its strategic partners, to "contribute fully to the funding of the APRM", "take all necessary steps to facilitate to development and implementation of a national Programme of Action", "ensure the participation of all stakeholders in the development of a the national Programme of Action", "sign the Memorandum of Understanding on technical assessments and the Country Review [Mission]", and "take such steps as may be necessary for the implementation of the recommendations adopted at the completion process within the specified timeframe and integrate them into the national Programme of Action" (APRM Memorandum of Understanding).

1.2 Strategy

1.2.1 Outcome

The intended outcome of the project is the operationalization of the APRM in Mozambique. By developing national capacities within key national institutions, raising the awareness about the APRM, and ensuring civil society participation in the process, the project facilitates the finalization of the first Country Review Report and the first national Programme of Action and, at the same time, establishes the organizational structures and processes needed for the APRM as an ongoing, open-ended review process with the aim of creating the conditions needed for sustainable growth and economic development in Mozambique.

1.2.2 Outputs

The project outputs are the following: (i) National Forum established to oversee the operationalization of the APRM, (ii) Secretariat established to support the APRM Focal Point, (iii) Technical Unit established to coordinate and manage the operationalization of the APRM, (iv) Support Mission undertaken to review the state of preparedness and ensure a common understanding of the APRM, (v) Civil society mobilized at national, provincial and district level to ensure civil society participation in the APRM, (vi) Country Self-Assessment and Programme of Action finalized and submitted to the APRM Secretariat, (vii) Country

Review Mission undertaken to ascertain the Country Self-Assessment and the Programme of Action, (viii) Country Review Report finalized and submitted to the APRM Forum, (ix) Public awareness of the APRM raised to ensure participation in the process, and (x) Evaluation conducted to assess the impact and sustainability of the project and record lessons learned.

1.2.3 Approach

The project approach is based in the principles of complementarity and inclusion. To ensure that the operationalization of APRM does not duplicate already existing review mechanisms and processes in Mozambique, it is critical to clearly define how the APRM relates to these mechanisms and processes and carefully analyze how they complement one another. In this regard, it is worth noting that the APRM, given its greater inclusiveness and emphasis on governance indicators, is a direct contribution to the Performance Assessment Framework. The inclusion of civil society and marginalized groups, such as disabled, diseased, women and children, is at the very heart of the APRM and thus it is an opportunity for their increased involvement in the ongoing process of policy review and decision-making. At the same time, the APRM will fill the gap in the Performance Assessment Framework, which has often been criticized for paying too little attention to qualitative indicators, particularly in the area of political, corporate and economic governance. Finally, the Country Self-Assessment, including the Programme of Action, and the Country Review Report are expected to inform, respectively, the 2007 and 2008 sessions of the Annual Joint Review and thus will feed naturally into the ongoing dialogue between the Government of Mozambique and its strategic partners.

Likewise, to ensure that the Country Self-Assessment and the Country Review Report are genuine reflection of the situation on the ground and to make sure that the Programme of Action becomes an operational and commonly accepted point of reference in the area of governance, it is important that all stakeholders in the country, and in particular national civil society organizations, are included in all stages of the process, from the preparation of the operationalization strategy to the finalization of the Programme of Action.

1.2.4 Impact

The project strategy emphasizes capacity development, public awareness, and civil society participation as a means to ensure the impact and sustainability of all project outputs, including the finalization of the Country Review Report and the national Programme of Action, as well as the project outcome as a whole. By developing national capacities, raising public awareness, and ensuring civil society participation, the project produces outputs that outlive the project itself, thereby not only ensuring the sustainability of the project outcome but at the same time supporting the implementation of PARPA II and the fight against absolute poverty in Mozambique. Also, the Government of Mozambique has committed itself to assume all financial responsibilities for maintaining the national APRM structures once the Country Review Report and the Programme of Action has been finalized and the project has been completed. Finally, it is expected that the network of partnerships between the Government of Mozambique, civil society, and the private sector established through, or deriving from, the project will maintain after the project is closed.

1.2.5 Foundation

The project responds to United Nations General Assembly resolutions A/RES/57/2 and A/RES/57/7, welcoming the APRM as "an important and innovative feature" and urging the United Nations "to foster a coherent response to the needs of individual countries within the framework of NEPAD". Likewise it is in line with the communiqué issued on 13 February 2004, at the end of the first APRM Forum summit in Kigali, Rwanda, calling UNDP to work with the NEPAD Secretariat in ensuring sustainable funding for the APRM process. At country level, the project is developed in the framework of the Government's Five Year Plan and PARPA II, the United Nations Development Assistance Framework (UNDAF), and the UNDP Country Programme (CP) and Country Programme Action Plan (CPAP), guiding UNDP support to Mozambique in the period between 2007 and 2009. It is a direct response to a request sent on 10 March 2006 from the Minister for Planning and Development, as the national APRM focal point, to UNDP and draws extensively on the experiences of Ghana, Rwanda, Kenya and other countries where UNDP has been involved in the operationalization of the APRM.

1.3 Management Arrangements

1.3.1 Organization

The organizational management arrangements are elaborated in a view to ensure the quality and timeliness of all project deliverables and ultimately to ensure that the outcome is achieved within time and within budget. Particular emphasis is placed on accountability, and effective project monitoring and evaluation. The organizational management arrangements therefore reflect the monitoring and evaluation mechanisms as defined in section 1.4. The project organization consists of five organizational entities or functions: Project Board, Project Assurance, Project Manager, Project Support, and Project Team (see Table 1: Project Structure). In the following five sections, the function, reference, and organization of each entity is described in greater detail.

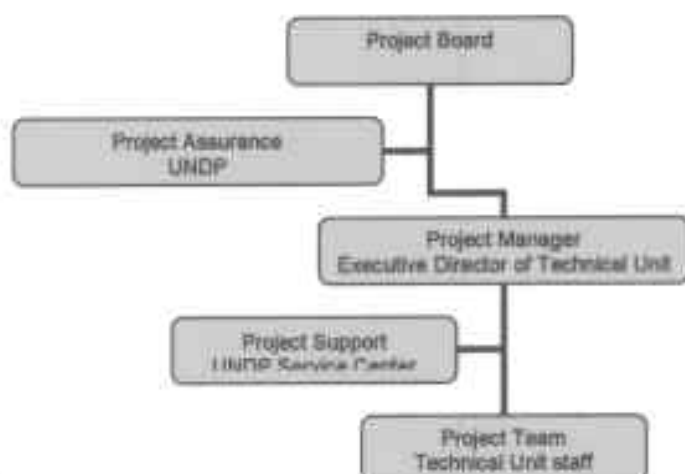


Table 1: Project Structure

1.3.1.1 Project Board

The Project Board is composed of the Chairperson of the National Forum (chair), a representative appointed by the Minister for Planning and Development as the national APRM focal point, and a representative appointed by the UNDP Resident Representative, and is responsible for monitoring and

directing the utilization of project funds and the overall implementation of the project. This includes initiating the project, overseeing that project outputs are produced within time and budget, providing ad-hoc directions to the Director of the Technical Unit when needed, and eventually closing the project. Within the context of the project, the Project Board refers to no other organizational entity but the document on which the project is founded (see section 1.2.5).

The Project Board meets on a quarterly basis to review the Quarterly Progress Report, including the Funding Authorization and Certificate and of Expenditure (FACE) form, as prepared by the Director of the Technical Unit and provides ad-hoc directions if needed. These meetings are attended also by the Director of the Technical Unit. The Project Board, at its meeting, should pay particular attention to project outputs and activities, the project work plan, emerging project risks and issues, and the financial situation of the project including the need for budget revisions. At the end of each meeting, the Project Board prepares meeting minutes with the conclusions and decisions from the meeting, which should be shared with all stakeholders, including strategic partners.

1.3.1.2 Project Assurance (UNDP)

UNDP performs the function as Project Assurance and is responsible for monitoring, on behalf of the Project Board, the utilization of project funds. This includes overseeing that project funds are utilized as specified in this document and according to UNDP management guidelines, liaising closely with the Director of the Technical Unit, advancing project funds as specified in this document (see section 1.3.2), and providing assistance as requested by the Project Board. Within the context of the project and boundaries of UNDP management guidelines, UNDP refers only to the Project Board.

UNDP meets with the Director of the Technical Unit on a regular basis to review the financial situation of the project and decide if ad-hoc directions from the Project Board are needed. In this regard, UNDP can request an extraordinary Project Board meeting at any time in the project cycle. UNDP, at its meetings with the Director of the Technical Unit, should pay particular attention to the relationship between project budgets and actual project expenditures, as well as the need for budget revisions. Also, UNDP should make sure that the Director of Technical Unit submits Quarterly Progress Reports, including FACE forms, to the Project Board as specified in this document (1.3.2, 1.4.2, and 1.4.2). At the end of each meeting with the Director of the Technical Unit, UNDP prepares a note to the file for future reference.

1.3.1.3 Project Manager (Executive Director of the Technical Unit)

The Executive Director of the Technical Unit performs the function as Project Manager and is responsible for coordinating and managing the implementation of the project. This includes ensuring that project outputs are produced within time and budget, supervising the staff members of the Technical Unit, requesting ad-hoc directions from the Project Board when needed, liaising closely with UNDP, and requesting the advancement of project funds as specified in this document (see section 1.3.2). On matters regarding the implementation of the project, the Executive Director of the Technical Unit, in his capacity as Project Manager, refers to the Project Board. On matters regarding the ongoing, open-ended operationalization of the APRM in Mozambique, the Executive Director of the Technical Unit however refers only to the National Forum.

The Executive Director of the Technical Unit meets with UNDP on a regular basis to review the financial situation of the project and decide if ad-hoc directions from the Project Board are needed. In this

regards, the Executive Director of the Technical Unit can request an extraordinary Project Board meeting at any time in the project cycle. In addition to the regular meetings with UNDP, the Executive Director of the Technical Unit attends the quarterly meetings of the Project Board where the Executive Director of the Technical Unit presents the Quarterly Progress Report, including the FACE form, and receives ad-hoc directions from the Project Board if needed.

1.3.1.4 Project Team (Technical Unit)

The Technical Unit comprises two assistant coordinators, each responsible for two of the thematic areas of the APRM, one communications officer, one civil society officer, one administrative assistant and one driver, all of which are selected by a selection committee comprising the chairperson of the National Forum, two representatives appointed by the Minister for Planning and Development, and two representatives appointed by the UNDP Resident Representative. With regards to the selection of the civil society officer, the selection committee should also include one representative from civil society within the National Forum. The Technical Unit performs the function as Project Team and is responsible for implementing the project. This includes producing project outputs within time and budget, and providing assistance as requested by the Director of the Technical Unit. The Technical Unit refers to the Director of the Technical Unit.

The internal organization of the Technical Unit is defined by the Executive Director of the Technical Unit within the framework of this document (Annex 2: Terms of Reference for Technical Unit).

1.3.1.5 Project Support (UNDP Service Center)

The UNDP Service Center performs the function as Project Support and is responsible for supporting the Project Team in implementing the project. This includes facilitating the selection of Technical Unit staff, equipping the Technical Unit, and providing assistance to the Technical Unit in producing the project outputs within time and budget. Within the context of the project, the UNDP Service Center refers to the Director of the Technical Unit.

Within the first quarter after the establishment of the Technical Unit, the UNDP Service Center meets with the Director of the Technical Unit to discuss what project implementation support will be provided by the UNDP Service Center. Such support could include e.g. logistical support to the Country Review Mission, support to the organizing of meetings and seminars, and contracting of translators and interpreters. At the end of the meeting, the UNDP Service Center and the Director of the Technical signs a Letter of Agreement. When the Letter of Agreement is signed, the UNDP Service Center and the Executive Director of the Technical Unit meets only on an ad-hoc basis.

1.3.2 Finance

The financial management arrangements of the project are based on quarterly FACE forms, covering both the reporting on funds spent in the previous quarter as well as the advancement of funds for the implementation of project activities in the following quarter. At the end of each quarter, the Director of the Technical Unit prepares the FACE form, which is annexed to the Quarterly Progress Report and submitted to UNDP in accordance with UNDP management regulations. Upon receipt, the Quarterly Progress Report including the FACE form is circulated to all Project Board members. At its quarterly meetings, the Project Board reviews and approves the FACE form and authorizes UNDP to advance funds

for the implementation of activities. UNDP advances project funds to a designated bank account for the implementation of project activities. This bank is accessible to the Director of the Technical Unit only within the boundaries of this document, UNDP management regulations, and the annual work plan as approved by the National Forum and the Project Board.

The costs for the implementation of the project are covered by the Government of Mozambique and, in alphabetical order, the Gesellschaft für Technische Zusammenarbeit (GTZ), the Government of Norway, the United Kingdom Department for International Development (DFID), and UNDP. UNDP holds the overall responsibility of project funds and signs cost-sharing agreements, on behalf of the Government of Mozambique, with all partners involved. The cost-sharing agreements are harmonized to the greatest extent possible in a view to minimize transaction costs and optimize efficiency in the implementation of the project. At the same time, however, the cost-sharing agreements take into consideration the individual needs and priorities of each individual partner.

1.4 Monitoring and Evaluation

1.4.1 Structure and Mechanisms

The monitoring and evaluation of the project is based on regular meetings between the Director of the Technical Unit and UNDP; Quarterly Progress Reports from the Director of the Technical Unit; quarterly meetings of the Project Board, chaired by the Chairperson of the National Forum in his capacity as Project Board executive; and a final project evaluation to assess the impact and sustainability of the project and record lessons learned.

At the end of each quarter, the Director of the Technical Unit prepares the Quarterly Progress Report, including the FACE form, and submits it to UNDP who circulates the report to all Project Board members. At its quarterly meeting, the Project Board reviews the Quarterly Progress Report and provides ad-hoc directions if needed. At the same time, the Project Board reviews and approves the FACE form, annexed to the Quarterly Progress Report, and authorizes UNDP to advance funds for the implementation of project activities. Once discussed by the Project Board, the Quarterly Progress Report should be shared with all stakeholders, including the National Forum and international partners, unless decided differently by the Project Board.

In the last quarter of the project, an evaluation is conducted to assess the impact and sustainability of the project and record lessons learned. The project evaluation is facilitated by UNDP and, once finalized, is submitted to the Project Board and all stakeholders, including the National Forum and international partners.

1.4.2 Reporting Requirements

The Quarterly Progress Report, including the FACE form, is prepared by the Director of the Technical Unit and is submitted to the Project Board. The report should not exceed ten pages, excluding annexes, and should address the following key elements: project activities and outputs, the project work plan, project issues and risks, project finances (including the need for budget revisions), and lessons learned.

1.5 Legal Context

This project document is the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Mozambique and UNDP, signed on 15 September 1978, and is subject to the general terms and conditions as set out in the Standard Basic Assistance Agreement.

The following types of revisions may be made to the project document (with signature of the UNDP Resident Representative only) provided that UNDP is assured that the signatories of the project document have no objections to the proposed changes:

- a) Revisions in, or addition of the annexes of the project document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- c) Mandatory annual revisions, which re-considers the delivery of agreed inputs or increased expert costs or other costs due to inflation or taking into account expenditure flexibility.

All other revisions shall require the signatures of all the signatories of the project document. The signature of this project document and project budget represents an agreement between UNDP and the Government of Mozambique on the activities and relevant budget lines that UNDP will execute on behalf of the Government (as indicated in the budget on signature of the project document, or as revised by both parties later).

SECTION II

2.1 Project Outcome

The intended outcome of the project is the operationalization of the APRM in Mozambique. By developing national capacities within key national institutions, raising the awareness about the APRM, and ensuring civil society participation in the process, the project facilitates the finalization of the first Country Review Report and the first national Programme of Action and, at the same time, establishes the organizational structures and processes needed for the APRM as an ongoing, open-ended review process with the aim of creating the conditions needed for sustainable growth and economic development in Mozambique.

2.1 Project Outputs

- (i) *National Forum established to oversee the operationalization of the APRM.*

The project assists with the establishment of a National Forum to oversee the operationalization of the APRM and to ensure the timely completion of the Country Self-Assessment and Programme of Action as foreseen in this document. The members of the National Forum are nominated by the Minister for Planning and Development, as the national APRM Focal Point, and appointed by the Council of Ministers and includes representatives from Government, national and sub-national administrative entities, parliament, civil society, media, academia, and the private sector. The regular members of the National Forum receive USD 100 for each attended meeting while the chairperson, the two deputy chairpersons, and the four thematic coordinators receive USD 200 for each attended meeting. UNDP is responsible for verifying attendance. The project covers the costs of the National Forum for an initial ten meetings, including five meetings as decided by the National Forum itself, over a period of 30 months. After the 30 months, the Government of Mozambique will assume all financial responsibilities for maintaining the National Forum.

- (ii) *Secretariat established to support the APRM Focal Point.*

The project assists in establishing a lean secretariat within the Ministry for Planning and Development (MPD) to support the Minister for Planning and Development, as the national APRM Focal Point, and provide inputs to the process from the Government of Mozambique. The Secretariat comprises three people: two Officers seconded to the Secretariat by MPD and one Officer seconded to the Secretariat by the Minister of Foreign Affairs and Cooperation. All costs for establishing and equipping the Secretariat are covered in kind by MPD and the Ministry of Foreign Affairs and Cooperation.

- (iii) *Technical Unit established to coordinate and manage the operationalization of the APRM.*

The project assists in establishing a Technical Unit to coordinate and manage, under the guidance of the National Forum, the operationalization of the APRM. The Technical Unit comprises two assistant coordinators, each responsible for two of the thematic areas of the

APRM, one communications officer who is responsible for the development and implementation of the communication strategy, one civil society officer who is responsible for elaborating and implementing the civil society mobilization component, one administrative assistant to provide administrative support to the Technical Unit, and one driver. All staff members of the Technical Unit are selected by a selection committee comprising the chairperson of the National Forum, two representatives appointed by the Minister for Planning and Development, and two representatives appointed by the UNDP Resident Representative. With regards to the selection of the civil society officer, the selection committee should also include one representative from civil society within the National Forum. The project establishes and equips the Technical Unit for an initial period of 24 months. After the 24 months, the Government of Mozambique will assume all financial responsibilities for maintaining the Technical Unit.

- (iv) *Support Mission undertaken to review the state of preparedness and ensure a common understanding of the APRM.*

The project facilitates the Support Mission to review the state of preparedness and ensure a common understanding of the APRM. The Support Mission comprises five to seven people identified by the APRM Secretariat and appointed by the APRM Panel who visits Mozambique for a period of five days. The project provides logistical support, translation services, and covers costs related to the meeting of the Support Mission with the National Forum as well as costs related to other meetings requested by the Support Mission.

- (v) *Civil society mobilized at national, provincial and district level to ensure civil society participation in the APRM.*

The project assists in mobilizing civil society at national, provincial and district level to ensure civil society participation in the APRM. First, the project organizes a national seminar in Maputo where civil society is sensitized about the processes and structures of the APRM, and where civil society discusses how to prepare for, and when and how to provide inputs to, the APRM process, particularly the Country Self-Assessment and the Programme of Action. At the same time, a number of facilitators are identified and trained. These facilitators, subsequently, function as provincial resource persons and support the Technical Unit and civil society in organizing provincial seminars.

Second, the project organizes seminars in all provinces where civil society is sensitized about the APRM and where civil society is informed about how to prepare for, and when and how to provide inputs to, the APRM process, particularly the Country Self-Assessment and the Programme of Action. At the same time, a number of facilitators are identified and trained. These facilitators, subsequently, function as district resource persons and support the Technical Unit and civil society in organizing district seminars.

Finally, the project organizes seminars in a number of districts where civil society is informed about how to prepare for, and when and how to provide inputs to, the APRM process, particularly the Country Self-Assessment and the Programme of Action. At the same time, representatives of civil society at the district level are identified to participate in the validation of the four thematic Country Self-Assessments through ten provincial seminars.

This output is implemented jointly by the Technical Unit and civil society, through the Civil Society Officer placed in the Technical Unit. The Executive Director of the Technical Unit holds the overall responsibility of the output. However, all decisions regarding the output are discussed and agreed with the Civil Society Officer, who is also responsible for day-to-day coordination and management. In this way, the project ensures that the mobilization of civil society is closely coordinated with the development and implementation of the communication strategy as well as with the other activities of the Technical Unit. The output must be implemented before the research institutions/consultants start preparing the thematic Country Self-Assessments.

(vi) *Country Self-Assessment and Programme of Action finalized and submitted to the APRM Secretariat.*

The project ensures that the Country Self-Assessment and Programme of Action are finalized and submitted to the APRM Secretariat, in accordance with the timeframe established in this document. First, the project facilitates the selection and engagement of the research institutions/consultants that will prepare the four thematic Country Self-Assessments and provide inputs to the Programme of Action. A request for proposals is published widely throughout the country and interested research institutions/consultants are asked to submit proposals to the National Forum, through UNDP. The proposals should describe in detail the methodology suggested and include a detailed budget for data collection, analysis, and the preparation of the thematic Country Self-Assessment. This budget should not exceed USD 150,000.00. The proposal should also include CVs of all members of the research team. The National Forum then reviews, discusses, and selects, through a competitive process, the four research institutions/consultants for the Country Self-Assessment while UNDP engages the selected research institutions/consultants, in accordance with UNDP procurement rules and regulations. Upon selection, the research institutions/consultants prepare the thematic Country Self-Assessments and provide inputs to the Programme of Action as agreed. This process should take no longer than four months and the thematic Country Self-Assessments should be submitted to the National Forum, through the Technical Unit, no later than 1 July 2007.

Second, the project organizes seminars in all provinces to consider and validate the four thematic Country Self-Assessments as prepared by the research institutions/consultants. These seminars are held in provincial capitals and involve all stakeholders, including civil society representatives from both national, provincial, and district levels. It is therefore critical that the seminars are closely coordinated with the civil society information and mobilization seminars already organized. At all seminars, at least two members of the National Forum, one member of the Technical Unit, and one representative from UNDP should be present to ensure that the discussions and inputs of the seminar are fully reflected in the final Country Self-Assessment and the Programme of Action.

Finally, on the basis of the four thematic Country Self-Assessments and the inputs from the provincial validation seminars, the National Forum, with the support of the Technical Unit and the research institutions/consultants, prepares the final Country Self-Assessment and the Programme of Action. The Country Self-Assessment and the Programme of Action is then reviewed by the entire National Forum, finalized, translated by the Technical Unit and submitted to the APRM Secretariat. It is critical to sustainability of the process that the Country Self-Assessment and the Programme of Action, as submitted to the APRM

Secretariat, are genuine reflection of the situation on the ground and that the conclusions and recommendations of the documents are broadly acknowledged and supported by all stakeholders, particularly within civil society. Therefore, the project should provide flexibility with respect to the finalization of the documents and allow time for necessary consultations.

- (vii) *Country Review Mission undertaken to ascertain the Country Self-Assessment and the Programme of Action.*

The project facilitates the Country Review Mission to ascertain the Country Self-Assessment and the Programme of Action. The Country Review Mission comprises about 10 to 15 people identified by the APRM Secretariat and appointed by the APRM Panel who visit Mozambique for a period of about two to three weeks. During that period, the Country Review Mission holds consultations with a wide range of stakeholders in the country, including government officials, members of parliament, representatives from political parties, civil society organizations and the public at large, in all regions of the country. The project provides logistical support, translation services and cover costs related to the meeting of the Country Review Mission with the National Forum as well as costs related to other meetings as requested by the Country Review Mission.

- (viii) *Country Review Report finalized and submitted to the APRM Forum.*

The project ensures that the draft Country Review Report, as prepared by the APRM Secretariat, is reviewed by the Government of Mozambique and that government inputs are submitted and annexed to the report. This includes translating the draft Country Review Report to Portuguese and organizing a meeting for the Government of Mozambique to review and discuss the document and provide comments. The comments are annexed to the Country Review Report as presented to the APRM Forum.

- (ix) *Public awareness of the APRM raised to ensure participation in the process.*

The project includes the development and implementation of a communication strategy to ensure public awareness and participation in the process. A consultant is selected and engaged for one month to develop, with the support of the Technical Unit, a communication strategy. The communication strategy covers the entire project lifecycle but, at the same time, should prioritize certain periods where communication, information and public awareness is particularly critical, for example around the preparation of the Country Self-Assessment and the Programme of Action, the Support Mission from the APRM Secretariat, and the presentation to and discussion of the Country Review Report in the APRM Forum. This should ensure that, particularly, the Programme of Action becomes an operational and commonly accepted point of reference in the area of governance in Mozambique. The communication strategy should also take into consideration the mechanisms already put in place by others for raising awareness about the APRM in Mozambique. Once developed, the Technical Unit is responsible for implementing the communication strategy.

- (x) *Evaluation conducted to assess the impact and sustainability of the project and record lessons learned.*

The project covers the finalization of an evaluation to assess the impact and sustainability of the project and to record lessons learned. The evaluation is facilitated by UNDP who is responsible for preparing Terms of Reference, selecting and engaging the consultant for the evaluation. The evaluation should pay particularly attention to the involvement of civil society in the process.

SECTION III

3.1 Project Results and Resources Framework

Intended Outcome: The African Peer Review Mechanism (APRM) operationalized and national capacities to sustain & established														
Outcome Indicators: (1) The Country Review Report finalized and published, baseline: Country Review Report not prepared; (2) National Forum and Technical Unit established and maintained after project closure, baseline: National Forum and Technical Unit not established														
Applicable MTRF Service Line: 2.1 Policy Support for Democratic Governance														
Partnership strategy:														
Project Title and ID: Support to the Operationalization of the African Peer Review Mechanism (APRM) in Mozambique (00044403)														
Intended Outputs	Activities	Timeliness												
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
													Responsible Parties	Inputs
1.0 National Forum established to oversee the operationalization of the APRM	1.1 Select members of the National Forum	X											MFD	N/A
	1.2 Launch the National Forum	X											MFD	Project funds
	1.3 Organize ad-hoc meetings of the National Forum		X	X	X	X	X	X	X	X	X	X	National Forum/ Technical Unit	Project funds
2.0 Secretariat established to support the APRM Focal Point	2.1 Select staff for the Secretariat		X										MFD	In kind
	2.2 Engage staff for the Secretariat			X	X	X	X	X	X	X	X	X	MFD	In kind
	2.3 Equip the Secretariat			X	X	X	X	X	X	X	X	X	MFD	In kind
3.0 Technical Unit established to coordinate and manage the operationalization of the APRM	3.1 Select staff for the Technical Unit		X										National Forum/ MFD/UNDP	N/A
	3.2 Engage staff for the Technical Unit			X	X	X	X	X	X	X	X	X	National Forum/ MFD/UNDP	Project funds
	3.3 Equip the Technical Unit			X	X	X	X	X	X	X	X	X	National Forum/ MFD/UNDP	Project funds
	3.4 Train Technical Unit staff in UNDP management regulations and F/ACE				X								UNDP	Technical
	3.5 Sign Letter of Agreement regarding project implementation support				X								UNDP	Technical
4.0 Support Mission undertaken to review the state of preparedness and ensure a common understanding of the APRM	4.1 Provide logistical support		X										MFD/UNDP	Project funds
	4.2 Provide translation service		X										MFD/UNDP	Project funds
	4.3 Organize meeting with the National Forum		X										MFD	Project funds
	4.4 Organize meetings as requested by the Support Mission		X										MFD	Project funds
5.0 Civil society mobilized at national, provincial, and district level to ensure civil society participation in the APRM	5.1 Organize seminar to mobilize civil society and train provincial facilitators		X	X									National Forum/ Technical Unit/ Leading Civil Society Org.	Project funds
	5.2 Organize provincial seminars to mobilize civil society and train district facilitators			X	X								National Forum/ Technical Unit/ Leading Civil Society Org.	Project funds
	5.3 Organize district seminars to mobilize civil society			X	X								National Forum/ Technical Unit/ Leading Civil Society Org.	Project funds
6.0 Country Self-Assessment and Programme of Action	6.1 Organize meeting of the National Forum to select research institutions/consultants to prepare the			X									National Forum/ Technical Unit	Project funds

3.2 Budget

Intended Outputs	Activities	Description	Budget				Total
			2006	2007	2008	2009	
1.0 National Forum established to oversee the operationalization of the APRM	1.1 Select members of the National Forum		0	0	0	0	
	1.2 Launch the National Forum		12,500	0	0	12,500	
	1.3 Organize ad-hoc meetings of the National Forum		0	25,000	37,500		
Subtotal			12,500	25,000	37,500	75,000	
2.0 Secretariat established to support the APRM Focal Point	2.1 Select staff for the Secretariat		0	0	0	0	
	2.2 Engage staff for the Secretariat		0	0	0	0	
	2.3 Equip the Secretariat		0	0	0	0	
Subtotal			0	0	0	0	
3.0 Technical Unit established to coordinate and manage the operationalization of the APRM	3.1 Select staff for the Technical Unit		0	0	0	0	
	3.2 Engage staff for the Technical Unit		0	240,000	240,000	480,000	
	3.3 Equip the Technical Unit		0	69,000	24,000	93,000	
	3.4 Train Technical Unit staff in UNDP management regulations and F.A.C.E.		0	0	0	0	
	3.5 Sign Letter of Agreement regarding project implementation support		0	0	0	0	
Subtotal			0	309,000	264,000	573,000	
4.0 Support Mission undertaken to review the state of preparedness and ensure a common understanding of the APRM	4.1 Provide logistical support		2,500	0	0	2,500	
	4.2 Provide translation service		2,500	0	0	2,500	
	4.3 Organize meeting with the National Forum		12,500	0	0	12,500	
	4.4 Organize meetings as requested by the Support Mission		5,000	0	0	5,000	
Subtotal			22,500	0	0	22,500	
5.0 Civil society mobilized at national, provincial, and district level to ensure civil society participation in the APRM	5.1 Organize seminar to mobilize civil society and train provincial facilitators		10,000	0	0	10,000	
	5.2 Organize provincial seminars to mobilize civil society and train district facilitators		37,500	37,500	0	75,000	
	5.3 Organize district seminars to mobilize civil society		0	75,000	0	75,000	
Subtotal			47,500	112,500	0	160,000	
6.0 Country Self-Assessment and Programme of Action finalized and submitted to the APRM Secretariat	6.1 Organize meeting of the National Forum to select research institutions/consultants to prepare the four thematic Country Self-Assessments		12,500	0	0	12,500	
	6.2 Engage research institutions/consultants to prepare the four thematic Country Self-Assessments		0	600,000	0	600,000	
	6.3 Organize seminars in all provinces to consider and validate the four thematic Country Self-Assessments		0	100,000	0	100,000	
	6.4 Prepare, on the basis of the four thematic Country Self-Assessments and the inputs from the provincial seminars, the final Country Self-Assessment and the Programme of Action		0	0	0	0	

	6.5 Organize meeting of the National Forum to review and approve the final Country Self-Assessment and the Programme of Action	0	12,500	0	12,500
	6.6 Finalize and translate the final Country Self-Assessment and the Programme of Action and submit to the APRM Secretariat	0	5,000	0	5,000
Subtotal		12,500	717,500	0	730,000
7.0 Country Review Mission undertaken to ascertain the Country Self-Assessment and the Programme of Action		0	0	5,000	5,000
	4.1 Provide logistical support	0	0	5,000	5,000
	4.2 Provide translation service	0	0	5,000	5,000
	4.3 Organize meeting with the National Forum	0	0	12,500	12,500
	4.4 Organize meetings as requested by the Country Review Mission	0	0	10,000	10,000
Subtotal		0	0	32,500	32,500
8.0 Country Review Report finalized and submitted to the APRM Forum		0	0	5,000	5,000
	8.1 Translate the draft Country Review Report as prepared by the APRM Secretariat	0	0	5,000	5,000
	8.2 Organize meeting of the government of Mozambique to consider the draft Country Review Report	0	0	2,500	2,500
Subtotal				7,500	7,500
9.0 Public awareness of the APRM raised to ensure participation in the process		0	0	0	0
	9.1 Select consultant to develop communications strategy	0	7,500	0	7,500
	9.2 Engage consultant to develop communications strategy	0	75,000	0	75,000
	9.3 Implement communications strategy	0	82,500	75,000	157,500
Subtotal				75,000	157,500
10.0 Evaluation conducted to assess the impact and sustainability of the project and record lessons learned		0	0	0	0
	10.1 Select consultant to conduct evaluation to assess the impact and sustainability of the project and record lessons learned	0	0	7,500	7,500
	10.2 Conduct evaluation to assess the impact and sustainability of the project and record lessons learned	0	0	0	0
Subtotal		0	0	7,500	7,500
TOTAL		95,000	1,246,500	424,000	1,765,500
Management fees (7%)					1,235,995
					1,869,095

SECTION IV

4.1 Cost-sharing Agreements

4.1.1 Gesellschaft für Technische Zusammenarbeit

4.1.2 Government of Norway

4.1.3 United Kingdom Department for International Development

Annex 1: Terms of Reference for National Forum

1.0 Background

1.1 The African Peer Review Mechanism (APRM) is a self-monitoring mechanism, voluntarily acceded to by the member states of the African Union (AU), which facilitates the attainment of the objectives of the New Partnership for Africa's Development (NEPAD) by promoting "the adoption of policies, standards, and practices that lead to political stability, high economic growth, sustainable development and accelerated and continental economic integration through the sharing experiences and reinforcement of successful best practices, including identifying deficiencies and assessing the needs for capacity-building" (APRM Base Document). The essence is to ensure that countries that accede are fully committed to the principles, priorities and objectives of NEPAD and are willing to allow their peers to review the state of affairs in their respective countries in the areas of Democracy and Political Governance, Economic Governance and Management, Corporate Governance, and Socio-Economic Development.

1.2 In concrete terms, the operationalization of the APRM at the country level comprises the following five main stages:

Stage 1: Country Self-Assessment.

The acceding country carries out an assessment of the prevailing situation in the country, vis-à-vis the four thematic areas, using a standardized questionnaire. The Country Self-Assessment is facilitated by the designated national APRM focal point but involves all key stakeholders in the country, including civil society, under the supervision of an independent national forum. Based on the findings of the Country Self-Assessment, the country prepares a Programme of Action to address the challenges identified and submits both the self-assessment and the Programme of Action to the APRM Secretariat.

Stage 2: Country Review Mission.

Having received the Country Self-Assessment and the Programme of Action, the APRM Secretariat undertakes a Country Review Mission to ascertain if the Country Self-Assessment reflects the situation on the ground and if the Programme of Action sufficiently addresses the challenges identified. This Country Review Mission includes consultations with a wide range of stakeholders in the country, including government officials, members of parliament, representatives from political parties, and civil society organizations.

Stage 3: Preparation of a draft Country Review Report.

On the basis of the findings of the Country Review Mission, the APRM Secretariat prepares a draft Country Review Report on the prevailing situation in the country, vis-à-vis the four thematic areas. The draft Country Review Report is subsequently shared with the government of the country concerned and the response of the government is amended to the report. The Programme of Action is also finalized, taking into account the recommendations of the APRM Secretariat.

Stage 4: Submission of the draft Country Review Report.

The draft Country Review Report is then submitted to the APRM Forum, comprising the heads of states and governments of the acceding countries to the APRM. The APRM Forum then discusses, comments, adopts the report and finally peer review the country concerned. The actual peer review consists in analyzing deeply and exchanging views on the country

challenges and best practices. The APRM Forum then advises their peer on how to tackle the issues and learn from the country positive experience replicable in their own countries.

Stage 5: Tabling of the final Country Review Report.

Six months after the APRM Forum has adopted it, the final Country Review Report is formally tabled in key regional and sub-regional structures and made available to the wider public.

1.3 In addition to the five main stages of the APRM, allowances have been made for a preliminary stage known as the Support Mission. The purpose of the Support Mission is to assist countries in preparing for the operationalization of the APRM by ensuring "a common understanding of the philosophy, rules, and processes of the APRM and, on the basis of the self-assessed needs of the participating country, planning and providing support in aspects where the participating country signals a need for such support" (Guidelines for Countries to Prepare for and Participate in the APRM).

1.4 In March 2003 Mozambique signed the APRM Memorandum of Understanding, thereby officially acceding to the APRM. In so doing, Mozambique has committed itself to the full operationalization of the APRM and, with the support of its strategic partners, to "contribute fully to the funding of the APRM", "take all necessary steps to facilitate to development and implementation of a national Programme of Action", "ensure the participation of all stakeholders in the development of a the national Programme of Action", "sign the Memorandum of Understanding on technical assessments and the Country Review [Mission]", and "take such steps as may be necessary for the implementation of the recommendations adopted at the completion process within the specified timeframe and integrate them into the national Programme of Action" (APRM Memorandum of Understanding).

1.5 In a view to meet its obligations and ensure an inclusive, independent, professional, and credible operationalization of the APRM, the Government of Mozambique will establish a National Forum to oversee the process. The National Forum will be established in July 2006 and will be funded jointly by the Government of Mozambique, its strategic partners, and the United Nations Development Programme (UNDP), within the framework of the project entitled "Support to the Operationalization of the APRM in Mozambique", for an initial period of 30 months. After 30 months the Government of Mozambique will assume all financial responsibilities for maintaining the National Forum.

2.0 Functions

2.1 The National Forum will be charged with the following functions:

- Overseeing the operationalization of the APRM in Mozambique so as to ensure the inclusiveness, independence, professionalism, and credibility of the process;
- Facilitating the Support Mission to review the state of preparedness and ensure a common understanding of the APRM;
- Ensuring that a communications strategy is developed and implemented to ensure public awareness and participation in the APRM;
- Ensuring that civil society is mobilized at national provincial, and district level and prepared to participate in the APRM;
- Selecting, through a competitive process, the research institutions/consultants to prepare the four thematic Country Self-Assessments and provide inputs to the Programme of Action in the areas of Democracy and Political Governance, Economic Governance and Management, Corporate Governance, and Socio-Economic Development;

- Organizing, provincial seminars to consider and validate the thematic Country Self-Assessments as prepared by the research institutions/consultants;
- Preparing the final Country Self-Assessment and the Programme of Action on the basis of the thematic Country Self-Assessments as prepared by the research institutions/consultants as well as the inputs from the provincial validation seminars;
- Reviewing and approving the final Country Self-Assessment and the Programme of Action;
- Ensuring that the final Country Self-Assessment and the Programme of Action is finalized, translated and submitted to the APRM Secretariat;
- Facilitating the Country Review Mission to ascertain the Country Self-Assessment and the Programme of Action;
- Ensuring that the final Country Review Report is translated and published;
- Providing ad-hoc guidance to the Technical Unit as required;
- Ensuring an appropriate follow-up to the final Country Review Report and the Programme of Action.

3.0 Organization

3.1 The members of the National Forum will be nominated by the Minister for Planning and Development as the national APRM Focal Point and appointed by the Council of Ministers. The members of the National Forum will include representatives from Government, national and sub-national administrative entities, parliament, civil society, media, academia, and the private sector. The Executive Director of the Technical Unit will attend the meetings of the National Forum meetings ex-officio.

3.2 The National Forum will elect from among its members a Chairperson who will preside over its meetings and, with the support of the Technical Unit, prepare meeting agendas, meeting minutes, and background material; two Deputy Chairpersons to support the Chairperson in the work and to substitute for the Chairperson when absent; and, finally, four Coordinators each responsible for one of the thematic areas of the APRM. The National Forum will elect the Chairperson, the two Deputy Chairpersons, and the four Coordinators by simple majority voting.

3.3 The National Forum will be divided into four Sub-Committees corresponding to the four thematic areas of the APRM: Democracy and Political Governance, Economic Governance and Management, Corporate Governance, and Socio-Economic Development. The Sub-Committees will be chaired by the elected Coordinators who will also be responsible for the reporting of the sub-committee to the Chairperson of the National Forum (see Table 1: National Forum Organigram). The Assistant Coordinators of the Technical Unit will attend the Sub-Committee meetings ex-officio and provide support to the Sub-Committee as requested by the National Forum.



Table 1: National Forum Organigram

3.4 For logistical reasons, the National Forum will meet periodically and when required, e.g. the Launch of the National Forum, meeting with the Support Mission, selecting the research institutions/consultants to prepare the four thematic Country Self-Assessments, reviewing and approving the Country Self-Assessment and the Programme of Action, and meeting with the Country Review Mission. All meetings of National Forum should include meeting of the Sub-Committees. The regular members of the National Forum receive USD 100 for each attended meeting while the chairperson, the two deputy chairpersons, and the four thematic coordinators receive USD 200 for each attended meeting. UNDP is responsible for verifying attendance.

3.5 All meetings of the National Forum, including the Sub-Committees, will be conducted in Portuguese. This requires that the Chairperson of the National Forum, with the support of the Technical Unit, will make provisions for interpretation from and to English during the meetings with the Support Mission and the Country Review Mission. Also, all documentation for the meetings of the National Forum, including the sub-committees, should be made available in Portuguese when possible.

Annex 2: Terms of Reference for Technical Unit

1.0 Background

1.1 The African Peer Review Mechanism (APRM) is a self-monitoring mechanism, voluntarily acceded to by the member states of the African Union (AU), which facilitates the attainment of the objectives of the New Partnership for Africa's Development (NEPAD) by promoting "the adoption of policies, standards, and practices that lead to political stability, high economic growth, sustainable development and accelerated and continental economic integration through the sharing experiences and reinforcement of successful best practices, including identifying deficiencies and assessing the needs for capacity-building" (APRM Base Document). The essence is to ensure that countries that accede are fully committed to the principles, priorities and objectives of NEPAD and are willing to allow their *peers* to review the state of affairs in their respective countries in the areas of Democracy and Political Governance, Economic Governance and Management, Corporate Governance, and Socio-Economic Development.

1.2 In concrete terms, the operationalization of the APRM at the country level comprises the following five main stages:

Stage 1: Country Self-Assessment.

The acceding country carries out an assessment of the prevailing situation in the country, vis-à-vis the four thematic areas, using a standardized questionnaire. The Country Self-Assessment is facilitated by the designated national APRM focal point but involves all key stakeholders in the country, including civil society, under the supervision of an independent national forum. Based on the findings of the Country Self-Assessment, the country prepares a Programme of Action to address the challenges identified and submits both the self-assessment and the Programme of Action to the APRM Secretariat.

Stage 2: Country Review Mission.

Having received the Country Self-Assessment and the Programme of Action, the APRM Secretariat undertakes a Country Review Mission to ascertain if the Country Self-Assessment reflects the situation on the ground and if the Programme of Action sufficiently addresses the challenges identified. This Country Review Mission includes consultations with a wide range of stakeholders in the country, including government officials, members of parliament, representatives from political parties, and civil society organizations.

Stage 3: Preparation of a draft Country Review Report.

On the basis of the findings of the Country Review Mission, the APRM Secretariat prepares a draft Country Review Report on the prevailing situation in the country, vis-à-vis the four thematic areas. The draft Country Review Report is subsequently shared with the government of the country concerned and the response of the government is amended to the report. The Programme of Action is also finalized, taking into account the recommendations of the APRM Secretariat.

Stage 4: Submission of the draft Country Review Report.

The draft Country Review Report is then submitted to the APRM Forum, comprising the heads of states and governments of the acceding countries to the APRM. The APRM Forum then discusses, comments, adopts the report and finally peer review the country concerned. The actual peer review consists in analyzing deeply and exchanging views on the country

challenges and best practices. The APRM Forum then advises their peer on how to tackle the issues and learn from the country positive experience replicable in their own countries.

Stage 5: Tabling of the final Country Review Report.

Six months after the APRM Forum has adopted it, the final Country Review Report is formally tabled in key regional and sub-regional structures and made available to the wider public.

1.3 In addition to the five main stages of the APRM, allowances have been made for a preliminary stage known as the Support Mission. The purpose of the Support Mission is to assist countries in preparing for the operationalization of the APRM by ensuring "a common understanding of the philosophy, rules, and processes of the APRM and, on the basis of the self-assessed needs of the participating country, planning and providing support in aspects where the participating country signals a need for such support" (Guidelines for Countries to Prepare for and Participate in the APRM).

1.4 In March 2003 Mozambique signed the APRM Memorandum of Understanding, thereby officially acceding to the APRM. In so doing, Mozambique has committed itself to the full operationalization of the APRM and, with the support of its strategic partners, to "contribute fully to the funding of the APRM", "take all necessary steps to facilitate to development and implementation of a national Programme of Action", "ensure the participation of all stakeholders in the development of a the national Programme of Action", "sign the Memorandum of Understanding on technical assessments and the Country Review [Mission]", and "take such steps as may be necessary for the implementation of the recommendations adopted at the completion process within the specified timeframe and integrate them into the national Programme of Action" (APRM Memorandum of Understanding).

1.5 In a view to meet its obligations and ensure an inclusive, independent, professional, and credible operationalization of the APRM, the Government of Mozambique will establish a Technical Unit to coordinate and manage the process, under the guidance of the National Forum. The Technical Unit will be established in January 2007 and will be funded jointly by the Government of Mozambique, its strategic partners, and the United Nations Development Programme (UNDP), within the framework of the project entitled "Support to the Operationalization of the APRM in Mozambique", for an initial period of 24 months. After 24 months the Government of Mozambique will assume all financial responsibilities for maintaining the Technical Unit.

2.0 Functions

2.1 The Technical Unit will be charged with the following functions:

- Coordinating and managing, under the guidance of the National Forum, the operationalization of the APRM in Mozambique so as to ensure the inclusiveness, independence, professionalism, and credibility of the process;
- Facilitating, under the guidance of the National Forum, the Support Mission to review the state of preparedness and ensure a common understanding of the APRM;
- Ensuring, under the guidance of the National Forum, that a communications strategy is developed and implemented to ensure public awareness and participation in the APRM;
- Ensuring, under the guidance of the National Forum and with civil society, that civil society is mobilized at national provincial, and district level and prepared to participate in the APRM;
- Liaising between the National Forum and the research institutions/consultants selected by the National Forum to prepare the four thematic Country Self-Assessments and provide inputs to the

Programme of Action in the areas of Democracy and Political Governance, Economic Governance and Management, Corporate Governance, and Socio-Economic Development;

- Organizing, under the guidance of the National Forum, provincial seminars to consider and validate the four thematic Country Self-Assessments as prepared by the research institutions/consultants;
- Preparing, under the guidance of the National Forum, the final Country Self-Assessment and the Programme of Action on the basis of the thematic Country Self-Assessments as prepared by the research institutions/consultants as well as the inputs from the provincial validation seminars;
- Ensuring, under the guidance of the National Forum, that the final Country Self-Assessment and the Programme of Action is finalized, translated and submitted to the APRM Secretariat;
- Facilitating, under the guidance of the National Forum, the Country Review Mission to ascertain the Country Self-Assessment and the Programme of Action;
- Ensuring, under the guidance of the National Forum, that the final Country Review Report and Programme of Action is translated and published;
- Adhering to ad-hoc guidance from the National Forum when provided;
- Ensuring, under the guidance of the National Forum, an appropriate follow-up to the final Country Review Report and the Programme of Action

3.0 Organization

3.1 The Technical Unit will comprise one Executive Director to assume the overall responsibility of the Technical Unit, two Assistant Coordinators each of whom will support two of the Coordinators of the National Forum, one Communications Officer who will be responsible for developing and implementing a communications strategy, one Civil Society Officer who will be responsible for elaborating and implementing the civil society mobilization component, one Administrative Assistant to provide administrative support to the Technical Unit, and one Driver (see Table 1: Technical Unit Organigram). All staff members of the Technical Unit are selected by a selection committee comprising the chairperson of the National Forum, two representatives appointed by the Minister for Planning and Development, and two representatives appointed by the UNDP Resident Representative. With regards to the selection of the civil society officer, the selection committee should also include one representative from civil society within the National Forum.



Table 1: Technical Unit Organigram

3.2 The working language of the Technical Unit will be Portuguese just as all material for the National Forum will be prepared in Portuguese.

3.3 The Technical Unit will be entirely independent from any other public or private institution, political entity, or international partner, and adhere to instructions only from the National Forum. The Technical Unit, however, should keep an open line of communication to the Minister for Planning and Development as the national APRM Focal Point.

Annex 3: Terms of Reference for Research Institutions/Consultants

1.0 Background

1.1 The African Peer Review Mechanism (APRM) is a self-monitoring mechanism, voluntarily acceded to by the member states of the African Union (AU), which facilitates the attainment of the objectives of the New Partnership for Africa's Development (NEPAD) by promoting "the adoption of policies, standards, and practices that lead to political stability, high economic growth, sustainable development and accelerated and continental economic integration through the sharing experiences and reinforcement of successful best practices, including identifying deficiencies and assessing the needs for capacity-building" (APRM Base Document). The essence is to ensure that countries that accede are fully committed to the principles, priorities and objectives of NEPAD and are willing to allow their *peers* to review the state of affairs in their respective countries in the areas of Democracy and Political Governance, Economic Governance and Management, Corporate Governance, and Socio-Economic Development.

1.2 In concrete terms, the operationalization of the APRM at the country level comprises the following five main stages:

Stage 1: Country Self-Assessment.

The acceding country carries out an assessment of the prevailing situation in the country, vis-à-vis the four thematic areas, using a standardized questionnaire. The Country Self-Assessment is facilitated by the designated national APRM focal point but involves all key stakeholders in the country, including civil society, under the supervision of an independent national forum. Based on the findings of the Country Self-Assessment, the country prepares a Programme of Action to address the challenges identified and submits both the self-assessment and the Programme of Action to the APRM Secretariat.

Stage 2: Country Review Mission.

Having received the Country Self-Assessment and the Programme of Action, the APRM Secretariat undertakes a Country Review Mission to ascertain if the Country Self-Assessment reflects the situation on the ground and if the Programme of Action sufficiently addresses the challenges identified. This Country Review Mission includes consultations with a wide range of stakeholders in the country, including government officials, members of parliament, representatives from political parties, and civil society organizations.

Stage 3: Preparation of a draft Country Review Report.

On the basis of the findings of the Country Review Mission, the APRM Secretariat prepares a draft Country Review Report on the prevailing situation in the country, vis-à-vis the four thematic areas. The draft Country Review Report is subsequently shared with the government of the country concerned and the response of the government is amended to the report. The Programme of Action is also finalized, taking into account the recommendations of the APRM Secretariat.

Stage 4: Submission of the draft Country Review Report.

The draft Country Review Report is then submitted to the APRM Forum, comprising the heads of states and governments of the acceding countries to the APRM. The APRM Forum then discusses, comments, adopts the report and finally peer review the country concerned. The actual peer review consists in analyzing deeply and exchanging views on the country

challenges and best practices. The APRM Forum then advises their peer on how to tackle the issues and learn from the country positive experience replicable in their own countries.

Stage 5: Tabling of the final Country Review Report.

Six months after the APRM Forum has adopted it, the final Country Review Report is formally tabled in key regional and sub-regional structures and made available to the wider public.

1.3 In addition to the five main stages of the APRM, allowances have been made for a preliminary stage known as the Support Mission. The purpose of the Support Mission is to assist countries in preparing for the operationalization of the APRM by ensuring "a common understanding of the philosophy, rules, and processes of the APRM and, on the basis of the self-assessed needs of the participating country, planning and providing support in aspects where the participating country signals a need for such support" (Guidelines for Countries to Prepare for and Participate in the APRM).

1.4 In March 2003 Mozambique signed the APRM Memorandum of Understanding, thereby officially acceding to the APRM. In so doing, Mozambique has committed itself to the full operationalization of the APRM and, with the support of its strategic partners, to "contribute fully to the funding of the APRM", "take all necessary steps to facilitate to development and implementation of a national Programme of Action", "ensure the participation of all stakeholders in the development of a the national Programme of Action", "sign the Memorandum of Understanding on technical assessments and the Country Review [Mission]", and "take such steps as may be necessary for the implementation of the recommendations adopted at the completion process within the specified timeframe and integrate them into the national Programme of Action" (APRM Memorandum of Understanding).

1.5 In a view to meet its obligations and ensure an inclusive, independent, professional, and credible operationalization of the APRM, the Government of Mozambique will engage research institutions/consultants to prepare the four thematic Country Self-Assessments and provide inputs to the Programme of Action in the areas of Democracy and Political Governance, Economic Governance and Management, Corporate Governance, and Socio-Economic Development. The research institutions/consultants will be funded jointly by the Government of Mozambique, its strategic partners, and the United Nations Development Programme (UNDP), and will be engaged by UNDP within the framework of the project entitled "Support to the Operationalization of the APRM in Mozambique".

2.0 Functions

2.1 The research institutions/consultants will be charged with the following functions:

- Domesticating and reformulating the APRM Questionnaire to a document with well formulated, open and closed questions that can be used in the field;
- Developing scientific and objective research methods, based on the APRM Questionnaire, to conduct data collection, data analysis, and preparation of the draft Country Self-Assessment;
- Using valid quantitative and qualitative data in the preparation of the draft Country Self-Assessment;
- Preparing a draft Country Self-assessment, in the thematic area of assignment, taking duly into account issues related to gender and HIV/AIDS;
- Submitting to the National Forum, through the Technical Unit, the draft Country Self-Assessment;
- Assisting the National Forum, through the Technical Unit, in harmonizing the four thematic Country Self-Assessments and finalizing the final Country Self-Assessment;
- Liaising with the National Forum, through the Technical Unit;

- Liaising with Civil Society, through the Civil Society Officer in the Technical Unit and civil society;
- Submitting monthly progress reports to the National Forum, through the Technical Unit.

3.0 Deliverables

3.1 The research institutions/consultants selected are expected to produce the following deliverables:\

- (i) A domesticated and reformulated APRM Questionnaire;
- (ii) A draft Country Self-assessment, in the thematic area of assignment, with a special emphasis on issues related to gender and HIV/AIDS;
- (iii) Inputs to the Programme of Action, in the thematic area of assignment, with a special emphasis on issues related to gender and HIV/AIDS;
- (iv) Monthly progress reports, submitted to the National Forum through the Technical Unit.

3.2 In addition, the research institutions/consultants are expected to provide assistance to the National Forum, through the Technical Unit, when harmonizing the four thematic Country Self-Assessments and finalizing the final Country Self-Assessment.

4.0 Methodology

4.1 Prior to selection, interested research institution/consultants will submit a proposal to the National Forum through UNDP. The proposals should describe in detail the methodology suggested and include a detailed budget for data collection, analysis, and the preparation of the draft Country Self-Assessment. This budget should not exceed USD 150,000.00. The proposal should also include CVs of all members of the research team. The National Forum then reviews, discusses, and selects, through a competitive process, the four research institutions/consultants for the Country Self-Assessment while UNDP engages the selected research institutions/consultants, in accordance with UNDP procurement rules and regulations.

4.2 Upon selection, the research institutions/consultants prepare the thematic Country Self-Assessments as agreed. This process should take no longer than four months and the thematic Country Self-Assessments should be submitted to the National Forum, through the Technical Unit, no later than 1 July 2007.

4.3 Upon submission of the draft Country Self-Assessments, the National Forum, through the Technical Unit, may request assistance from the selected research institutions/consultants in harmonizing the four reports and finalizing the final Country Self-Assessment and developing the Programme of Action. The form of such assistance will be discussed and agreed between the parties.