



## **Final Report**

United Nations Development Programme

and

Direcção Nacional de Promoção do Desenvolvimento Rural - DNPDR

**Mozambique's Local Economic Development Process Support Programme**

**ART PAPDEL**

**Final Report**

January 2007 – December 2011

Prepared For  
UNDP

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## Contents

## Acronyms

LEDA	Local Economic Development Agency
UNHCR	United Nations High Commission for Refugees
AECID	Spanish International Development Cooperation Agency
ANAMM	National Association of the Municipalities of Mozambique
APPI	Anti-Poverty Partnership Initiatives
ART	Articulation of Territorial and Thematic Networks
ART-PAPDEL	Articulation of Territorial and Thematic Networks – Programme to Support Local Economic Development
CCL	Local Consultative Councils
CIDEL	Local Economic Development Inter-Sector Committee
CMC	Multimedia Community Centres
CNC	National Coordination Committee
CPAP	Country Program Action Plan
CPC	Provincial Coordination Committees
CPRD	Provincial Digital Resource Centre
CRCT	Regional Science and Technology Centres
CTA	Chief Technical Adviser.
LED	Local Economic Development
DNPDR	National Directorate for the Promotion of Rural Development
DPA	Provincial Directorate of Agriculture
DPCAA	Provincial Directorate for the Coordination of Environmental Action
DPDR	Department for the Promotion of Rural Development
DPEC	Provincial Directorate of Education and Culture
DPO	Planning and Budget Department
DPOH	Provincial Directorate of Public Works and Housing
DPPF	Provincial Planning and Finance Directorate
EDEL	Local Economic Development Strategy
EDR	Rural Development Strategy

EPAP	Provincial Planning Support Team
ETD	District Technical Team
FACIM	Mozambique International Trade Fair
GMS	General Manager Support
WG – LED	Local Economic Development Working Group
DWG	District Working Group
LWG	Local Working Group
MWG	Municipal Working Group
NWG – CIDEL	National Working Group – Local Economic Development Inter-Sector Committee
PWG	Provincial Working Group
HDR	Human Development Report
ICS	Mass Communications Institute
INE	National Statistics Institute
INEFP	National Employment and Professional Training Institute
IPCC	Community Participation and Consultation Institutions
IPEME	Institute for the Promotion of Small and Medium Companies
MCT	Ministry of Science and Technology
MERA	Associative Rural Micro-Enterprise
MPD	Ministry of Planning and Development
NEX	National Execution
MDG	Millennium Development Goals
OIIL	Local Initiative Investment Budget
ILO	International Labour Organisation
WHO	World Health Organisation
NGO	Non-Governmental Organisation
CSO	Civil Society Organisation
PAPDEL	Local Economic Development Support Programme
PDHL	Local Human Development Programme
PDUT	District Land Use Plan
PES	Economic and Social Plan

PESOD	District Economic and Social Plan and Budget
GDP	Gross Domestic Product
PNPFD	National District Planning and Finance Programme
UNDP	United Nations Development Programme
PPFD	Decentralised Planning and Finance Programme
REDEL	Network of Local Economic Development Agencies
SBAA	Standard Basic Assistance Agreement
SDAE	District Economic Activities Services
SDEC	District Education and Culture Services
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Education, Scientific and Cultural Organization
UNIFEM	United Nations Development Fund for Women
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office Project Services
UNV	United Nations Volunteers
US\$	United States Dollar

**Executive Summary (max. 1 page)**

During the reporting period, the ART PAPDEL Programme was established and strengthened in 5 provinces: Cabo Delgado, Nampula, Inhambane, Gaza and Maputo Provinces. Thus, the year 2009 positioned the ART Program UNDP Mozambique as a tool for the local communities as well as the local agencies of the five regions. In support to the coordination of the international cooperation with intergovernmental structures and civil society, ART Mozambique has intervened not just in these selected 5 provinces but in all the country in order to coordinate the territorial efforts regarding local economic development and make them more effective. In 2010 the Ministry of State Administration made operational the Programme strategy through the National Directorate for the Promotion of Rural Development. The present report gathers the undertaken activities and the results reached over the period 2009-2011, and compare them to the objectives which were traced in the PRODOC (2008-2011).

According to the ProDOC (2009-2011) signed in 2008 the Programme has seven outputs: 1) National and local relevant institutional for LED, set up and/or strengthened; 2) LED approach inserted into local planning procedures; 3) Business initiatives promoted and supported; 4) Local, national and international coordination mechanisms established; 5) LED knowledge management system established; 6) LED Strategic Plan drawn; 7) Programme management system established. At the national level, emphasis was centred in strengthening institutions relevant for Local Economic Development (LED) such as the Local Economic Development Agencies; including the LED approach into local planning processes; promoting and supporting business initiatives; establishing local coordination mechanisms; establishing knowledge in LED management system as well as drawing up a LED Strategic National Plan.

UNDP ART PAPDEL Mozambique has utilized a local development and ART methodology. This methodology relies on territorial networks and partnerships, which are extremely poor in the Mozambique target areas. To this end, the first steps of the Programme aimed at building-up and strengthening the relational and social capital of the target territories regarding the LED component. The Programme established 16 district and 15 working groups in its five target provinces. The working groups brought together the main local development stakeholders, representatives of public administrations, civil society, business sector, decentralized and international cooperation, with the technical assistance of UNDP. In 2011 the main results achieved at the local level were the implementation and execution of initiatives responding to the Annual Work Plan activities. The enhancement of local actors' capacities, the establishment of collaboration areas between the international cooperation and the Working Groups and the exchange of best practices with the decentralized cooperation partners were Programmes' best practices. At the international level, during these 3 years the Programme with government officials participated and supported several events in different countries (Guatemala, Cuba,

Spain, Senegal, Italy, India, and Israel) in order to draw together the LED actors in dynamic networks of knowledge in the spirit of South-South, North-South and South-North cooperation. Among the important results mentioned above and in the report, we will quote the implementation of the methodology allowing the Local Government and Local Economic Development Agencies to be able to coordinate the International Cooperation in their territories, the creation of spaces of local dialogue (provincial and district working groups), and the development and publication of documents of territorial planning (e.i. *Abordagem do DEL na Planificacao Distrital*). Overall, around 10 development projects are in the course of execution, with the support of the Decentralized Cooperation (Catalonia, Galicia, Extremadura, Valencia, and Andalucía) and UNDP in all provinces. A total of approximately 6,700 of direct beneficiaries and 50 trainings have being carried out at local and national level for a total of 1500 local development staff. These results are the fruit of the work performed in partnership with the provinces, municipalities, civil society, the UNDP and the bilateral cooperation of Spain and Italy. The whole of these results allow the creation of a “platform of coordination” to optimize everybody’s effort in one direction, in order to accomplish the Objectives of the Development for the Millennium.

Despite the challenges encountered during the project kick-off period and the short project implementation period, the ART PAPDEL Programme is starting to demonstrate that it is an appropriate mechanism of joint efforts at the territorial level as it is delivering. The ART approach in Mozambique is certainly reaching the beneficiaries in the field.

### **The Project (max. 1 page)**

The LED approach in Mozambique has been promoted by UNDP starting from the PDHL1 Programme, and is institutionalized by the Ministry of State Administration. This Programme promoted the establishment of the first local economic development agencies (LEDAs) of the country<sup>2</sup>, as mechanisms to implement the LED approach in Mozambique. The subsequent Programme, named APPI<sup>3</sup>, extended this working logic to Zambézia and Nampula provinces, by supporting the creation of the respective Local Economic Development Agencies (LEDAs). The Rural Development Strategy and PARPA itself set out the need to strengthen the LEDAs, taking into account that they represent forums to facilitate dialogue and the harmonization of Local Economic Development (LED) between the local governments, civil society and the private sector. It is intended that the LEDAs offer integrated services to promote LED in a lasting and sustainable manner, through stimulating access by the poorest strata to economic processes,

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<sup>1</sup> PDHL – Local Human Development Programme (1998-2003), a multilateral programme (UNDP-UNOPS-ILO), financed by the Italian government and implemented in 7 districts in Maputo, Sofala and Manica provinces.

<sup>2</sup> in Manica, Maputo and Sofala

<sup>3</sup> APPI - “Anti-Poverty Partnership Initiatives” (2004-2006), a multilateral programme (UNDP-UNOPS-ILO).

facilitating their contribution to reducing poverty and social exclusion. There is also a National LEDA Network in Mozambique, formed by all the LEDAs of the country with the purpose of coordinating their initiatives.

The strategic objective of the ART-PAPDEL programme is to make operational the Action Plan for the Reduction of Absolute Poverty for 2006-2009 (PARPA II), which, among other goals, advocates “rural development as the process of improving living conditions and of pro-rural transformation of the pattern of wealth creation and accumulation in Mozambique”, in accordance with General Objective 1 of UNDAF, seeking “to develop the institutional capacities of the territories at their different levels, for articulated support for promoting the local economy based on the sustainable use of its potential”. Its specific objectives are: a) Technical, human and institutional capacities for Local Economic Development strengthened at the various territorial levels of intervention and b) Coordination of the various actors in local economic development encouraged. The methodological approach of ART-PAPDEL Mozambique is in itself a way of sustainability, insofar as it works with a conceptual and structural stress on coordinating a multiplicity of themes and territories and actors at various governance levels (local, national and international). This approach encourages interaction between them around common themes of cooperation interest, and forming dynamic networks of knowledge to support development, particularly local economic development.

Although in the Programme we had some important challenges regarding the change of Ministry, the National Directorate of rural Development as well the Government of Mozambique as such has been compromised and committed to the Programme and the LED in the country. The government is making efforts to absorb in its structures relevant project recruited staff in order to ensure retention of capacities. The involvement of the Government as well as its contribution in kind, at both national and provincial level, should be understood as a form of appropriation of the Programme, and a contribution to its sustainability.

### **Factors Affecting Implementation and Outputs (max. 3 pages)**

#### **PROGRAMME PREPARATION AND IMPLEMENTATION STRATEGY**

To achieve the specific objectives, the Programme did several missions to define in a participatory way with the communities what is needed in the country and in the communities. During 2008 it was design the strategy and consulted to different governmental officers as well potential beneficiaries (men and women). The Programme relied on creating capacities in the medium and long term, as well as on actions with immediate impact, intervening in the following way:

**Geographical and territorial coverage:** The Programme began in 2009, covering a pilot phase 4 provinces (Cabo Delgado, Gaza, Inhambane and Nampula), from which 16 districts and 10 municipalities were selected. Gradually, the Programme has been covering more districts and municipalities of each of the provinces. However, the aim of the Programme is to have national coverage inserting LED into strategic and operative district and municipal planning.

**Participatory local planning:** The programme complemented strategic planning (PEDD and PEM) and annual planning (PESOD and PESOM), incorporating the LED approach through a LED methodology agreed with the various actors. To this end, the programme used the existing instruments and structures (ETD, EPAP, and Consultative Councils) and coordinated with the PNPFD and with the DPOs to stimulate the insertion of LED into district planning. The insertion of the LED approach into the PEDD, PESOD and Municipal Development Plans, although the later is still in process, has been necessary to complete the virtuous cycle of local development, since it envisages capitalizing on the territory's endogenous resources and making use of the exogenous opportunities offered by public investment. During the reporting period 27 LED chapters has been produced.

**Institutional support for the LEDAs and the DPDRs:** Among the instruments that allowed implementation of activities, in both the project planning and implementation phases have been the DPDRs and the LEDAs. The Programme has strategically provided technical assistance for the institutional strengthening and inter-governmental support both of the DPDRs of the entire country and of the LEDAs, in order to stimulate their role.

**Technical assistance to the OIIL/FDD:** The Programme supported the district governments and other local actors in creating the capacities and skills to identify the potential and vectors of LED. From these, 81 value chains has been be identified and analyzed, seeking the development of local capacities and of conditions for a structured intervention in capacity building and technical assistance for the local actors (beneficiaries, municipalities, district governments), so as to improve their management and create a basis of sustainability.

**Education for development:** In order to create human capacities as a basis for technical, intellectual and behavioural sustainability, the concepts of entrepreneurship, competitiveness and innovation has been discussed in several local, national and international meetings. At higher level, a master's degree in LED was draft through its Working Group were some donors such us FAFFE and FAMSI has been participating.

**Actions with immediate impact:** Since this is a matter of developing capacities, the Programme has a long term horizon and many of the actions will only be visible in the medium and long



term (II Phase 2012-2015). Stimuli has been created through trainings and technical assessment as well as exchange-knowledge experiences in other countries with immediate effect for the beneficiaries, so as to manage their expectations and keep up their interest and involvement.

**LED strategic plan:** The LED Strategic Plan for the entire country has not yet been developed. It is expected to be produced during the second phase as a National LED Strategy.

**Women and Economic Empowerment:** In Mozambique, 51.0% of the population consists of women, of whom only 56.2% are actively involved in economic development. Thus, in its approach, ART-PAPDEL-Mozambique prioritized since 2010 and will be much more prioritizing during the II phase the role of women in training and in their integration into knowledge networks. ART, during the reporting period, supported the establishment of small businesses formed by women, helping to strengthen them and thus ensuring a more active and sustained participation in local economic development.

**Knowledge management:** The ART-PAPDEL Mozambique programme is, in fact, a structuring methodological vector, insofar as it works with a conceptual and structural stress on coordinating a multiplicity of themes and territories and actors at various levels (local, national and international), encouraging interaction between them around common themes of cooperation interest, and forming dynamic networks of knowledge to support development, particularly local economic development. Apart from the structuring knowledge management approach of the ART-PAPDEL Mozambique programme, it included documentation of the initiatives and methodologies, and cataloguing and disseminating good practices which, among others, has been captured through monitoring and evaluation. It is expected than in the II phase they will be organised in an appropriate documentation centre, both physical and virtual, so that it can be available to interested users through the ART-PAPDEL-Mozambique site on the Internet, under the responsibility of the DNPDR in coordination with the priority provinces.



**Picture 1:** ART Magazine for Nampula

**Programme sustainability:** ART Mozambique uses the UNDP National Implementation Modality (NIM). It is in itself a form of developing the government's capacities to implement development programmes, guaranteeing the transfer of technical capacities to the government structures and trying to ensure that they are included as institutional practices.

## **PARTNERSHIPS**

The ART Global Initiative – Articulation of Territorial and Thematic Cooperation Networks for Human Development (hereinafter ART) promotes the creation of horizontal, innovative and inclusive partnerships among international cooperation actors and between countries from and within the South and North. ART contributes to face up to the changes posed by the current development paradigms, which highlight the need translate the operational coherence between local, national and global dimensions into actions and results; the articulation between different actors who operate at the local level; the partnerships with civil society and local collectivities; and cooperation activities driven by the territories' demands. The United Nations Development Programme (UNDP) Mozambique recognizes the role of these international cooperation actors in decentralization, territorial development, governance and the MDGs. ART is an entry point for those international cooperation partners who wish to harmonize their actions in support of national local development policies, in the framework of a concrete effort to achieve the Millennium Development Goals" (MDGs), as acknowledged in the October 2010 MDG summit. This approach is another element particular to the project, which is the appraisal of an underestimated resource, whether in national development processes or in traditional cooperation: Decentralized Cooperation.

With the aim of strengthening the local and national development strategies through the promotion of innovation, training and capacity development of territorial communities, ART PAPDEL collaborates with universities and training and research institutions in specific thematic areas such as: local development, local economic development, democratic governance, capacity development, aid effectiveness and efficiency at the local level, among others. To this end, during the reporting period ART PAPDEL has organised university training activities through ILO online training Center on local Economic development, gender and local participatory development processes, catering to the different actors involved in the programme officials, professionals, technicians, local and national authorities, among others. Moreover, the ART PAPDEL promoted the establishment of partnerships between the Andalusian Foundation for Employment and Training (FAFFE) and Eduardo Mondlane University for the exchange of knowledge and capacity development. ART PAPDEL has been supporting the elaboration of specialised courses and master's degrees in Spain jointly with FAMSÍ for national and local professionals of the programme.

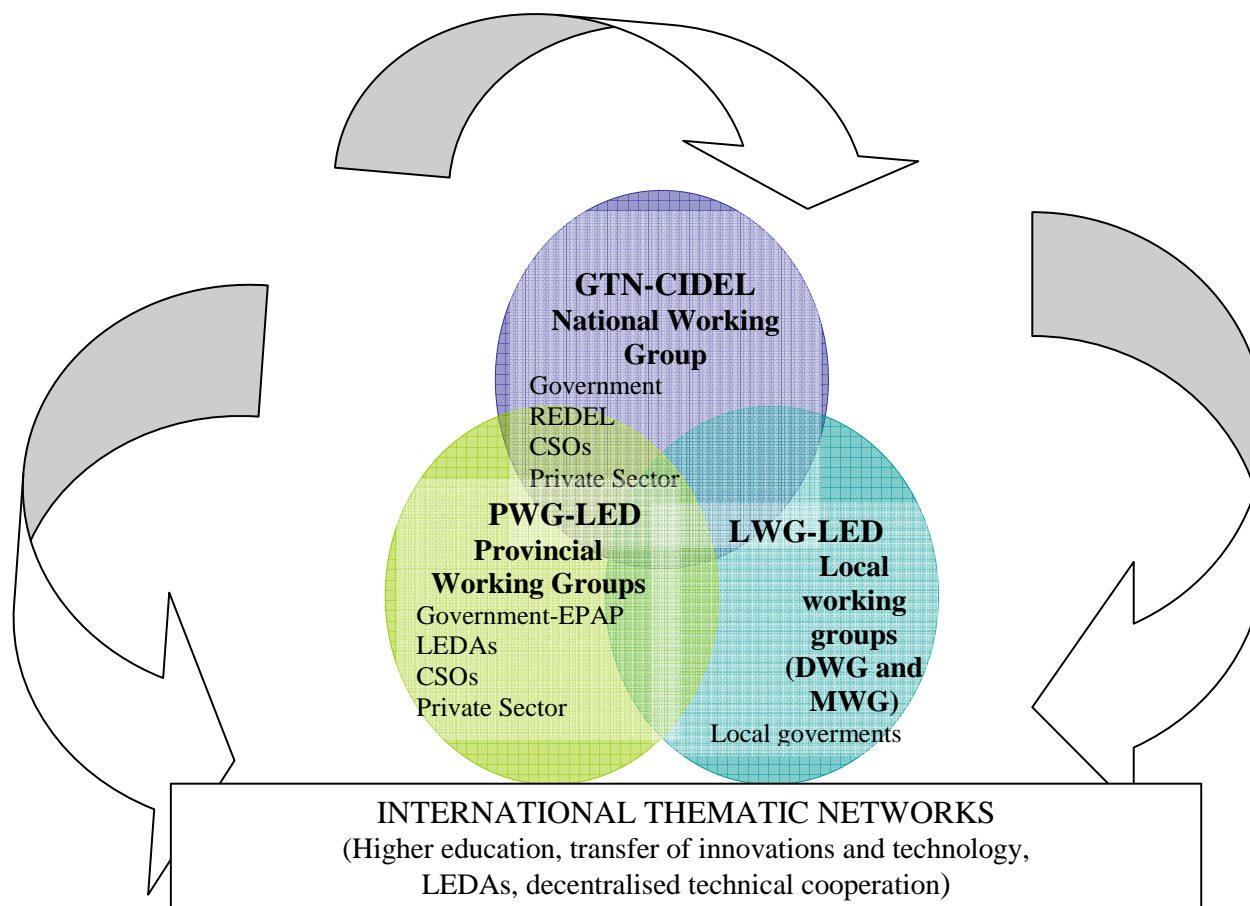
One of the ART tools used during this reporting period at **national level** has been the National Coordination Committee (CNC). The CNC is a programme coordination and supervisory body, on which the government, the United Nations and the cooperation partners are represented at high level. It is chaired by the Minister of State Administration and is formed by: a) UNDP-Mozambique and other United Nations agencies involved in LED. b) The international cooperation partners participating in the Programme. c) Ministries involved in LED: Ministry of Foreign Affairs and Cooperation, Ministry of Education and Culture, Ministry of Science and Technology, Ministry of State Administration, Ministry of Finance, Ministry of Agriculture, Ministry of Industry and Trade, Ministry of Public Works and Housing, Ministry of Tourism, Ministry of Fisheries and Ministry of Labour, and well as the national bodies linked to them (ANAMM, IPEME, etc.); d) New Government or cooperation partners who has joined ART-PAPDEL during its implementation. The CNC technical secretariat is guaranteed by the National Directorate for the Promotion of Rural Development (DNPDR).

At **local level** partnerships has been coordinated through Working Groups. ART Mozambique has strengthen the planning capacities at the local and national levels via the National (NWG) and Local Working Groups (LWG) - Provincial (PWGs) and Distrital Working Groups (DWGs) - which relied on a coordinator appointed by the heads of the regional and local administrations. The NWGs, PWG and DWGs are integrated by technical delegates from the sectors prioritised by the respective public administrations and are open to the participation of the civil society organisations and private actors of the territories. These Working Groups have organised and coordinated the Territorial Planning Cycles, that is to say the specific mechanism through which is materialised, in the country, the formulation of specific initiatives, the complementarity between actors and the support to national and local development processes. Moreover, the Working Groups represented reference and support entry points for the engaged international and decentralised cooperation actors. One example would be when the Catalan Cooperation did a mission to Nampula to discuss with the provincial Working Group about business incubators models and assessed the needs of the nampulenses. The PWG and DWG are in charge of formulating the strategic documents of the territories' priorities and potentialities (the Territories' International Cooperation Strategic Plans), expression of the development plans, which are presented to all different cooperation actors interested, thus avoiding duplications and maximising the impact.

At the **International level**, ART PAPDEL supported and encouraged the internationalisation of the regional and local development dynamics, this is, the systematic exchange of best practices and technological, organisational and managerial innovations. It promoted the mainstreaming within ART Mozambique of innovation, capacity development, knowledge management,

international partnerships North-South, South-North South-South (Cuba, Guatemala, Senegal, Italy, Spain, India, Israel), among others. During 2011 ART Mozambique participated in the “LOCAL ECONOMIC DEVELOPMENT. AN AFRICAN PERSPECTIVE” LED Approach and the contribution of Decentralised Cooperation in Dakar (Senegal). The government of Mozambique recognized the added value of complementary actions between the multilateral framework and decentralized cooperation networks, which allowed ART Mozambique to be perceived as a single project to development processes and thus be able to concretely contribute results on development policies and MDGs platforms.

**Table 1. International thematic/partnership networks 2009-2011**



**Risk Management (max. 1 page)**

Since this is a capacity building Programme existed à priori implicit risks, namely the lack of capacity on the part of the actors involved. ART Mozambique envisages the participation of multiple actors in developing it and the most important condition for its success is the effective commitment of each instance in implementing the Programme.

Some of the risks the ART Mozambique faced during this reporting period have been in particular on the following factors:

1. Limited financial availability for the Programme affecting the levels of response to the priorities identified and put at risk the credibility of ART PAPDEL and thus the willingness of the population to participate;
2. There were few experiences of harmonization and collaboration between the various levels: municipal, district, provincial and national.
3. Change in ministry, change in project manager, and interest collusion at local government level. The countermeasures token were to reduce institutional weaknesses by strengthening overall institutional capacity and structure of project support within IP.
4. Lack of technical capacity on LED at the local level. It has been difficult to find LED advisors at the province level in order to achieve results of the Programme. The management response was to develop different workshops on LED technical knowledge at provincial level and develop a LED programme at the university level. It was also identified the needed to train and update during the first months the LED advisor selected in order to successfully endeavour his/hers duties.
5. Frequent changes in Project Assurance team. It was solved developing rigorous project design with sufficient budget and incentives to promote continuity of Project Assurance Team.
6. Especially during the last year of the reporting period it was a constant risk of failing to mobilize resources. The main countermeasure token guided by Senior Management was to reduce the number of covered provinces.

**Assessment of Outputs (max. 2 pages per output)**

In order to assess the outputs accordingly to the multi-governance approach of ART PAPDEL Mozambique they have been classified by the 3 levels (territorial, national and international).

**TERRITORIAL LEVEL**

EXPECTED OUTPUTS <sup>4</sup>	RESULTS ACHIEVED	MAIN ACHIEVEMENTS RELATED TO THEIR GOALS
<p style="text-align: center;"><b>OUTPUT 2</b> <b>LED APPROACH</b> <b>INSERTED INTO LOCAL</b> <b>PLANNING</b> <b>PROCEDURES</b></p>	<ul style="list-style-type: none"> <li>✓ Build the capacity of the local governments and the consultative councils to identify potential, DEL vectors, value chains and territorial marketing.</li> <li>✓ Introduce in coordination with the PNPFD the DEL chapter in strategic and annual planning and present it in district and provincial workshops.</li> <li>✓ Draw up the methodological series (and didactic material) of DEL (insertion in strategic and annual planning, potential, DEL vectors, value chains, business opportunities and territorial marketing in coordination with PNPFD)</li> </ul>	<ul style="list-style-type: none"> <li>- 1,696 local entrepreneurs were trained in management, business plans, and legislation to start ups.</li> <li>- “Tourist office for Ilha de Mozambique” Impact project established</li> <li>- Several trainings to local governments national and international (through North-South, South-North and South-South cooperation) and the consultative councils to identify potentialities, DEL vectors, value chains and territorial marketing at the regional and district level. Each province has been trained and assisted technically by the ART PAPDEL Thematic Official on Decentralized Planning and LED insertion.</li> <li>- Didactic material of DEL was elaborated in order to support the provincial and district teams in the LED insertion process into the PEDDs. In Gaza, the Methodological Guide of the LED approach insertion into the PEDDs and PESODs was presented at the district level</li> </ul>
<p style="text-align: center;"><b>OUTPUT 3</b> <b>BUSINESS INITIATIVES</b> <b>PROMOTED AND</b> <b>SUPPORTED</b></p>	<ul style="list-style-type: none"> <li>✓ Build the capacity of the Local governments and of the OIIL/FDD beneficiaries to draw up viability studies for income raising projects</li> </ul>	<ul style="list-style-type: none"> <li>-Three regional training seminars for the participants of the Development Distrital Fund (FDD) were held in the North, Centre and South zone in</li> </ul>

<sup>4</sup> The number of outputs are accordingly the ProDOC 2009-2011

	<ul style="list-style-type: none"> <li>✓ Support the establishment and/or consolidation of emerging local economic initiatives to implement district investments (public and private) through the MERA's of construction and production of local material</li> <li>✓ Build the capacity and provide technical assistance for local business people (potential and actual) in management and production</li> <li>✓ Undertake socio-economic analysis of projects for due approval</li> <li>✓ Finance projects that raise specific revenue to benefit vulnerable groups and guarantee women's empowerment</li> </ul>	<p>2010. More than 600 people were trained. Moreover, the trainings were replicated at provincial (Nampula and Zambezi benefiting 210 people) and district level (involving 540 people).</p> <ul style="list-style-type: none"> <li>-Setting up MERAs of local construction and production: 35 people were trained (28 men and 8 women)</li> <li>- Governments of Chokwe and Guija District (Gaza Province) launched tender for the performance of two building works. Assigned funds through LEDA Inhambane for MERAs creation.</li> <li>- In Cabo Delgado, fish processing and preservation unit concluded and was inaugurated by the Administrative post in Murrebue.</li> <li>- In the Gaza Province, the Xilembene's market was concluded and inaugurated in a ceremony hosted by the Gubernator. In this market, 90% of the salespeople are women. Also, the Association Women heads of families (MUCHEFA) were technically assisted in the elaboration of a business plan for a Fruits Processing Company financed during 2011.</li> <li>- In 2011, 1,196 local entrepreneurs were trained in management, business plans, and legislation to start ups...</li> <li>- The "Tourist office for Ilha de Mozambique" Impact project was finished in 2011 and will be formally inaugurated during 2012.</li> </ul>
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## NATIONAL LEVEL

EXPECTED OUTPUTS	RESULTS ACHIEVED	MAIN ACTIVITIES CARRIED OUT
<b>OUTPUT 1</b>	✓ Draw up the functional diagnosis	- 7 LEDAs has been strengthened in



<p><b>. NATIONAL AND LOCAL RELEVANT INSTITUTIONAL FOR LED, SET UP AND/OR STRENGTHENED</b></p>	<p>and/or the process of constitution of the ADEL's throughout the country and draft an implementation programme for institutional strengthening</p> <ul style="list-style-type: none"> <li>✓ Strengthen the DPDR's institutionally in all provinces of the country</li> <li>✓ Strengthen the ADEL's institutionally in the entire country</li> <li>✓ Build the capacity of the ADEL's and DPDR's to draw up viability studies for the establishment of emerging local economic initiatives for the implementation of district investments (public and private)</li> <li>✓ Support the functioning of the National Association of Municipalities of Mozambique (ANAMM)</li> <li>✓ Support the functioning of the Institute for the Promotion of Small and Medium Companies (IPEME)</li> <li>✓ Hold viability studies on the establishment of enterprise incubators, technocentres, machine centres, technological centres (agri-business), to be managed by the State, ADEL's or other forms of management.</li> <li>✓ Establish enterprise incubators, technocentres, machine centres, technological centres (agri-business), to be managed by the State, ADEL's or other forms of management</li> <li>✓ Support the functioning of the National Directorate for the Promotion of Rural Development (DNPDR)</li> <li>✓ Build the capacity and strengthen institutionally the ADEL's and DPDR's in the spheres of land use plans (PUT's), identify business potential and opportunities, DEL vectors, value chains and territorial marketing.</li> </ul>	<p>LED (Nampula, Gaza, Inhamabane, Cabo Delgado, Niassa, Sofala, Manica)</p> <ul style="list-style-type: none"> <li>- 7 DPDRs strengthened in LED (Nampula, Gaza, Inhamabane, Cabo Delgado, Niassa, Sofala, Manica)</li> <li>- The II National Meeting of LEDAS was hold in Maputo. FAMSÍ was present to present the World Forum for LEDAs. 60 people participated in the meeting amongst them Spanish Cooperation.</li> <li>- 27 LED chapters elaborated and inserted in the Strategic Development plans. In several district and provinces value chains were elaborated achieving 81 in total..</li> <li>- Draw up the operational diagnosis of the LEDAs throughout the country and draft the programme of institutional strengthening. It is foreseen to go on with the diagnosis activities with the diagnosis on LEDAs of Zambezia, Gaza e Inhambane</li> <li>- Under decentralized Spanish Cooperation (Generalitat Valenciana and Agencia Catalana de Cooperacio al Desenvolupament), 2 interns were assigned (one in Nampula and other in Inhambane provinces. Extremenhan decentralized cooperation assigned an international technical advisor in Gaza during 2010</li> <li>- First draft for the project with ACC10-Business competitiveness "Establishment of a business incubator in Nampula and improvement of business competitiveness in Inhambane" to be financed by the Catalan Cooperation Agency in partnership with IPEME.</li> <li>- Agreements signed with ANAMM and IPEME and approved their respective work plans.</li> <li>- 3 regional Seminars on training (north, centre and south) held for the</li> </ul>
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		<p>beneficiaries of FDD. DNPDR has been working on the preparation for didactic documents about inserting LED to the district planning. It is foreseen to publish the methodology of LEDs integration process into the district planning.</p>
<p><b>OUTPUT 2 LOCAL , NATIONAL AND INTERNATIONAL COORDINATION MECHANISMS ESTABLISHED</b></p>	<ul style="list-style-type: none"> <li>✓ Set up the National DEL Working Group and support its capacity building and operation</li> <li>✓ Set up the National Coordinating Committee (CNC)</li> <li>✓ Support the functioning of the national ADEL (REDEL) network</li> <li>✓ Hold international missions to transfer knowledge about DEL including national, provincial, district and municipal authorities, the ADEL and the National ADEL network</li> <li>✓ Organize a regional DEL conference (SADC region)</li> <li>✓ Identify new strategic partners for the programme</li> </ul>	<ul style="list-style-type: none"> <li>- 2 meetings with the National Coordinating Committee (CNC) were done.</li> <li>- The national ADEL work (REDEL) has been presented internationally in Italy and Spain during the World meeting on LEDAs. The Secretariat of REDEL was decided to be established in Nampula during the reporting period close to the Executive Director for better coordination.</li> <li>- AEXCID evaluators visited Mozambique and FAMSU to promote and finance the master on LED in the framework of the programme.</li> <li>- FELCOS Umbria, Politechnic university of Italy, Barcelona Activa, ACC10, Galician Fund, FICA and Engineers without Borders and Flemish cooperation were identified as new strategic partners for ART PAPDEL.</li> <li>- 15 Provincial working groups and 18 districtal working groups were established in the country.</li> <li>- The National Coordinating Committee met to evaluate the strategy and next steps during the year.</li> <li>- REDEL was supported by ART/FELCOS Umbria in the European Commission Programme "Centre for MDGs". The first training to civil servants about MDGs and how to address it was held in Nampula.</li> </ul>
<p><b>OUTPUT 5 LED KNOWLEDGE</b></p>	<ul style="list-style-type: none"> <li>✓ Draw up educational materials in collaboration with the ADEL to</li> </ul>	<ul style="list-style-type: none"> <li>- Supported the II Provincial Economic Fair in Nampula.</li> </ul>

<p><b>MANAGEMENT SYSTEM ESTABLISHED</b></p>	<p>facilitate insertion of DEL into local curricula</p> <ul style="list-style-type: none"> <li>✓ Draw up the post-graduate (masters) course in Local Economic Development with the cooperation of various national and foreign universities</li> <li>✓ Coordinate with the faculties the insertion of DEL material into degree courses</li> <li>✓ Organize national events to share knowledge in DEL</li> <li>✓ Organize the National Innovation Prize on the theme of DEL.</li> <li>✓ Draw up a DEL data base to systematize the good practices, lessons learnt, and the methodological materials of the Programme</li> <li>✓ Draw up and implement the ART-PAPDEL Mozambique communication strategy</li> <li>✓ Improve or set up the provincial, district and municipal web pages, including the DEL theme</li> <li>✓ Strengthen institutionally the CMC and the community radios</li> </ul>	<ul style="list-style-type: none"> <li>- 3 magazines were elaborated at provincial level in order to disseminate ART best practices and activities as well as systematizing experiences done in the districts of the province.</li> <li>- National ART meeting in 2010 and 2011 hold in Xai Xai (gaza) and Dondo (Sofala) in order to evaluate and review all the different ART activities and strategies in the country as well as exchange knowledge and best practices between LEDAs, local governments and international cooperation.</li> <li>- Organized 4 national events to share knowledge about LED: North (Nampula), Centre (Manica), South (Gaza) and Xai-Xai (Gaza)</li> <li>- In Nampula, the ART PAPDEL's Magazine was published with an editorial of the provincial governor.</li> <li>- International a mission form Spanish decentralized cooperation (FAMSI) visited the Programme to support the identification of the key points for the trainers training for the LED Masters as well us support the programme in planning the LED course (methodologies, modalities, credit hour, entities involved...). Some contacts with Italian universities were also established to participate in the master.</li> <li>- The ART PAPDEL web page was updated in the ART web as well as in the UNDP Mozambique. In Inhambane the Provincial Working Group for provincial web page was created</li> <li>- In the Gaza Province has been strengthening community radios through several meetings with</li> </ul>
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		DPPF-DPDR and draft a joint action.
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## INTERNATIONAL LEVEL

EXPECTED OUTPUTS	RESULTS ACHIEVED	MAIN ACTIVITIES CARRIED OUT
<b>SOUTH-SOUTH, SOUTH-NORTH AND NORTH SOUTH TECHNICAL MISSIONS DONE<sup>5</sup>.</b>	Participation of ART Mozambique in several international forums, meetings in order to exchange knowledge and establish international partnerships.	<ul style="list-style-type: none"> <li>- The Minister of State Administration open the National Meeting on LEDAs in Seville referring to ART and LEDAs in Mozambique</li> <li>- ART Mozambique was invited to Dakar and Louga (Senegal) to participate and exchange knowledge about LED and coordination of aid at local level.</li> <li>- The GoM participated in Italy (Foligno and Milano) to transfer knowledge about DEL (national, provincial, district and municipal authorities as well as REDEL were participants).</li> </ul>

### Overall Impact of the Project (max. 2 pages)

Since this is a matter of developing capacities, the programme has a long term horizon and many of the actions will only be visible in the medium and long term. Stimuli must be created with immediate effect for the beneficiaries, so as to manage their expectations and keep up their interest and involvement.

UNDP's Mozambique strategic objectives in relation to local government and decentralization is to ensure decentralization enhances full community participation and self driven participatory processes, to promote the forging of local political consensus building around localizing MDGs and to contribute to the achievement of the MDGs through inclusive participatory processes. ART PAPDEL is collaboratively with UNCDF and UN Women in the framework of GELD6 Joint Programme not only implementing but up scaling local development and women's empowerment programmes.

<sup>5</sup> This output has been incorporated for this report since it's an specific part on the programme not explicitly expressed in the ProDOC 2009-2011

<sup>6</sup> Gender Equitable Local Development (GELD)

ART-PAPDEL supports women to reshape conditions at both ends of the economic spectrum — from boosting women’s participation in economic policy-making to supporting efforts to provide women and their communities with practical skills needed for securing sustainable livelihoods. The programme is working in women’s entrepreneurship and its classification and study according to their economic logic and potentiality; development of women’s empowerment as well as technical and organizational development capacity building.

During this reporting period a Gender Strategy of ART PAPDEL has been drafted and shared with the UN Women team. Part of the positive effects of this strategy has been the specific action to women and gender equality in the elaboration of the ART PAPDEL ProDOC for 2012-2015.

In the table below it is shown an estimate of the direct and indirect impact of the Programme.

**TABLE 2. BENEFITED POPULATION:**

	Men		Women	
	Characteristics (Description + type of “benefits” for the collective of beneficiaries)	Number	Characteristics (Description + type of “benefits” for the collective of beneficiaries)	Number
Direct beneficiaries <sup>7</sup>	Men Civil servants at the national (DNPDR) and provincial level (DPDR): strengthening management skills, monitoring capacities, gender perspective and territorial knowledge.	500	Women civil servants at the national (DNPDR) and provincial level (DPPF/PDR): strengthening management, monitoring skills, gender perspective and territorial knowledge.	320
Indirect beneficiaries <sup>8</sup>	Men Beneficiaries from the Development District Funds (DDF) at the local level: strengthening their productive capacities and access to income	150	Women Beneficiaries from the Development District Funds (DDF) at the local level: strengthening their productive capacities and access to income	30

<sup>7</sup> Direct beneficiaries: recipients of direct beneficiaries of the initiatives developed in the framework of the Programme.

<sup>8</sup> Indirect beneficiaries: inhabitants of the territory where the program operates.

The year 2010 and 2011 the programme concentrated its attention in the Local Economic development component supporting the process of district and provincial planning in Cabo Delgado, Nampula, Inhamitanga, Gaza and Maputo Provinces and strengthening the coordination amongst actors at the local and international level. After different analysis and decision-making of the GoM, it was considered that the impact on the ground of inserting LED in the decentralized planning contributed grater to the outputs of the programme – much more than establishing a master in LED for example. For this reason, meetings were held with the people in charge at the ART Office Seville and Catalonia where there are institutions with the expertise to transfer the local and territorial economic development experience. For example, the programme has draft an agreement with ACC10-Business Competitiveness with the application of a methodology and a practical analysis on how prioritise local resources thorough business incubators and similar tools.

Several missions have been organized to and from Mozambique, resulting in the identification of areas of intervention, collaboration and support to the different sectors supporting to generate income to the local beneficiaries. These missions had a great impact on the ground that contributed to the programme and the country. To name a few, these include missions to/from the Engineers Without Borders in support of the water sector in Cabo Delgado, FELCOS Umbria to support primary schools in educating MDGs in Nampula, also some joint missions has been done with UNESCO to support women entrepreneurship in Nampula Province. These missions have been facilitated through UNDP CO. The ART Geneva coordination office has also been actively present through all this, providing needed support to conduct these missions, as well as monitoring and following up on the progress achieved. Additionally, ILS LEDA as well as FAMSI has provided significant technical support throughout the year to Local Economic Development initiatives undertaken by the programme and more specifically to the process for the World Forum on Local Economic Development Agencies.



Picture 2: Development District Plan with LED inserted.

**Unforeseen/Unpredicted Results/Impacts (max. 2 pages)**

External and internal challenges to the Programme have been identified during this reporting period:

Programme strengths	Programme weaknesses
<ul style="list-style-type: none"> <li>- Ownership</li> <li>- Technical Assistance</li> </ul>	<ul style="list-style-type: none"> <li>- Officials constant mobility</li> <li>- Programme sustainability</li> <li>- LEDAs sustainability</li> </ul>
Programme opportunities	Threats to the programme
<ul style="list-style-type: none"> <li>- UNDP programmes interested in joining efforts and knowledge with ART PAPDEL (UN Women, UNCDF)</li> <li>- Credibility in the international donors, mainly decentralized cooperation arena</li> </ul>	<ul style="list-style-type: none"> <li>- International Economic and Financial Crisis affecting donor/partners as well as UNDP structure</li> <li>- Fund raising</li> </ul>

**Lessons Learned (max. 2 pages)**

ART PAPDEL coordinates closely with MAE and DNDPR and ensures the programme comply with the national policies as well as facilitates the complementarities and strategic and operational coordination among different development actors and programmes on the field. This close liaison between the programme and relevant ministries shall be retained throughout 2012.

The UNDP National Implementation Modality (NIM) is in itself a form of developing the government's capacities to implement development programmes, guaranteeing ownership of the process through the transfer of technical capacities to the government structures and trying to ensure that they are included as institutional practices. The methodological approach of ART-PAPDEL Mozambique is in itself a way of sustainability and ownership, insofar as it works with a conceptual and structural stress on coordinating a multiplicity of themes and territories and actors at various levels (local, national and international). This approach encourages interaction between them around common themes of cooperation interest, and forming dynamic networks of knowledge to support development, particularly local economic development. The government is making efforts to absorb in its structures relevant project recruited staff as well as the Local Economic Development Advisors in order to ensure retention of capacities. The complete involvement of the Government as well as its contribution in kind, at both national and provincial level, should be understood as a form of ownership of the programme, and a contribution to its sustainability. During 2011, almost 75% of the resources were used at the territorial level. Their implementation represented a process of capacity building and

ownership by national and local actors, which have been entrusted with carrying them out whilst aligning them with the national system and procedures for the implementation of international cooperation resources. This with the effect of reducing transactions costs, simplifying procedures and policies and promoting harmonisation within the UN System. There is a high degree of ownership of the proposed mechanisms by the institutions and authorities. The consolidation, ownership and stability of the participation together with the operational capabilities shown by the consultation and territorial articulation mechanisms lead to the conclusion that the ART PAPDEL has entered a new phase. This new stage is based on the decision of the CNC of incorporating new focuses at the territorial level and coordination of aid at local level, a part from the Local Economic Development approach to ensure the ART sustainability in the country.

### **BEST PRACTICES/LESSONS LEARNT IDENTIFIED**

These practices have been identified during the reporting period following these criteria:

- ✓ Integration in the local Government's programmes, services or action lines (institutionalization)
  - ✓ Empowerment of the benefited population
  - ✓ Articulation with other actors
  - ✓ Best Practice/Lesson Learnt formal systematization
1. DEL component inserted in 18 district planning; didactic materials on territorial marketing elaborated; promotion of value chains and business incubators are in the Provincial Strategic Plan 2010-2020 of Nampula Province
  2. ACCD visited Nampula province and discussed with the Provincial Working Group of Business Incubators to develop a business incubator in the province
  3. The Minister of State Administration opened the World LED forum in Seville (Spain)

**TABLE 3. Knowledge Products elaborated**

<b>Titile</b>	<b>Year</b>
<i>Operations Manual ART PAPDEL</i>	2009
Manual about the process of creating a working group at provincial and distrital level	2011



**Conclusions, Recommendations and Opportunities for Follow-up (max. 2 pages)**

Building on the past UN work in the Governance and Economic Area, ART Mozambique has been strengthening the institutional and legal framework for focusing on selected district administrations capacity development to include local development dimensions in their strategies and plans, as well as to monitor and evaluate their implementation. During the next programme cycle 2012-2015, ART Mozambique will also consolidated itself as a valuable instrument that increases aid effectiveness at the local level, favoring the complementarity of actors in the field and the coherence between local processes and national strategies. As well as appraising the invaluable resource epitomized in the experiences, good practices and innovations of Decentralized Cooperation Networks, articulated with ongoing local and national development processes in the country.

During the reported period ART Mozambique has focused its interventions on supporting local governments to develop Local Development Strategy and Action Plans, building the capacity of National Directorate for the Promotion of Rural Development (DNPDR) staff at all levels to implement and monitor the local development plans, and conduct training of Local Economic Development Agencies to implement these plans. The purpose of these interventions is to ensure that Local Economic Development is an integral part of local Government strategies and plans, while empowering local communities and specially women and the youth to integrate in the local economies and fight against poverty. This will be the main goal of the programme for 2012-2015.

The Programme main challenges at the national level will be to successfully fulfill a programme transfer (ownership) of the ART Mozambique Programme, having identified the fund transference and management appropriate mechanisms at the national and provincial level. As well as to identify new decentralised cooperation partners and assure additional financial resources for the follow up and consolidation of the contacts established during the mission to Spain in December 2011, with the support of UNDP's HUB for Innovative Partnerships in Geneva.

At the local, national and international level, the Programme's main challenge will be the consolidation of the National, Provincial and District Working Groups, assuring continuous training on the ART methodology and instruments, as well as the identification and implementation of the ART sustainable human development philosophy.