

**UN Mozambique  
Annual Work Plan for:  
Strengthening the Capacity of Implementing Partners and UNDP Country Office  
For the Delivery of CPAP**

Agency: UNDP

UNDAF Pillar Outcome(s): N/A

UNDP Programme Component: Support to Capacity Development

**UNDP CPAP Expected Outcomes:**

7.1. UNDP Country Office's service orientation towards the government, donors and CSOs as a key provider of development policy advice, support services, capacity building and aid coordination further enhanced

**UNDP CPAP Expected Outputs:**

- 7.1.2. Key UNDP programme and project information (including key performance data) made available to the public.
- 7.1.3. CO strengthened to enable capacity development, the provision of technical advice and implementation support services for effective programme delivery and CPAP implementation.

**Implementing partner:**

MINEC

**Other Partners:**

All IPs

**Narrative**

In line with the approved UNDAF, CPAP is being implemented for the period 2007-2009. The component 7 of CPAP intends to provide support to capacity development, with the objective of ensuring and improving the country office service orientation towards the government, donors, and CSOs as a key provider of development policy advice, support services, capacity building, and aid coordination. This project is within this framework, but the capacity building exercise is targeted not only at the country office staff but also UNDP's implementing partners in order to address and articulate development agenda.

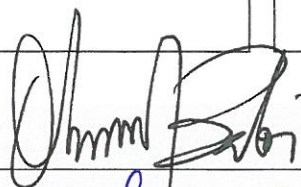
The areas of focus include: (1) leadership training of key government partners; (2) training on project management including procurement and financial accountability; (3) establishment of M&E database to monitor the progress of programme implementation; and (4) the country office support for client orientation. The funding will be from the UNDP's interest account (11888) in the amount of \$495,000 and \$100,000 from TRAC for the year 2009.

Programme Period: 1 April – 31 December 2009  
Programme Component: Support to Capacity Development  
Budget Code: 11888 and TRAC  
Year: 2009

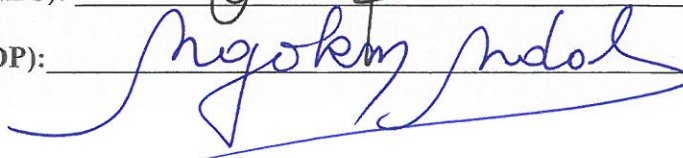
Estimated annualized budget: \$595,000  
Allocated resources: \$595,000

Government:  
Regular Resource: 100,000  
Other Resource (11888): \$495,000  
Unfunded budget: 0

Agreed by (MINEC):



Agreed by (UNDP):



**UNDP Mozambique Annual Work Plan**

**Component 7: Support to Capacity Development**

**CPAP Output(s): 7.1.2.** Key UNDP programme and project information (including key performance data) made available to the public. 7.1.3. CO strengthened to enable capacity development, the provision of technical advice and implementation support services for effective programme delivery and CPAP implementation. 7.1.4. Inter-agency knowledge networks used effectively and UN CSO Advisory Committee established.

EXPECTED RESULTS <i>State the results that the programme is expected to achieve during the year. Ensure the results are SMART.</i>	KEY ACTIVITIES <i>List all the activities planned for the year (whether funded or unfunded), including evaluations, field monitoring visits, etc. that will be conducted in order to achieve the corresponding expected results</i>	TIMEFRAME				RESPONSIBLE PARTY <i>(Against each activity, list the responsible UN Officer(s) and Government counterpart(s))</i>	PLANNED BUDGET			
		Q1 2009	Q2 2009	Q3 2009	Q4 2009		Planned Amount <i>(indicate the planned US\$ amount against each activity)</i>	Amount Allocated <i>(indicate the US\$ amount of funds allocated by each UN agency, i.e. amount available at the start of the FYTP)</i>	Source of Funds <i>(indicate the source of funds for the allocated amount, i.e. RR or OR and donors reference if available)</i>	
1. Leadership capabilities for government officials in key Ministries improved to manage, monitor and evaluate progress under CPAP with extensive knowledge of development issues and agenda.	1.1. Conduct a training needs assessment (1 international and 1 national consultant).	X				MINEC/ UNDP	50,000	50,000	11888	
	1.2. Identify trainers/training institutions.	X				MINEC/ UNDP	0	0	N/A	
	1.3. Develop and finalise a training programme	X				MINEC/ UNDP	10,000	10,000	11888	
	1.4. Carry out training.	X				MINEC/ UNDP	40,000	40,000	11888	
	1.5. Assess the impact of training			X		MINEC/ UNDP	10,000	10,000	11888	
2. Capacities of IPs and CO staff on project management	2.1. Carry out a training workshop on procurement	X				MINEC/ UNDP	25,000	25,000	11888	

enhanced.	2.2. Develop and finalise the programme on financial accountability.	X				MINEC/ UNDP	10,000	10,000	11888
	2.3. Conduct training on financial accountability.		X			MINEC/ UNDP	20,000	20,000	11888
	2.4. Assess the impact of the project management training.			X		MINEC/ UNDP	10,000	10,000	11888
	2.5. Provide equipment and supplies based on the needs assessment.	X				UNDP	80,000	80,000	11888
	3. M&E capabilities enhanced.		X	X	X	UNDP	45,000	45,000	11888
3. M&E capabilities enhanced.	3.1. Establish an M&E position in UNDP CO.			X		UNDP	10,000	10,000	11888
	3.2. Create an M&E database.			X		UNDP	10,000	10,000	11888
	3.3. Carry out a feasibility study of transferring funds to the Ministry of Finance.	X		X		UNDP	20,000	20,000	11888
4. Country office support to capacity development increased.	4.1. 3 National positions (Decentralisation, HIV/AIDS/gender, and communication).	X	X	X		UNDP	135,000	135,000	TRAC: 100,000 11888: 35,000
	4.2. General service positions (1 on programme finance, 1 on programme associate)	X	X	X		UNDP	80,000	80,000	11888
	4.3. Ensure UNDP support to Delivering as One (e.g. ad-hoc workshops, events to celebrate international days, communication etc.)	X	X	X		UNDP	50,000	50,000	11888
	TOTAL						595,000	595,000	TRAC: 100,000 11888: 495,000

**M&E Framework**

<b>AWP Expected results</b>	<b>Indicators, baselines and targets</b>	<b>Means of Verification</b>
1. Leadership capabilities for government officials in key Ministries improved.	<ul style="list-style-type: none"> <li>▪ Final training needs assessment report.</li> <li>▪ Leadership training modules.</li> <li>▪ # of government officials trained.</li> <li>▪ Rating from the training assessment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training workshop report.</li> <li>▪ Training assessment report.</li> </ul>
2. Capacities of IPs and CO staff on project management enhanced.	<ul style="list-style-type: none"> <li>▪ # of IPs and CO staff trained on procurement principles.</li> <li>▪ # of IPs and CO staff trained on financial accountability.</li> <li>▪ Rating from the training assessment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Procurement training workshop report.</li> <li>▪ Financial accountability workshop report.</li> <li>▪ Training assessment report.</li> </ul>
3. M&E capabilities enhanced.	<ul style="list-style-type: none"> <li>▪ Recruitment of M&amp;E officer.</li> <li>▪ Functioning M&amp;E database.</li> </ul>	<ul style="list-style-type: none"> <li>▪ M&amp;E database.</li> </ul>
4. Country office support to capacity development increased.	<ul style="list-style-type: none"> <li>▪ 1 professional position sourced.</li> <li>▪ 2 general service positions sourced.</li> </ul>	

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**Project Management Arrangement:**

The project will utilize the NEX modality. While the implementation support service (ISS) fees<sup>1</sup> are in many cases charged to cover direct costs for the services provided by UNDP to national institutions, there was an agreement, as per signed CPAP, between UNDP and the Government of Mozambique to include such expenses under CPAP. UNDP will thus report to the Government in early 2009 on the expenditures incurred up to 31 December 2008, in line with this AWP.

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<sup>1</sup> Normal ISS charges include: (a) Payments, disbursements and other financial transactions; (b) Recruitment of staff, project personnel and consultants; (c) Procurement of services and equipment, including disposal; (d) Organisation of training activities, conferences and workshops; (e) Travel authorization, VISA requests, ticketing and travel arrangements; and (f) Shipment, custom clearance, vehicle registration and accreditation.

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## Project Monitoring and Evaluation

In accordance with the UNDP programming policies and procedures, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the M&E framework as above.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Government. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

**Legal Context:**

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".