



GOVERNMENT OF MOZAMBIQUE

UNITED NATIONS DEVELOPMENT PROGRAMME
**LOCAL ECONOMIC DEVELOPMENT SUPPORT PROGRAMME IN
MOZAMBIQUE**
(ART-PAPDEL)

PROGRAMME DOCUMENT

2009 - 2011

Summary

ART (Articulation of Territorial and Thematic Networks for Human Development) is an initiative of the UNDP which, in the framework of international cooperation, seeks to coordinate programmes and activities of various actors, including United Nations agencies, through establishing a global cooperation mechanism that links regional, local, national and international actors. Thus a new type of multilateralism is promoted which favours the active participation of the local communities and of social actors of all the countries involved. ART thus contributes towards a better coordination of development aid in line with the Paris Declaration and with the European consensus on the Effectiveness of Cooperation, as well as in compliance with the Millennium Goals.

This ART – PAPDEL Programme Document makes the ART mechanism operational in its Local Economic Development component, and is part of the Poverty Reduction Strategy of the Government of the Republic of Mozambique. That strategy is made operational by the Ministry of Planning and Development through the National Directorate for the Promotion of Rural Development. The forecast duration of the programme is 3 years and the resources envisaged for achieving it are US\$ 7.143.814

Maputo, Junho 2009

Country: **MOZAMBIQUE**

Outcome of the UNDAF pillar: By 2009, Government and CSO capacity at national, provincial and local level, strengthened to plan, implement and monitor socio-economic development in a transparent, accountable, equitable and participatory way in order to achieve the MGDs

Expected outcomes (from UNDAF):

- 1.1 Decentralised government capacity strengthened in all provinces, at least 50 districts and at least 3 municipalities for participatory and gender responsive planning, monitoring and evaluation, gender sensitive needs assessment as well as coordination and partnership.
- 1.2 Government capacity in all provinces, at least 50 districts and 3 municipalities (South, Centre and North) improved to implement, coordinate and support the efficient and accountable delivery of integrated basic services
- 1.3 National level policy management, harmonization and alignment capacities strengthened at downstream and upstream level
- 1.6. Civil society organizations and structures (including traditional authorities) strengthened and involved in the development agenda at national and decentralised level.

Expected outcomes (from CPAP):

- 2.1.1. Participatory planning, monitoring and evaluation processes and capacities strengthened in focus districts and municipalities.
- 2.1.2. Selected provincial, and district government restructuring and organizational development processes supported, and inter-sectoral coordination capacities strengthened..
- 2.1.3. Priority local service delivery processes and mechanisms simplified, rendered more efficient and made more accessible and responsive to users in selected provinces and districts..
- 2.1.4. Organizational and service delivery capacities of selected municipalities strengthened..
- 2.1.6 Information management and communication capacities strengthened in selected provinces, districts and municipalities..
- 2.1.7 District and provincial government monitoring and evaluation system developed/strengthened..
- 2.1.8 Increased access to business development services facilitated in selected areas (Nampula, Cabo Delgado and Gaza).
- 2.2.1 Community organizational development capacities strengthened in selected provinces, districts and municipalities and community consultation bodies (IPCCs) strengthened.
- 2.2.2 Community capacities in participatory development and project planning, management, monitoring and evaluation strengthened.

Implementation Partners: Ministry of Foreign Affairs; Ministry of Planning and Development – National Directorate for the Promotion of Rural Development;

Other partners: United Nations Agencies (UNDP, ILO, UNESCO, UNIFEM, WHO, UNICEF, UNIDO), Cabo Delgado, Gaza, Inhambane and Nampula local governments, MAE (Ministry of State Administration), National LEDA Network, National Association of Municipalities, MIC (Ministry of Industry and Trade), MCT (Ministry of Science and Technology), IPEME (Institute of Small and Medium Companies) and universities.

<p>Programme period: 2009 – 2011 (3 years)</p> <p>Programme component: Local Economic Development</p> <p>Project title: ART PAPDEL Mozambique – Local Economic Development Support Programme in Mozambique</p> <p>ID Award: 00046330</p> <p>ID Project: 00061417</p> <p>Project duration: 3 years</p> <p>Management agreement: NEX – National Execution</p>	<p>ORÇAMENTO TOTAL: US\$ 7.143.814</p> <p>UNDP TRAC: US\$ 450.000</p> <p>GOVERNO: US\$ 500.000</p> <p>UNDP ART INT: US\$ 6.193.814</p>
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<p>For the Ministry of Foreign Affairs and Cooperation:</p> <p>Date and stamp:</p>	<p>_____</p> <p>Oldemiro Júlio Balói</p> <p><i>Minister</i></p>
<p>For the Ministry of Planning and Development:</p> <p>Date and stamp:</p> <p style="text-align: right;">For UNDP:</p> <p>Date and stamp:</p>	<p>_____</p> <p>Aiuba Cuereneia</p> <p><i>Minister</i></p> <p>_____</p> <p>Ndolamb Ngokwey</p> <p><i>Resident Representative</i></p>

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1. SITUATION ANALYSIS AND CONTEXT

1.1. Socio-economic situation

Surface area: 799,380 km²

Political-Administrative Division: 10 provinces; 128 districts; 43 municipalities

Population: 20,530,714 (INE 2007)

Life expectancy: 42.8 years (HDR 2007-08)

Literacy among people aged 15 and above: 38.7% (HDR 2007-08)

HDI: 0.384 (172 out of 177 countries, HDR 2007-08)

Mozambique is one of the countries with the highest economic growth rates in the world. According to data from the National Statistics Institute of Mozambique, in 2007 the Gross Domestic Product grew by 7% in comparison with the previous year. However, GDP per capita is among the lowest in the world, at an estimated 422.8 US\$ in 2007 (INE, 2007 yearbook)

The economy is based on the primary sector, with 23.6% of GDP coming from agriculture and livestock. The secondary sector is growing, thanks to the dynamism of the building industry, concentrated in rebuilding the country's infrastructures, such as bridges, dams, roads, wells and water supply systems (PES, 2008).

The distribution of wealth is very uneven between the rural and urban population. The former represents 65% of the country's population, but only generates between 25 and 30% of the Gross Added Value.

In order to reduce the incidence of poverty, the Mozambican government gives priority to the areas of rural development, improvement in macro-economic and financial management, agriculture, human capital, education, health and basic infrastructures, according to the Action Plan for the Reduction of Absolute Poverty for 2006-2009 (PARPA II).

In this context, the provision of public services to citizens is fundamental and the reform of the public administration is a major challenge. Decentralisation was understood as an instrument to promote development throughout the country, and for this a series of initiatives were launched, namely the formulation of an appropriate legal framework, and the establishment of innovative programmes such as the Decentralised Planning and Finance Programme (PPFD), with a positive impact across the country.

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1.2. National policies into which the Programme fits

It is commonly agreed in Mozambique that sustainable reduction in poverty is closely linked with local economic growth, and with the process of decentralisation and deconcentration, as well as with the creation of institutions that are committed and qualified to promote the participation of civil society and the local communities. Decentralisation and deconcentration of the public administration are two fundamental pillars in modernising the state, as the Constitution of the Republic establishes in article 263 (2004).

Decentralisation is the transfer of responsibilities, decision making powers and resources from the central and/or local state bodies to the municipalities, governed by the Law on Local Authorities (2/97) of 18 February, which regulates their functioning, jurisdiction and powers.

As for **deconcentration**, this is the transfer of responsibilities, decision making powers and resources from central to local state bodies, in respect for the principles of unity, hierarchy and institutional coordination.

Its legal framework includes Law no. 8/2003 (Law on Local State Bodies) of 19 May, which defines territorial organisation, and its institutional levels. The powers and functions of each are described in detail in the regulation of the Law on State Bodies (Decree no. 11/2005). This defines the district as the basis for the socio-economic and cultural planning of the Republic and a pole of development. It declares that community participation is an imperative element in all processes at local level.

1.3. ART International Initiative

ART (Articulation of Territorial and Thematic Networks for Human Development) is an initiative of the UNDP which, in the framework of international cooperation, seeks to coordinate programmes and activities of various actors, including United Nations agencies, through establishing a global cooperation mechanism that links regional, local, national and international actors. Thus a new type of multilateralism is promoted which favours the active participation of the local communities and of social actors of all the countries involved. ART thus contributes towards a better coordination of development aid in line with the Paris Declaration and with the European consensus on the Effectiveness of Cooperation, as well as in compliance with the Millennium Goals.

The ART initiative currently covers the following countries: Albania, Bolivia, Colombia, Cuba, Dominican Republic, Ecuador, Guatemala, Honduras, Indonesia, Lebanon, Morocco, Mozambique, Nicaragua, El Salvador, Senegal, Serbia, Sri Lanka and Uruguay, and enjoys support from the governments of Germany, Belgium, France, Holland, Italy, Spain, Canada, Japan, Monaco, Portugal, Sweden, Switzerland, Britain and the European Union, among others.

The ART focus is based on three premises:

1. That each of the eight Millennium Development Goals is closely linked to the others, and they can only be attained by working in an integrated and inter-sector fashion.
2. That in order to fight successfully against poverty, illiteracy, discrimination, disease, degradation of the environment, social disintegration and violence, it is not enough to act upon the visible expressions of these phenomena, but one should act upon their causes.
3. That, in order to overcome the structural obstacles that limit human development, joint efforts by all local, national and international actors are needed.

2.1. Context of Local Economic Development (LED) in Mozambique

The LED approach in Mozambique has been promoted by PNUD starting from the **PDHL**¹ programme, and is institutionalised by the Ministry of State Administration.

This programme promoted the establishment of the first *local economic development agencies* (LEDAs) of the country, in Manica, Maputo and Sofala, as mechanisms to implement the LED approach in Mozambique. The subsequent programme, named **APPI**², extended this working logic to Zambézia and Nampula provinces, by supporting the creation of the respective LEDAs.

The Mozambican Government's *Rural Development Strategy* (EDR) assumes that "rural development is the process of improving conditions of life, work, leisure and well-being among the people who live in the rural areas". Its main objective is to help ensure that planning policies and instruments are consistent with the perspectives of pro-rural transformation of the pattern of wealth creation and accumulation in Mozambique.

In 2006, the Government set up the Local Initiative Investment Budget (OIL) to stimulate the economy, through establishing income, employment and food projects in order to improve food security and diversify agricultural projects.

The EDR and PARPA itself set out the need to strengthen the LEDAs, taking into account that they represent forums to facilitate dialogue and the harmonisation 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, 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.

2. STRATEGY

2.1. Programme objectives

2.1.1. Strategic objective

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*".

¹ 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.

² APPI - "Anti-Poverty Partnership Initiatives" (2004-2006), a multilateral programme (UNDP-UNOPS-ILO).

2.1.2. Specific objectives

- Technical, human and institutional capacities for Local Economic Development strengthened at the various territorial levels of intervention.
- Coordination of the various actors in local economic development encouraged.

2.2. Methodological approach of ART-PAPDEL Mozambique

This obeys the ART-International methodological lines, which are implemented in various countries, taking their specific characteristics into account. In Mozambique, particular stress will be laid on Local Economic Development (LED).

The ART methodology stresses, conceptually and structurally, the coordination of a multiplicity of themes, territories and actors at various levels (local, national and international), stimulating interaction between them around common themes of interest for cooperation, and forming dynamic networks of knowledge to support development, particularly local economic development.

This methodological approach involves, among other aspects, the establishment of thematic and territorial working groups and sub-groups, and networks of social actors, and their coordination to share knowledge and to participate in thematic debates. The results of the working group discussions contribute to policy formulation. Other forms of coordination practiced by the Programme include participation in/or organisation of events in order to draw together the LED actors through dynamic networks of knowledge in the spirit of South-South, North-South and South-North cooperation.

The articulation with UN Agencies constitutes equally a methodological element of the ART PAPDEL programme that will look for synergies with ILO in the field of LED professionals training. with UNESCO supporting local cultural artisans in business setting up, with UNCDF with LED complementarities, with UNIDO in supporting microenterprises and UNIFEM in supporting of women empowerment initiatives In its implementation the ART PAPDEL programme will take into account the existing Value Chain Joint programme. The ART PAPDEL by its nature is opened and seeks for new partnerships including with UN agencies where colaboaration possibilities are identified.

2.2.1. Coordination mechanisms

A) Local Economic Development Working Groups (LED-WG)

Set up on the basis of pre-existing structures, the working groups represent a multi-sector technical structure which, at the various levels, facilitates coordination and harmonisation of integrated local economic development, by promoting continual communication and creating room for the discussion of relevant matters.

- **Local Working Groups: LED- LWG**
 - *District Working Groups*: LED- DWG (District Government - ETD, CCL, OSC, Private Sector)
 - *Municipal Working Groups*: LED-MWG (Municipal Government, CSOs, Private Sector)

- **Provincial Working Groups:** LED-PWG (Provincial Government - EPAP, LEDA, CSOs, Private Sector)
- **National Working Group:** NWG-CIDEL (Local Economic Development Inter-sector Committee)

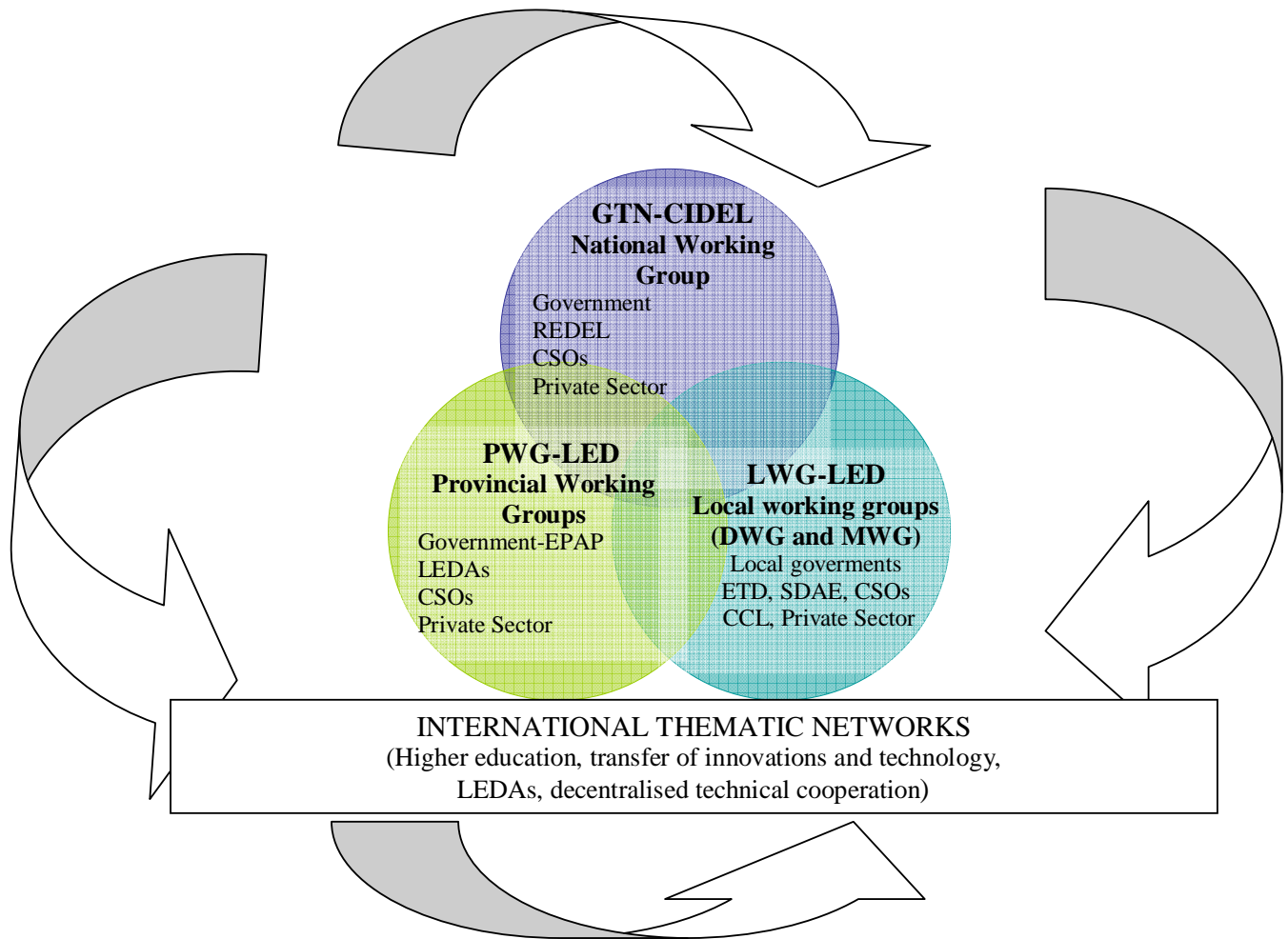
B) National LEDA Network (REDEL)

The National LEDA Network (REDEL) brings Mozambique's LEDAs together and its objective is to strengthen their capacities and coordinate their initiatives, as well as to coordinate with the International Network of Local Economic Development Agencies to promote LED in their territories.

C) International thematic networks

The international thematic networks are at the disposal of the cooperation needs and proposals of the Working Groups and of REDEL. They are coordinated by the UNDP Hub for Innovative Partnerships in Geneva, and by the ART offices in Seville and in Italy. They cover:

- A network of universities associated to the ART International Initiative, which, together with Mozambican universities, promotes higher level academic training in LED as well as the systematisation of concrete LED success experiences in the country.
- A network of scientific institutions and United Nations agencies that identify the innovations and technologies with the greatest potential for LED in Mozambique and circulate them in collaboration with the Ministry of Science and Technology through South-South, South-North and North-South cooperation mechanisms.
- The LEDA International Network and the actors of decentralised cooperation who manage productive projects of common economic interest as well as technical and business training activities.



2.2.2. Programme Coordination and Supervision

The National Coordination Committee (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 Planning and Development and will be formed by:

- UNDP-Mozambique and other United Nations agencies involved in LED.
- The international cooperation partners participating in the Programme.
- 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.).

New Government or cooperation partners who join ART-PAPDEL during its implementation may form part of the CNC. The CNC technical secretariat will be guaranteed by the National Directorate for the Promotion of Rural Development (DNPDR).

2.2.3. Programme implementation strategy

To achieve the specific objectives, the Programme will rely 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 begins in 2009, covering in a pilot phase 4 provinces (Cabo Delgado, Gaza, Inhambane and Nampula), from which 16 districts and 10 municipalities will be selected.

Gradually, depending on the outcomes and good practices of the pilot phase and of the availability of resources, the Programme will cover all the districts and municipalities of each of the provinces.

However, the programme will cover the entire country in the insertion of LED into strategic and operative district and municipal planning.

Participatory local planning

The programme will complement strategic planning (PEDD and PEM) and annual planning (PESOD and PESOM), including the LED approach through a methodology agreed with the various actors. To this end, it will use the existing instruments and structures (ETD, EPAP, Consultative Councils) and will coordinate 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 is necessary to complete the virtuous cycle of local development, since it envisages capitalising on the territory's endogenous resources and making use of the exogenous opportunities offered by public investment.

Institutional support for the LEDAs and the DPDRs

Among the instruments that will allow implementation of activities, in both the project planning and implementation phases are the DPDRs and the LEDAs. The Programme envisages technical assistance for the institutional strengthening both of the DPDRs of the entire country and of the LEDAs, in order to stimulate their role.

Technical assistance to the OIIL

The programme will support the district governments and other local actors in creating the capacities and skills to identify the potential and vectors of LED. From these, value chains will be identified and analysed, 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 will be included on the local and functional literacy curricula. At higher level, a master's degree in LED will be set up, and a LED subject will be included in BA Programmes in economics, agronomy, rural development and tourism.

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. Stimuli must be created with immediate effect for the beneficiaries, so as to manage their expectations and keep up their interest and involvement.

LED strategic plan

In order to define the LED priority actions, resources and actions with immediate impact, a LED Strategic Plan for the entire country will be developed.

Vulnerable groups

In the ART PAPDEL-Mozambique intervention, a policy will be promoted of including the most vulnerable strata, disableds, elderly and others namely, through supporting the creation of specific solutions for their integration into the LED process.

Gender

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 will prioritise the role of women in training and in their integration into knowledge networks. It will support 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 will include documentation of the initiatives and methodologies, and cataloguing and disseminating good practices which, among others, will be captured through monitoring and evaluation. 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.

Programme sustainability

The National Execution (NEX) modality 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.

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 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 will make 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.

2.3. Outcomes expected from the Programme

The Programme will be developed over three years and expects to attain the following outcomes:

LOCAL LEVEL

1. LEDAs, DPDRs and enterprise incubators set up and/or strengthened.
2. LED approach inserted into local planning procedures.
3. Business initiatives promoted and supported.
4. Local coordination mechanisms established.
5. Projects with immediate impact promoted.
6. LED knowledge management system established at local level.
7. Education for development promoted as an instrument for the sustainability of local economic development through including LED into local curricula.

NATIONAL LEVEL

8. National coordination mechanisms established.
9. National institutions relevant to LED strengthened.
10. LED Strategic Plan drawn up and approved.
11. LED knowledge management system established at national level.

12. Master's degree in Local Economic Development set up, and LED subject inserted into the BA programmes in Economics, Rural Development, Agronomy and Tourism.

INTERNATIONAL LEVEL

13. International cooperation for local economic development (decentralised, South-South, South-North and North-South) promoted and strengthened.

PROGRAMME MANAGEMENT

14. Programme management system established and operational.

3.1 Main activities by outcomes

Outcome 1: National and local relevant institutional for LED, set up and/or strengthened.

1.1. Draw up the operational diagnosis of the LEDAs throughout the country and draft the programme of institutional strengthening.

Partners: Municipalities, Network of LEDAs, local CSOs, Private Sector

Total budget required: US\$ 10,000 (travel and hiring services)

Missions of the DNPDR (CTA and National Counterpart) to the provinces are envisaged to support the DPDR in diagnostic activities and drawing up arrangements.

1.2 Institutional strengthening of the DPDRs.

Total budget required: US\$ 70,000 (computer and office equipment)

1.3 Institutional strengthening of the LEDAs in the selected provinces.

Partner: LEDAs

Total budget required: US\$ 1,000,000 (operational costs, staff costs and equipment)

Operational costs and staff: US\$ 840,000 (in average 5 per each ADEL and operating costs

IT equipment: US\$100,000 (At least 5 computers one printer and scan for the each agency)

Furnitures US\$60,000 (desks, chairs for the 5 LEDAS)

The Programme envisages supporting the LEDAs that lack institutional support (Cabo Delgado, Nampula, Niassa, Tete, Maputo City, Maputo Province, Inhambane, Zambézia and

Gaza). To ensure institutional sustainability and consolidation of the concept of LEDA, arrangements between the LEDAs and the DPPFs are envisaged, so that the latter support the LEDAs in staff and a minimum amount of equipment. Each LEDA should gradually have its own space through partnership with the provincial, district and municipal governments, or through its own members.

1.4 Build the capacity of the LEDA and DPDR in drawing up feasibility studies for setting up emerging local economic initiatives for the implementation of district investment (public and private).

Partners: Network of LEDAs, LED-WG

Total budget required: US\$ 60,000 (capacity building seminars)

Capacity building modules held by regions (north, centre and south), in order to train trainers. The capacity building will include exchanges of experiences of a technical nature between the DPDR and the LEDA with effective field work.

1.5 Build the capacity of, and strengthen institutionally the LEDA and DPDR in the spheres of LED, district land use plans (PDUT), identifying business potential and opportunities, the LED vectors and value chains, and develop territorial marketing.

Partners: DPCAA, DPA, LED-WG, SDAE, LEDAs and international networks

Total budget required: US\$ 200,000 (capacity building seminars)

This includes on-line capacity building of staff (Course DELNET-ILO).

1.6 Hold feasibility studies on the establishment of enterprise incubators, techno-centres, machine centres and technology centres (agro-business) to be managed by the State, by the LEDAs or through some other form of management

Partners: LEDAs, provincial governments, international networks

Total budget required: US\$ 80,000 (travel, consultancy)

Hold prior market studies (DPDRs and LEDAs, in coordination with the municipalities, INEFP, DPIC, DPT, INE, etc.) in the target provinces, including a performance analysis of the primary (agriculture and fishing), secondary (industry), and tertiary (trade, tourism and other services) sectors, and an analysis of the informal economy and of the business spirit. Thus technical assistance missions will be activated as from the decentralised cooperation to draw up the feasibility studies.

1.7 Set up enterprise incubators, techno-centres, machine centres and technology centres (agro-business) to be managed by the State, by the LEDAs or through some other form of management

Partners: IPEME, MCT, INEFP, municipalities, LEDAs, universities

Total budget required: US\$ 350,000 (infrastructures, equipment)

Outcome 2: LED approach inserted into local planning procedures.

2.1 Capacity building of the local government and Consultative Councils in identifying potential, LED vectors, value chains and territorial marketing.

Partners: PNPFD, LEDAs, Local Governments, CCL, LED-LWG

Total budget required: US\$ 360,000 (technical assistance and capacity building, seminars)

This activity will be undertaken by mixed teams including staff from DPDRs, LEDAs and PNPFD. The team is responsible for preparing and facilitating the capacity building sessions.

2.2. Introduce, in coordination with PNPFD, the LED approach in strategic and annual planning and its presentation in workshops.

Partners: PNPFD, Local Governments and CCL

Total budget required: US\$ 360,000 (technical assistance and capacity building, seminars)

The methodology for inserting the LED approach will contain a check list that will define the quality criteria of the documents to be produced.

2.3. Draw up the LED methodological series (methodology for inserting the LED approach into local strategic and annual planning, methodological guides for identifying potential, LED vectors, value chains, business opportunities, feasibility studies, territorial marketing and others, in coordination with PNPFD).

Partners: PNPFD, LEDAs, LED-WG

Total budget required: US\$ 15,000 (technical assistance, publications, seminars)

Outcome 3: Business initiatives promoted and supported

3.1 Build the capacity of the local governments and the beneficiaries of the OIIL funds to draw up feasibility studies of income generating projects.

Partners: LEDAs, DPO, local governments

Total budget required: 190.000 US\$ (technical assistance and capacity building)

3.2 Support the establishment and/or consolidation of emerging local economic initiatives to implement district investments (public and private) through the MERAs (Rural Associative Micro-Companies) of construction and production of local material,

Partners: DPOPH, local governments, incubators, LEDAs

Total budget required: US\$ 150,000 (technical assistance and capacity building, travel)

Since public investment defines minimum quality standards, the capacity building and supervision will necessarily include the Provincial Directorates of Public Works and Housing.

3.3 Build the capacity of local business people (potential and existent) and assist them technically in management and production.

Partners: Incubators, LEDAs, DPOPH, DPA, decentralised cooperation, CSOs, local governments, Consultative Councils.

Total budget required: US\$ 150,000 (assistance and capacity building)

3.4 Analyse the socio-economic feasibility of the projects so that they can be duly approved

Partners: LEDAs, NGOs, local governments, Consultative Councils

Total budget required: US\$ 75,000 (technical assistance, travel)

3.5 Finance concrete projects that benefit the vulnerable strata of the population (disableds, elderly and others) and guarantee the empowerment of women

Partners: LEDAs, NGOs

Total budget required: US\$ 440,000 (infrastructures and technical assistance)

The DPDRs and the LEDAs (or NGOs) provide technical assistance and capacity building for the local government and business people for:

- a. Project identification.
- b. Impact analysis and feasibility studies, including forms of reimbursement and suggestions of national and international coordination.
- c. Consideration by the Consultative Councils and the local governments.

The dossier will then be sent to the DNPDR, and once considered it will be implemented starting from the focal point for projects of impact and the CTA, which will follow up the project. Later contacts will be established for coordination with the national and international networks.

In the selected provinces, it is envisaged that 11 projects will be undertaken with a maximum capital cost of US\$ 40,000 each. The costs of feasibility studies and missions will have a maximum budget of US\$ 6,800 for each project.

Outcome 4: Local , national and international coordination mechanisms established

4.1 Form and train the Provincial, District and Municipal Working Groups to support LED in the selected district, municipalities and provinces.

Partners: ANAMM, EPAP, universities, local governments, ETD, LEDAs, private sector, IPCC, Consultative Councils.

Total budget required: US\$ 50,000 (travel, seminars)

4.2. Establish the National Coordination Committee (CNC)

Partners: MPD, Cooperation partners, UN, Other Ministries

Total budget required: US\$ 7,000 (seminars)

4.3 Set up the National LED working group and support its capacity building and operations

Partners: GTN-CIDEL, REDEL, Private Sector, Civil Society

Total budget required: US\$ 15,000 (seminars, travel)

4.4 Support the operations of the LEDAs National network

Partner: REDEL (LEDAs National Network)

Total budget required: US\$ 40,000 (travel, materials, seminars)

There will be a person responsible for stimulating the work of the networks, who will also be the focal point of the LEDAs Network.

4.5 Support the operations of the National Association of Municipalities of Mozambique (ANAMM)

Partner: ANAMM

Total budget required: US\$ 40,000 (travel, materials, and seminars).

4.6 Support the operations of the Institute for the Promotion of Small and Medium Companies (IPEME)

Partner: IPEME

Total budget required: US\$ 40,000 (travel, materials, and seminars).

4.7 Support the operations of the National Directorate for the Promotion of Rural Development (DNPDR)

Partner: DNPDR

Total budget required: US\$ 40,000 (travel, materials, and seminars).

4.8 Hold international missions to transfer knowledge in LED, including national, provincial, district and municipal authorities, the LEDAs and the LEDAs National Network.

Partners: International thematic networks

Total budget required: US\$ 90,000 (travel)

4.9 Organise an international LED conference (SADC region)

Partners: UNDP-ART International

Total budget required: US\$ 165,000 (seminar, travel)

Outcome 5: LED knowledge management system established at local level.

5.1 Draw up education materials in collaboration with the LEDAs to facilitate the insertion of LED into local curricula

Partners: DPEC, SDEC, Schools, LEDA, GTD

Total budget required: US\$ 52,000 (capacity building, travel, seminars)

5.2 Draw up a post-graduate (masters) course in Local Economic Development with the cooperation of various foreign universities.

Partners: Universities

Total budget required: US\$ 60,000 (travel, materials)

5.3 Coordinate with the faculties on the insertion of LED materials into higher level courses.

Partner: Universities

Total budget required: US\$ 10,000 (technical assistance and capacity building)

In 2009 the curriculum for the master's degree will be drawn up. It will last for two years in a regime of semi-attendance.

5.4 Organise national events to share knowledge about LED

Partner: REDEL, GTN-CIDEL, LEDAs

Total budget required: US\$ 75,000 (travel, capacity building seminars)

We envisage holding a national event in 2010 and 2011. For greater publicity, it is envisaged that the events will be held in the three regions of the country.

5.5 Organise the LED National Innovation Prize

Partners: Ministry of Science and Technology (MCT), GTN-CIDEL, industrial institutes, INEFP, GTP-DEL

Total budget required: US\$ 30,000 (travel, seminars, and prize)

5.6 Draw up an LED data base to systematise good practices, lessons learnt and the methodological materials of the Programme

Partner: GTN-CIDEL

Total budget required: US\$ 5,000 (technical assistance)

5.7 Draw up and implement the communication strategy of ART-PAPDEL Mozambique

Partners: Local, national, international networks

Total budget required: US\$ 15,000 (technical assistance)

5.8 Improve or design provincial, district and municipal web pages, including LED themes

Partners: Universities, CPRD, CRCT, local governments, LEDAs, ICS, LWD-LED

Total budget required: US\$ 30,000 (technical assistance)

The provincial web pages should include windows for the districts and municipalities. This activity will be undertaken with resort to the state institutions specialised in this area, such as the Provincial Digital Resource Centres (CPRD). Arrangements will also be made with the universities to absorb students who, with apprenticeship contracts, will design the web page as end of course work.

5.9 Strengthen institutionally the CMC and community radios

Partner: LEDAs, CRCT, CPRD, ICS

Total budget required: US\$ 45,000 (technical assistance and capacity building, travel and equipment)

The LED theme will be included in the radio content, promoting programmes in local languages. There may be a greater flow of resources, if they are defined as impact projects.

Outcome 6: LED Strategic Plan drawn up and approved

6.1 Draw up the LED Strategic Plan in a participatory manner

Total budget required: US\$ 20,000 (travel and materials)

6.2 Develop a strategy to mobilise resources to implement the LED Strategic Plan

Partners: REDEL, international cooperation partners

Total budget required: US\$ 25,000 (travel and seminars)

Outcome 7: Programme management system established and operational

7.1 Technical Assistance to the programme

Total budget required: **US\$ 1,939,000 (staff)**

it includes

1 CTA (US\$450,000.00)

1 internacional LED specialist (US\$50,000.00)

1 UNV based in Nampula, (US\$186,000.00)

7.2 Programme management

Total budget required: US\$ 530.000 (support staff, travel, equipment, operational costs)

Includes support staff (US\$ 72,000), programming, implementaion and technical meetings/missions that will be conducted both at field and at DNPDR will make (US\$50,000), equipment (vehicles and others, US\$ 250,000), operational costs (US\$ 50,000) and contractual sevices (US\$ 108000).

7.3 Monitoring and evaluation

Total budget required: US\$ 125.000 (travel)

Monitoring and evaluation will be undertaken by the DNPDR and by UNDP.

DNPDR (US\$65.000,00)

UNDP (US\$60.000,00)

7.4 Administrative costs UNDP (GMS 3%)

Total budget required: US\$ 185,814

3. TABLE OF OUTCOMES AND RESOURCES

Objectives sought according to the table of outcomes of the UNDP country office:

- 2.1.5 Participatory planning, monitoring and evaluation and capacities in focal district and municipalities strengthened.
- 2.1.6 Restructuring and organisational development supported and inter-sector coordination capacity of the selected provincial and district governments strengthened.
- 2.1.7 Procedures and mechanisms for providing local priority services simplified, making them more efficient and accessible and so that they meet the needs of users in the selected provinces and districts
- 2.1.8 Organisational and service provision capacities of the selected municipalities strengthened.
- 2.1.9 Information and communication management capacities strengthened in the selected provinces, districts and municipalities
- 2.1.10 Evaluation and monitoring systems developed / strengthened in the district and provincial governments
- 2.1.11 Access facilitated to services promoting private initiative in the selected provinces and districts.
- 2.2.1 Organisational development capacities of the communities and of the community participation and consultation institutions (IPCC) strengthened in the selected provinces, districts and municipalities.

UNDP Strategic Plan:**Objective 1: Attain the MDGs and the reduction of human poverty**

Relevant indicators:

5. Strengthened capacities of the local governments and of other interested parties to promote participatory local development and support the achievement of the MDGs

6. Policies, strategies and partnerships established to promote the collaboration of the public and private sectors, as well as the development of the private sector and of the market to the benefit of the poor, and to guarantee that low income households and small companies have access to a broad range of financial and legal services.

7. National capacities strengthened for integration into the world economic system and to compete internationally, in line with attaining the MDGs and with other development objectives agreed internationally.

Objective 2. Promote democratic governance

Relevant indicators:

1. Civil society, including civil society organisations and associations of volunteers and the private sector contribute towards achieving the MDG in support of the strategies and policies of national planning.

Title and code of the project: ART PAPDEL – Local Economic Development Support Programme of Mozambique

Outcome expected	Indicators (including starting point and targets) and means of verification	Indicative activities	Budget required
1. National and local relevant institutional for LED, set up and/or strengthened	Indicators: <ul style="list-style-type: none"> • Number of LEDAs set up and/or strengthened and of DPDR strengthened • Number of LED methodologies drawn up • Number of feasibility studies for the 	1.1 Draw up the operational diagnosis of the LEDAs throughout the country and draft the programme of institutional strengthening. 1.2 Institutional strengthening of the DPDR. 1.3 Institutional strengthening of LEDAs in the selected provinces.	1.1 US\$ 10,000 (travel and hired services) 1.2 US\$ 70,000 (computer and office equipment) 1.3 US\$ 1,000,000 (operational costs, staff costs and

	<p>enterprise incubators drawn up</p> <ul style="list-style-type: none"> • Number of enterprise incubators, techno-centres and business promotion centres operational • Number of events in which ANAMM takes part • Number of companies advised by IPEME • Number of meetings organised by the DNPDR <p>Starting point:</p> <ul style="list-style-type: none"> • LEDAs and DPDRs with poor or no capacities <p>Targets:</p> <p>a) <i>At least 4 agencies strengthened and 2 set up</i></p> <p>b) <i>All the DPDR (11) strengthened</i></p> <p>c) <i>At least 2 decentralised cooperation missions to draw up incubator feasibility studies</i></p> <p>d) <i>At least 2 feasibility studies drawn up</i></p> <p>e) <i>At least 2 incubators established</i></p> <p>Means of verification:</p> <ul style="list-style-type: none"> • Quarterly progress reports • Reports on exchange of experiences and good practices undertaken by the LEDAs and the DPDRs 	<p>1.4 Build the capacity of the LEDAs and DPDRs in drawing up feasibility studies for setting up emerging local economic initiatives for the implementation of district investment (public and private).</p> <p>1.5 Build the capacity of, and strengthen institutionally the LEDAs and DPDRs in the spheres of LED, district land use plans (PDUT), identifying business potential and opportunities, the LED vectors and value chains, and develop territorial marketing.</p> <p>1.6 Hold feasibility studies on the establishment of enterprise incubators, techno-centres, machine centres and technology centres (agro-business) to be managed by the State, by the LEDAs or through some other form of management.</p> <p>1.7 Set up enterprise incubators, techno-centres, machine centres and technology centres (agro-business) to be managed by the State, by the LEDAs or through some other form of management</p> <p>1.8 Support the operations of the National Association of Municipalities of Mozambique (ANAMM)</p> <p>1.9 Support the operations of the Institute for the Promotion of Small and Medium Companies (IPEME)</p> <p>1.10 Support the operations of the National Directorate for the Promotion of Rural Development (DNPDR)</p>	<p>equipment)</p> <p>1.4 US\$ 60,000 (capacity building seminars)</p> <p>1.5 US\$ 200,000 (capacity building seminars)</p> <p>1.6 US\$ 80,000 (travel, consultancies)</p> <p>1.7 US\$ 350,000 (infrastructures rehabilitations, equipment)</p> <p>1.8 US\$ 40,000 (travel, materials, seminars)</p> <p>1.9 US\$ 40,000 (travel, materials, seminars)</p> <p>1.10 US\$ 40,000 (travel, materials, seminars)</p> <p>SUB-TOTAL OUTCOME 1: US\$ 1,785,000</p>
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	<ul style="list-style-type: none"> • Quarterly financial information • Monitoring visits • Annual reports • Annual review 		
<p>2. LED approach inserted into local planning procedures</p>	<p>Indicators:</p> <ul style="list-style-type: none"> • Number of local governments with capacity increased • Number of LED vectors and value chains identified • Number of PEDD and PESOD which include the LED approach • Number of Municipal Development Plans that include the LED approach • Joint activities ART-PAPDEL/PPFD <p><i>f) At least 3 methodologies published and divulged</i></p> <p>Starting point:</p> <ul style="list-style-type: none"> • Poor insertion of LED in district planning <p>Targets:</p>	<p>2.1 Capacity building of the local government and Consultative Councils in identifying potential, LED vectors, value chains and territorial marketing.</p> <p>2.2 Introduce, in coordination with PNPFD, the LED approach in strategic and annual planning and its presentation in workshops.</p> <p>2.3 Draw up the LED methodological series (methodology for inserting the LED approach into local strategic and annual planning, methodological guides for identifying potential, LED vectors, value chains, business opportunities, feasibility studies, territorial marketing and others, in coordination with PNPFD).</p>	<p>2.1 US\$ 360,000 (technical assistance and capacity building, seminars)</p> <p>2.2 US\$ 360,000 (technical assistance and capacity building, seminars)</p> <p>2.3 US\$ 15,000 (technical assistance, publications, seminars)</p> <p>SUB-TOTAL OUTCOME 2: US\$ 720,000</p>

	<p>a) <i>At least 30% of the districts identify 3 LED vectors and value chains</i></p> <p>b) <i>At least 30% of the country's PEDD include the LED approach with the criteria defined in the LED methodology</i></p> <p>c) <i>At least 30% of the country's PESOD include the LED approach with the criteria defined in the LED methodology</i></p> <p>d) <i>At least 10 Municipal Development Plans include the LED approach</i></p> <p>Means of verification:</p> <ul style="list-style-type: none"> • Quarterly progress reports • Quarterly financial information • Monitoring visits • Annual reports • Annual Review 		
<p>3. Business initiatives promoted and supported</p>	<p>Indicators:</p> <ul style="list-style-type: none"> • Number of MERAs set up and legalised • Number of SMEs and micro- 	<p>3.1. Build the capacity of the local governments and the beneficiaries of the OIIL funds to draw up feasibility studies of income generating projects.</p> <p>3.2. Support the establishment and/or consolidation of emerging local economic initiatives to implement</p>	<p>3.1. 190,000 US\$ (technical assistance and capacity building.)</p> <p>3.2. US\$ 150,000 (technical assistance and capacity building,</p>

	<p>enterprises established</p> <ul style="list-style-type: none"> • Percentage of women business people supported • Number of capacity building sessions held <ul style="list-style-type: none"> • Number of projects assessed • Number of income projects financed • Number of jobs created • Percentage of women entrepreneurs and workers supported <p>Starting point:</p> <ul style="list-style-type: none"> • Weak local business structure <p>Targets:</p> <p><i>a) At least 50 business initiatives (of which 20 have women partners) supported and with a business structure legalised</i></p> <p><i>b) At least 10 capacity building sessions held benefiting 150 people of whom 30% are women</i></p> <p><i>c) At least 20 projects assessed</i></p> <p><i>d) At least 11 projects financed and implemented</i></p> <p><i>e) At least 100 jobs created</i></p> <p><i>f) At least 30 women implementing projects</i></p>	<p>district investments (public and private) through the MERA of construction and production of local material.</p> <p>3.3. Build the capacity of local business people (potential and actual) and assist them technically in management and production.</p> <p>3.4. Analyse the socio-economic feasibility of the projects so that they can be duly approved</p> <p>3.5. Finance concrete projects that benefit the vulnerable strata of the population and guarantee the empowerment of women</p>	<p>travel)</p> <p>3.3. US\$ 150,000 (assistance and capacity building)</p> <p>3.4. US\$ 75,000 (technical assistance, travel)</p> <p>3.5. US\$ 440,000 (infrastructures and technical assistance)</p> <p>SUB-TOTAL OUTCOME3: US\$ 490,000</p>
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	<p><i>g)</i> ANAMM dynamised</p> <p><i>h)</i> IPEME dynamised</p> <p><i>i)</i> DNPDR dynamised</p> <p>Means of verification:</p> <ul style="list-style-type: none"> • Quarterly progress reports • Quarterly financial information • Monitoring visits • Annual reports • Annual Review 		
<p>4. Local , national an international coordination mechanisms established</p>	<p>Indicators:</p> <ul style="list-style-type: none"> • Number of GTP, GTD and GTM set up and strengthened • Number and nature of institutions forming part of the WG-LED <ul style="list-style-type: none"> • Number of minutes of the CNC • Number of minutes of the NWG-CIDEL • Number of events in which the LEDAs national network takes part <ul style="list-style-type: none"> • Number of international missions to transfer knowledge in LED • Number of new strategic partners identified 	<p>4.1 Form and train the Provincial, District and Municipal Working Groups to support LED in the selected district, municipalities and provinces.</p> <p>4.1. Set up the National Coordinating Committee (CNC)</p> <p>4.2. Set up the National LED Working Group and support its capacity building and operations.</p> <p>4.3. Support the operations of the LEDAs National Network</p> <p>4.4. International missions to transfer knowledge in LED, including national, provincial, district and municipal authorities, the LEDAs and the LEDAs National Network</p> <p>4.5. Organise an international conference on LED (SADC region)</p> <p>4.6. Identify new strategic partners for the programme</p>	<p>4.1. US\$ 50,000 (travel, seminars)</p> <p>4.2. US\$ 7,000 (seminars)</p> <p>4.3. US\$ 15,000 (seminars, travel)</p> <p>4.4. US\$ 40,000 (travel, materials, seminars)</p> <p>4.5. US\$ 90,000 (travel)</p> <p>4.6. US\$ 165,000 (seminar, travel)</p>

	<p>Starting point:</p> <ul style="list-style-type: none"> • Poor coordination of the working groups <p>Targets:</p> <ol style="list-style-type: none"> a) 11 PWG established b) At least 30 DWG established c) At least 10 MWG established d) Representation and active participation of CSOs and of the private and public sectors e) At least 6 meetings of the CNC held f) least 6 meetings of the NWG-CIDEL g) REDEL stimulated, guaranteeing the presence of the LEDAs at FACIM 2009-2010-2011 h) At least one international conference organised in Mozambique; i) Mozambique participates in at least 3 international meetings under the ART initiative; j) At least six technical cooperations identified; k) Confirmed support of at least three new partners to 		<p>SUB-TOTAL OUTCOME 4: US\$ 50,000</p>
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	<p>ART-PAPDEL Mozambique.</p> <p>Means of verification:</p> <ul style="list-style-type: none"> • Quarterly progress reports • ToR of the WG-LED • Minutes of the meetings • Working agenda of the WG-LED • Monitoring visits • Annual reports • Annual review 		
<p>5. LED knowledge management system established</p>	<p>Indicators:</p> <ul style="list-style-type: none"> • Number of web pages improved or drawn up • Number of CMCs and community radios strengthened • Number of radio programmes including LED content • Number of events for sharing knowledge held • Number of innovations rewarded • Number of data bases drawn up • Number of universities that collaborate in organising the master's degree 	<p>5.1. Organise national events to share knowledge about LED</p> <p>5.2. Organise the National Prize for Innovation in the LED theme</p> <p>5.3. Draw up an LED data base to systematise good practices, lessons learnt and the methodological materials of the Programme</p> <p>5.4. Draw up and implement the communication strategy of ART-PAPDEL Mozambique</p> <p>5.5. Draw up a post-graduate (masters) course in Local Economic Development with the cooperation of various foreign universities.</p> <p>5.6. Coordinate with the faculties the inclusion of LED material in higher level courses;</p> <p>5.7. Draw up education materials in collaboration with the</p>	<p>5.1. US\$ 30,000 (technical assistance)</p> <p>5.2. US\$ 45,000 (technical assistance and capacity building, travel and equipment)</p> <p>5.3. US\$ 75,000 (travel, capacity building seminars)</p> <p>5.4. US\$ 30,000 (travel, seminars, prize)</p> <p>5.5. US\$ 5,000 (technical assistance)</p> <p>5.6. \$ 15,000 (technical assistance)</p> <p>5.7. US\$ 60,000 (travel,</p>

	<ul style="list-style-type: none"> • Number of participants taking the master’s course • Number of faculties including LED themes • Number of beneficiaries of the concluded master’s course • Number of districts with LED included in the local curriculum <p>Starting point:</p> <ul style="list-style-type: none"> • Weak information and knowledge management system <p>Targets:</p> <p>a) At least 3 provinces have web pages activated, including windows for each of the districts and municipalities</p> <p>b) At least 6 CMCs and at least 10 community radios with strengthened capacities</p> <p>c) At least 10 community radios enrich their programming with LED content</p> <p>d) 1 CMC management manual created/improved and divulged</p> <p>e) At least 3 universities (national and foreign) coordinate the Master’s Degree</p> <p>f) At least 20 participants complete one cycle of the Master’s Degree</p> <p>g) At least 2 higher level courses include LED material</p>	<p>LEDAs to facilitate the insertion of LED into local curricula</p> <p>5.8. Improve or draw up provincial, district and municipal web pages, including the LED theme</p> <p>5.9. Strengthen institutionally the CMCs and community radios</p>	<p>materials)</p> <p>5.8. US\$ 10,000 (technical assistance and capacity building)</p> <p>5.9. US\$ 52,000 (capacity building, travel, seminars)</p> <p>SUB-TOTAL OUTCOME 5: US\$ 322.000</p>
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	<p>h) At least 3 districts include LED in the local curriculum</p> <p>Means of verification:</p> <ul style="list-style-type: none"> • Quarterly progress reports • Quarterly financial information • Monitoring visits • Annual reports • Annual Review 		
<p>6. LED Strategic Plan drawn up and approved</p>	<p>Indicators:</p> <ul style="list-style-type: none"> • Number of LEDAs participating in drawing up the LED Strategic Plan • Number of resource mobilisation strategies drawn up <p>Starting point:</p> <ul style="list-style-type: none"> • Weak participation of the LEDAs in drawing up the LED strategic plan <p>Targets:</p> <ol style="list-style-type: none"> a) LED Strategic Plan drawn up in a participatory manner and approved by the Government b) At least 2 seminars held c) At least 3 innovations rewarded and divulged 	<p>6.1. Draw up the LED Strategic Plan in a participatory manner</p> <p>6.2. Develop a resource mobilisation strategy for implementing the LED Strategic Plan</p>	<p>6.1. US\$ 20,000 (travel and materials)</p> <p>6.2. US\$ 25,000 (travel and materials)</p> <p>SUB-TOTAL OUTCOME 10: US\$ 45,000</p>

	<p>internationally</p> <p>d) Good practices, lessons learnt and the methodological materials systematised and divulged</p> <p>e) Communication strategy of ART-PAPDEL Mozambique drawn up and implemented</p> <p>Means of verification:</p> <ul style="list-style-type: none"> • Quarterly progress reports • Quarterly financial information • Monitoring visits • Annual reports • Annual Review 		
<p>7. Programme management system established and operational</p>	<p>Indicators:</p> <ul style="list-style-type: none"> • Number of selected provinces with technical assistance established • % of targets achieved <p>Starting point:</p> <ul style="list-style-type: none"> • Weak establishment and functioning of the knowledge management system <p>Targets</p> <p>a) Technical assistance</p>	<p>7.1. Technical assistance to the programme</p> <p>7.2. Programme management</p> <p>7.3. Monitoring and evaluation</p> <p>7.4. UNDP administrative costs</p>	<p>7.1. US\$ 1,939,000 (staff) <i>it includes</i> <i><u>1 CTA (US\$450,000,00)</u></i> <i><u>1 internacional LED specialist (US\$50,000.00)</u></i> <i><u>1 UNV based in Nampula, (US\$186,000.00)</u></i></p> <p>7.2. US\$ 530,000 (support staff, travel, equipment, operational costs and contractual services)</p> <p>7.3. US\$ 125,000 (travel, support staff)</p>

	<p>established at national level (DNPDR) and in the DPDR of the selected provinces</p> <p>b) At least 80% of programme targets achieved</p> <p>c) Forecast funding for the Programme to the sum of 6,950,000 US\$ mobilised</p> <p>d) Knowledge management system established and permanently updated</p> <p>Means of verification:</p> <ul style="list-style-type: none"> • Quarterly progress reports • Quarterly financial information • Monitoring visits • Annual reports • Annual Review 		<p>7.4. US\$ 185.814</p> <p>SUB-TOTAL OUTCOME 14: US\$2,779,814.00</p>
GRAND TOTAL:			US\$ 7.143,814

4. BUDGET

OUTCOMES	ACTIVITIES		BUDGET							Totals by Levels	
			Code	Item	Sum	2009	2010	2011	TOTAL	Total	
OUTCOMES AND ACTIVITIES AT LOCAL LEVEL (PROVINCE-DISTRICT- MUNICIPALITY)	Outcome 1: National and local relevant institutional for LED, set up and/or strengthened	1.1	Draw up the operational diagnosis of the LEDAs throughout the country and draft the programme of institutional strengthening.	71600	Trvloc	7,000.00	7,000.00	-	-	10,000.00	3,687,000.00
				72100	Hired services	3,000.0	3,000.00				
		1.2	Institutional strengthening of the DPDRs	72200	Equip Furnit.	20,000,0	10,000.00	10,000.00	-	70,000.00	
				72800	IT equip	50,000.00	30,000.00	20,000.00	-		
		1.3	Institutional strengthening of LEDAs in the selected provinces	72600	Grant	840,000.00	245,000.00	370,000.00	225,000.00	1,000,000.00	
				72800	IT equip	100,000.00	80,000.00	20,000.00	-		
				72200	Equip Furnit.	60,000.00	40,000.00	20,000,0	-		
		1.4	Draw up the methodological series of LED	71600	Trvloc	8,000.00	6,400.00	1,600.00		15,000.00	
				72100	Hired services	2,000.00	1,600.00	400.00			
				75700	Training	5,000.00	4,000.00	1,000.00			
		1.5	Build the capacity of LEDAs and DPDRs in drawing up feasibility studies for the setting up of emerging local economic initiatives for the implementation of district investments	75700	Training (travel)	36,600.00	19,500.00	17,100.00	-	60,000.00	
				75700	Training	23,400.00	13,650.00	9,750.00	-		

1.6	Build and strengthen institutionally the LEDAs and DPDRs in the areas of district land use plans (PDUT), identify the business potential and opportunities, the LED vectors, the value chains and develop territorial marketing	75700	Training (travel)	155,000.00	55,000.00	55,000.00	45,000.00	200,000.00
		75700	Training	45,000.00	15,800.00	15,800.00	13,400.00	
1.7	Hold feasibility studies on the establishment of enterprise incubators, techno-centres, machine centres, and technological centres (agri-business), to be managed by the state, by the LEDAs or through any other form of management.	71600	Trvlloc	46,000.00	11,500.00	23,000.00	11,500.00	80,000.00
		72100	Hired services	34,000.00	8,500.00	17,000.00	8,500.00	
1.8	Establish enterprise incubators, techno-centres, machine centres, and technological centres, to be managed by the state, by the LEDAs or through any other form of management..	72600	Grant	255,000.00	85,000.00	85,000.00	85,000.00	350,000.00
		72800	IT equip	60,000.00	20,000.00	20,000.00	20,000.00	
		72500	Material	35,000.00	12,000.00	11,500.00	11,500.00	

Outcome 2 LED approach inserted into local planning procedures	2.1	Build the capacity of local government and Consultative Councils in identifying potential, LED vectors, value chains and territorial	75700	Training (travel)	117,000.00	58,000.00	34,000.00	25,000.00	360,000.00
			75700	Training	243,000.00	121,500.00	68,040.00	53,460.00	
	2.2	Introduce, in coordination with the PNPFD, the LED approach in strategic and annual planning and its presentation in workshops	71600	Trvloc	117,000.00	58,000.00	34,000.00	25,000.00	360,000.00
			75700	Training	243,000.00	121,500.00	68,040.00	53,460.00	
Outcome 3 Business initiatives promoted and supported	3.1	Build the capacity of local governments and of the beneficiaries of the OIIL funds to draw up feasibility studies on income projects	75700	Training (travel)	34,000.00	17,400.00	8,300.00	8,300.00	190,000.00
			75700	Training	128,000.00	55,000.00	36,500.00	36,500.00	
			72600	Grant	28,000.00	10,000.00	9,000.00	9,000.00	
	3.2	Support the establishment and/or consolidation of emerging local economic initiatives for implementing district investments (public and private) through the MERA's of construction and production of local material	71600	Trvloc	37,500.00	12,500.00	12,500.00	12,500.00	150,000.00
			75700	Training	82,500.00	27,500.00	27,500.00	27,500.00	
			72600	Grant	30,000.00	10,000.00	10,000.00	10,000.00	
	3.3	Build the capacity of local business people (potential and actual) and assist them technically in management and production	75700	Training (travel)	30,000.00	10,000.00	10,000.00	10,000.00	150,000.00
			75700	Training	90,000.00	30,000.00	30,000.00	30,000.00	
			72600	Grant	30,000.00	10,000.00	10,000.00	10,000.00	
	3.4	Undertake the socio-economic analysis of the	71600	Trvloc	12,000.00	4,000.00	4,000.00	4,000.00	

		3.5	Finance concrete income generating projects that benefit vulnerable groups and guarantee the empowerment of women	72600	Grant	63,000.00	30,000.00	22,000.00	11,000.00	75,000.00
Outcome 4 Local , national an international coordination mechanisms established	4.1	Form and build the capacity of the Provincial, District and Municipal Working Groups to support the LED process in the selected districts and provinces	71600	Trvloc	21,500.00	10,000.00	7,000.00	4,500.00	50,000.00	
			75700	Training	28,500.00	12,500.00	10,500.00	5,500.00		
	4.2	Establish the National Coordination Committee	72100	Hired services	7,000.00	5,000.00	1,000.00	1,000.00	7,000.00	
	4.3	Set up the national LED Working Group and support its capacity building and	71600	Trvloc	8,000.00	3,000.00	3,000.00	2,000.00	15,000.00	
	4.4	Support the operation of the LEDA national Network	71600	Trvloc	31,000.00	7,000.00	17,000.00	7,000.00	40,000.00	
72100			Hired services	4,500.00	1,500.00	1,500.00	1,500.00			
72800			IT equip	4,500.00	1,500.00	1,500.00	1,500.00			
Outcome 5 LED knowledge management system established	5.1	Improve or draw up provincial, district and municipal web pages including LED themes	72100	Hired services	30,000.00	20,000.00	10,000.00	-	30,000.00	
	5.2	Support the CMCs, community radios	71600	Trvloc	600.00	400.00	200.00		45,000.00	
72100			Hired services	400.00	300.00	100.00				

OUTCOMES AND ACTIVITIES AT NATIONAL LEVEL	Outcome 6:			72800	IT equip	44,000.00	30,000.00	14,000.00	-		
		7.1	Draw up educational materials in collaboration with the LEDA to facilitate the inclusion of LED into local curricula	71600	Trvloc	36,000.00	12,000.00	12,000.00	12,000.00	52,000.00	
				75700	Training	16,000.00	5,000.00	5,000.00	6,000.00		
	Outcome 7: National coordination mechanisms established	8.1	Establish the National Coordination Committee (CNC)	72100	Hired services	7,000.00	5,000.00	1,000.00	1,000.00	7,000.00	422,000.00
		8.2	Set up the national LED Working Group and support its capacity building and operations	71600	Trvloc	8,000.00	3,000.00	3,000.00	2,000.00	15,000.00	
				72100	Hired services	7,000.00	3,000.00	2,000.00	2,000.00		
		8.3	Support the operation of the LEDA national Network	71600	Trvloc	31,000.00	7,000.00	17,000.00	7,000.00	40,000.00	
				72100	Hired services	4,500.00	1,500.00	1,500.00	1,500.00		

Outcome 9: National institutions relevant to LED strengthened	9.1	Support the operations of the National Association of Municipalities of Mozambique (ANAMM)	72800	IT equip	4,500.00	1,500.00	1,500.00	1,500.00	40,000.00
			71600	Trvloc	31,000.00	7,000.00	17,000.00	7,000.00	
			72100	Hired services	4,500.00	1,500.00	1,500.00	1,500.00	
			72800	IT equip	4,500.00	1,500.00	1,500.00	1,500.00	
	9.2	Support the operations of the Institute for the Promotion of Small and Medium Companies (IPEME)	71600	Trvloc	31,000.00	7,000.00	17,000.00	7,000.00	40,000.00
			72100	Hired services	4,500.00	1,500.00	1,500.00	1,500.00	
			72800	IT equip	4,500.00	1,500.00	1,500.00	1,500.00	
	9.3	Support the operations of the National Directorate for the Promotion of Rural Development (DNPDR)	71600	Trvloc	31,000.00	7,000.00	17,000.00	7,000.00	40,000.00
			72100	Hired services	4,500.00	1,500.00	1,500.00	1,500.00	
			72800	IT equip	4,500.00	1,500.00	1,500.00	1,500.00	

Outcome 6 LED Strategic Plan drawn up and approved	6.1	Draw up the LED Strategic Plan in a participatory manner	71600	Trvloc	10,000.00	4,000.00	6,000.00	-	20,000.00	
			72100	Hired services	10,000.00	4,000.00	6,000.00	-		
	10.2	Develop a resource mobilisation strategy for the implementation of EDEL	71600	Trvloc	20,000.00	5,000.00	8,000.00	7,000.00	25,000.00	
			72100	Hired services	5,000.00	1,000.00	2,000.00	2,000.00		
	Outcome 11 LED knowledge management system established at national level.	11.1	Organise national events to share knowledge about LED	71600	Trvloc	60,000.00	20,000.00	20,000.00	20,000.00	75,000.00
				75700	Training	15,000.00	5,300.00	5,300.00	4,400.00	
		11.2	Organise the National Innovation Prize on the theme of LED	72100	Grant	7,500.00	2,500.00	2,500.00	2,500.00	30,000.00
				72100	Hired services	6,000.00	2,000.00	2,000.00	2,000.00	
				71600	Trvloc	16,500.00	5,500.00	5,500.00	5,500.00	
		11.3	Draw up the LED data base (good practices, lessons	72100	Hired services	5,000.00		2,000.00	3,000.00	5,000.00
11.4	Draw up and implement the communication strategy	72100	Hired services	15,000.00	5,000.00	5,000.00	5,000.00	15,000.00		

		12.1	Draw up the post-graduate (masters) course in Local Economic Development with the cooperation of various foreign universities.	75700	Training (travel)	40,000.00	25,000.00	10,000.00	5,000.00	60,000.00	
				72100	Hired services	2,000.00		1,000.00	1,000.00		
				72100	Grant	18,000.00	-	9,000.00	9,000.00		
		12.2	Coordinate with the faculties for the inclusion of LED materials in higher level courses	75700	Training (travel)	6,000.00	6,000.00	-	-	10,000.00	
				72100	Hired services	4,000.00	4,000.00	-	-		
AND ACTIVITIES AT INTERNATIONAL	International cooperation for LED promoted and	13.1	Hold international missions to transfer LED knowledge, including national, provincial, district and municipal authorities, LEDA and REDEL	75700	Training (travel)	90,000.00	20,000.00	40,000.00	30,000.00	90,000.00	255,000.00
		13.2	Organise an international	71600	Trvloc	155,000.00	-	155,000.00	-	165,000.00	

		LED conference (SADC region)	71365	Hired services	10,000.00	-	10,000.00	-	
Outcome 7 Programme management system established and operational	14.1	Technical assistance	71100	perint	450,000.00	150,000.00	150,000.00	150,000.00	1,939,000.00
			71200	Int consult	50,000.00	50,000.00			
			71500	UNV	186,000.00	62,000.00	62,000.00	62,000.00	
			71300	Perloc	1,253,000.00	250,600.00	501,200.00	501,200.00	
	14.2	Programme management	71400	Perloc adm	72,000.00	24,000.00	24,000.00	24,000.00	530,000.00
			71600	Trvloc	50,000.00	15,000.00	15,000.00	20,000.00	
			72500	Office material	50,000.00	10,000.00	20,000.00	20,000.00	
			71400	Contract Services	108,000.00	36,000.00	36,000.00	36,000.00	
			72300	Equip & vehicle	250,000.00	200,000.00	50,000.00	-	
	14.3	Monitoring and Evaluation (DNPDR) / Monitoring and Evaluation (UNDP)	71600	Trvloc	35,000.00	10,000.00	20,000.00	15,000.00	125,000.00
			71600	Trvloc	30,000.00	10,000.00	10,000.00	10,000.00	
			71200	Int Consult	30,000.00	10,000.00	10,000.00	10,000.00	

			71300	Nat Consult	30,000.00	10,000.00	10,000.00	10,000.00		
	14.4	UNDP administrative costs (GMS 3%)			185,814.00	67,603.00	68,721.00	49,490.00	185,814.00	
TOTALS					7,143,814.00	2,599,053.00	2,642,051.00	1,902,710.00	7,143,814.00	

5. PROGRAMME IMPLEMENTATION AND MANAGEMENT

5.1. Implementation

In collaboration with the UNDP office, the Ministry of Planning and Development, through the National Directorate for the Promotion of Rural Development (DNPDR) will be primarily responsible for the planning, implementation, monitoring and evaluation of the activities of the ART PAPDEL Mozambique programme. In addition, it will be responsible for the general management and accountability under the provisions of the Manual of National Execution (NEX) agreed between UNDP and MINEC, which regulates the implementation of projects supported by UNDP.

5.2. Management Structure of the ART-PAPDEL Programme

Central level

The ART-PAPDEL programme will be inserted within the organic structure of the National Directorate for the Promotion of Rural Development of the Ministry of Planning and Development, and includes, according to the appended organisational chart, a central management structure of the programme in the National Directorate for the Promotion of Rural Development, which will operate under the coordination of the National Director for the Promotion of Rural Development, who in turn will count on support from the Chief Technical Advisor, who shall ensure the implementation and technical orientation of the programme at all levels (local, national and international) guaranteeing the transfer of technical knowledge. The Central structure will also have 4 Thematic Technical Officers; 1 Administrative Assistant, 1 Executive Secretary and 1 Driver.

Decentralised level

The Provincial Planning and Finance Directorates in the selected provinces, through their Departments for the Promotion of Rural Development will ensure the implementation of the Programme at provincial and district level and to this end will count on the support of an Advisor in Local Economic Development and technical supervision from the Main Technical Advisor.

Depending on the existing resources, United Nations volunteer specialists could be allocated to the Local Economic Development Agencies (LEDA) as part of their institutional strengthening.

5.3. Financing and financial plan

The project is costed at US\$ 6.95 million over a 3 year period, from July 2008 to December 2011. The great majority of project finance will come from funds mobilised by the Pole of Innovative Partnerships of UNDP in Geneva, through the ART International initiative. So far those confirmed are AECID (Spanish Development Cooperation Agency), the Generalitat Valenciana, AEXCID (Estremadura

Development Cooperation Agency), the Generalitat Catalana and FAMSI (Andalusian Fund of Municipalities for International Solidarity). Regular funds from the UNDP office in Mozambique will be allocated to finance the chief technical advisor of the ART PAPDEL Programme and the Government of Mozambique will contribute in kind, namely through making installations and administrative staff available to support programme implementation. Other partnerships and financing agreements could be established as the programme implementation unfolds.

Disbursement of funds

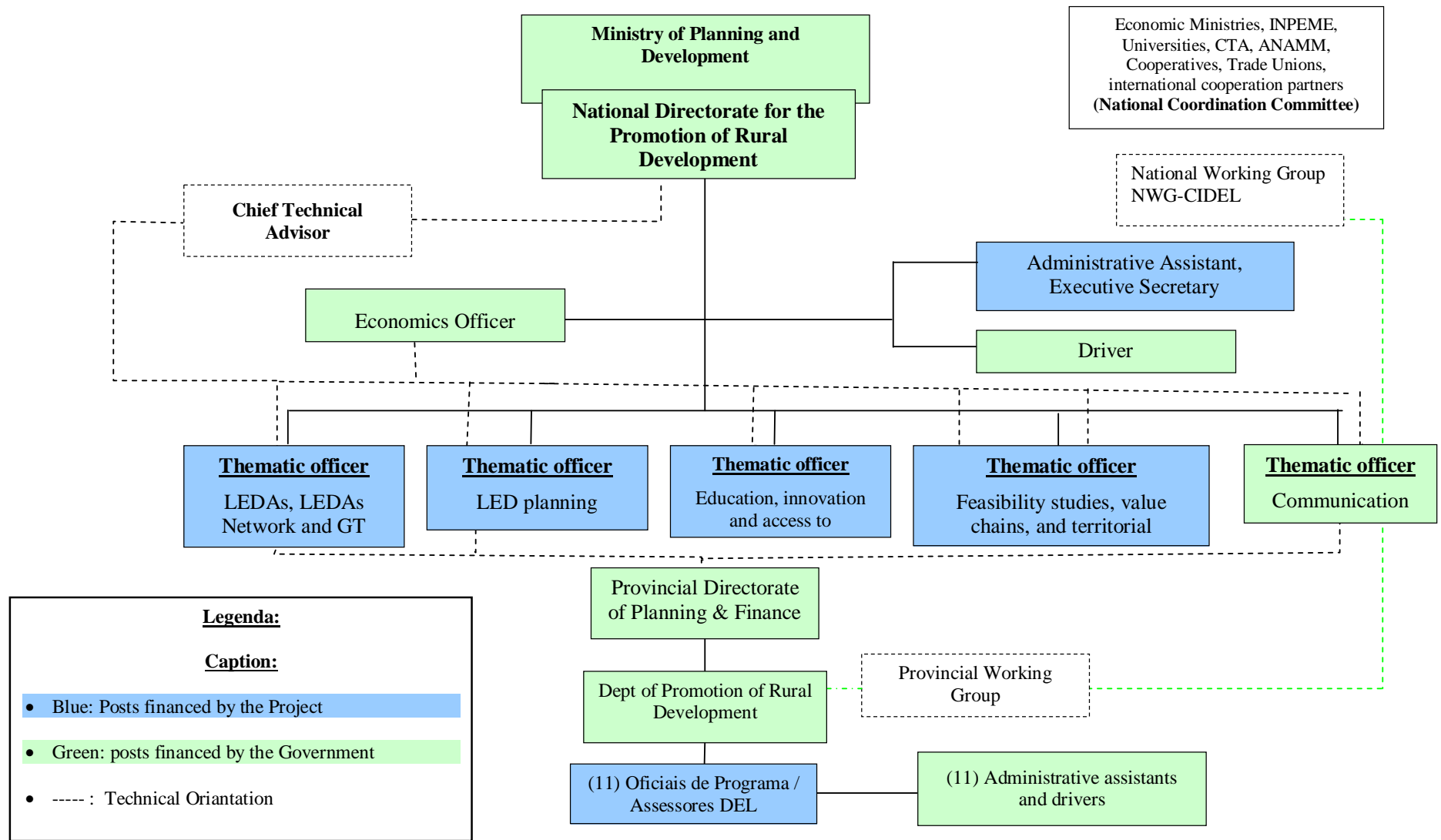
The funds will be disbursed by UNDP, in accordance with the NEX manual, and of the HACT (Harmonized Cash Transfer) mechanisms of the United Nations through the use of FACE, which serves simultaneously as a financial report and a request for funds to implement the programme. The DNPDR should submit the FACE every quarter to UNDP, accompanied by a bank statement, certifying that the balance on the project bank account is the same as the balance reported in face, as well as a detailed budget of the proposed activities. UNDP, after verification, by FACE in accordance with what was approved and will advance the project funds to the project bank account.

5.4. Risk factors

Since this is a capacity building Programme there exist à priori implicit risks, namely the lack of capacity on the part of the actors involved. The Programme 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 to its success will depend in particular on the following factors:

1. Limited financial availability for the Programme may affect the levels of response to the priorities identified and put at risk the credibility of the programme and thus the willingness of the population to participate;
2. There are few experiences of harmonisation and collaboration between the various levels: municipal, district, provincial and national.

5.5. Implementation and Management Structure for ART-PAPDEL 2009-2011



6. MONITORING AND EVALUATION

The monitoring and evaluation of this project are based on the methodologies and evaluation instruments envisaged in the UNDAF and CPAP of UNDP as well as the instruments adopted by the UNDP initiative, ART International in compliance with the agreements with partners. Other forms of monitoring are permanent dialogue, regular meetings between the programme coordinator and UNDP, monitoring missions by UNDP alone or together with the government and/or donors as well as the programmed audits including that of HACT, according to UNDP rules and regulations;

The Project Coordinator (DNPDR), in collaboration with UNDP, will be responsible for guaranteeing continual monitoring and evolution of the project, in order to ensure efficient use of the resources as well as accountability, transparency and probity. The implementation agency shall provide regular reports on progress, achievements and outcomes of the project, presenting the challenges faced in project implementation as well as the use of resources as expressed in the annual plan of activities. The reports shall be presented every quarter, in accordance with the procedures agreed and in a report format acceptable to UNDP.

A programme evaluation will be conducted early in the last year of the programme 2011 in order to provide inputs, including lessons learnts for further and future action.

7. LEGAL CONTEXT

This project document shall be the instrument mentioned in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Mozambique and UNDP, signed on 15 September 1976.

Consistent with Article III of the Standard Basic Assistance Agreement, responsibility for the security of the executive agency and its staff and property and the UNDP property in the possessive of the executive agency, lies with the implementing partner.

The executive agency shall:

- a) Put into effect an adequate security plan, and maintain the security plan, taking into account the security situation in the country where the project is being implemented;
- b) Assume all the risks and responsibilities concerning the security of the executive agency and the total implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in effect and to suggest modifications to it, where necessary. Failure to maintain and implement an adequate security plan, as required, shall be regarded as a violation of this agreement.

The executive agency agrees to make all reasonable efforts to guarantee that none of the UNDP funds received for the pursuit of the Project Document shall be used to provide assistance to persons or entities associated with terrorism and that the beneficiaries of any sums provided by UNDP do not appear on the list kept by the Committee of the Security Council established in pursuit of Resolution 1267 (1999). The list may be obtained through:
<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

This clause shall be included in all the sub-contracts signed under this Project Document.

8. LIST OF 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	– National Working Group – Local Economic Development Inter-Sector
CIDEL	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

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9. ANNEX: LED OFFICERS TERMS OF REFERENCE

9.1. Terms of Reference for Theme Officer for Planning

Local Economic Development Support Programme in Mozambique ART-PAPDEL

Terms of Reference

I. Information about the Position

Position Title: Theme Officer for Local Economic Development Planning

Project: ART-PAPDEL, Mozambique

Duty Station: National Directorate for Promotion of Rural Development (DNPDR), Maputo

Duration: 1 year renewable

Entry of Duty: 1 June 2009

II. Organizational Context

In the context of Local Economic Development Process in Mozambique Program Support (ART-PAPDEL) it is pretended to strengthen the mechanisms for coordination of local economic development at national, provincial, district and municipal levels by introducing DEL approach in the Annual Strategic Planning in the districts and municipalities respectively.

Technical support and monitoring are crucial to ensure proper design and implementation of LED methodology integration in the District Development Strategic Plans (PEDD) and in the Economic and Social Plan and Budget of the District (PESOD) to stimulate accurate analysis of performance data of the economy of the district and project it in a strategic time horizon.

Under the general guidance of the National Director of Promotion of Rural Development and daily technical supervision of the ART-PAPDEL CTA, the Official will be responsible for thematic technical assistance and monitoring the process of integration of SLI in PEDD - PDM and PESOD.

III. Functions

Key Functions:

Under the general guidance of the National Director of Promotion of Rural Development and daily technical supervision of the ART-PAPDEL CTA, the Thematic Official will:

- Support the implementation of activities for LED integration in the process of participatory strategic planning (PEDD) and annual (PESOD), starting with the preparation of the methodological guidelines.
 - Assisting in the preparation of materials to disseminate the methodology and its

- guidelines and templates.
- Support the capacity building processes both the provincial and district officials (District Technical Team [ETD] and Provincial Planning Support Teams [EPAP]), and other stakeholders in the process of empowerment (ADEL, NGOs and other public and private institutions).
 - Supporting the analysis of District Strategic Development Plans (PEDD) and the District Economic and Social Plans and Budgets (PESOD) to propitiate LED insertion and comprehension at advisory council level.
 - Analyze the performance of the territorial district economy designing models for simple interpretation of data, to facilitate the local public officials the comprehension of economic operators, civil society and the Advisory Councils.
 - Develop models of globalization of district territorial potentialities in relation to provincial areas, in order to support the methodology of the Provincial Strategic Plans (PEP) design and including the LED approach.
 - Coordinate with the National Program for decentralized planning and finance the implementation DEL integration methodology for integration and joint programming of moments of capacity building.
 - Perform related tasks under the guidance of the ART-PAPDEL CTA.

IV. Qualifications Required	
Education profile:	Graduate degree in Economics, Business Management, Anthropology of Development; postgraduate degree in Local Economic Development. An educational background in different countries will be an advantage.
Experience	Minimum 3 years of experience in economic development; Proven experience in energizing groups, including the organization and sharing of communication; Good knowledge of marketing tools and local economic development; Experience in activities to mobilize resources and partnerships; High sense of responsibility; Ability to meet deadlines and solve problems; Ability to work in teams and independently; Degree in advanced research on the Internet, processing of text, tables and databases.
Language requirements :	Excellent communication skills in Portuguese. Good knowledge of English is an advantage.

9.2. TOR of Feasibility study Thematic Official

Local Economic Development Support Programme in Mozambique ART-PAPDEL

Terms of Reference

I. Information on the Position

Position Title: Theme Officer for Value chain, feasibility study for Thematic Official, business opportunities, marketing planning and OIIL

Project: ART-PAPDEL, Mozambique

Duty Station: National Directorate for Promotion of Rural Development (DNPDR), Maputo

Duration: 1 year renewable

Entry on Duty: 1 June 2009

II. Organizational Context

In the context of Local Economic Development Process in Mozambique Program Support (ART-PAPDEL) it is pretended to strengthen the mechanisms for coordination of local economic development at national, provincial, district and municipal levels by identifying the potentialities and measures the design of their value chains, the identification of business opportunities (OIIL) and territorial marketing.

Technical support and monitoring are crucial to ensure proper design and implementation of homogeneity methodology of the chains of value, of feasibility studies and territorial marketing.

Under the general guidance of the National Director of Promotion of Rural Development and daily technical supervision of the ART-PAPDEL CTA, the Official will be responsible for thematic technical assistance and monitoring in the identification of potentialities, LED vectors, value chains, business opportunities, feasibility studies and marketing area.

III. Functions

Key Functions:

Under the general guidance of the National Director of Promotion of Rural Development and daily technical supervision of the ART-PAPDEL CTA , the Thematic Official will:

- Prepare project type (agricultural, livestock, processing, marketing and other services) with their corresponding feasibility studies properly exemplified and converted into training material.
- Coordinate with various sectors of the economy, to develop a simple methodology for sizing the potential to be introduced in the processes of analysis and prioritization.
- Develop a methodological manual (guide) for the conception and design of concrete income projects, whose feasibility facilitate their funding through OIIL or of other funds to promote the economy.
- Develop a methodology of value chain sufficiently simple and converts it into training materials to be disseminated at all levels and all territorial actors (administrative district, ETD, Advisory Councils, Working Groups of LED, district, municipal and provincial, actors of the economy, civil society, NGOs and others).
- Designing the model of territorial marketing for different types of potential areas, including

- not only economic aspects but also socio-cultural.
- Coordinate with microfinance and credit institutions and with promotional funds to propitiate the dissemination of financial products of bank and non-bank agencies, the microfinance and other products that are in the service of LED.
- Linking with the Ministry for Coordination of Environmental Action (MICOA) on the dissemination of the methodology of preparation of District Plans for Land USE (PDUT) to define the role of land and other benefits of the plans.
- Adapt and disseminate the methodology to map the risks and resources as part of the initial identification of potentialities in the construction of LED in the territories.
- Perform related tasks under the guidance of the CTA's ART-PAPDEL

IV. Qualifications Required	
Education:	Graduate degree in Economics, Business Management, Anthropology of Development; postgraduate degree in Local Economic Development. An educational background in different countries will be an advantage.
Experience	<ul style="list-style-type: none"> ▪ Minimum 3 years of experience in economic development; ▪ Proven experience in energizing groups, including the organization and sharing of communication; ▪ Good knowledge of marketing tools and local economic development; ▪ Experience in activities to mobilize resources and partnerships; ▪ High sense of responsibility; ▪ Ability to meet deadlines and solve problems; ▪ Ability to work in teams and independently; ▪ Degree in advanced research on the Internet, processing of text, tables and databases.
Language requirements: :	Excellent communication skills in Portuguese. Good knowledge of English is an advantage.

9.3. TOR of Theme Officer for Education, Innovation and Technology Access

Local Economic Development Support Programme in Mozambique ART-PAPDEL

Terms of Reference

I. Information on the Position

Position Title: Theme Officer for Education, Innovation and Access to Technology

Project: ART-PAPDEL, Mozambique

Duty Station: National Directorate for the Promotion of Rural Development (DNPDR), Maputo

Duration: 1 year (renewable)

Entry on Duty: 1 June 2009

II. Organizational Context

In the context of Local Economic Development Process in Mozambique Program Support (ART-PAPDEL) it is pretended to strengthen the mechanisms for coordination of local economic development at national, provincial, district and municipal levels by introducing DEL approach in the formal education process (Local Curriculum) for primary, secondary and higher degree and in the process of functional literacy.

Technical support and monitoring are crucial to ensure proper design and implementation of LED methodology integration in the Educational curricula at different levels and for conception of Masters in local Economic development with foreign universities support

Under the general guidance of the National Director of Promotion of Rural Development and daily technical supervision of the ART-PAPDEL CTA, the Official will be responsible for thematic technical assistance and monitoring the process of LED integration in the local system of education and literacy, and at post-graduation level.

III. Functions

Key Functions:

Under the general guidance of the National Director of Promotion of Rural Development and daily technical supervision of the ART-PAPDEL CTA, the Thematic Official will:

- Support the implementation of activities for LED integration in the process of educational Local system (20% of the local curriculum).
- Participate in coordination with the LEDAs and DPDRs and in educational material for primary education aimed to guide children from nursery school to all other levels.
- Participate in coordination with the DPDRs and LEDAs, development of teaching materials for functional literacy with reference to local economic development.
- Coordinate with the Ministry of Education and Culture to design the curriculum of local content and design the training material for all levels
- Coordinate with the Ministry of Education and Culture (Directorate of Adult and Literacy Education) to introduce the theme of literacy in LED, and the corresponding training material

- Coordinate with national and foreign universities and their faculties of different socio-economic area, as well as the corresponding subgroup of Work, the design of a course for graduate-level Masters in Local Economic Development.
- Coordinate with the University and Subgroup Working the proposal of introducing the LED subject in different faculties and in socio economic area.
- Support the organization and establishment of the National Innovation Award, in coordination with the Ministry of Science and Technology and in conjunction with the various multi-media centers Community (CMC).
- Provide the implementation of district and provincial thematic exhibitions of products and technology of LED as input for the National Award and participation in FACIM.
- Disseminate information on access to technology to markets (techno-centers, machinery-centers, incubators, business, and business promotion centers) in coordination with the Institute for the Promotion of Small and Medium Enterprise (IPEM).
 - Perform related tasks under the guidance of the ART-PAPDEL CTA.

IV. Qualifications Required	
Education:	Graduate degree in Economics, Business Management, Anthropology of Development; postgraduate degree in Local Economic Development. An educational background in different countries will be an advantage.
Experience	<ul style="list-style-type: none"> ▪ Minimum 3 years of experience in economic development; ▪ Proven experience in energizing groups, including the organization and sharing of communication; ▪ Good knowledge of marketing tools and local economic development; ▪ Experience in activities to mobilize resources and partnerships; ▪ High sense of responsibility; ▪ Ability to meet deadlines and solve problems; ▪ Ability to work in teams and independently; ▪ Degree in advanced research on the Internet, processing of text, tables and databases.
Language requirements: :	Excellent communication skills in Portuguese. Good knowledge of English is an advantage.

9.4. TOR of Theme Officer for LED Agencies, LED Network and LED Working Groups

Local Economic Development Support Programme in Mozambique ART-PAPDEL

Terms of Reference

I. Information on the Position

Position Title: Theme Officer for LED Agencies, LED Network and LED Working Groups

Project: ART-PAPDEL Mozambique

Duty Station: National Directorate for the Promotion of Rural Development (DNPDR), Maputo

Duration: 1 year (renewable)

Entry on Duty: 1 June 2009

II. Organisational Context

The Local Economic Development Support Programme in Mozambique (ART-PAPDEL) seeks to strengthen the coordination mechanisms of local economic development at national, provincial, district and municipal level. This should be achieved through the creation of different working groups (WG) and through the strengthening of Local Economic Development Agencies (LEDA) and the National Network of LEDAs.

Technical support and monitoring are essential to ensure efficient implementation and the constant and fruitful operation of the coordination mechanisms. These should promote the participation of relevant actors at all territorial levels (WG) and facilitate the provision of efficient services to emerging entrepreneurs (LEDA).

Under the general guidance of the National Director for the Promotion of Rural Development and the technical supervision of ART-PAPDEL's Chief Technical Advisor, the Theme Officer will be responsible for the technical assistance and monitoring of the LEDAs, the National Network and the Working Groups at their different territorial levels.

III. Duties and Responsibilities

Key Duties:

Under the general guidance of the National Director for the Promotion of Rural Development and the technical supervision of ART-PAPDEL's Chief Technical Advisor, the Theme Officer will be responsible for the following duties:

- Support the implementation of the activities of the National Network of Local Economic Development Agencies, carrying out executive secretariat duties.
- Present requests for funds to ensure implementation of the Network's activities.
- Draw up monthly and quarterly financial reports and activities reports for the Network in order to help in the circulation of the programme reports.

- Report the status of implementation of activities of each individual LEDA, introducing new data each month.
- Organize the Network's meetings, taking into account all the relevant administrative, technical, and logistical aspects.
- Organize both domestic and international trips to exchange experiences, for the Network and for the LEDA's members.
- Assist in the process of institutional strengthening, technical assistance and training to the Network and to the LEDAs.
- Support the implementation of the programme activities in issues related to the operation of the working groups at the national, provincial, district and municipal level.
- Promote the implementation of the meetings timetables of the "CIDEL" National Working Group and its subgroups, organizing the meetings as well as providing and timely circulating the documentation previously agreed on.
- Keep record of the topics discussed and monitor the conclusions and recommendations of each meeting.
- Monitor the establishment and operation of DEL Provincial Working Groups through the DPDRs; process the conclusions and recommendations to be circulated at the meetings of the National Working Group.
- Monitor the establishment and operation of DEL District Working Groups through the DPDRs and District Services of Economic Activities; process the findings and recommendations to be circulated at other territorial levels.
- Support other Theme Officials in the management of information and other related activities.

IV. Qualifications Required	
Education:	Graduate degree in Economics, Business Management, Rural Development or Development Anthropology; postgraduate degree in Local Economic Development. An educational background in different countries will be an advantage.
Experience:	<ul style="list-style-type: none"> ▪ Minimum of 3 years of experience in economic development; ▪ Proven experience in group management, including the organization and sharing of information; ▪ Good knowledge of marketing tools and local economic development tools; ▪ Experience in activities to mobilize resources and partnerships; ▪ High sense of responsibility; ▪ Ability to meet deadlines and solve problems; ▪ Ability to work in teams and independently; ▪ Advanced level in Internet research, text editing, charts and databases.
Language requirements:	Excellent communication skills in Portuguese. Good knowledge of English will be an advantage