



PROJECT DOCUMENT

Project Title: Support to African Peer Review Mechanism (APRM)/MOZAMBIQUE

Project Number: 00112411

Implementing Partners: APRM National Forum/APRM National Secretariat/Ministry of Economy and Finance

Start Date: 30 June 2018 **End Date:** 31st December 2020

PAC Meeting date: 13 June 2018

Brief Description

The African Peer Review Mechanism (APRM) is a voluntary tool in which African Union (AU) members states mutually assess political, economic and corporate governance, and socio-economic development. It is considered Africa's most innovative initiative and is designed to fill a serious gap in longstanding continental efforts to tackle governance challenges. The APRM requires that each country undertakes a rigorous self-evaluation through a broad participatory process led by the government that results in a National Programme of Action (NPOA) with time bound objectives to guide all stakeholders in the actions

Mozambique has been participating in the APRM since 2003 and has made significant progress in achieving the phases recommended by the APRM cycle, culminating in the submission of the Country's Review Report at the 11th APRM Summit held in Syrte, Libya in June 2009. Mozambique's strong commitment to the peer review mechanism has resulted in the introduction of a number of innovative governance practices and reforms. Nevertheless, despite progress made in domesticating the APRM in Mozambique, the 1st country evaluation and subsequent follow-up, a number of challenges remain that need to be addressed, particularly in the areas of democracy and political governance, economic governance and social development, and have indeed been highlighted by the APRM Panel of Eminent Persons.

On completing the first APRM cycle (2003-2016), Mozambique expressed interest in submitting a 2nd Country Assessment to the APRM continental bodies at the African Union, reiterating its commitment to transparency, inclusiveness and good governance. Financial and technical assistance to the APRM has been an important component of UNDP Mozambique's Governance portfolio since 2003 and a recent evaluation of concluded that continuity in UNDP's technical support to the National APRM Forum is a critical to the effort to promote good governance and inclusive development in Mozambique.

Given the critical challenges that persist and taking into account the best practices and lessons learned to date, and in response to a formal request from the GoM and the APRM National Forum, UNDP is disposed to support Mozambique in conducting the 2nd APRM country assessment process and the subsequent dissemination and monitoring and evaluation of the National Plan of Action (NPOA) by all stakeholders. UNDP's support to the APRM will result in evidence-based interventions by Government, civil society and the private sector, that will address governance issues and foster conditions for economic integration, political stability and sustainable development contributing to the achievement of UNDP's development goals, at both national and international level, and the SDGs.

In the longer term, UNDP support to the APRM will strengthen the institutional framework, organizational structures and processes that can facilitate its transformation into an ongoing review process, growing the political space for dialogue, and promoting a more transparent and participative approach to policy development and monitoring that facilitates peace-building and social cohesion, and creates the conditions for inclusive economic development and sustainable growth and in Mozambique.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
Indicative Output(s):

UNDAF Outcome 8/ CPD Outcome 4

All people benefit from democratic and transparent governance institutions and systems that ensure peace consolidation, human rights and equitable service delivery

Indicative Outputs with gender marker *

1. *APRM in Mozambique is open, participative, inclusive and evidence-based – GEN2*
2. *2nd APRM Country Review Report and National Programme of Action presented at the 29th APRM Heads of States Summits - GEN2*
3. *2nd APRM Country Review Report and National Programme of Action disseminated throughout the country in an accessible and inclusive way – GEN2*

Total resources required:	USD 980.000	
Total resources allocated:	UNDP TRAC:	USD 580.000
	UNFPA	USD 200.000
	Donor (to mobilize):	USD 200.000
	Government:	0
	In-Kind:	Facilities and Staff
Unfunded:	USD 200.000	

SBA MINEC

Agreed by (signatures):

Ministério dos Negócios Estrangeiros e Cooperação (MINEC)	Ministério da Economia e Finanças (MEF)	UNDP	Fórum Nacional do Mecanismo Africano Revisão de Pares (MARP)
			
José Pacheco Ministro	Adriano Maleiane Ministro	Martim Faria e Maya, Director	Lourenço do Rosário Presidente
Data: 27 de Junho de 2018	Data: 27 de Junho de 2018	Data: 27 de Junho de 2018	Data: 27 de Junho de 2018

- The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

Conceived at the dawn of the Millennium as part of the NEPAD initiative, the African Peer Review Mechanism (APRM) was formally launched by the African Union Member States on 9th March 2003 when 11 countries signed the “*Memorandum of Understanding on the African Peer Review Mechanism*” in Abuja, Nigeria as a voluntary tool to assess political, economic and corporate governance, and socio-economic development in member states.

Within the African Union (AU) framework, the APRM is considered Africa’s most innovative initiative designed to fill a serious gap in longstanding continental efforts to tackle governance challenges. Since the establishment of the Organization of African Unity (OAU) in 1963, African states have subscribed to a large number of charters, conventions, treaties, declarations and other instruments with significant, substantive and binding obligations to establish and administer rules-based, transparent and accountable governance. The APRM was designed to fill these gaps, albeit on a voluntary and non-coercive basis. However, commitments to human rights, democracy and good political and economic governance have not always been matched with the required institutional capacity to enforce and monitor them.

The African Peer Review Mechanism seeks to ensure that the policies and practices of participating states conform to AU standards on transparency and accountability. Participation in the process is open to all AU Member States and the guiding principles of the APRM require that all reviews are: technically competent, transparent, credible and exempt from political manipulation. Reviews should highlight good practices, ask critical questions, set goals, and differentiate responsibilities between government and non-governmental actors. The APRM reports also recommend mitigation actions for the challenges raised¹.

Mozambique has made significant progress since 2003 successfully achieving the phases recommended by the APRM cycle, culminating in the country's review at the 11th APRM Summit held in Syrte - Libya in June 2009². The country has also complied with the statutory obligation to submit regular progress reports to its peers in subsequent years indicating the degree to which the recommendations in the evaluation report of the APR Panel of Eminent Persons have been implemented. Progress reports were successively submitted in 2014 and 2016 providing the basis for peers indicate country progress and key challenges in building political, economic, legal and institutional frameworks for the consolidation of peace, national harmony and sustainable and inclusive economic development in the short, medium and long term.

Mozambique is one of the thirty-seven (37) African countries that have joined the APRM, representing 65% of African Union member states, of which over half have already been evaluated, including Mozambique and, more recently, Namibia and Gambia. The mechanism has been growing steadily since 2003 in the continent and there is no sign of any withdrawal of the countries that acceded. The APRM can establish its own identity, develop rules, institutions and processes and generate political support to broaden the political space for citizen participation in the political debate and promoting national dialogue by creating a useful framework for institutional reforms that have served as a basis to address the challenges highlighted by the peer reviewers and contributing to an increase in advocacy around good governance.

¹ NEPAD/APRM/Panel3/guidelines/11-2003/Doc8, APRM Secretariat, Midrand.

² Republic of Mozambique Country Review Report N.11, July 2010, APRM Secretariat. Midrand.

The APRM is an African-developed, African-owned and African-driven system which, uniquely, allows national leaders to regularly convene to discuss governance in their countries and hold one another mutually accountable, as equals. It has spurred governance reform and resulted in the development of credible participatory frameworks, opened up democratic space and provided a platform for non-state actors to engage constructively on governance and policy issues.

The APRM has also successfully profiled African best practices. Mozambique's strong commitment to the peer review mechanism has resulted in the introduction of a number of innovative practices including, among others:

- The establishment of a National Commission for Human Rights integrating Government officers, Members of Parliament, barristers, lawyers, and civil society representatives.
- The introduction of an Ombudsman with the main function of dealing and following up on petitions, grievances and citizen's complaints in relation to services rendered by state institutions.
- The revision of electoral legislation was reviewed, and the creation of a biometric data base to facilitate electronic digital impression for all electoral acts.
- A Fund for Peace and National Reconciliation was created under Decree 72/2014 of 5th December. Approval by Parliament of the Access to Information Law in November 2014 enabling greater access to information by various sectors of society and strengthening transparency in governing processes. It also obliges public and private entities carrying out public interest activities to provide information when requested by citizens.

Moreover, other achievements that can, at least in part, be attributed to the APRM include Mozambique's compliance with the Extractive Industries Transparency Initiative (EITI) which was acknowledged by the EITI International Council in 2012; revision of the Fiscal Benefits Country Code through the approval of Law n^o 4/2009, of 12th January; the adoption of a one-stop electronic window for customs (JUE); the approval by the Parliament of the Domestic Violence Law as well as the decision to include domestic violence related issues in the training curriculum for law and order agents were highlighted as good practices.

Nevertheless, despite progress made in the establishment of the APRM in Mozambique, and the 1st country evaluation and subsequent follow-up, a number of challenges remain that need to be addressed, particularly in the areas of democracy and political governance, economic governance and social development as highlighted by the APRM Panel of Eminent Persons reports. Multidimensional poverty in Mozambique was recorded at 54.8% in 2014³, with higher impact in the rural areas and the 2016 Human Development Index (HDI) was 0.418, ranking Mozambique 181 out of 188 countries⁴. The Gender Development Index is 0.879 and the Gender Inequality Index 0.574. Only 2.8% of the female population 25 and older has at least some secondary education in comparison with 8.0% of men, and the share of seats in parliament held by women is 39.6%.

Furthermore, the strong economic growth witnessed in the last decade has not been accompanied by significant increase in creation of quality jobs and livelihoods for most Mozambicans who are supported by the informal sector, which is characterized by high levels of underemployment. The agricultural sector that supports livelihoods of over 70 percent of households, attracts inadequate investments and continues to perform below its potential. This imbalance partly accounts for why

³ Mozambique National Poverty Survey 2014/2015 (IOF 2014/2015).

⁴ UNDP Global Human Development Report, 2016

Mozambique's impeccable economic growth has not resulted in widespread job creation and poverty reduction⁵.

Following strong growth peaking at 7.7% in 2014, economic growth slowed sharply to 2.9% in 2017 and is expected to remain modest through to 2023. Government revenues fell from 24% of GDP in 2016 to an estimated 23% in 2017, and the gross debt to GDP ratio, recorded at 102.2% in 2017, is anticipated to reach 130% in 2022. The unemployment rate is recorded at 22.3% but significantly higher for youth, in 15-24 age group, at 37.8% and reductions in public investment have resulted in increases in the cost of living of the most vulnerable population groups⁶.

The challenges are further reflected in Mozambique's recent performance in international governance indexes. Mozambique's performance in the Mo Ibrahim Index has shown increasing deterioration in the period 2010-2016, particularly in relation to safety and rule of law and participation and human rights. Moreover, Mozambique's score in the Corruption Perception Index between fell notably between 2012-2016, with transparency characterized as 'minimal', and the 2017 World Press Freedom Index shows a fall of 6 places compared to 2016. In the Fragile States Index, Mozambique's ranking has fallen from 80th place in 2007 to 40th in 2017.

Steady economic growth combined with a favourable macro-economic environment and emerging economic opportunities create considerable potential for the country to decisively overcome its development barriers and achieve the socio-economic transformation envisaged in its 2015-2035 development strategy. But according to the World Bank, it is demographic changes, and the country's ability to manage and benefit from them that are likely to have the most significant impact on Mozambique's future poverty and economic growth rates⁷. Approximately 46% of the Mozambique's population is below the age of 15 as a result of persistently high and slowly declining fertility rates. But whilst Mozambique's population dynamics present major challenges, they also present huge opportunities for accelerated economic growth IF the country prioritizes and effectively manages simultaneously investments to stimulate rapid fertility decline, economic growth, job creation, human capital development and governance.

Mozambique lags behind other sub-Saharan African countries in kicking off a demographic transition that could lead to a demographic dividend. However, such a transition is neither automatic nor guaranteed. It must be carefully managed by designing and implementing policies that will not only accelerate a rapid decline in fertility, but also ensure that the resulting larger working age population is well educated, skilled, healthy, and economically engaged. Having quality human capital is key to optimising productivity and associated socio-economic benefits that a country can harness from the demographic transition. Even more crucial, the economy must have the capacity to generate enough quality jobs for the surplus labour force to harness the demographic dividend⁸.

Clearly, creating the conditions for a demographic transition present major challenges for governance and will need to be underpinned by a strengthening of democratic processes, the nurture of a culture of dialogue and democratic discourse, and the introduction of greater accountability at all levels. Enhanced management capacity and evidence-based policy making will be critical for promoting greater economic diversification and the sustainable use of natural resources for more resilient and inclusive growth and greater employment and livelihood

⁵ World Bank, "Mozambique Economic Update, Making the most of demographic change", December 2017

⁶ Mozambican Debt Group

⁷ World Bank, Ibid

⁸ Ministry of Economy & Finance, National Directorate for Research and Analyses, "Harnessing the Demographic Dividend, Accelerating Structural and Socio-economic Transformation in Mozambique" March 2015

opportunities. Furthermore, equitable access to basic services, improved access to justice and respect for human rights, are essential for reducing the triggers for conflict and promoting greater social cohesion.

Lessons learned from the APRM project evaluation report⁹ highlight the continuous functioning of the National APRM Forum, and particularly its National Secretariat, that have greatly contributed to bringing together government, CSOs, the private sector and relevant stakeholders through the Country Review and Progress Reports (produced in 2014 and 2016) to reflect and share ideas on country performance and progress in the crucial thematic areas impacting on the life of citizens. The APRM, has also contributed to the adoption of policies, standards and practices that can lead to political stability, economic growth and sustainable development based on the sharing of experiences and the strengthening of successful practices.

Evaluation at the continental level has shown that whilst strong political will is critical to the successful implementation of the APRM, it has proven an effective vehicle to amplify citizen voices, enhance public participation and transform accountability systems. Nevertheless, APRM issues and principles need to be made more accessible, relevant and interesting to ordinary people, and more user-friendly and results-oriented. Implementation of the National Plan of Action is crucial to the success and lasting impact of the APRM initiative with anecdotal evidence suggesting that the APRM is more effectively integrated with the national development plan and budgets when it is situated within the national planning system.¹⁰

In January 2017, the Assembly of the African Union decided to revitalise the African Peer Review Mechanism (APRM), stipulating that:

1. It should be repositioned to play a monitoring and evaluation role for the African Union Agenda 2063 and the United Nation Sustainable Development Goals Agenda 2030;
2. that its approach should be widened from the existing narrow-minded approach to capture local, home-grown and indigenous knowledge embedded in the African culture; and
3. It should be refocussed to as an innovative tool for sharing best practices regionally and globally.

Additionally, the AU Assembly expanded the mandate of the APRM to strengthen its role in tracking implementation and overseeing monitoring and evaluation in key governance areas of the continent. These decisions have profound implications for the APRM Methodology and thus an APRM Annual Methodology Forum has been established as a permanent platform through which these decisions and their implications, can be rationalised. As part of the revitalisation process, the APRM will also set out to accelerate the pace and enhance the quality of governance review processes.

On completing the first APRM cycle (2003-2016), Mozambique expressed interest in submitting a 2nd Country Assessment to the APRM continental bodies at the African Union, reiterating its commitment to transparency, inclusiveness and good governance in line with the key goals of the Government's Five-Year Plan, Agenda 2025, Agenda 2063 of the African Union, and the United Nations' 2030 Agenda for Sustainable Development, particularly on governance and economic management¹¹. In this context the Project Evaluation Report recommended that UNDP support the

⁹ MARP-Project PNUD 00052192, Relatório Final de Gestão 2006-2010

¹⁰ The African Peer Review Mechanism: Development Lessons from Africa's Remarkable Governance Assessment System, Sten Grudz, South African Institute of International Affairs (SAIIA), January 2014

¹¹ On the January 2016, the 28th African Union Assembly of Heads of States and Government decided to extend the mandate of the APRM to include tracking of the implementation and oversee the monitoring and evaluation of the continents key governance areas specifically the African Union Agenda 2063 and the United Nations

Government of Mozambique, in collaboration with other partners, to ensure the continuity in the consolidation of the APRM process. Together with complementary initiatives to support the National APRM Forum and its secretariat, further support could facilitate the maintenance of high-level policy dialogue, and optimize and consolidate the APRM mechanism as a permanent instrument to improve good governance and public finance management and administration

Given the critical challenges that persist and taking into account the best practices and lessons learned to date (as outlined above), and in response to a formal request from the GoM and the APRM National Forum, UNDP is disposed to support Mozambique in conducting the 2nd APRM country assessment process and the subsequent dissemination and monitoring and evaluation of the National Plan of Action (NPOA) by all stakeholders. This support will enable evidence-based action that can contribute to overcoming the challenges that the country confronts fostering conditions for economic integration, political stability and sustainable development.

II. STRATEGY

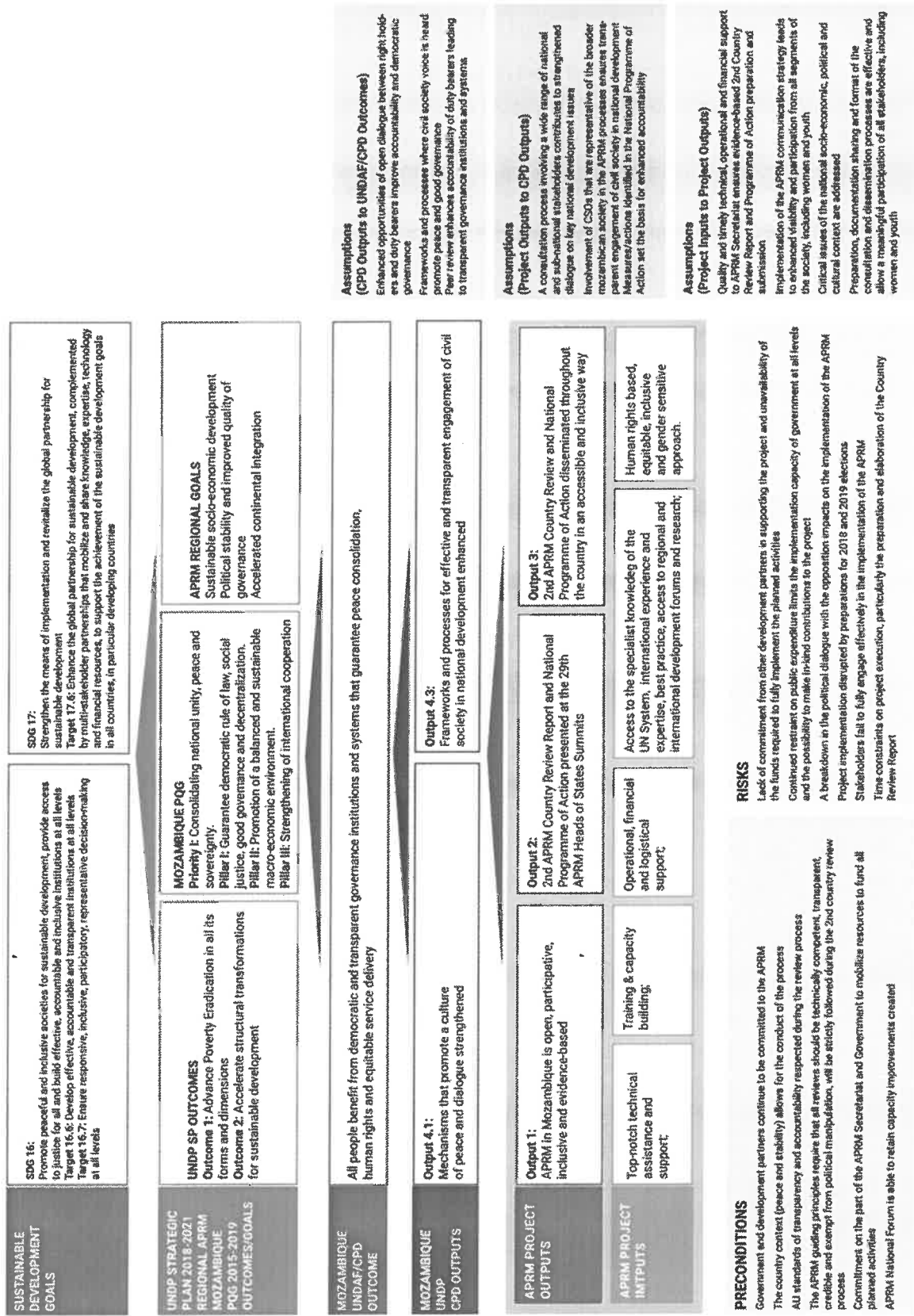
The APRM requires that each country carefully assess its own situation through a broad participatory process led by the government that results in a Programme of Action with time bound objectives to guide all stakeholders in the actions required by government, private sector and civil society to achieve the country's vision. This has led to the development of credible, participatory frameworks and processes to report frankly, fairly and fully on national governance challenges. APRM research methods and Country Review Reports (CRRs) have stood up to critical scrutiny and the review process has spurred governance reform, including through legislative and policy changes, the establishment and strengthening of governance institutions and enhanced scrutiny of policy implementation. The United Nations General Assembly Resolutions A / RES / 57/2 and A / RES / 57/7 consider the APRM to be "important and innovative" and "to respond coherently to the individual needs of the different countries within the framework of NEPAD".

Nevertheless, despite progress made by Mozambique in the field of democratic governance and economic growth, APRM reports, amongst others, have identified fragilities and on-going challenges, as reflected in patchy performance in governance, business and economic indices. Technical assistance in these complex and highly sensitive areas requires building strong relationships of trust with Government, development partners and civil society representatives and a long-term commitment. UN Agencies have considerable comparative advantages and UNDP, in particular, is perceived as a trusted partner by both government and development partners, enabling it to have an influential and instrumental role in supporting governance reform over a long period.

Financial and technical assistance to the APRM has been an important component of UNDP Mozambique's governance portfolio since 2003, supporting the establishment of the APRM, the creation of the APRM National Forum and technical secretariat in 2006, and the preparation of the country self-assessment and final Country Review Report in Libya in June 2009, during the APRM XI Summit of Heads of State. Furthermore, UNDP has supported the submission of subsequent progress reports presented in 2014 and 2016. The recent APRM project evaluation report concludes that continuity in UNDP's technical support to the National APRM Forum is a critical component of the effort to promote good governance and inclusive development in Mozambique. The lessons learned

Sustainable Development Goals Agenda 2030. Such developments have further solidified APRMs position to drive the Governance Agenda in Africa and restored confidence in the value and credibility of the process (UNECA, "Aide Memoire: Regional Training workshop on the APRM Continental M&E and Reporting", 16-17 March 2018, Kigali Rwanda)

APRM Theory of Change



The APRM acknowledges the critical role of democracy and good governance as prerequisites for poverty eradication and sustainable development through active participation of all national stakeholders. Thus, strategically, the principles, objectives and desired outcomes of the APRM, and UNDP's objectives in the field of governance and inclusive development, are strongly aligned. Globally, UNDP seeks to support the development of democratic and transparent governance institutions and systems that can guarantee peace consolidation, human rights, inclusive development and equitable service delivery. UNDP's Mozambique Country Programme seeks to strengthen mechanisms that promote a culture of peace and dialogue (CPD Output 4.1) and enhance frameworks and processes for the effective and transparent engagement of civil society in national development (CPD Output 4.3). The theory of change suggests that UNDP support for the APRM in general, and specifically the inclusive preparation of the 2nd Country Review Report, can make significant contributions to attaining these outputs.

Moreover, the APRM involves a self-assessment of performance in the field of governance enabling Mozambique to benefit from peer learning amongst Africa countries and the identification of best practices thus contributing to SDG 17. The APRM strengthens national capacity for objective and participatory performance monitoring, the identification of corrective actions and the development of policy for good governance and contributing to SDG 16.

The initial phase of project phase (June 2018 – June 2020) will raise awareness about the APRM, develop national capacities within key government institutions, civil society and the private sector, to ensure that the elaboration and finalisation of the 2nd APRM Country Review and the National Programme of Action in Mozambique is open, inclusive and evidence-based through a process that involves all stakeholders, with explicit efforts to maximise the involvement of youth and women and organisations that promote gender equality, and marginalised and vulnerable groups. The concept of gender equality features prominently in the research questions and indicators that have been developed in the APRM's thematic areas. Two of the four thematic areas of the APRM review specifically address gender aspects of Governance. Research undertaken in thematic Area 1 (democracy and governance) will address the promotion and protection of women's rights, the mainstreaming of gender equality, and women's participation in leadership, specifically political leadership. Thematic area 4 will evaluate progress made towards gender equality, particularly, girls' access to education at all levels. The ownership of business by women will be evaluated in in Thematic Area 3 (Corporate Governance).

The APRM is considered the premier African governance monitoring and assessment tool and thus the technical and financial support provided by both UNDP, and partners, will be part of broader efforts to promote good governance and development in Mozambique and monitor progress towards the SDGs and the Agenda 2013. The support will highlight both governance and economic challenges that need to be rectified, and best practices that need to be disseminated throughout the country, the continent and the south regions namely within the scope of institutionalized South-South Cooperation defined by the UN General Assembly High-Level Committee on South-South Cooperation (HLCSSC).

Implementation of Phase I of the project, and the preparation and submission of the 2nd Country review document in January 2019 is urgent and a high priority for Government. However, in the longer term, and in a second project phase (2020 – 2024), UNDP support to the APRM will strengthen the institutional framework, organizational structures and processes that can facilitate its transformation into an ongoing review process. It will ensure the integration NPoA recommendations into national and sub-national planning and budgetary instruments, the participative monitoring of

progress and the preparation of APRM progress reports. This will facilitate the expansion of the political space for dialogue and promoting a more transparent and participative approach to policy development and monitoring that will promote peace-building and social cohesion and creates the conditions for inclusive economic development and sustainable growth and in Mozambique.

Strategic Linkages

The **Government's Quinquennial Programme, 2015-19** (PQG) sets out its priorities and development objectives for the period. The PQG takes into account both national strategic planning instruments and regional, African and global development objectives, including the Sustainable Development Goals. The central objective of the PQG is:

“To improve the living conditions of the Mozambican people by increasing employment, production and competitiveness, creating wealth and generating balanced and inclusive development, in an environment of peace, security, harmony, solidarity, justice and cohesion among Mozambicans”

The Programme establishes five key development Priorities:

1. Consolidating national unity, peace and sovereignty.
2. Developing human and social capital.
3. Promoting employment, productivity and competitiveness.
4. Developing economic and social infrastructure.
5. Ensuring sustainable and transparent management of natural resources and the environment.

The Programme indicates three supportive Pillars to foster the achievement of these key development priorities:

1. Guarantee democratic rule of law, social justice, good governance and decentralization.
2. Promotion of a balanced and sustainable macro-economic environment.
3. Strengthening of international cooperation.

The project will contribute to the following Priorities and Pillars of the PQG:

- Priority I: Consolidating national unity, peace and sovereignty.
- Pillar I: Guarantee democratic rule of law, social justice, good governance and decentralization.
- Pillar II: Promotion of a balanced and sustainable macro-economic environment.
- Pillar III: Strengthening of international cooperation.

More specifically, the project will support the below strategic objectives identified under the above Priorities and Pillars:

- Defend and consolidate national unity and the peace, democracy and political, economic, social and cultural stability (PQG Strategic Objective I, Priority I)
- Improve the delivery of public services and enhancing the integrity of the Public Administration (PQG Strategic Objective I, Pillar I)
- Improve the business environment (PQG Strategic Objective II, Pillar I).
- Formulate integrated national, sectoral and territorial policies and strategies (PQG Strategic Objective II, Pillar II)
- Foster regional and continental integration (PQG Strategic Objective II, Pillar III)

The project's support for the APRM, and specifically its participatory and inclusive approach, will contribute to achieving the following **UNDAF Outcome**:

- **OUTCOME 8:** All people benefit from democratic and transparent governance institutions and systems that guarantee peace consolidation, human rights and equitable service delivery

In its **Country Programme, 2017-2020**, UNDP Mozambique commits to strengthening democratic governance to improve accountability and inclusive and sustainable development. UNDP expects to contribute to increase transparency, good governance and economic management by providing technical inputs and ensuring extensive CSO participation in the 2nd country evaluation review. Furthermore, UNDP will contribute to the consolidation of a comprehensive monitoring and evaluation framework covering the Government's Five-Year Plan, Agenda 2025, Agenda 2063 of the African Union and the Sustainable Development Goals.

In this context, the project will specifically contribute to the achievement of two **CPD Outputs**:

- **OUTPUT 4.1:** Mechanisms that promote a culture of peace and dialogue strengthened.
- **OUTPUT 4.3:** Frameworks and processes for effective and transparent engagement of civil society in national development enhanced.

Furthermore, the APRM's recognition of democracy and good governance as important prerequisites for poverty eradication and sustainable development allow the project will contribute to two of the three UNDP **Strategic Plan 2018-2021 Outcomes**:

- **Outcome 1:** Advance Poverty Eradication in all its forms and dimensions
- **Outcome 2:** Accelerate structural transformations for sustainable development

The project's contributions to gender equality will be captured through its interventions undertaken in the context of the other strategic plan outcomes/outputs. The gender equality outcome serves as framework for monitoring and reporting on gender mainstreaming. The promotion and protection of the rights of women features in the APRM and particularly in the questions and indicators designed to guide research in the four thematic areas. The APRM will specifically measure country performance in the context international and regional treaties pertaining to women, including the Convention on the Political Rights of Women, the Convention on the Elimination of All Forms of Discrimination Against Women, together with the Beijing Platform of Action, the Declaration on the Elimination of Violence Against Women (CEDAW), the Protocol on the Rights of Women in Africa (2003).

The project will contribute to Mozambique's efforts to successfully address the challenges of the **2030 Agenda** and achieving the **Sustainable Development Goals**. The project will specifically contribute to SDGs 16 and 17: promote peaceful and inclusive societies for sustainable development and strengthen the means of implementation and revitalize the global partnership for sustainable development. However, the analysis of governance performance in the four APRM thematic areas and the development of corrective actions will contribute to the following SDGs

<u>APRM Thematic Area</u>	<u>SDGS</u>
1. Democracy and Political Governance	10: Reduced inequalities
2. Economic Governance and Management	7: Affordable and clean energy 8: Decent work and economic growth
3. Corporate Governance	12: Responsible consumption and production 15: Life on land

4. Socio-Economic Development

- 1: Eradication of poverty
- 3: Good health and wellbeing
- 5: Gender equality
- 13: Climate action

Finally, the project will contribute to the seven African Aspirations expressed in the **African Union's Agenda 2063**:

- A prosperous Africa based on inclusive growth and sustainable development
- An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance
- An Africa of good governance, democracy, respect for human rights, justice and the rule of law
- A peaceful and secure Africa
- An Africa with a strong cultural identity, common heritage, values and ethics
- An Africa whose development is people driven, relying on the potential offered by people, especially its women and youth and caring for children
- An Africa as a strong, united, resilient and influential global player and partner

And in particular, the following specific aspirations that by 2063, Africa will:

- Be a continent where democratic values, culture, practices, universal principles of human rights, gender equality, justice and the rule of law are entrenched; and
- Have capable institutions and transformative leadership in place at all levels.

Geographical Focus and Target Groups

Due to the political and strategic nature of the project, interventions will focus mainly at national level but will also cover the sub-national levels as the assessment and feedback will involve them. Project interventions will seek to address the governance and inclusive economic development needs of all communities, including vulnerable and extremely poor communities, the unemployed or under-employed, women, girls and young people. Seminars are planned at national, provincial, district and municipality levels to promote broad consultation for the formulation of both the Country Review Report and the Plan of Action. Moreover, dissemination activities are foreseen and will target selected provinces, districts and municipalities. The key documents will also be summarized into user-friendly materials and translated into local languages.

III. RESULTS AND PARTNERSHIPS

Expected Results (Phase I 2018-2020)

A critical analysis and lessons learned from the implementation of the APRM process in Mozambique contained in the Final Evaluation of the previous phase¹² UNDP's long experience in supporting governance reform in Mozambique inform the development of a theory of change for the project which suggest the following expected projects outputs for Phase 1 (2018-2020):

¹² Caetano, S., & Lefevre, V, 'Final Evaluation of the UNDP Local Governance and Local Economic Development Portfolio', 25 Jan.2018

1. **APRM in Mozambique is open, participative, inclusive and evidence-based.**
2. **2nd APRM Country Review Report and National Programme of Action presented at the 29th APRM Heads of States Summit**
3. **2nd APRM Country Review Report and National Programme of Action disseminated throughout the country in an accessible and inclusive way**

The project will raise awareness about the APRM, develop national capacities within key government institutions, civil society and the private sector and ensure that the elaboration and finalisation of the 2nd APRM Country Review and the National Programme of Action in Mozambique is open, inclusive and evidence-based process led by the government, but involving all stake holders. In the longer term, UNDP support to the APRM will strengthen the institutional framework, organizational structures and processes that can facilitate its transformation into an open-ended review process, growing the political space for dialogue, and promoting a more transparent and participative approach to policy development and monitoring that facilitates peace-building and social cohesion, and creates the conditions for inclusive economic development and sustainable growth and in Mozambique.

In summary, the project will support use of the existing institutional framework and processes to reinforce the political space for citizen participation in the national dialogue about good governance and inclusive economic development and reflect and share ideas on the country's performance in governance reform.

Output 1. APRM in Mozambique is open, participative, inclusive and evidence-based.

APRM guidelines require that the country review process is open, participative and inclusive, involving all relevant stakeholders, including civil society organisations and the private sector, creating the political space to enable them to participate in the evaluation of the country's performance. The project will support the APRM national secretariat in the implementation of an APRM communication strategy that will:

1. Seek to raise the profile and awareness of the APRM process in Mozambique, its principles, objectives and desired outcomes, using, amongst other means, the press, television and radio and ITC;
2. Highlight the opportunities for citizens, civil society organisations and the private sector to participate in the review of the country's performance in relation to governance and the implementation of remedial measures.

The communication strategy will ensure that the APRM has the broadest possible reach covering not only all parts of the country but ensuring that a wide range of civil society and community organisations, special interest groups, and citizens of different ages, backgrounds and abilities, amongst others, are given opportunities to effectively participate. The communication strategy will go to some lengths to ensure that the voices of women, youth and the vulnerable and most marginalised groups are heard, and their opinions given due weight.

To ensure an evidence-based approach to the country review process, the project will support in-depth, quantitative and qualitative research on country performance in the four APRM thematic areas: democracy and political governance, economic governance and management, corporate governance, and socio-economic development. The research will be undertaken nationwide, at

provincial, district, and municipal level, by independent and reputable research institutions employing a mixture of research methods and techniques including representative sampling, household surveys, interviews with key informants and civil society organisations, and focus groups.

Output 2: 2nd APRM Country Review Report and National Programme of Action presented at the 29th APRM Heads of States Summit

The process for the preparation of the 2nd country review will strictly adhere to guidelines developed for the APRM and endorsed by the African Union. Evidence collected and analysed by independent research institutions will provide substantial inputs into the preparation of the first draft of the 2nd Country Review. In accordance with APRM guidelines, the draft country review will be subject to rigorous scrutiny by stakeholders through a series of validation seminars, supported by the project, that will be held in 10 provinces and in selected districts (at least two per province). Furthermore, the project will support the realisation of an APRM Panel Support Mission, comprising eminent persons who will participate in dialogue with stakeholders, including meetings and interviews with state agencies, CSOs, and the private sector, and review the evidence produced, the issues emerging from the consultation phase, and the remedial actions being recommended

All evidence and information collected during the preparation and consultation phase will be carefully analysed and used to prepare the final draft of the 2nd Country Review that will be submitted to the Government of Mozambique for review and comment. Government comments will be annexed to the final draft of the country review which will then be submitted to the APRM Continental Secretariat and presented by the President of Mozambique to the Heads of State summit scheduled to take place in Addis Ababa in January 2019.

Output 3: 2nd APRM Country Review Report and National Programme of Action disseminated throughout the country in an accessible and inclusive way

The dissemination of the 2nd Country Review and the National Plan of Action (NPOA) is a mandatory step in the APRM process and has to be done throughout the country and involve all stakeholders. The project will support the organisation and realisation of a series of regional workshops in the south, centre and north of the country to launch the 2nd Country Review and the NPOA, followed by a series of dissemination events at provincial and district level. To maximise the impact of the dissemination process, the project will support the use of various communication techniques and practices, predefined in the APRM Communication Strategy, to make the 2nd Country Review and the NPOA more accessible and easy to absorb. These will include the translation of the documents into local languages, the reformatting of documents in summarised and simplified versions, the preparation of videos/audio for TV and radio spots, the publication of articles in national and local newspapers, participation in group debates on TV and Radio, and the use of ICT amongst others. Furthermore, the project will support the National Secretariat to work with Government institutions to ensure that the Country Review, and more specifically the action as defined in the NPOA, are effectively integrated into existing policies, strategies, plans and ongoing governance reforms, in a coherent and coordinated way that maximises synergies and avoids duplication. These will include the Government's 5-year Plan, the Medium-Term Expenditure Framework, annual budgets and plans, sector strategic and operational plans and budgets, provincial, district and municipal development plans, and policy review and monitoring processes.

The dissemination of the Country review and the NPOA is an essential component of the APRM process and is important for broadening ownership and strengthening commitment and buy-in to

the implementation of the strategy, particularly on the part of civil society and the private sector. Their participation in the implementation of the NPoA is particularly important to promote sharing of responsibilities, the creation of synergies and collaborative forms of working, and for strengthening capacities. Moreover, an inclusive approach will, in the longer term, contribute to strengthening social cohesion and peacebuilding in Mozambique

Resources Requirements

The overall cost of achieving project results for phase I (2018 – 2010) is estimated at \$980.000 over a 24-month period, of which \$500.000 will be provided by UNDP, and a further \$200,000 by UNFPA, with the remainder from contributions by development partners. The largest part of the funding will be allocated to 2nd APRM country review process and subsequent follow-up actions including the design and implementation of the APRM communication strategy. These resources will also contribute to the operational costs of the APRM National Forum Secretariat and capacity building activities. UNDP will also provide technical assistance including support to procurement amongst other services. The financial assistance provided by other development partners will complement UNDP funds and enhance the effectiveness and impact of the project.

A detailed project document for Phase II of the project (2020 -2024) has not yet been elaborated and will depend in part on resource mobilisation. Nevertheless, it is currently estimated that the overall costs of phase II will be approximately \$2 million over 4 to 5 years.

Partnerships

UNDP has a long history of successful partnership with the Ministry of Economy and Finance to performs institution oversight for the for the APRM National Forum Secretariat. All relevant stakeholders are represented through the APRM National Forum including civil society, the private sector, academia and government among others. The APRM project, first signed in 2006, has been supported by Norway, DFID and GIZ besides UNDP. To implement the current Project UNDP will seek to establish relationships and collaborative arrangements with other development partners.

The APRM National Forum Secretariat will be responsible for project result achievement and accountable for the use of project resources under supervision of MEF from the government side. UNDP will also interact with APRM National Forum members on at least a quarterly basis to monitor and review progress and where necessary introduce remedial measures.

UNDP regularly participates in governance working groups with development partners which provide a platform for knowledge, information sharing, and can potential identify new opportunities for partnerships and resource mobilisation.

UNDP in partnership with the APRM National Secretariat will develop partnerships with Government, public and civil society organisations to mainstream APRM monitoring indicators in citizens monitoring tools for public services and other democratic processes. This will be done in coordination with other UNDP governance projects, for example in the fields of local governance and local development, human rights and with other development partners.

Risks and Assumptions

The project is predicated on, and indeed takes advantage of, a longstanding relationship of trust established with the APRM National Forum with which UNDP has aligned and provided technical and financial support for its establishment and consolidation. The project assumes not only that this excellent relationship continues, but that the government shows continuing commitment to

addressing and overcoming the complex governance and economic challenges that Mozambique confronts and that have been highlighted by the Eminent Persons Panel. Government's interest in undertaking a 2nd APRM Country Review, as articulated by the President of Mozambique to the APRM at the African Union in 2017, is indicative of Mozambique's commitment to transparency and good governance. The Government envisages that the 2nd APRM Country Review will be presented by the President the Republic in January 2019 and on this basis has made an urgent request to UNDP for financial and technical assistance to the review process capitalising on the experience and knowledge that has been gained since 2003.

The project design assumes that:

- Government continues to be committed to the APRM
- The country context and in particular, an environment of peace and stability, is maintained and provides the pre-conditions necessary for project implementation;
- Commitment on the part of the APRM Secretariat and Government to mobilize resources to fund all planned activities.
- AU standards of transparency and accountability will be respected during the review process.
- The APRM guiding principles require that all reviews should be technically competent, transparent, credible and exempt from political manipulation, will be strictly followed during the 2nd country review process.

Furthermore, the project design assumes that:

- The APRM National Forum will be able to retain capacity improvements created within the framework of the support provided in the current project;
- That development partners follow through on their commitments to technical and financial support to APRM;
- Government and all relevant stakeholders understand and subscribe to the objectives and long terms goals of the project, and contribute to the achievement of the desired results;
- A strong, committed leadership by the UNDP Country Office that guarantees the financial and technical support the project requires to effectively achieve results;
- Effective coordination between UNDP programmes, with other UN Agencies, and development partners ensures a collaborative approach, promotes synergies and avoids duplication of effort.

Based on the Risk Log attached to this project document (Annex X), the project is vulnerable to political and institutional risks that could negatively impact on the delivery of results. In addition, the proximity to municipal elections in late 2018, and presidential and parliamentary elections in the second half of 2019, could temporarily disrupt project implementation and result delivery. Key risks include:

- A breakdown in the political dialogue, particularly around decentralisation reforms, impacts negatively on the implementation of the APRM;
- Lack of commitment on the part of other development partners in supporting the project and a lack of availability of the funds required to fully implement the planned activities
- Continued restraint on public expenditure limits government implementation capacity and the possibility to make in-kind contributions to the project and to consolidate the gains that have already been achieved.
- Stakeholders fail to fully and effectively engage in the implementation of the APRM

- Time constraints on project execution, particularly the preparation process and the elaboration of the Country Review Report.
- A lack of availability of the technical capacity to conduct the research and ensure the review report has appropriate quality

The project will develop a robust M&E system to monitor and review on quarterly, mid-year and annual basis the implementation of activities and outputs and to address any challenges or hurdles that may arise.

Stakeholders Engagement

The main stakeholders for the project are:

- The APRM National Secretariat, responsible for all APRM related processes, activities and results under the supervision of the Ministry of Economy and Finance, is the implementing partner for the project and responsible for management, coordination, implementation, monitoring and reporting
- The APRM National Forum, composed of all relevant stakeholders for the APRM functioning and review exercises in Mozambique will work closely with the Secretariat, and will engage in the whole review process to ensure that all APRM requirements are respected
- Government is responsible for implementing APRM recommendations, and sector ministries and provincial directorates, through their planning departments, will provide data on the execution of social and economic plans (PES) and all other information considered relevant and necessary for the completion of the APRM exercise and the implementation of the APRM recommendations;
- Civil Society Platforms are key partners of the APRM implementation process, in the sense that most of the activities carried out by them are included in APRM reports; this is only possible due to collaborative work among stakeholders. Almost all APRM National Forum Members are from civil society organizations provide information from the organizations they represent. Likewise, there is a focal point from each province and district. These focal points are APRM sources of information and knowledge.

The APRM National Secretariat, together with the APRM National Forum will accompany and monitor project implementation on a quarterly basis. The Project Board will meet annually, and regular quarterly meeting with the APRM National Forum will be organised to review progress in the implementation of annual workplans.

South-South and Triangular Cooperation

The APRM is, in itself, essentially an SSC initiative that is African-developed, African-owned and African-driven. The APRM is aligned with the objectives of the HLCSSC, which aims to promote technical cooperation and best practice among countries of the South, and in this respect, among African countries and other countries and regions of the South. The core objective of the APRM, as a governance monitoring and assessment initiative, is to highlight governance challenges that need to be addressed but also, and more importantly, governance best practices that should be widely disseminated for the benefit of the whole continent.

The outcomes of the project will potentially contribute to a broader AU consultation process through that will inform the policy content of the African Common Position on *“The Buenos Aires Plan of Action for Promoting and Implementing Technical Co-operation among Developing Countries”*, (BAPA), and are likely to have significant implications for Africa, and the AU Commission in generating ideas for the preparation of an African Common Position that aims to strengthen its

bargaining powers in the effort to champion and defend its vital interests. Moreover, the potential role of the APRM in the monitoring of South-South cooperation in Africa will be explored. UNDP will support international exchanges of experience, particularly between south-south institutions and those involved in community participation and citizen empowerment on governance and development related issues.

Knowledge

One of the key results that is expected from the project is the presentation of the 2nd Country Assessment, by the President of Mozambique, at the AU Head of States Summit in 2019. The report will be published and widely disseminated in Mozambique. Moreover, the APRM Communication Strategy will establish effective working relationships with all main stakeholders, target groups and national and regional cooperation platforms. It will also provide information services, briefings and periodic reports to the national media (radio, television, newspapers, magazines, and online media). Moreover, the APRM Communication Strategy will advocate for the adoption of AU/NEPAD development policies framework, support the integration of the Democracy and Political Governance, Governance and Economic Management, Corporate Governance and Socioeconomic Development concepts into development policies and programmes, and promote a good political governance and economic management agenda for Mozambique.

Sustainability and Scaling Up

Experience from previous phases has shown that UNDP's approach of working alongside Government and aligning with national systems has been very effective in securing national ownership of the change process, and the appropriation and scaling-up of good practice. The project will be implemented by using the NIM modality. Communication and liaison structures will be established with the Ministry of Economy and Finance to ensure the integration of the APRM National Programme of Action (NPoA) into national and sectoral plans and budgets. A Joint operational committee comprising MEF, sectoral ministries and the APRM National Forum will be established to this end. The project will strengthen the capacity of national planning offices at various levels through focused training led by training institutions at the national level and by NGOs at the local levels and will contribute to the long-term viability and sustainability of the process. Assistance to civil society mobilization will be supported at national, provincial and district level to increase understanding of the opportunities and challenges for continued participation in the APRM, particularly by developing local-level, bottom-up, participatory planning capacity for the monitoring and evaluation of NPoA. The strengthening of civil society organizations and representatives at local level is the key to the success of the implementation of APRM and the NPoA. The National Secretariat will ensure that civil society sensitization is closely coordinated with the development and implementation of the APRM communication strategy as well as with the other activities of the National Secretariat. The APRM will strengthen the institutional framework, organizational structures and processes creating the possibility for its transformation into a permanent review process, that guarantees the political space for dialogue, and promotes a more transparent and participative approach to policy development and monitoring.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will ensure cost efficiency during implementation through the following means:

- **Integration in Government Institutions:** The project will be implemented by using the NIM approach which foresees the alignment with government operational procedures and protocols. The APRM National Forum, with the support of the the APRM National Secretariat,

is responsible for conducting all APRM related activities and processes, under the supervision of the Ministry of Economy and Finance. As the implementing partner for the project, the National Secretariat is responsible for management, coordination, implementation, monitoring and reporting. APRM focal points will be embedded in Government institutions to ensure engagement with the APRM process. Moreover, the Government will make in-kind contributions to project operations through, for example, office space and providing staff for the APRM National Secretariat. APRM National forum members will also collaborate in project implementation according to their mandates. This will facilitate greater ownership of the project by the Government and stakeholders and ensure that there is no duplication of staffing positions between the Government and the project.

- **Minimum Project Staffing:** This will encourage APRM National Secretariat staff to assume greater responsibility for project management and implementation and contribute to long term sustainability. The project will provide short-term technical assistance where necessary or requested and will ensure administrative and financial assistance to project through cost sharing with other UNDP projects in the Ministry of Economy and Finance.
- **Limited Procurement of Equipment:** A small fraction of project funds will be used to upgrade IT equipment and the purchase of a vehicle purchase to ensure minimal conditions for project implementation.
- **Coordination with the existing CSO platforms:** Provincial CSO focal points will be revitalized to improve coordination and engagement with the APRM process.
- **Internal Coordination within the UN and UNDP Country Office:** Efforts to enhance coordination between programmes and projects within the UNDP CO will ensure a collaborative approach that promotes synergies, avoids duplication of effort, and maximises the efficient use of limited resource. This involves, among others, governance projects (UPR/HR/Justice/Police). Due to the strategic and wider nature the project will coordinate with other UN Agencies on specific issues.
- **Partnerships and coordination with development partners:** UNDP will engage with international development partners and other actors to sensitize them and coordinate actions within the scope of the project. UNDP together with the government will seek to mobilize resources to support the implementation additional and currently unfunded project activities and additional and complementary initiatives. The financial assistance provided by other partners will complement and enhance the effectiveness of the project.
- **Monitoring and evaluation:** An M&E system will monitor the implementation of activities and progress towards outputs and identify and quickly address any challenges or impediments that arise. An external, independent mid-term final evaluation will analyse project achievements, challenges, best practices and lessons learned as well as assess risk and mitigation. UNDP project management policy and the M&E plan will require that regular, joint field visits by UNDP CO and the implementation partner review project implementation and identify and resolve any issues that could threaten result achievement.

Project Management

The project will be implemented by using the NIM modality that will ensure alignment with government operational procedures and protocols. The project will be embedded in the APRM

National Secretariat facilities. The APRM National Secretariat will support the functioning of the APRM National Forum and work under the umbrella of the Ministry of Economy and Finance. An administrative and financial assistant will be contracted to ensure the integrity of financial management and reporting that follows UNDP guidelines. Independent experts in research and data analysis will be hired for the period June-September 2018 to undertake the in-depth, quantitative and qualitative research on country performance in the four APRM thematic areas. A short-term expert in communications will be hired for 6 months in 2018 to oversee the implementation of the APRM communication strategy and ensure that the 2nd review has the widest possible reach and maximum stakeholder participation. The results of both the thematic research and the implementation of the communications strategy will be reviewed in December 2018 and if necessary project indicators and targets will be adjusted to take into account the evidence produced, and lessons learned for the dissemination phase.

The UNDP CO management team will facilitate coordination between UNDP programmes and projects to ensure a collaborative approach that promotes synergies, avoids duplication of effort and maximises the efficient use of resources.

The CO project management structure will ensure adequate project implementation follow-up, supervision, monitoring and reporting by assigning a programme specialist, M&E specialist and programme associate. Project management undertakings will include regular HACT reviews and guaranteeing an annual independent audit of project implementation and financial execution. Whenever necessary, the UNDP CO will mobilise RSC, RBA and HQ support to enhance its contribution to the project. UNDP will also use the SSC mechanisms to promote learning and innovation to the project initiatives. The CO operations division will provide required support services including procurement, HACT assessments among others.

V. RESULTS FRAMEWORK

UNDAF/CPD OUTCOME: All people benefit from democratic and transparent governance institutions and systems that guarantee peace consolidation, human rights and equitable service delivery.

UNDAF/CPD INDICATORS: 1. Voter turnout in parliamentary elections (BL: 48,84%, T.58%); 2. % of 2016-2020 UPB Plan of Action recommendations implemented (BL: 49% (2013), T: 100%); 3. % of State Budget allocated towards poverty reduction interventions (BL: 55% (2015), T: 60%); 4. Open budget index value (BL: 38 (2015), T: 45); 5. Overall ranking in the Ibrahim African Governance index (BL: 52.3 (2015), T.54).

UNDP STRATEGIC PLAN: Outcome 1: Advance Poverty Eradication in all its forms and dimensions; **Outcome 2:** Accelerate structural transformations for sustainable development

Project title and Atlas Project Number: Support to African Peer Review Mechanism (APRM)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	2018	2019	2020	FINAL	
1. APRM in Mozambique is open, participative, inclusive and evidence-based.	1.1 No of thematic research report reviewed by stakeholders	Reports of stakeholder workshops	0	2018	4 Thematic research reports reviewed	N/a	N/a	4 Thematic research reports reviewed	Method: Reports of stakeholder workshops Freq: One-time data collection Risk: political and technical: weak market response to RFPs
	1.2 No of TV and radio spots on the APRM	Contracts with TV & Radio stations Video and audio recordings	0	2018	TV: 4 National Radio: 12 Community Radio: 24	TV: 4 National Radio: 12 Community Radio: 24	N/a	TV: 8 National Radio: 24 Community Radio: 48	Method: copies of contracts & audio & video recordings Freq: One-time data collection Risk: technical and financial
	1.3 No of thematic group debates on APRM held on TV and Radio	Contracts with TV & Radio stations Video and audio recordings	0	2018		TV: 12 (3 in each thematic area) Radio: 24 (4 thematic areas every 2 months)	TV: 12 (3 in each thematic area) Radio: 24 (4 thematic areas every 2 months)	TV: 24 Radio: 24	Method: copies of contracts & audio & video recordings Freq: One-time data collection Risk: technical and financial

2. 2nd APRM Country Review Report and National Programme of Action presented at the 29th APRM Heads of States Summit	2.1 N° stakeholders surveyed during thematic research process disaggregated by province, sex, age, social group	Thematic research reports	0	2018	X stakeholders surveyed in each province (target TBC)	N/a	N/a	X stakeholders surveyed (target TBC)	Method: thematic research reports (Consultants) Freq: One-time data collection Risk: political and financial
	2.2 N° of CSOs represented in seminars to validate the 2nd Country Review by province disaggregated by area of interest	Reports of validation seminars	0	2018	At least 15 per province	N/a	N/a	At least 150 nationwide	Method: Reports of validation seminars Freq: One-time data collection Risk: political and financial
3. 2nd APRM Country Review Report and National Programme of Action disseminated throughout the country in an accessible and inclusive way	3.1 N° of CSOs represented in dissemination seminars	Reports on dissemination seminars	0	2018	N/a	At least 15 in each province, 5 in each district (2 per province) and 5 in each municipality (3 region)	N/a	At least 15 in each province, 5 in each district (2 per province) 5 in each municipality (3 per region)	Method: Reports on dissemination seminars Freq: One-time data collection Risk: technical and financial
	3.2 N° of copies of the 2nd Country Review and NPOA distributed in accessible & inclusive formats	Invoices for printing and translation	0	2018	N/a	At least 5,000	N/a	At least 5,000	Method: Invoices for printing and translation Freq: One-time data collection Risk: technical and financial
	3.3 N° of thematic group debates on APRM held on TV and Radio	Contracts with TV & Radio stations Video and audio recordings	0	2018	N/a	TV: 12 (3 in each thematic area) Radio: 24 (4 thematic areas every 2 months)	TV: 12 (3 in each thematic area) Radio: 24 (4 thematic areas every 2 months)	TV: 24 Radio: 24	Method: copies of contracts & audio & video recordings Freq: One-time data collection Risk: technical and financial

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	Report on the implementation of the annual workplan, financial delivery, progress on the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures as well as corrective actions required and undertaken.		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	APRM Secretariat	3.2.1 / 1.1.2	UNDAF Outcome 8	July 2020	APRM Forum/Secretariat, MEF, development partners, provincial, district, municipal level communities involved in the activities	20,000 (UNDP RR)

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	BUDGET PERIOD			RESPONSIBLE PARTY	PLANNED BUDGET	
		2018	2019	2020		Budget Description	Amount
		1. APRM in Mozambique is open, participative, inclusive and evidence-based.	1.1 APRM informative material in Portuguese and local languages				
	1.2 Design and maintain APRM Website Design						
	1.3 Design print and distribute APRM Newsletter						Consultancy services Travel
	1.4 Draft research reports for four APRM thematic areas (Contracting of Research Institutions)				APRM National Secretariat/ APRM National Forum Research Institutions (UNDP Procurement)		
	1.5 Review of evidence produced and implementation of the communications strategy and adjustment of project indicators and targets where necessary				APRM National Forum/APRM National Secretariat/MEF/UNDP		
Sub-Total for Output 1							240.750

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2. 2nd APRM Country Review Report presented at the 29th APRM Heads of States Summit	2.1 Conduct Public consultations on the draft 2nd Country Review Report (Organize APRM Panel Support Mission to conduct stakeholders' consultations; Organize validation seminars; elaborate preliminary report)				APRM Continental Secretariat/ APRM National Secretariat	workshops travel Printing services	
	2.2 Submission of the draft 2nd self-assessment report to government for comments				APRM National Secretariat/ APRM National Forum		
	2.3 Publish final draft of 2nd APRM Country Review Report				APRM National Secretariat/ APRM National Forum/UNDP		
	2.4 Presentation of the 2nd Country Review report at the 29th APRM Head of States Summit				Government/APRM National Forum/APRM National Secretariat		
	Sub-Total for Output 2						
3. 2nd APRM Country Review and National Programme of Action disseminated throughout the country in an accessible and inclusive way	3.1 Distribute the 2nd Country Review Report and National Programme of Action throughout the National territory;						
	3.2 Organize Regional workshops for the launching of the 2nd Country Review report (South, Centre and North);				APRM National Forum/APRM National Secretariat/ Focal Points	workshops travel Contracting services	
	3.3 Organize Provincial and District workshops to disseminate 2nd Country Review report and the National Action Program.						
	3.4 Elaborate and distribute popular version of 2nd Country Review Report.						

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented under the National Implementation Modality in which the APRM Forum/Government assumes full responsibility for the use of UNDP resources and the delivery of the outputs defined in this project document. The Project Implementing Partners are APRM National Forum/APRM National Secretariat which is responsible for reporting regularly, fairly and accurately on project progress against agreed work plans and targets and in accordance with reporting schedules and formats

The Implementing Partner is responsible for providing all information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will ensure that project-level M&E is undertaken by national agencies and is integrated or aligned with national systems so that the data used by and generated by the project supports the strengthening of national capacity. The IP will maintain documentation and evidence of the proper and prudent use of project resources in accordance with applicable regulations and procedures. Documentation will be made available on request to project monitors and designated auditors.

The Project Board is responsible, through consensus, for overall management and coordination of project implementation and is the ultimate decision-making body for the project. The Project Board will be chaired by the Chairman of the APRM National Forum and will normally meet annually to consider and review the implementation progress, receive and approve the project annual report and to introduce any adjustments agreed to be necessary.

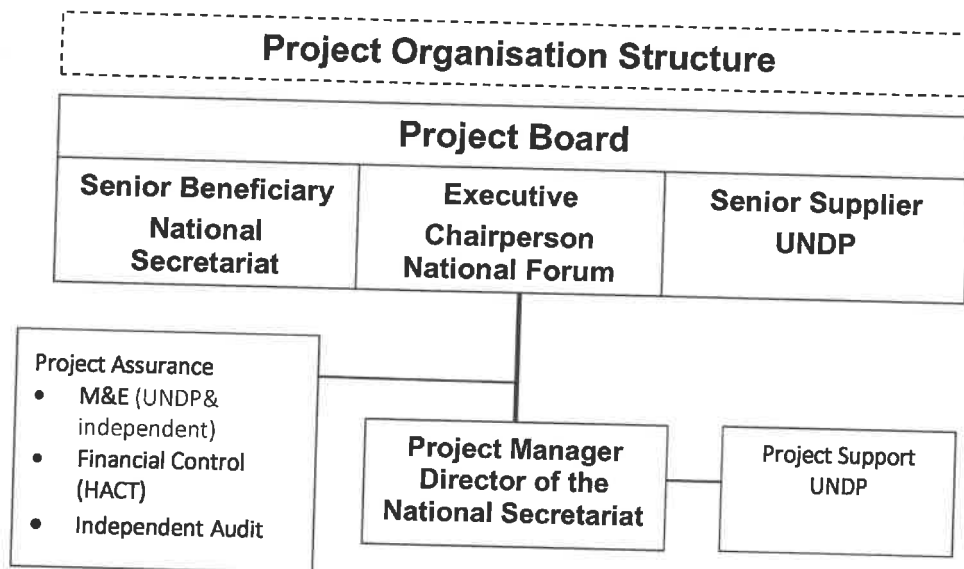
At the end of 2018, the project will review the results of the thematic research and the implementation of the communications strategy and adjust project indicators and targets if necessary. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

Project Board decisions will be made in accordance with standards that ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. The terms of reference for the Project Board are contained in Annex X. The Project Board comprises the following members:

1. APRM National Forum Chairman, Chair of the Project Board
2. Senior Beneficiaries:
 - a. The APRM National Secretariat
3. Senior Supplier: UNDP as the agency coordinating financial support for the project and providing technical assistance
4. Ex-Officio Members:
 - Development Partners providing financial support to the project
 - National NGOs and/or Civil Society Organisations collaborating with the project or intervening and operating in areas of relevance to the project

The Project Manager (APRM National Secretariat) will manage the project on a day-to-day basis on behalf of the IPs and under the guidance of the APRM National Forum. The Project Manager will inform the Project Board and the UNDP Country Office in a timely manner of any delays or difficulties in relation to project implementation as they arise so as to ensure that appropriate support and corrective measures can be identified and adopted. The Project Manager will be responsible for, amongst other things, the development of annual work plans based on the multi-year work, including the identification of annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP M&E requirements are fulfilled to the highest quality.

This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc..) occur on a regular basis.



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Mozambique and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the APRM National Forum/APRM National Secretariat/Ministry of Economic and Finance ("Implementing Partners") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

The table below summarises and evaluates the risks to project implementation and the countermeasures that will be taken by the project management to reduce the probability of the risk materialising and its potential impact. A more detailed risk log is provided in Annex 3.

Summary of Risk Log

A High Risk/Probability **B** Medium Risk/Probability **C** Low Risk/Probability

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response
1	Inadequate financial resources for implementation of the activities required to achieve results	2018	Financial resources (A)	insufficient government funding to APRM; decreased interest of development partners in funding governance issues, resources scarceness may compromise the project implementation	All stakeholders should engage on finding financial resources for the project Establish a project resources mobilization strategy
2	Continued restraint on public expenditure limits the implementation capacity of government at all levels and the possibility to make in-kind contributions to the project;	2018	Financial resources (A)	Current adverse financial environment may compromise the implementation of the project	Public resources should be allocated to ensure effective functioning of APRM process
3	A breakdown in the political dialogue with the opposition impacts negatively on the implementation of the APRM;	2018	Political (B)	It may compromise the implementation of the project as it may lead to political instability	Government and political parties to engage in successful peace dialogue Public opinion to pressure parties succeed in peace dialogue.
4	Project implementation disrupted by preparations for 2018 municipal elections and 2019 Presidential and Parliamentary elections	2018	Political (B)	It may compromise the implementation of the project as it may lead to political instability	Ensure fast procurement process to ensure that consultants can accelerate activities/field to anticipate the critical electoral period
5	Stakeholders are unable or unwilling to fully engage effectively in the implementation of the APRM;	2018	Failure to properly deliver the communication strategy (C)	Lack of CSOs engagement on the APRM process may compromise the implementation of the project	APRM Nasional Secretariat must develop its capacities to ensure that all intervenient are sensitized to participate on the project

XI. ANNEXES

ANNEX 1: Project Quality Assessment

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
For all questions, select the option that best reflects the project				
STRATEGIC				
1. Does the project specify how it will contribute to higher level change through linkage to the programme’s Theory of Change? <ul style="list-style-type: none"> • 3: The project is clearly linked to the programme’s theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project’s strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • 2: The project is clearly linked to the programme’s theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme’s theory of change. <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>	3	2		
			1	
			Evidence Project linked with CPD/UNDAF ToC. See prodoc for evidence.	
2. Is the project aligned with the UNDP Strategic Plan? <ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan¹³ and adapts at least one Signature Solution¹⁴. The project’s RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project’s RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner’s identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	3	2		
			1	
			Evidence Project responds to Dvpt Setting 1 and 2 and to Signature Solution b.	

¹³ The three development settings in UNDP’s 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

¹⁴ The six Signature Solutions of UNDP’s 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

2

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	Yes	No
RELEVANT		
<p>4. Does the project target groups left furthest behind?</p> <ul style="list-style-type: none"> 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. 2: The target groups are clearly specified, prioritizing groups left furthest behind. 1: The target groups are not clearly specified. <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	3	2
<p>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</p> <ul style="list-style-type: none"> 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</p> <ul style="list-style-type: none"> 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i> 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
PRINCIPLED		
<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i> 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. 	3	2

*Note: Management action or strong management justification must be given for a score of 1				
8. Does the project use gender analysis in the project design? <ul style="list-style-type: none"> 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities, but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. 		3	2	
			1	
		Evidence Basic gender analysis. Outputs are gender sensitive (GEN2). See prodoc as evidence.		
*Note: Management Action or strong management justification must be given for a score of 1				
9. Did the project support the resilience and sustainability of societies and/or ecosystems? <ul style="list-style-type: none"> 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>. 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> 1: Sustainability and resilience dimensions and impacts were not adequately considered. 		3	2	
			1	
		Evidence The project considers sustainable development issues as part of the APRM country review process.		
*Note: Management action or strong management justification must be given for a score of 1				
10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]		Yes	No	
		SESP Not Required		
MANAGEMENT & MONITORING				
11. Does the project have a strong results framework? <ul style="list-style-type: none"> 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> 		3	2	
			1	
		Evidence Targets for some indicators will be defined at the beginning of the project.		
*Note: Management Action or strong management justification must be given for a score of 1				
12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?		3	2	
			1	



<ul style="list-style-type: none"> • 3: The project’s governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. • 2: The project’s governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> • 1: The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>Evidence See Project Board ToRs as evidence.</p>								
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme’s theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project. <p>*Note: Management Action must be taken for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2">See project risk log.</td> </tr> </table>	3	2	1		Evidence		See project risk log.	
3	2								
1									
Evidence									
See project risk log.									
EFFICIENT									
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	<table border="1"> <tr> <td style="text-align: center;">Yes (3)</td> <td style="text-align: center;">No (1)</td> </tr> </table>	Yes (3)	No (1)						
Yes (3)	No (1)								
<p>15. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project’s budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • 2: The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • 1: The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2">Part of the resources are still to be mobilized. See prodoc as evidence.</td> </tr> </table>	3	2	1		Evidence		Part of the resources are still to be mobilized. See prodoc as evidence.	
3	2								
1									
Evidence									
Part of the resources are still to be mobilized. See prodoc as evidence.									
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2">See prodoc as evidence.</td> </tr> </table>	3	2	1		Evidence		See prodoc as evidence.	
3	2								
1									
Evidence									
See prodoc as evidence.									

<ul style="list-style-type: none"> 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>		
EFFECTIVE		
17. Have targeted groups been engaged in the design of the project? <ul style="list-style-type: none"> 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) 2: Some evidence that key targeted groups have been consulted in the design of the project. 1: No evidence of engagement with targeted groups during project design. 	3	2
	1	
	Evidence IP and stakeholders involved.	
18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	Yes (3)	No (1)
19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. <p>*Note: Management Action or strong management justification must be given for a score of "no"</p>	Yes (3)	No (1)
	Evidence See prodoc as evidence.	
SUSTAINABILITY & NATIONAL OWNERSHIP		
20. Have national/regional/global partners led, or proactively engaged in, the design of the project? <ul style="list-style-type: none"> 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. 2: The project has been developed by UNDP in close consultation with national/regional/global partners. 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
	1	
	Evidence See minutes of consultation meetings.	
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? <ul style="list-style-type: none"> 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. 1: Capacity assessments have not been carried out. 	3	2
	1	
	Evidence Project phase I has limited capacity building interventions (24 months project). Plans for Phase 2 exist and depend on funding availability.	
22. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?	Yes (3)	No (1)
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3)	No (1)

ANNEX 2: UNDP Social and Environmental and Social Screening Template (SESP)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure for guidance on how to answer the 6 questions.]

Project Information

Project Information	
1. Project Title	Support to African Peer Review Mechanism (APRM) in MOZAMBIQUE
2. Project Number
3. Location (Global/Region/Country)	MOZAMBIQUE

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project will pursue implementation of human rights based approach by ensuring of full participation of national and local level stakeholders, including the government and civil society and elected representatives at appropriate level in line with APRM/AU guidelines which are fully aligned with UN/HR standards. The project will be implementing measures to positively affect local communities mainly through ensuring extensive consultations both with individuals and groups both along the country assessment exercise and in the implementation of the National Plan of Action. These purposes are duly reflected in the RRF and planned activities. APRM methodology includes thorough research including family enquiries to inform the final APRM Country Review Report.

During the project preparation phase, consultation sessions and meetings with relevant stakeholders were undertaken to initiate stakeholder awareness and engagement in the review process. The project design assumes that the consultations during project preparation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, if required activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. The stakeholder consultations and validation workshop, and awareness-raising dialogues are intended to engage as many key groups as possible to incorporate their diverse perspectives contributing to reduce the risks of marginalizing any stakeholders.

The project will have regular meeting and consultations with relevant stakeholders as foreseen in the APRM guideline and UNDP POPP to ensure human rights approach implementation. APRM project M&E framework was drafted in consultations with stakeholders that could share freely their opinion on the project, its results, and social impact.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

APRM process and methodologies address gender dimensions clearly that must be considered in the research, reporting and NPoA phases requiring appropriate follow up from responsible institutions. Therefore, UNDP APRM project will contribute to ensure that gender dimension is duly dealt with throughout implementation including by mainstreaming specifically in the project results/activities and indicators and by supporting the stakeholders in integrating their policies and plans. Project staff recruitment will specifically encourage women applicants. Furthermore, gender equality will be captured through its interventions undertaken in the context of the other strategic plan outcomes/outputs. The gender equality outcome serves as framework for monitoring and reporting on gender mainstreaming. The promotion and protection of the rights of women features in the APRM and particularly in the questions and indicators designed to guide research in the four thematic areas. The APRM will specifically measure country performance in the context

international and regional treaties pertaining to women, including the Convention on the Political Rights of Women, the Convention on the Elimination of All Forms of Discrimination Against Women, together with the Beijing Platform of Action, the Declaration on the Elimination of Violence Against Women (CEDAW), the Protocol on the Rights of Women in Africa (2003).

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project will contribute to Mozambique's efforts to successfully address the challenges of the **2030 Agenda** and achieving the **Sustainable Development Goals**. The project will specifically contribute to SDGs 16 and 17: promote peaceful and inclusive societies for sustainable development and strengthen the means of implementation and revitalize the global partnership for sustainable development. However, the analysis of governance performance in the four APRM thematic areas and the development of corrective actions will contribute to the following SDGs:

<u>APRM Thematic Area</u>	<u>SDGs</u>
5. Democracy and Political Governance	10: Reduced inequalities
6. Economic Governance and Management	7: Affordable and clean energy 8: Decent work and economic growth
7. Corporate Governance	12: Responsible consumption and production 15: Life on land
8. Socio-Economic Development	1: Eradication of poverty 3: Good health and wellbeing 5: Gender equality 13: Climate action

Finally, the project will contribute to the seven African Aspirations expressed in the **African Union's Agenda 2063**: A prosperous Africa based on inclusive growth and sustainable development/An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance/An Africa of good governance, democracy, respect for human rights, justice and the rule of law/A peaceful and secure Africa/An Africa with a strong cultural identity, common heritage, values and ethics/An Africa whose development is people driven, relying on the potential offered by people, especially its women and youth and caring for children/An Africa as a strong, united, resilient and influential global player and partner.

The Project overall environmental impact is expected to be very positive and contributing to the sustainable development of Mozambique by increasing country capacity to review its political and democratic governance and inclusive development performance providing recommendations to improve development and to prevent and mitigate risks. In addition a II phase for the project is foreseen in order to National APRM Forum and Secretariat, which are composed by the different angles of the civil society and government representatives, is able to consistently advocate, mainstream and monitor the APRM process in Mozambique.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses).</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
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Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESI/ or SESA is required note that the assessment should consider all potential impacts and risks.
<p>Principles 1: Human Rights</p>	<p>I = 4 P = 2</p>	<p>Moderate</p>	<p>The country is going through a very unstable and challenging political, peace and governance environment. Mismanagement of public finances lead the country in a very difficult situation that affects the most vulnerable. The 2nd APRM country review exercise will bring up all types of issues that will be subject to discussions in extensive public consultations. The possibility of the review findings feed largely social discussion on government performance can cause unexpected reactions both from CS and the Government</p>	<p>Ensure CS at all levels awareness and engagement in the APRM process and country review exercise as unique opportunity for CS to contribute for the benefit of the country. Sensitize government to accommodate ad respond to CS concerns and aspirations.</p>
<p>Risk 2: Is there a likelihood that the Project would exclude any potentially affected stakeholders, marginalized groups, from fully participating in decisions that may affect them?</p>	<p>I = 2 P = 2</p>	<p>LOW</p>	<p>The APRM review exercise is of an inclusive and consultative nature. Despite this there is no 100% certainty that all marginalized groups will be represented on the consultation and the surveys.</p>	<p>Ensure that vulnerable groups are captured in the thematic research and survey work to be conducted by the Project. Monitoring tools include capturing of disaggregated data including of the marginalized groups.</p>
<p>Risk 3: Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?</p>	<p>I = 3 P = 2</p>	<p>LOW</p>	<p>The project will be implemented using NIM modality. Implementing partner HACT assessment will be conducted to ensure compliance</p>	<p>Micro HACT assessment will be conducted to the IP. As part of risk mitigation, the Project plans to provide financial and technical capacities to ensure full project implementation and accountability.</p>

Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
<p>Risk 4: is there a risk that rights-holders do not have the capacity to claim their rights?</p>	<p>I = 2 P = 1</p>	<p>Low</p>	<p>with UNDP PM policies including risk mitigation.</p> <p>Despite COS development in Mozambique it is not evident that all citizens are able to express their aspirations and claim for their rights</p>	<p>Ensure as much as possible that rights holders voices are captured in the thematic research and survey work to be conducted by the Project.</p> <p>Monitoring tools include capturing of disaggregated data including of the marginalized groups.</p>
<p>Risk 5: Have local communities or individuals, given the opportunity raised human rights concerns during the stakeholder engagement process?</p>	<p>I = 3 P = 3</p>	<p>Moderate</p>	<p>The project will pursue implementation of human rights based approach by ensuring of full participation of national and local level stakeholders, including the government and civil society and elected representatives at appropriate level in line with APRM/AU guidelines which are fully aligned with UN/HR standards.</p>	<p>The project will be implementing measures to positively affect local communities mainly through ensuring extensive consultations both with individuals and groups both along the country assessment exercise and in the implementation of the National Plan of Action. These purposes are dully reflected in the RRF and planned activities. APRM methodology includes thorough research including family enquiries to inform the final APRM Country Review Report. During the project preparation phase, consultation sessions and meetings with relevant stakeholders were undertaken to initiate stakeholder awareness and engagement in the review process. The project design assumes that the consultations during project preparation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation; if required activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. The stakeholder consultations and validation workshop, and awareness-raising dialogues are intended to engage as many key groups as possible to incorporate their diverse perspectives contributing to reduce the risks of marginalizing any stakeholders. The project will have regular meeting and consultations with relevant stakeholders as foreseen in the APRM guideline and UNDP POPP to ensure human rights approach implementation. APRM project M&E framework was drafted in consultations with stakeholders that could share freely their opinion on the project, its results, and social impact.</p>
<p>Principle 2: Gender Equality and Women's Empowerment</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If EIA or SESA is required note that the assessment should consider all potential impacts and risks.
Principle 3: Environmental Sustainability:	N/A	N/A	N/A	N/A
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)				
Low Risk			X	Comments The project activities have potential adverse social risks and impacts, that are limited in scale
Moderate Risk				
High Risk				
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
Principle 1: Human Rights			<p>Ensure CS at all levels awareness and engagement in the APRM process and country review exercise as unique opportunity for CS to contribute for the benefit of the country. Sensitize government to accommodate ad respond to CS concerns and aspirations.</p> <p>Ensure as much as possible that rights holders voices are captured in the thematic research and survey work to be conducted by the Project.</p> <p>Monitoring tools include capturing of disaggregated data including of the marginalized groups.</p> <p>Micro HACT assessment will be conducted to the IP. As part of risk mitigation, the Project plans to provide financial and technical capacities to ensure full project implementation and accountability</p>	
Principle 2: Gender Equality and Women's Empowerment			<input type="checkbox"/>	
1. Biodiversity Conservation and Natural Resource Management			<input type="checkbox"/>	
2. Climate Change Mitigation and Adaptation			<input type="checkbox"/>	
			N/A	

Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
	3. Community Health, Safety and Working Conditions		<input type="checkbox"/>	N/A
	4. Cultural Heritage		<input type="checkbox"/>	N/A
	5. Displacement and Resettlement			N/A
	6. Indigenous Peoples		<input type="checkbox"/>	N/A
	7. Pollution Prevention and Resource Efficiency		<input type="checkbox"/>	N/A

Final Sign Off

Signature	Date	Description
QA Assessor		Rodrigo Cina
QA Approver		Abdourahmane Dia
PAC Chair		Martim de Faria e Maya (UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC)

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	Yes
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Yes
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	Yes
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
3.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable <u>Natural</u> Resource Management		

¹⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No/NA
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No/NA
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No/NA
1.4	Would Project activities pose risks to endangered species?	No/NA
1.5	Would the Project pose a risk of introducing invasive alien species?	No/NA
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No/NA
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No/NA
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No/NA
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No/NA
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No/NA
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No/NA
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁶ greenhouse gas emissions or may exacerbate climate change?	No/NA
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No/NA
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental <u>vulnerability to climate change</u> now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No/NA
Standard 3: Community Health, Safety and Working Conditions		

¹⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No/NA
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No/NA
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No/NA
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No/NA
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No/NA
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No/NA
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No/NA
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No/NA
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No/NA
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No

¹⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or <u>transboundary impacts</u> ?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX 3: Capacity Assessment:

Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

The IP capacity micro assessment will be conducted between June and December 2018. The information contained in the table below addresses and summarizes few fundamental capacity questions and it's based on the last micro assessment exercise conducted by the country office in 2013.

(Unsatisfactory answers to the following questions should result in disqualification of the organization from further consideration for the role of implementing partner)

Topic	Question	Response
Legal Status	What is the organization's legal status? Has it met the legal requirements for operation in the programme country?	Organization's clear legal status as stated in the Decree 14/2012, 22 May. Legal requirements for operation in the country have been met.
Proscribed Organizations	Is the organization listed in any UN reference list of proscribed organizations?	Organization do not appear on a UN reference list of proscribed organizations.
Leadership Commitment	Are leaders of the organization ready and willing to implement the proposed project?	Leadership is ready and willing to implement the project.
Management Experience and Qualifications	Which managers in the organization would be concerned with the proposed project? What are their credentials and experience that relate to the proposed project? Do these managers have experience implementing donor-funded projects?	Managers are qualified and have experience related to the project.
Technical Knowledge and Skills	Do the skills and experience of the organization's technical professionals match those required for the project? Would these professionals be available to the project?	Although the technical personnel have substantial skills and experience related to the project, additional technical personnel with required skills will be availed to the proposed project.
Procurement	Does the organization have the legal authority to enter into contracts and agreements with other organizations? Does the organization have access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP?	Organization have legal authority to contract or access to legal counsel. Also assistance can be provided by UNDP when required.
Recruitment	Does the organization have the legal authority to enter into employment contracts with individuals?	Organization have legal authority to contract or access to legal counsel. Also, assistance can be provided by UNDP when required.

<p>Financial Management</p>	<p>Does the organization maintain a bank account?</p> <p>Does the organization have written rules and regulations for financial management that are consistent with international standards?</p> <p>What is the maximum amount of money the organization has ever managed? If the proposed project will be implemented by this organization, what percentage of the organization's total funding would the project comprise?</p> <p>Can the organization track and report separately on the receipt and use of funds from individual donor organizations?</p> <p>Is the organization subject regularly to external audit?</p>	<p>Organization have a bank account.</p> <p>The organization have written financial procedures or procedures inconsistent with international standards.</p> <p>Proposed project budget amounts to over 80% of organization's total funding.</p> <p>Organization can provide separate accounts for donor funds.</p> <p>Organization is regularly audited.</p>
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ANNEX 4: PROJECT BOARD TERMS OF REFERENCE

Overall responsibilities:

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization of the Project Board:

This group contains three roles, including:

1. An **Executive** (*President of APRM National Forum*): individual representing the project ownership to chair the group.
2. A **Senior Supplier** (*UNDP*): individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
3. A **Senior Beneficiary** (*APRM National Forum Secretariat*): individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

Project Board Periodicity:

- Quarterly PB to review project progress
- Yearly PB review project performance and planning

Project Management Roles:

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

Specific responsibilities:

1. *Defining a project:* Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).
2. *Initiating a project:* Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team; 1. Delegate any Project Assurance function as appropriate; 2. Review the Progress Report for the Initiation Stage (if an Initiation Plan was required); 3. Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.
3. *Running a project:* 1) Provide overall guidance and direction to the project, ensuring it remains within any specified constraints; 2) Address project issues as raised by the Project Manager; 3) Provide guidance and agree on possible countermeasures/management actions to address specific risks; 4) Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required; 5) Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans. 6) Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner; 7) Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review. 8) Review and approve end project report, make recommendations for follow-on actions; 9) Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded; 10) Assess and decide on project changes through revisions;
4. *Closing a project:* Assure that all Project deliverables have been produced satisfactorily; 2) Review and approve the Final Project Review Report, including Lessons-learned;

The **Executive** is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

1. Ensure that there is a coherent project organization structure and logical set of plans
2. Set tolerances in the AWP and other plans as required for the Project Manager
3. Monitor and control the progress of the project at a strategic level
4. Ensure that risks are being tracked and mitigated as effectively as possible
5. Brief Outcome Board and relevant stakeholders about project progress
6. Organize and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary: The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

1. Ensure the expected output(s) and related activities of the project are well defined
2. Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective

3. Promote and maintain focus on the expected project output(s)
4. Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
5. Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that: Specification of the Beneficiary's needs is accurate, complete and unambiguous

Project Management Roles

1. Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
2. Impact of potential changes is evaluated from the beneficiary point of view
3. Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities;

Senior Supplier: The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

1. Make sure that progress towards the outputs remains consistent from the supplier perspective
2. Promote and maintain focus on the expected project output(s) from the point of view of supplier management
3. Ensure that the supplier resources required for the project are made available
4. Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
5. Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The *supplier* assurance role responsibilities are to:

1. Advise on the selection of strategy, design and methods to carry out project activities
2. Ensure that any standards defined for the project are met and used to good effect
3. Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
4. Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated

Project Manager Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board

Project Management Roles:

The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place. Specific responsibilities would include: Overall project management:

1. Manage the realization of project outputs through activities;
2. Provide direction and guidance to project team(s)/ responsible party (ies);
3. Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
4. Identify and obtain any support and advice required for the management, planning and control of the project;
5. Responsible for project administration;
6. Liaise with any suppliers;
7. May also perform Team Manager and Project Support roles;

ANNEX 5: Terms of Reference of Project Staff

I. Post Information	
Post Title: Administrative and Finance Assistant Post Number: Organizational Unit: Governance Unit / APRM Project Supervisor: Project Manager	Current Grade: Proposed Grade: SB-3/4 Approved Grade:

• II. Organizational Context
<p>The African Peer Review Mechanism (APRM) is a voluntary tool in which African Union (AU) members states mutually assess political, economic and corporate governance, and socio-economic development. It is considered Africa's most innovative initiative and is designed to fill a serious gap in longstanding continental efforts to tackle governance challenges. The APRM requires that each country undertakes a rigorous self-evaluation through a broad participatory process led by the government that results in a National Programme of Action (NPOA) with time bound objectives to guide all stakeholders in the actions</p> <p>Mozambique has been participating in the APRM since 2003 and has made significant progress in achieving the phases recommended by the APRM cycle, culminating in the submission of the Country's Review Report at the 11th APRM Summit held in Syrte, Libya in June 2009. Mozambique's strong commitment to the peer review mechanism has resulted in the introduction of a number of innovative governance practices and reforms. Nevertheless, despite progress made in domesticating the APRM in Mozambique, the 1st country evaluation and subsequent follow-up, a number of challenges remain that that need to be addressed, particularly in the areas of democracy and political governance, economic governance and social development, and have indeed been highlighted by the APRM Panel of Eminent Persons.</p> <p>On completing the first APRM cycle (2003-2016), Mozambique expressed interest in submitting a 2nd Country Assessment to the APRM continental bodies at the African Union, reiterating its commitment to transparency, inclusiveness and good governance. Financial and technical assistance to the APRM has been an important component of UNDP Mozambique's Governance portfolio since 2003 and a recent evaluation of concluded that continuity in UNDP's technical support to the National APRM Forum is a critical to the effort to promote good governance and inclusive development in Mozambique.</p> <p>Given the critical challenges that persist and taking into account the best practices and lessons learned to date, and in response to a formal request from the GoM and the APRM National Forum, UNDP is disposed to support Mozambique in conducting the 2nd APRM country assessment process and the subsequent dissemination and monitoring and evaluation of the National Plan of Action (NPOA) by all stakeholders. UNDP's support to the APRM will result in evidence-based interventions by Government, civil society and the private sector, that will address governance issues and foster conditions for economic integration, political stability and sustainable development contributing to the achievement of UNDP's development goals, at both national and international level, and the SDGs.</p> <p>In the longer term, UNDP support to the APRM will strengthen the institutional framework, organizational structures and processes that can facilitate its transformation into an ongoing review process, growing the political space for dialogue, and promoting a more transparent and participative approach to policy development and</p>

monitoring that facilitates peace-building and social cohesion, and creates the conditions for inclusive economic development and sustainable growth and in Mozambique.

Within this context UNDP aims to recruit an Administrative and Finance Assistant to for the APRM Project.

Under the overall guidance and supervision of the Project Manager, the Administrative and Finance Assistant supports the APRM Forum Secretariat, in the preparation of project planned activities and in accurate project financial and progress reporting. He/she is responsible for the of administrative and of financial services, ensuring the highest efficiency in resources management and the provision of accurate and documented financial information; transparent utilization of financial resources; He/she supports the Project Manager in the management of the project, namely in the day to day interaction with the APRM Secretariat and follow up on the project annual work plans of APRM Project supported by UNDP, namely: *"Support to African Peer Review Mechanism (APRM)/MOZAMBIQUE"*. He/she works in accordance with UNDP administrative, financial and procurement regulations applicable to the project. The Administrative and Finance Assistant will be housed at UNDP office, with regular visits to the APRM National Forum Secretariat. Whenever necessary the Administrative and Finance Assistant will be working at the Secretariat. When required will travel to projects sites.

• III. Functions / Key Results Expected

The Key function of the Administrative and Finance Assistant is to provide effective administrative and financial support services to the Project Team in accordance with UNDP rules, regulations and procedures to ensure sound implementation of the project and the ultimate delivery of Project results as formulated in the Project Document, within the approved budget. To achieve this, the successful candidate will perform the following duties and responsibilities:

1. Ensure administration and implementation of operational strategies, adapt processes and procedures focusing on achievement of the following results:
 - Full compliance with UNDP rules and regulations regarding financial and procurement processes
 - Timely financial recording/reporting system and follow-up on audit recommendations;
 - Implementation of effective internal controls, proper functioning of a client-oriented financial resources management system.
2. Assist the APRM Project Manager in project management and results achievement
3. Assist the APRM Secretariat in project implementation and results achievement

And will perform the following tasks:

- Implement the control mechanism for development projects through monitoring budgets preparation and modifications;
- Contribute to the preparation of periodic financial reports required by relevant national and/or donor entity;
- Verify financial reports, budget revisions, receipts of contributions ensuring timely and accurate funds transfer,
- Provide accounting and administrative support to the project:
- Preparation of financial information and budgets leading to the formulation of the AWP's
- Work efficiently with UNDP IT platform (ATLAS) ensuring proper financial and project management within the scope of her/his responsibilities
- Prepare quarterly and annual financial reports, according to UNDP guidelines
- Provide inputs for the preparation of the progress reports

- Ensure proper control of the supporting documents for payments, review of financial reports as per NIM rules;
- Interact with responsible parties of the project in facilitation and preparation of the financial requests and reports, and other related documentation, directing and consulting on proper reporting tools;
- Ensure timely submission of expenditure reports to the UNDP Country Office and verify the accuracy of such reports;
- Prepare and submit payment requests with proper support documentation to UNDP CO;
- Provide financial monitoring over project commitments and expenditures and assist the Project Manager in assuring proper project delivery;
- Control the usage of non-expendable equipment (record keeping, drawing up regular inventories);
- Ensure compliance with appropriate operational and financial closure procedures, subject to the incumbent's mandate and authority;
- Prepare and submit travel documents in accordance with UNDP requirements;
- Assist in procurement of services and goods under the project where appropriate;
- Provide necessary administrative, financial and logistical support to project events, including: workshops, seminars, working meetings and visits of national and international delegations (visa support, transportation, hotel accommodation etc.);
- Prepare meetings Project Boards and further follow-up, and perform secretarial duties during Project Board meetings;
- Keep files of project documents and expert reports and ensure general circulation of documents;
- Act on telephone inquiries, fax, post and e-mail transmissions, and co-ordinate appointments;
- Draft project correspondence and documents; finalize correspondence of administrative and financial nature; edit reports and other documents for correctness of form and content.

Implement Human Resource services such as:

- Assist in collection, preparation and submission of support documents for Service Contract (SC) and Individual Consultant (IC) recruitment, using UNDP recruitment system;
- Maintain and monitor meetings attendance records for CO review;
- Keep regular contact with project experts and consultants to inform them about the project details and changes;

Perform any other administrative and financial duties related to the APRM project as requested by the Project Manager.

• **IV. Impact of Results**

The key results have an impact on the overall project efficiency in implementing the planned activities and managing its financial resources. The Project holds accurate and documented financial information, ensures timely and appropriate delivery of services, ensures project implementation, Monitoring and Evaluation, financial accountability and promotes efficiency in use of financial resources.

V. Competencies

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Knowledge Management and Learning

- Promotes knowledge management within the national Institutions environment through sharing of information and personal example
- Actively works towards continuing personal learning and development

Job knowledge and technical expertise:

- Good understanding of the project substance
- Good financial and budgeting skills
- Ability to manage complex data, monitor and analyse budgets
- Ability to prepare progress and financial reports
- Excellent IT skills

Delivery: Management and Leadership

- Consistently approaches work with energy and a positive, constructive attitude
- Ability to perform a variety of repetitive and routine tasks and duties related to finance;
- Ability to handle a large volume of work possibly under time constraints;
- Ability to organize and complete multiple tasks by establishing priorities

Communication:

- Listens to develop awareness of client's needs,
- Respects difference of opinion,
- Finds common ground to solve problems;
- Demonstrates behaviors such as teamwork, maintaining relationships, and seeks guidance from supervisor to address issues.

VI. Recruitment Qualifications

Education:	Completed Secondary school. Relevant professional training, university degree (bachelor) in economics, finance, administration, management or any other related field is preferred
Experience:	<p>At least 5 years of relevant finance experience:</p> <ul style="list-style-type: none"> - Financial and budgeting skills - Ability to manage complex data, monitor and analyse budgets - Ability to prepare financial reports - Assist in procurement of services and goods under the project where appropriate; <p>Relevant administrative experience;</p> <ul style="list-style-type: none"> - Previous experience in organizing events (workshops, seminars, visits) preferably working with UNDP - Logistical organization of meetings, travel, - Correspondence drafting <p>Working knowledge of UNDP rules and regulations is a strong asset; Previous experience in administering UNDP is a strong asset;</p>
Language Requirements:	Fluency Portuguese (written and spoken) required. Good knowledge of English will be a strong advantage.

COMMUNICATION CONSULTANT

I. CONSULTANT RESPONSIBILITIES

General:

- Support in the process of public dissemination of the APRM during the draft of the 2nd Country Review Report

Specific:

- Provide Technical Assistance in the dissemination of the APRM to the public through the media at a national level, establishing contacts with the press for necessary coverage;
- Organize interactive programs in the media covering thematic areas of the APRM with the participation of members of the National Forum, members of Government and other stakeholders, as well as the production of the respective materials;
- Ensure the production of television spots and radio programs
- Ensure Periodical Debates /Interviews with members of the National Forum on TV and radio station;
- Update the APRM web page with public interest material;
- Elaborate regular press release on APRM activities.

II. PROFILE OF THE CONSULTANT

- Recognized professional experience in the field of social communication;
- Knowledge about the APRM, in particular the Mozambican process
- Write and speak Portuguese and English Fluently;
- Ability to establish and maintain work with people of different professional backgrounds on permanent basis;
- Ability to work under pressure;

III. INSTITUTIONAL BASE AND SUPPORT

- The work will be carried out by the consultant in coordination with the National APRM Secretariat and APRM Forum.

IV. EXPECTED RESULTS

- Knowledge, awareness and ownership of APRM by the public.

V. DURATION OF CONTRACT

- 6 months

