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**UN Women**

## **Country Portfolio Evaluation**

**MOZAMBIQUE**

**2012 – 2015**

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## List of Acronyms

CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CO	UN Women Mozambique Country Office
CPE	Country Portfolio Evaluation
CSO	Civil Society Organization
CSW	Commission on the Status of Women
E-VAW	Ending Violence Against Women
GBV	Gender Based Violence
GCG	Gender Coordination Group
GEWE	Gender Equality and Women's Empowerment
GJT	Gender Joint Team
GRB	Gender Responsive Budgeting
HQ	UN Women Headquarters
OECD	Organization for Economic Co-operation and Development
PPL	Women's Political Participation and Leadership
MDG	Millennium Development Goal
RO	UN Women Regional Office
SADC	Southern Africa Development Community
SN	Strategic Note
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Fund
UNiTE	United Nations Secretary General's Campaign on the Elimination of Violence Against Women and Girls
UNPFD	United Nations Partnership Framework for Development
UN Women	United Nations Entity for Gender Equality and Women's Empowerment
UPR	Universal Periodic Review
VAW	Violence Against Women
WEE	Women's Economic Empowerment
WFP	United Nations World Food Program

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## EXECUTIVE SUMMARY

This report outlines the main findings of a country portfolio evaluation (CPE) on the normative, coordination, and programmatic work of UN Women in Mozambique. The evaluation sought to systematically assess the contributions of UN Women to the improvement of Gender Equality and Women's Empowerment (GEWE) in the country and inform the development of future strategic work. In this sense, the evaluation explored both summative and formative dimensions. The summative dimension looked at the work carried out by the Country Office (CO) between 2012 and 2015, as guided by Strategic Notes 2012-2013 and 2014-2015, to assess development effectiveness. The formative approach utilized the strategic learnings identified through the summative assessment to formulate recommendations for the development of the Strategic Note 2017-2021.

### Context

Mozambique has experienced rapid economic growth, with an average annual rate of 7% over the past decade,<sup>1</sup> while facing high levels of economic inequality, political instability, and one of the world's lowest human development indicators.<sup>2</sup> The deterioration of the political and security situation accompanied by increased violence has affected development efforts in the country.<sup>3</sup>

The Government's commitment to gender equality is strong, guided by a series of international covenants, but many gender goals are yet to be accomplished. For instance, though women represent 37% of politicians in Parliament, efforts are still needed to reach the 50% representation by 2015, as established under the SADC Gender Protocol.<sup>4</sup> There are also important gender inequalities around access to services and resources. For example, though women make up 87% of the agricultural labor force, they only account for 25% of landowners holding official land titles. Violence against women is widespread and rooted in cultural norms. A 2004 study<sup>5</sup> showed that over half of Mozambican women have experienced violence at least once in their lifetime. Lastly, the use of customary laws that violate women's rights limits important legal advances on gender equality.<sup>6</sup>

### UN Women Mozambique

UN Women in Mozambique supports gender-mainstreaming efforts across the UN Country Team (UNCT) thematic groups and programs. The CO was established in 2011 and conducts its normative, coordination, and operational work following the CO Strategic Note (SN). The SNs are aligned with the gender priorities of the Government of Mozambique, as established in the National Plan on the Advancement of Women 2010-2014, the Action Plan on Poverty Reduction 2011-2014, as well as with the strategic goals of the UN Women's Strategic Plan 2014-2017 and the UNDAF 2011-2015. All strategic goals are based on the principles and obligations of the Convention on the Elimination of all forms of Discrimination Against Women, the Beijing Declaration and Platform for Action, the Commission on the Status of Women, and the Millennium Development Goals.

### Country Portfolio Description

The work of UN Women in Mozambique to promote gender equality between 2012 and 2015 has primarily focused on four key areas: a) elimination of violence against women, including HIV/AIDS

<sup>1</sup> World Bank. (2013). Development Indicators: Mozambique. Retrieved from: <http://databank.worldbank.org/data/reports.aspx?source=2&country=MOZ&series=&period=>

<sup>2</sup> UNDP. (2015). Human Development Index 2014. Retrieved from: <http://hdr.undp.org/en/countries/profiles/MOZ>

<sup>3</sup> UN Women. (2014). Mozambique Strategic Note 2014-2015: StrategicNote\_MOZ\_2014-2015\_Final\_FR\_23 1 2014.doc

<sup>4</sup> Ibid.

<sup>5</sup> A study conducted by the Ministry of Women and Social Action in 2004, as indicated in Strategic Note 2014-2015.

<sup>6</sup> UN Women. (2014). Mozambique Strategic Note 2014-2015: StrategicNote\_MOZ\_2014-2015\_Final\_FR\_23 1 2014.doc

related activities; b) gender responsive planning and budgeting; c) women's economic empowerment; and d) capacity building of national authorities as well as civil society organizations (CSOs). These efforts have been implemented through coordinated work with the national and local governments, implementing partners, and CSOs, as well as through Joint Programs with other UN agencies. In addition, the CO has utilized its leading role in key platforms, such as the Gender Coordination Group (GCG), to further consolidate GEWE efforts. The table below summarizes the impact areas the SNs sought to achieve.

Strategic Goals (SG) and Impact Areas	SN 2012-2013	SN 2014-2015
<b>SG1: Women's leadership and political participation.</b> Women lead and participate in decision-making at all levels.	-	X
<b>SG2: Women's economic empowerment.</b> Women, especially the poorest and most vulnerable, are economically empowered and benefit from development.	X	X
<b>SG3: Ending violence against women and girls.</b> Prevent violence against women and girls and expand survivor's access to services.	X	X
<b>SG4: Women's leadership in peace and security.</b> Increase women's leadership in peace, security, and humanitarian response.	-	X*
<b>SG5: Gender mainstreaming in governance and national planning.</b> National planning and budgeting processes promote institutional accountability to gender commitments.	X	X

\* Activities under this strategic goal were on hold at the time of the field visit because the CO considered it was unlikely to achieve them due to the politically sensitive context.

## Methodology

The evaluation methodology consisted of a theory-based cluster design to assess the CO support at the country level. Evaluators assessed the performance of the portfolio according to the reconstructed theories of change under SNs 2012-2013 and 2014-2015. Data collection methods included a desk review, key informant interviews, focus group discussions, and site visits.

The assessment criteria of the Organization for Economic Co-operation and Development and the UN Evaluation Group guided the evaluation at all times. These criteria allowed evaluators to assess the relevance, efficiency, effectiveness, and sustainability of the portfolio. Given timeline and resource constraints, the evaluation questions were clustered and key stakeholders selected first and second priority questions per cluster for the evaluation to answer. The six clusters utilized were:

- **Cluster 1: Alignment of the CO portfolio.** This cluster included evaluation questions on whether selected interventions and partners were relevant to address gender inequality.
- **Cluster 2: Management of the Strategic Notes.** This cluster included questions on whether the CO has the management structure and skills and needed to deliver the portfolio.
- **Cluster 3: Achievement of the Strategic Notes.** This cluster included questions around the extent to which interventions contributed to the expected outcomes.
- **Cluster 4: Coordination and Comparative Advantages.** This cluster included questions on whether there was coordinated and coherent work between UN Women and the UNCT.
- **Cluster 5: Sustainability.** This cluster included evaluation questions around national ownership over portfolio activities and partners' capacity to sustain the benefits achieved.
- **Cluster 6: Design of the Portfolio.** This cluster explored whether the thematic focus of the portfolio was appropriate and if the technical design of the Strategic Notes was relevant.

## Integration of Human Rights and Gender Equality Principles

The evaluation took a human rights and gender responsive approach based on three key principles: inclusion, participation, and fair power relations. Along with other stakeholders, the evaluation actively engaged rights holders and duty bearers in all aspects of the evaluation, from design to validation of findings. To address power imbalances among the different groups, the evaluation opened a space for dialogue at the earliest stage of its design, through an Inception Workshop, for stakeholders to provide input into the CPE. Stakeholders were also included as primary sources and in the process of data triangulation, interpretation of findings, and validation of recommendations. This validation process was done through an Exit Workshop implemented at the end of the field mission. The CPE also established a Reference Group to provide input into the design and implementation of the evaluation as well as to review key evaluation deliverables. The Reference Group included CO staff, national government officials, implementing partners, CSOs, and donors.

## Interviewee Consent and Confidentiality Protection

At all CPE stages, participation in the evaluation was voluntary and verbal consent to participate was requested from all stakeholders. All information provided by stakeholders is strictly confidential and only aggregate data is presented in this evaluation report.

## Sample Frame

The sample frame covered all provinces overseen by the CO to assess the normative and coordination work, while prioritizing the work implemented in provinces where UN Women has permanent presence for the assessment of programmatic work. In total, the CPE consulted 34 stakeholders, including CO staff, CSO representatives, government officials, and donors. In addition, the evaluation team visited one project site in Ressano Garcia, where a group discussion with approximately 70-100 students was held. Given the setup of such group discussion and to facilitate data analysis, the 70-100 students were counted as one stakeholder for a total of 35 interviewees.

## Data Analysis

The information collected through primary and secondary sources were systematically analyzed to arrive at findings. First, a desk-based portfolio analysis was undertaken to synthesize data from secondary sources. Second, the evaluation identified patterns in the primary data to assess medium and long-term results. These patterns were identified by categorizing stakeholders' answers to priority questions as positive (i.e. results were fully achieved), negative (i.e. results were not achieved), limited (i.e. some results were achieved, but not fully), and no response. Lastly, the evidence from the portfolio and the primary data analysis was crossed and balanced in a final matrix.

## Methodological Limitations

The evaluation provides an understanding of the effectiveness of UN Women's support to Mozambique. It also identifies the most significant contributions of the portfolio as perceived by rights holders, duty bearers, and other stakeholders. However, the evaluation cannot generalize results given that it did not include a baseline or a comparison group of beneficiaries. This limits evaluators' understanding of the initial state of gender equality in target areas and of what would have happened in the absence of the CO's support. In this sense, the evaluation cannot claim causal links between identified results and the CO portfolio. The CPE methodology nonetheless answers the critical questions posed by the UN and establishes a strong association between the changes experienced by stakeholders and UN Women's support.



## EVALUATION FINDINGS

The following are the most relevant findings on the contributions of UN Women to the advancement of gender equality and women's empowerment in Mozambique between 2012 and 2015. The body of the report provides more detailed information around each finding.

### RELEVANCE

**Finding 1. The thematic focus of the portfolio is generally relevant to the gender priorities in Mozambique. In this sense, the CO has targeted pertinent areas of work around GEWE in the Strategic Notes. However, the current structure and resources of UN Women and its partners prevent the CO from tackling each area comprehensively. In addition, the evaluation found that it is critical to resume activities in the area of peace and security.**

The focus of the 2012-2015 portfolio on addressing violence against women, HIV/AIDS, economic empowerment, political participation, and gender mainstreaming in governance and national planning effectively reflects gender priorities in Mozambique. Nonetheless, the CO's aim to address all these thematic areas is ambitious given the structure and resources of the office and its partners, including government and CSOs. In terms of thematic areas to prioritize, stakeholders agreed on the need to continue the work on E-VAW and WEE.

Although the current thematic areas are pertinent to the situation of women, peace and security continue to be a critical area in which the country needs support.<sup>7</sup> UN Women originally included activities around peace and security in its SNs and implemented some in April 2014,<sup>8</sup> but the remaining activities were put on hold because the CO considered that such activities were unlikely to produce results due to the sensitive political context.<sup>9</sup> Though complex, this is an area that should be prioritized in future strategic planning. In September 2015, as part of the review process of the draft evaluation report, the CO clarified that it will resume activities in this area and is currently identifying alternative strategies to do so without creating political confrontation, such as by incorporating peace and security activities under interventions in other thematic areas like E-VAW or WEE.<sup>10</sup>

**Finding 2. The choice of interventions is relevant to the thematic areas of the portfolio but, given UN Women's structure and resources, the CO could implement more comprehensive interventions across a narrower set of thematic areas to produce greater results.**

The interventions under the 2012-2015 portfolio are pertinent to each thematic area and planned results. Specifically, the portfolio included both preventive and assistance interventions across thematic areas. For instance, E-VAW interventions included sensitization campaigns around VAW in schools, workshops with community leaders, and assistance for the adaptation of national legislation, among others. In the WEE thematic area, interventions have been utilized as entry points to introduce 'soft sub-interventions' around VAW, which stakeholders found to be an adequate approach. Interventions under PPL, such as trainings for female electoral observers through NAFEZA, were also appropriate to enhance political participation of women. In the area of governance, interventions on gender responsive planning and budgeting, such as GRB trainings to ministries, were relevant to ensure mainstreaming of the gender dimension into national plans.

<sup>7</sup> Strategic Notes 2012-2013 and 2014-2015. Other sources: Interviews with UN Women staff and key partners.

<sup>8</sup> UN Women sources: Mozambique Annual results Report 2014.docx.

<sup>9</sup> Interview with UN Women's Country Representative.

<sup>10</sup> Ibid.

Even though interventions are pertinent to address each thematic area in the portfolio, the evaluation found that UN Women is stretching its capacity and resources when implementing various interventions within each thematic area. UN Women could make interventions more comprehensive and thus produce even greater results by focusing existing resources on interventions in those thematic areas where it is most effective, such as E-VAW and WEE.

**Finding 3. The choice of partners is relevant to the situation of women and marginalized groups. However, stakeholders generally felt that the CO's support does not always trickle down to the more local/community-based levels.**

UN Women has successfully established strong partnerships with the government and CSOs, including women's groups, men's organizations, academia, and other relevant organizations. In the area of E-VAW, UN Women has worked with key players like the Ministry of Gender, feminist organizations, associations of VAW survivors, associations of women living with HIV/AIDS, public attention centers for VAW survivors, and men's networks. In the area of WEE, it has worked with the Ministry of Land, Environment and Rural Development, the National Institute for Disaster Management, and the nongovernmental organization Gender Links, among others. In the area of governance, it has worked with the Ministry of Economy and Finance, the Eduardo Mondlane University, the Institute of Public Administration, and women's organizations. In the area of PPL, the organization has worked with several CSOs including Forum Mulher, NAFEZA, and WLSA, as well as political parties.

Though the choice of partners is appropriate to deliver the portfolio, stakeholders felt the support is not necessarily streamed down to the more micro levels, like local/community-based actors. This is in part due to UN requirements on the organizations it can directly support.<sup>11</sup> Though some partners are umbrella organizations that in principle should represent other CSOs, the resources and support provided by UN Women do not necessarily reach smaller, more local organizations. As a result, there is a perception among stakeholders that UN Women is not working close enough with the organizations at the base, which are the ones working directly with target vulnerable populations.

## EFFECTIVENESS

**Finding 4. The portfolio made important contributions to achieving outputs outlined in the Development Results Framework. Interventions are generally successful in providing planned inputs and delivering outlined activities. However, the achievement of the overarching GEWE outcomes is limited due to internal and external factors.**

The interventions carried out between 2012 and 2015 have generally produced planned outputs, as per the Development Results Framework (DRF). In the area of WEE, DRF Impact Area 2, outputs planned under SNs 2012-2013 and 2014-2015 on capacity building support for the government to promote equal participation of women in economic activities in the context of climate change, natural disasters, food security, and extractive industries were or are being achieved as planned. Examples of these accomplishments are the project in Cabo Delgado to promote gender-sensitive employment policies and work force skills and the four-year project in Gaza on food security and asset creation.

In the area of E-VAW, DRF Impact Area 3, planned outputs for providing capacity building and technical support to the Ministry of Gender and expanding social mobilization for zero tolerance to VAW have been delivered. Other outputs, such as ensuring laws and policies are aligned with

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<sup>11</sup> These requirements are related to having specific accounting, monitoring, and other systems in place in order to receive direct support from UN Women.

international standards, have also been largely achieved. Interventions for community mobilization and sensitization campaigns have contributed to raise awareness among key target groups. Examples of successful interventions are the UNiTE campaign with students at the Ressano Garcia secondary school and the trainings provided to officials responsible for the implementation of the Integrated Mechanism of Assistance to Women and Girls Victims of Violence.

In the case of governance, DRF Impact Area 5, most outputs were oriented to enhance the government's capacity to integrate the gender dimension into key planning instruments. Interventions in this area were successful in delivering capacity building activities and bringing about positive changes. An example of this is the trainings provided to the Ministry of Economy and Finance on GRB, which among other things resulted in the development and effective use of the Simplified Gender Matrix to integrate the gender dimension into all planning work across sectors.

In regard to political participation and leadership, DRF Impact Area 1, outputs were oriented to support the implementation of activities that promote women's participation in decision-making. This support has been generally provided and there have been successful interventions, including the training of women to act as observers in the October 2014 elections through the partnership with NAFEZA and trainings for women in political parties to increase their leadership capacity implemented through WLSA.

Even though planned outputs have been generally delivered, not all established outcomes were achieved. For example, in the area of GRB, stakeholders believed that trainings provided to some government agencies did not produce actual changes, such as in the case of the National Institute of Disaster Management, which did not implement the learnings from the trainings due to limited internal capacity (additional examples are provided in the body of the report). Limitations in attaining overarching results are in part a result of contextual factors, such as persistent cultural barriers and lack of government and CSO's capacity to implement new skills acquired through UN Women's support. These limitations are also related to the wide thematic focus of the portfolio and the need to spread resources across different interventions, which results in interventions without follow-up components that are less likely to achieve the established outcomes.

**Finding 5. Though UN Women has made important efforts to strengthen its human resources, limitations in the CO management structure and internal resources have affected its capacity to deliver the 2012-2015 portfolio. Gaps in internal resources are particularly related to operations, knowledge generation, resource mobilization, and monitoring and evaluation.**

In line with OEEF Output 1.1, the CO was to strengthen its human resource base to adequately deliver the 2012-2015 portfolio. Though the CO has made efforts to meet specific recruitment targets, changes in the staff structure and limited human resources affected the timely delivery of planned development results under the SNs, primarily from 2012 to 2013 and during the first half of 2014. For instance, the CO did not have a Representative for nearly a year, a period during which the Deputy Representative acted as the Interim Representative. Prior to assuming the interim management role, the then Deputy Representative undertook all operations management responsibilities for about a year, as there was no Operations Manager. The CO operated for about two and a half years with a significantly understaffed program team, which until June 2014 consisted of only one program officer managing all interventions. The CO has significantly strengthened its human resources and now has eight staff members and an Operations Manager.

There have also been important efforts to expand the CO financial resources, as planned under OEEF 4.2. For instance, the CO secured €1.6 million from the Government of Belgium for the four-

year WEE program in Gaza, which in turn allowed the CO to expand its human resources. Other efforts include the mobilization of partial funding for a VAW prevalence study.

Despite these efforts, the CO needs to further strengthen its human resources to fulfill the targets established under both OEEF 4.2 and 1.1. There is still a gap in internal resources, especially in the areas of operations management, knowledge generation, social mobilization, resource mobilization, and monitoring and evaluation. Further, stakeholders believed that the CO lacks in-house expertise in areas that go beyond the gender dimension and that are needed to effectively deliver portions of the portfolio, such as in environmental issues and extractive industries. Though stakeholders acknowledged that UN Women usually secures such expertise through external consultants, technical support is only available for a limited time (e.g. trainings), which makes it difficult for partners to count on such support when executing concrete actions (e.g. produce action plan).

## EFFICIENCY

**Finding 6. UN Women has a comparative advantage in Mozambique in the area of GEWE relative to other UN agencies and key partners, and the CO has leveraged this advantage to successfully meet its normative and operation mandates. While the CO has made important efforts to establish and lead various coordination and joint programming mechanisms, UN Women has not realized yet its coordination mandate.**

UN Women is uniquely positioned to convene and influence key actors to push forward GEWE efforts in Mozambique. This comparative advantage is in part due to the CO's extensive work in establishing effective partnerships with major stakeholders, including the national government, women's organizations, academia, and other relevant organizations—in line with the OEEF Output 1.2. Stakeholders believed that UN Women has the technical gender expertise and partner relationship strength to advocate for and promote changes to advance gender equality. An example is the progressiveness of the legal instruments on E-VAW in Mozambique, which stakeholders believed was a direct result of UN Women's normative work.

Across mandate areas, the evidence shows that UN Women has been most efficient on the normative work and that the operational-programmatic work is consistent with normative activities. For instance, advancements in the legal framework related to E-VAW are coherent with interventions for social mobilizations and sensitization campaigns on VAW. Stakeholders agreed that the CO has already had significant achievements in policy development and that more emphasis should be given to ensure that capacity building assistance is complemented with strategies to support partners to move from acquiring specific capacities to implementing concrete actions.

In regard to the coordination mandate, there have been important efforts to create mechanisms to bring together UN counterparts and other relevant stakeholders to discuss pressing gender issues and coordinate work. Examples are the Gender Joint Team, the HIV/AIDS Joint Team, and the Gender Coordination Group. There have also been some successful cases of joint work with other UN agencies, such as the E-VAW joint program in Tete, implemented in coordination with UNFPA and UNICEF, and the WEE joint work in Gaza, coordinated with UNCDF and other organizations.

Nonetheless, while coordination efforts have been successful in convening the different parties, they have not resulted in increased coordination and systematic joint programming. Limitations are largely related to the following factors: joint work mechanisms do not have their own funding and/or members have little power to influence changes in their own agencies; there is competition among UN agencies for financial resources; UN agencies often believe they can do gender work without UN

Women or, on the other hand, assume that specific gender responsive activities are already being implemented by UN Women; and partners lack leadership to use coordination platforms to create accountability and influence decision-making.

**Finding 7. UN Women has Results Based Management systems in place, but the lack of dedicated monitoring and evaluation (M&E) staff and unavailability of complete baseline data limit the efficient utilization of such systems.**

In line with OEEF Output 2.1, the CO has put in place a number of systems to assess its performance, including the Development Results Framework and the Organizational Effectiveness and Efficiency Framework. These frameworks were developed in accordance with the design of SNs 2012-13 and 2014-15 and there is regular monitoring and reporting on the status of portfolio delivery based on these frameworks, as evidenced by the quarterly and annual reports.

The effective use of these systems to design or adjust interventions as well as to assess the extent to which the CO is achieving expected results is, however, limited by two main factors: lack of dedicated M&E staff and unavailability of reliable baseline data at the time of the development of the SNs. As discussed earlier, the CO faces important human resource constraints that often result in program or operational staff absorbing M&E responsibilities along with activities related to portfolio delivery, which leaves little opportunity for the staff to use the frameworks as learning and strategy adjustment tools. In addition, the frameworks were developed based on a series of assumptions around the initial state of the specific impact areas the SNs sought to address. This is because no baseline data were collected on the status of gender equality prior to the development of the SNs. There have been some efforts to establish such baseline, e.g. mapping available services to women and studies on the condition of women in specific economic activities, but further work is needed to adequately deliver OEEF Output 2.1.

**Finding 8. UN Women is naturally positioned to become a knowledge hub on GEWE to propel evidence-based normative, coordination, and programmatic work. While significant efforts have been made towards this, there is still a gap in the area of knowledge management.**

In accordance with OEEF Outputs 2.2 and 2.3, the SNs outlined a number of activities aimed at positioning UN Women as a recognized hub of knowledge and generating evidence base for learning, decision-making, and accountability. UN Women has made important efforts in this regard. For instance, the CO developed fact sheets on the status of women in Mozambique and commissioned external evaluations on the CO's contributions to specific thematic areas, such as E-VAW. There have also been efforts to document best practices and lessons learned from technical assistance provided to partners, such as a manual put together by WLSA on the PPL trainings.

While there is internal awareness of the importance of knowledge management and dissemination and the CO has taken steps towards it, UN Women has yet to realize its knowledge hub role. This is in part due to the fragmentation of the efforts taken in this area, largely a result of human resource and financial constraints. The knowledge management role of the CO is critical for UN Women to integrate and maximize the results of its normative, coordination, and programmatic mandates. As such, further efforts are needed to consolidate the CO's strategy on knowledge management to enhance evidence-based advocacy and fully realize the organization's three mandates.

## SUSTAINABILITY

**Finding 9. UN Women has contributed to build partners' capacity to promote GEWE in Mozambique, but efforts require complementary or follow-up activities to ensure the sustainability of results without UN Women's support.**

Though there is political support for GEWE efforts in Mozambique, there are also significant capacity constraints impeding the country from undertaking such efforts. To leverage national ownership and mitigate such limitations, UN Women has provided extensive support around capacity building to the government and other partners across thematic areas. Examples of successful capacity building activities include the support to the national government to adjust legal instruments to international covenants and trainings to integrate the gender dimension into national plans and budgets.

Some activities did continue after UN Women's support ceased, such as the work on gender responsive budgeting with the Eduardo Mondlane University and the work on political participation with WLSA. However, though stakeholders found that these activities were beneficial, they believed the support was generally limited to sustain the work without UN Women's support. Reasons for the limited sustainability of efforts include: activities lack follow up assistance to support the implementation of the knowledge acquired through the capacity building activities; partners lack resources to continue to implement the work; and trained individuals lack authority to mainstream gender responsive activities; among others.

Technical assistance moving forward should be complemented by or improved with more innovative approaches to increase the capacity of partners and ensure the sustainability of GEWE efforts. UN Women as a global organization has cumulated a wealth of information around both traditional and innovative practices to effectively and sustainably implement its mandates. A sample of these is included in the "External Resources on GEWE" section of the report.

**Finding 10. The management of one of the CO's partnership has created credibility issues that highlight internal deficiencies and can affect the sustainability of GEWE efforts.**

Some interviewees expressed concerns about UN Women's response to a potential involvement of a partner in a case of VAW. Though the evaluation team cannot attest to the veracity of the allegations and such investigation is not in the scope of the evaluation, the credibility concerns among these stakeholders are primarily due to: a) partners' lack of information on whether UN Women followed any internal process to investigate the issue; and b) partners' lack of information on the reasons of UN Women to continue to work with this partner.

The incident also highlights important internal deficiencies around the timely activation UN mechanisms, as the incident appears to have occurred some years ago (3-4 years ago<sup>12</sup>), and no internal processes were activated to document and address it. These concerns have created credibility issues that could affect UN Women's relationship with strategic partners and its overall GEWE efforts in the country.

## HUMAN RIGHTS AND GENDER EQUALITY

**Finding 11. The portfolio has contributed to addressing the root causes of gender inequality and changing the dynamics of power relations. However, because root causes are intrinsically related to social norms and these take long to be changed, contributions in this area are limited due to the length of related interventions.**

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<sup>12</sup> Timeframe estimated by UN Women staff.

Interventions under the 2012-2015 portfolio are largely oriented to address the root causes of gender inequality in Mozambique. For instance, normative activities around the adaptation of national instruments to international conventions were aimed at changing policy incentives to enable a more GEWE-prone environment. Preventive interventions on E-VAW, such as sensitization and social mobilization campaigns as well as WEE projects that incorporate components around the discussion of VAW, were also intended to address cultural barriers to change power relations. Likewise, PPL activities include some gender sensitization elements to tackle the root causes of gender inequality.

The results of these efforts are, however, limited because of the length of the interventions. Stakeholders believed that activities and interventions should be longer engagements to effectively address root causes, particularly cultural barriers, and thus ensure that benefits are sustained. This is in part a result of the ample thematic focus of the portfolio and resource constraints, as the available resources that could be invested, for example, in sustaining these interventions for longer have to be spread across all thematic areas. A narrower set of thematic areas could free up resources for longer-term interventions.

## CONCLUSIONS

**Conclusion 1: Relevance.** The evaluation shows that the thematic focus of the portfolio and related interventions effectively reflect gender priorities in Mozambique. However, the CO is ambitious in seeking to tackle all the priority areas with its current structure and resources. At the same time, peace and security continues to be a critical area and UN Women should resume related activities in future strategic plans. The choice of partners was generally appropriate to deliver the portfolio, but efforts are not necessarily trickling down to local actors.

**Conclusion 2: Effectiveness.** Interventions are generally successful in providing inputs and delivering outputs, but gaps remain to achieve long-term results. This is in part due to contextual factors, such as persistent cultural barriers and lack of capacity of key partners to implement skills acquired through UN Women's support. Internal constraints, such as limited human resources and the wide thematic focus of the portfolio, also contribute to this limited effectiveness.

**Conclusion 3: Efficiency.** UN Women has been most efficient in its normative and the operational-programmatic work is consistent with the normative work. As for coordination, there have been important efforts towards promoting joint work and establishing coordination mechanisms, but overall results show the CO has not fully achieved the coordination mandate and the concept of One UN. To an extent, this is due to several contextual factors and alternative approaches should be considered to enable an environment for effective coordination.

**Conclusion 4: Sustainability.** While some activities continued after UN Women's support ceased, the evaluation shows that such support needs to be complemented to sustain the work beyond UN Women's assistance. Though limitations are greatly related to external factors, like partners' lack of resources, some constraints could be overcome by supporting the implementation phase for longer or by identifying alternative non-UN Women support to help partners continue their work. In regard to the management of partnerships, stakeholders' concern about one UN Women partnership highlighted internal weaknesses and threatened the CO's credibility. If these institutional and communication issues are not addressed, they could affect the CO's GEWE efforts in the country.

**Conclusion 5: Human Rights and Gender Equality.** Portfolio activities have been largely oriented to address the root causes of gender inequality and stakeholders believed the CO made positive contributions to this area. These contributions are, however, limited by the length of the

engagements, which does not allow for comprehensive capacity strengthening. Efforts are also constrained by partners' lack of resources to continue activities beyond UN Women's support. This consequently limits the capacity of the different groups to advocate for their rights and change the existing power relation dynamics.

## RECOMMENDATIONS

In line with the findings outlined above, the evaluation has identified eight recommendations that are critical for UN Women to continue to contribute to GEWE vis-à-vis the development of the upcoming Strategic Note. Detailed recommendations are provided in the body of the report.

**Recommendation 1: UN Women can best serve its mission by focusing resources on a narrower set of thematic areas.** UN Women is advised to prioritize the thematic areas where the evaluation found it made the most significant contributions: E-VAW and WEE. To facilitate the selection of thematic areas to focus on, UN Women is encouraged to: a) establish clear theories of change for each gender priority area to determine what and how interventions and related partnerships will bring about intended changes; and b) prioritize and select thematic areas according to a checklist of conditions that in principle ensure a minimum impact in such areas, including factors such as funding, availability of partners, sustainability potential, and prospects for joint programming.

**Recommendation 2: UN Women should prioritize its plans to resume work around peace and security.** While it is recommended that the CO reduce the current thematic focus of the portfolio, UN Women is strongly advised to give priority to its plans to resume work on peace and security. Year 2016 presents a good opportunity for UN Women to consult key partners, UN agencies, and other organizations on alternative and less politically sensitive approaches to recommence this work. UN Women is also advised to coordinate a united front on peace and security with other UN agencies and CSOs to increase the effectiveness of activities and minimize backlashes.

**Recommendation 3: UN Women should use its comparative advantage to enable a coordinated UN environment as well as to leverage existing platforms for more effective coordination of GEWE efforts.** The current leadership role of UN Women in the development of the new UN Development Assistance Framework (UNDAF) presents a strategic opportunity for the CO to enable a more coordinated UN environment. Existing coordination schemes, such as the Gender Joint Team, should also be better utilized to influence gender mainstreaming and promote joint programming. The CO should also use its comparative advantage to fortify the role of key partners, such as the Ministry of Gender, to influence policy- and decision-making in existing dialogue mechanisms, like the Gender Coordination Group.

**Recommendation 4: UN Women should strengthen its human resource base with dedicated M&E staff to better utilize its Results Based Management systems.** UN Women should prioritize the recruitment of M&E staff to focus on the establishment, management, and utilization of its Results Based Management systems. This will help the CO use operational and program staff more efficiently to deliver the portfolio while improving its capacity to collect baseline data and establish stronger performance monitoring systems. The CO should collect complete baseline data in 2016 to inform the development of SN 2017-2021 and its theories of change, interventions, and Results Based Management system.

**Recommendation 5: UN Women needs to consolidate its knowledge management strategy to become a knowledge hub for GEWE evidence-based advocacy and knowledge exchange.** UN Women is advised to prioritize the knowledge management actions that it has already identified as



needed to become a knowledge hub for the UN, implementing partners, and other actors in the area of gender development. To this end, UN Women needs to consolidate its strategy on how to gather, systematize, and disseminate knowledge. Such strategy should prioritize coordination efforts among UN agencies, partners, and other organizations to develop and feed the knowledge platform.

**Recommendation 6: UN Women needs to complement its technical assistance with innovative strategies for capacity building.** UN Women is advised to complement interventions with follow-up activities to accompany and assist partners through critical points of implementation. Interventions should also create mechanisms to connect partners with non-UN Women resources, e.g. alternative sources of funding and technical assistance, so that they can continue the implementation of activities. The last section of this report provides a series of external resources on approaches that proved successful to advance GEWE efforts in Africa and other parts of the world.

**Recommendation 7: UN Women should approach partnerships from a sustainability perspective.** UN Women should consider moving from a direct implementation role to a coordination and advisory role. In line with Recommendations 1 and 6, UN Women needs to assess the capacity of partners to sustain efforts beyond UN Women's support early on and, where limitations are identified, it should develop ex-ante strategies to secure sustainability, such as referring partners to other organizations for further capacity building or implement projects in collaboration with other organizations. In relation to operational work, which donors largely dictate, UN Women needs to use its unique position as technical gender advisor to influence donors' choices of interventions as well as to incorporate complementary or alternative activities that can best serve UN Women's strategy in Mozambique.

**Recommendation 8: UN Women needs to diligently address the credibility concerns of partners to mitigate any potential impact on the sustainability of its GEWE efforts in Mozambique.** UN Women is strongly advised to investigate and address the credibility concerns around the management of the partner in question and appropriately communicate with all other relevant stakeholders. As UN Women undertakes this process, it should document each step taken and communicate stakeholders its stance on the issue and reasons for continued support to the partner in question.



*Students who participated in the UNiTE campaign on ending violence against women*

## INTRODUCTION

### Context

Mozambique has experienced relative rapid economic growth while it continues to face high levels of inequality and political instability. According to World Bank country data, the economy has grown at an average annual rate of 7% over the past decade and is performing better when compared to the average annual growth of other Sub-Sahara African developing countries (5.8%).<sup>13</sup> Nonetheless, the country has one of the lowest human development indicators, ranking 178 out of 187 countries assessed in the 2014 Human Development Index. Over 70% of the population lives in poverty and the mean years of schooling is three years.<sup>14</sup>

**Table 1. Key Development Indicators**

Population	25.8 million (2013 est.)
Annual GDP growth	7% (2013 est.)
GNI per capita (current US\$)	\$610 (2013 est.)
Population living in poverty	70% (2014 est.)
Life expectancy at birth	50 years (2014 est.)
Primary school completion rate	49% (2013 est.)
Mean years of schooling	3 years (2014 est.)

Source: UNDP and World Bank

The deterioration of the political and security situation in the country threatens peace efforts and economic growth. There was a significant increase in violence between former civil forces, RENAMO and FRELIMO. The political violence worsened as the October 2014 elections approached, in which FRELIMO won 55.9% of the votes.<sup>15</sup> Despite winning the second largest share of the votes (32.5%), RENAMO rejected the electoral results and demanded new political concessions in exchange for participation in Parliament. Some believe that the two years of violence preceding the 2014 elections have significantly affected development efforts in the country.<sup>16</sup>

The Government of Mozambique's commitment to gender equality and women's empowerment appears to be strong, guided by the Convention to Eliminate All Forms of Discrimination Against Women (CEDAW), the Beijing Platform of Action, and the Southern Africa Development Community (SADC) Gender Protocol. Nonetheless, progress towards gender equality continues to be uneven. In the political sphere, for instance, though women currently represent 37% of politicians in Parliament, they do not participate in the dialogue between FRELIMO and RENAMO and significant efforts still need to be made to achieve the 50% representation by 2015, as established under the SADC Gender Protocol. In the legal area, there is evidence of gender discrimination in the criminal, family, and inheritance laws, which hinders the effectiveness of the bill on domestic violence against women and other regulatory frameworks around gender equality.<sup>17</sup>

<sup>13</sup> World Bank. (2013). Development Indicators: Mozambique. Retrieved from:

<http://databank.worldbank.org/data/reports.aspx?source=2&country=MOZ&series=&period=>

<sup>14</sup> UNDP. (2015). Human Development Index 2014. Retrieved from: <http://hdr.undp.org/en/countries/profiles/MOZ>

<sup>15</sup> U.S. Central Intelligence Agency. (2015). The World Factbook: Mozambique. Retrieved from:

<https://www.cia.gov/library/publications/the-world-factbook/geos/mz.html>

<sup>16</sup> African Arguments. (2015). Mozambique elections and beyond. Retrieved from:

<http://africanarguments.org/2015/02/25/mozambique-elections-and-beyond-renamo-mps-sworn-in-but-violence-raises-stakes-in-a-predictable-game-by-justin-pearce/>

<sup>17</sup> UN Women. (2014). Mozambique Strategic Note 2014-2015.

In the socioeconomic arena, country-level indicators show strong inequalities between women and men in accessing services and controlling resources. For instance, though women account for 87% of the labor force in agriculture, they only account for 25% of landowners holding official land titles.<sup>18</sup>

Violence against women is widespread and deeply rooted in cultural norms and beliefs. A study conducted by the Ministry of Women and Social Action in 2004 showed that over half (54%) of Mozambican women had experienced violence at least once in their lifetime. Nearly 31% of urban women and 39% of rural women believed that a husband beating his wife could be a justifiable act (2008). The lack of a strong official position against customary laws that violate women's rights and that defies culturally accepted norms also limit legal advances and the state's actual capacity to protect women.<sup>19</sup>

### Enabling and Limiting Factors to GEWE in Mozambique

There are a number of contextual factors that open opportunities for UN Women and other actors to propel efforts around gender equality and women's empowerment (GEWE) in Mozambique, while there are also factors hindering such efforts. The following are the most relevant contributing and limiting factors to GEWE:

	OPPORTUNITIES	CHALLENGES
<b>Institutional</b>	There are well-established institutions to promote gender equality within government, such as the Ministry of Gender, Children, and Social Action, the Gender Units within other ministries, and the Office of Women at the Parliament.	Institutional capacity to implement policies and programs is limited mainly due to: <ul style="list-style-type: none"> <li>• Underfunding of the gender equality agenda.</li> <li>• Limited technical capacity to translate gender policies and laws into concrete actions.</li> </ul>
<b>Normative</b>	There are progressive instruments on gender equality to push forward comprehensive GEWE efforts, such as the National Plan on the Advancement of Women and the National Plan for the Prevention and Combat of Violence Against Women.	<ul style="list-style-type: none"> <li>• Lack of a functional mechanism for monitoring and accountability on gender equality.</li> <li>• Changes in institutional structures, which affects institutional mandates, hinders the advancement of already implemented efforts.</li> </ul>
<b>Political Representation of Women</b>	In comparison to other developing countries in the region and globally, there is a high participation of women in politics (37% in Parliament).	<ul style="list-style-type: none"> <li>• Political participation at the central and local levels varies considerably. While participation is high at the national level, the participation of women in decision-making positions at the provincial and local levels is low.</li> <li>• Even at the central level, participation does not translate into more voice for gender issues. Women in parliament still lack capacity to advocate for women's rights.</li> </ul>
<b>Cultural</b>	There is political and social willingness to advance gender priorities and give more space to women in key development areas, such as economic and political participation.	Gender inequality is deeply rooted in cultural norms. The approach to address gender issues is still limited in that it primarily focuses on the consequences of gender discrimination (e.g. services to VAW survivors) and not on the root causes of such discrimination.

<sup>18</sup> UN Women. (2014). Mozambique Strategic Note 2014-2015.

<sup>19</sup> Ibid.

## UN Women Mozambique

The United Nations Entity for Gender Equality and Women's Empowerment (UN Women) in Mozambique supports gender-mainstreaming efforts across the UN Country Team (UNCT) thematic groups and programs. The CO was established in 2011 and conducts all its normative, coordination, and operational work following the CO Strategic Note (SN), its principal planning instrument. Aligned with the gender priorities of the Government of Mozambique, as established in the National Plan on the Advancement of Women 2010-2014, the Action Plan on Poverty Reduction (PARP) 2011-2014, and the UNDAF 2011-2015, the CO Strategic Notes respond to the following strategic goals (SG) under the UN Women's Strategic Plan 2014-2017:

- SG1: Women's leadership and political participation
- SG2: Women's economic empowerment
- SG3: Ending violence against women and girls
- SG4: Women's leadership in peace and security
- SG5: Gender mainstreaming in governance and national planning

All strategic goals are based on the principles, guidelines, and obligations of the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), the Beijing Declaration and Platform for Action, the Concluding Observations of the Commission on the Status of Women (CSW), and the Millennium Development Goals (MDGs).

UN Women carries out interventions across the following mandate areas:

1. **Normative work** aimed at supporting inter-governmental bodies in their formulation of policies, global standards, and norms.
2. **Operational work** aimed at helping Member States implement international standards and establish effective partnerships with civil society.
3. **Coordination work** aimed at both promoting accountability around gender equality and empowerment of women, including regular monitoring of system-wide progress, and convening key stakeholders to ensure coherence and gender mainstreaming across the UN.

## Country Portfolio Description

The work of UN Women in Mozambique towards the achievement of gender equality between 2012 and 2015 has been primarily focused on four key areas: a) elimination of violence against women, including HIV/AIDS related activities; b) gender responsive planning and budgeting; c) women's economic empowerment; and d) capacity building of national authorities as well as civil society organizations (CSOs). These efforts have been implemented through coordinated work with the national and local governments, implementing partners, and CSOs, as well as through Joint Programs with other UN agencies. In addition, the CO has utilized its leading role in key partnership groups, such as the Gender Coordination Group (GCG), to further consolidate efforts around gender equality and women's empowerment.

All activities and interventions that make part of the UN Women's portfolio in Mozambique are guided by the CO Strategic Notes. The two most recent CO Strategic Notes are the 2012-2013 and 2014-2015 Strategic Notes. To assess its performance, UN Women developed a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF) with performance indicators for both Strategic Notes. These two SNs along with their respective

DRFs and OEEFs will be the focus of the country portfolio evaluation. The table below summarizes the areas of impact per strategic goal each of the SNs sought to achieve.

Table 3. Strategic Goals and Impact Areas	SN 2012-2013	SN 2014-2015
<b>SG1: Women's leadership and political participation.</b> Women lead and participate in decision-making at all levels.	-	X
<b>SG2: Women's economic empowerment.</b> Women, especially the poorest and most vulnerable, are economically empowered and benefit from development.	X	X
<b>SG3: Ending violence against women and girls.</b> Prevent violence against women and girls and expand survivor's access to services.	X	X
<b>SG4: Women's leadership in peace and security.</b> Increase women's leadership in peace, security, and humanitarian response.	-	X*
<b>SG5: Gender mainstreaming in governance and national planning.</b> National planning and budgeting processes promote stronger institutional accountability to gender commitments.	X	X

\* Activities under this strategic goal were on hold at the time of the field visit because the CO considered it was unlikely to achieve results due to the difficult political context in Mozambique.

### Strategic Note 2012-2013

#### Overview

All normative, coordination, and program work carried out under SN 2012-2013 was generally centered in the following areas: elimination of violence against women; gender responsive planning and budgeting; communication for empowerment; civil society capacity building; and disaster risk reduction, emergency preparedness, and climate change adaptation and mitigation. This work was implemented through four UN Joint Programs on Gender Equality and Women's Empowerment with UNFPA, UNICEF, and UNDP. These activities were executed with a budget of US\$4,814,322.

#### Main activities and interventions

Table 4 below summarizes the main activities and interventions carried out under SN 2012-2013:

Table 4. Activities and Interventions under Strategic Note 2012-2013	
Mandate Area	Activities/Interventions
<b>Normative</b>	<ul style="list-style-type: none"> <li>• Provided non-programmatic support to partners and undertook the assessment of progress towards gender equality, including CEDAW reports.</li> <li>• Supported the national government to ensure that plans and reports reflect results related to interventions aimed at women and gender equality.</li> </ul>
<b>Coordination</b>	<ul style="list-style-type: none"> <li>• Worked as part of the Resident Coordinator system and as the Convener of the Gender Joint Team to support and coordinate the work of gender specialists.</li> <li>• Worked closely with the Development Results Groups and co-chaired the Gender Coordination Group to enhance coherence for results on gender equality.</li> <li>• Led the work of the UN Gender Joint Team, particularly in the formulation of the annual work plan, implementation, and reporting.</li> </ul>

	<ul style="list-style-type: none"> <li>Supported the preparation of the second Gender Scorecard and the Gender Marker.</li> <li>Established a National Civil Society Advisory Group to provide feedback on UN Women's programming work and organized the annual meeting.</li> <li>Supported evidence-based knowledge generation efforts on GEWE by providing assistance to the implementation of the survey on violence in Mozambique.</li> </ul>
<b>Operational/ Programming</b>	<p><b><u>SG2: Women's economic empowerment</u></b>  Provided technical support to monitor the gender sensitiveness of the economic policies, programs, plans, and budgets through the Gender, Environment, and Climate Change Strategy. Also supported the Purchase for Progress Program (P4P) to ensure rural women's integration in the value chain linking producers to markets.</p> <p><b><u>SG3. Ending violence against women and girls</u></b>  Expanded access and support for survivors of violence through: 1) supporting the development and implementation of an integrated service model; 2) supporting the implementation of a preventive strategy within the context of the UNiTE Campaign; and 3) supporting the capacity building of policewomen to join peacekeeping missions.</p> <p><b><u>SG5: Gender mainstreaming in governance and national planning</u></b>  Strengthened government capacities on gender responsive budgeting (GRB). Through close work with the Parliament, UN Women aimed to leverage Parliament's oversight role on issues such as service delivery to survivors.</p> <p>Strengthened the capacity of CSOs as service providers or in the area of social mobilization for EAW, as well as the capacity of women and their representatives to advocate for needs and interests as rights holders.</p>

## Strategic Note 2014-2015

### Overview

The normative, coordination, and program work carried out under SN 2014-2015 primarily focuses on the following areas: women's economic empowerment; elimination of violence against women; and gender responsive planning and budgeting. This work was implemented through several UN Joint Programs on Gender Equality and Women's Empowerment with UNFPA, UNICEF, UNDP, and UNESCO. These activities are to be executed with a planned budget of US\$2,447,912.

### Main activities and interventions

Table 5 below summarizes the main activities and interventions outlined under SN 2014-2015:

Table 5. Activities and Interventions under Strategic Note 2014-2015	
Mandate Area	Activities/Interventions
<b>Normative</b>	<ul style="list-style-type: none"> <li>Support to the preparation and participation in CSW 2014 and 2015.</li> <li>Support to production of CEDAW III and IV National Report.</li> <li>Support production of the Beijing*20 report, including dialogues.</li> </ul>
<b>Coordination</b>	<ul style="list-style-type: none"> <li>Convening Regular Meetings of the Gender Joint Team.</li> <li>Coordinate Joint celebration of international days and campaigns.</li> <li>Development of a Harmonized Gender Marker Methodology.</li> <li>Adoption of the Gender Marker by the UNCT.</li> </ul>

	<ul style="list-style-type: none"> <li>• Training of Gender Joint Team and technical staff at other UN agencies for implementation of the Gender Marker.</li> <li>• Adoption of E-VAW as UNCT signature issue.</li> <li>• Production fact sheets on costing of expansion of police services, shelters, and social mobilization for advocacy and resources mobilization.</li> <li>• Production of a mapping of the shelters.</li> <li>• Participation in the UNDAF Midterm Strategic Review process.</li> <li>• Development of E-VAW Joint Proposal and mobilization of \$1,500,000 for 2014.</li> <li>• Joint Support to CSW 2015.</li> </ul>
<p><b>Operational/ Programming</b></p>	<p><b><u>SG1: Women’s leadership and political participation</u></b> Train 28 members of 9 organizations of gender equality activists of Zambézia Province to work as observers in the general elections of October 2014.</p> <p><b><u>SG2: Women’s economic empowerment</u></b> Support the production of a Summary Research Report on the Impact of the Hydrocarbon Industry in Cabo Delgado for the Promotion of Gender Equality and the Rights of Women. Mobilize a total of €1,637,170 from Belgium for a 4-year program on women’s economic empowerment in Gaza Province (2014-2018).</p> <p><b><u>SG3. Ending violence against women and girls</u></b> Support the development of a baseline study on VAW to advocate for the formulation of the 2<sup>nd</sup> National Plan on Prevention and Combat of VAW. Support the capacity building of 120 trainers from the Ministries of Health, Social Action, Police, and Justice who are responsible for the implementation of the Integrated Mechanism of Assistance to Women and Girls Victims of Violence. Train 18 facilitators, 8 male, in mobilizing boys and girls as well as community and opinion leaders on E-VAW. Mobilize around 1,600 youngsters from grade 8 to 12 of 16 secondary schools to become agents of change on E-VAW in their schools and communities in fourteen districts: Chibuto, Chokwé (Gaza), Mandimba (Niassa), Moatize (Tete), Quelimane (Zambézia), Namaacha, Matutuine, Moamba, Ressano Garcia, Xinavane, Magude, Inhaca, Khongolote, Noroeste, and Polana Caniço (Maputo). Engage 147 community and opinion leaders, of which 5% were women, in face-to-face dialogue with young girls and boys on E-VAW.</p> <p><b><u>SG4: Women’s leadership in peace and security (Cancelled)</u></b> Activities under this strategic goal were suspended because the CO considered they were politically sensitive and could threaten the accomplishment of other strategic goals.</p> <p><b><u>SG5: Gender mainstreaming in governance and national planning</u></b> Contribute to increase and improve the agency of the organizations of women living with HIV in Mozambique through the UBRAF funding. Conduct 3 preparatory working sessions with 30 associations of positive women from all provinces in preparation for the National AIDS Strategic Plan (PEN IV) process.</p>

Annex 1 includes the logic model, theories of change, and expected results under the CO portfolio between 2012 and 2015.

## COUNTRY PORTFOLIO EVALUATION

### Purpose of the Evaluation

The country portfolio evaluation (CPE) aimed to systematically assess the support and contributions of the CO around the improvement of gender equality and women's empowerment at the country level to inform the development of future strategic work. As such, the CPE explored both summative and formative dimensions. The summative dimension (backwards looking assessment) will review the normative, coordination, and programmatic work carried out by the CO between 2012 and 2015, as guided by Strategic Notes 2012-2013 and 2014-2015, to assess development effectiveness and explore the existence of programmatic gaps. The formative approach (forward looking assessment) utilized the strategic learnings identified through the summative assessment to inform the development of Strategic Note 2017-2021.

### Objectives of the Evaluation

The CPE had the following specific objectives:

- 1) Assess the relevance of UN Women's support to Mozambique and alignment with international agreements and conventions on gender equality and women's empowerment.
- 2) Assess the effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results, as defined in the Strategic Notes.
- 3) Enable the CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment efforts.
- 4) Determine how the human rights approach and gender equality principles were integrated in the design and implementation of the Strategic Notes.
- 5) Provide insights into the extent to which the CO has realized synergies between its three mandates: normative, coordination and operational work.
- 6) Provide actionable recommendations around the development of the CO Strategic Note 2017-2021.

### Scope of the Evaluation

The CPE assessed the effectiveness of activities conducted between 2012 and 2015 under Strategic Notes 2012-2013 and 2014-2015. The evaluation focused on the general support provided by the CO to UN coordination and the formulation of policy, standards, and norms around gender equality and women's empowerment. In the case of programmatic work, the CPE assessed the effectiveness of the CO's support across thematic areas.

### Methodology

The evaluation employed a theory-based cluster design to assess the country-level support and contributions of the CO to Mozambique. Through this theory-based approach, the evaluation team assessed the performance of the country portfolio according to the reconstructed theories of change under Strategic Notes 2012-2013 and 2014-2015. The assessment grouped normative, coordination, and programmatic work by cluster areas to allow for sufficient analytical depth. The evaluation used both the Development Results Framework and Organizational Effectiveness and Efficiency



Framework to assess the overall portfolio performance while taking into consideration how organizational challenges may have contributed to or limited the achievement of the results.

The assessment criteria of the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC) as well as the evaluation standards of the UN Evaluation Group (UNEG), including gender-mainstreaming guidelines, guided the evaluation at all times. As such, the CPE focused on answering questions around the following overarching aspects:

- **Relevance** of the CO portfolio to address the gender equality and women's empowerment priorities in Mozambique.
- **Effectiveness** of the CO portfolio to produce the intended results.
- **Ownership** of the Government of Mozambique and other relevant stakeholders over the activities and results of the CO interventions and the **sustainability** of those beyond UN Women's support.
- **Efficiency** of the CO in supporting gender-development priorities in Mozambique.
- **Gender-mainstreaming** throughout the CO normative, coordination, and programmatic support to Mozambique.

### Data Collection Methods

The evaluation combined various research methods to collect primary and secondary source data, including desk review of relevant project documents, key informant interviews, focus group discussions, and site visits. Each of these methods is detailed below.

- a) **Desk Review:** A thorough review of key project documents was undertaken to have a comprehensive understanding of the CO's background and needs, planned activities versus activities implemented to date, and documented outputs and outcomes. Project documents included Strategic Note 2012-2013, Strategic Note 2014-2015, monthly/quarterly reports, end-of-the-year reports, reports prepared by implementing partners, and other documents related to the CO portfolio.
- b) **Key informant interviews:** A number of interviews with key informants were carried out to reconstruct the theories of change that gave basis to the Strategic Notes as well as to collect primary data on the programming, implementation, and results of the portfolio. These interviews also served to identify other relevant stakeholders and validate findings. Stakeholders included key representatives of the CO, Government of Mozambique, UNCT, women's machinery, implementing partners, and other relevant organizations. The evaluation team made every effort to ensure that interviewed key informants represented a diverse segment of portfolio stakeholders, including organizations that directly serve women and marginalized groups.
- c) **Focus group discussions:** A limited number of focus group discussions with program beneficiaries and implementing partners were implemented to collect primary data on the effectiveness of the CO portfolio. Information collected through these focus groups also served to cross-reference data and validate findings. The evaluation team made every effort to ensure that participants represented a diverse group of program beneficiaries and implementing partners.

## Evaluation Questions and Evaluation Matrix

In accordance with OECD/DAC's four evaluation criteria and 11 sub-criteria, the CPE sought to answer a set of overarching evaluation questions and sub-questions. These criteria allowed the evaluation team to assess the relevance, efficiency, effectiveness, and sustainability of the UN Women's portfolio in Mozambique. Given timeline and resource constraints, these evaluations questions were thematically clustered and key stakeholders, with support of the evaluation team, selected first and second priority questions per cluster for the evaluation to answer. The following six clusters were utilized to prioritize evaluation questions:

- **Cluster 1: Alignment of the CO portfolio.** This cluster included evaluation questions on whether selected interventions and partners were relevant to address gender inequality; and whether the portfolio was designed and implemented according to human rights and development effectiveness principles.
- **Cluster 2: Management of the Strategic Notes.** This cluster included questions on whether the CO management structure supports efficiency for implementation and whether the organization has access to the skills, knowledge, and capacities needed to deliver the portfolio.
- **Cluster 3: Achievement of the Strategic Notes.** This cluster included questions around the extent to which planned outputs were achieved; whether interventions contributed to the expected outcomes; and around the main contributing and hindering factors to achieving planned outcomes.
- **Cluster 4: Coordination and comparative advantages.** This cluster included questions on whether there is coordination and coherence between the UN Women portfolio and the work of the UNCT and whether the balance across the programming, coordination, and normative work was optimal.
- **Cluster 5: Sustainability.** This cluster included evaluation questions around national ownership over activities under the portfolio and the capacity of partners to ensure the sustainability of efforts and benefits achieved.
- **Cluster 6: Design of the Portfolio.** This cluster included evaluation questions on whether the thematic focus across the portfolio was appropriate; how the workload across mandates could be prioritized more effectively; and whether the technical design of the SNs was relevant.

Annexes 3 and 4 show the priority questions selected by the CO and the evaluation matrix with OECD/DAC questions and sub-questions.

## Integration of Human Rights and Gender Equality Principles

The evaluation was premised on a human rights-based and gender responsive approach founded on three key principles: inclusion, participation, and fair power relations. Using this model meant the inclusion of rights holders—groups who are intended to benefit from the CO's support and those most likely to have their rights violated—as well as the duty bearers—those responsible and accountable for meeting obligations. The integration of human rights and gender equality principles are integral to a rights-based approach and were given explicit emphasis in the CPE.

Along with other relevant stakeholders, rights holders and duty bearers were actively engaged in all aspects of the evaluation, from design to validation and interpretation of findings. To address power imbalances that discriminate particular groups and to also mitigate any biases introduced by the evaluation team's own prejudices and perspectives, the evaluation opened a space for dialogue at the earliest stage of its design—through an Inception Workshop carried out the first day of the field mission—for rights holders and duty bearers to provide input into the CPE. Rights holders and duty bearers were also included in the form of data sources, providing critical information regarding the contributions of UN Women to gender equality, existing gaps in programming, as well as on the cultural, economic, political factors enabling and limiting gender equality efforts in Mozambique.

Rights holders and duty bearers were also involved in the processes of data triangulation, interpretation of findings, and validation of recommendations. Their input served to cross-reference information provided by other stakeholders and thus validate the quality and reliability of the overall evaluation data. As understanding the context in which UN Women implemented its programs was fundamental to arriving at accurate findings, the evaluation also involved rights holders and duty bearers in the process of interpreting information and validating recommendations for improvement. This was done through an Exit Workshop, implemented the last day of the field mission, where the evaluation team presented preliminary findings to the stakeholders and allowed them to validate findings and proposed recommendations.

### Stakeholder Participatory Approach

The evaluation was participatory and actively engaged a diverse segment of stakeholders including CO staff, UNCT, implementing partners, government officials, and CSO members, among others. The participatory approach was inherent to all aspects of the evaluation, including design and planning, data collection and analysis, reporting, and results dissemination. Engaging stakeholders as active participants allowed them to reflect, analyze issues from their own experience, identify what works and does not work, and to take responsibility for needed changes. The participatory approach served to:

- 1) Inform and strengthen the evaluation in terms of design and other stakeholders to involve.
- 2) Collect primary data for the evaluation.
- 3) Cross-reference and verify the findings of the evaluation, strengthening the validity of results.
- 4) Create ownership among project stakeholders so that the findings of the evaluation are reflected in future programming and decision-making around gender equality efforts.

The CPE established a **Reference Group** to provide substantial technical support to the evaluation, including significant input into the design and implementation, as well as the review of key evaluation deliverables. The Reference Group comprised UN Women program staff, national government representatives, implementing partners, CSO representatives, and donors. As explained above, the participatory approach initiated with an Inception Workshop, where relevant stakeholders provided input to key aspects of the assessment process, and concluded with an Exit Workshop, where stakeholders validated preliminary findings and recommendations. Annex 4 lists all members of the Reference Group.



*CPE Inception Workshop*

### Sample Frame

To assess UN Women’s normative and coordination work in Mozambique, the evaluation covered all provinces overseen by the CO. To assess programing work, the evaluation prioritized the work implemented in provinces where UN Women has permanent staff presence—that is, in Maputo, Gaza, and Tete. The number of stakeholders to interview was determined in consultation with the CO staff and depended on the time constraints of the field visit.

In total, the CPE consulted 34 stakeholders, including UN staff, CSO representatives, implementing partners, government officials at the national and departmental level, and donors. In addition, the evaluation team visited one project site in Ressano Garcia where a group discussion with approximately 70-100 project participants was held. Given the setup of such group discussion and to facilitate data analysis, the 70-100 project participants were counted as one stakeholder for a total of 35 stakeholders interviewed.

Consultations with UN Women staff included interviews with CO program, operations, and management staff, as well as focal points at other UN agencies in the country. The CSOs included associations of women living with HIV, Feminist Movement of Mozambique (MovFemme), Association of Victims of Domestic Violence (AVVD), Forum Mulher, Women and Law in Southern Africa (WSLA), Núcleo das Associações Femininas da Zambézia (NAFEZA), Men for Change Network (HOPEM), among others. Government agencies included the Ministry of Gender, Children, and Social Action (MGCSA), Ministry of Interior, Ministry of Economy and Finance, Ministry of Land, Environment, and Rural Development, among others. Donor organizations were also interviewed.

Table 6 below describes how and how many stakeholders were involved in the different stages of the CPE. Annex 5 lists all stakeholders interviewed as part of the field data collection activities.

Table 6. Involvement of Stakeholders in the CPE					
Stakeholder	Type	No. of Interviewed Stakeholders	Role in CPE	CPE Stage	Benefits of Participating in CPE
UN Women	Managers	6	<ul style="list-style-type: none"> <li>• Management</li> <li>• Design</li> <li>• Consultation</li> <li>• Validation</li> <li>• Reference Group</li> </ul>	<ul style="list-style-type: none"> <li>• All stages</li> </ul>	<ul style="list-style-type: none"> <li>• Ownership</li> <li>• Learning</li> <li>• Decision-making support</li> </ul>
CSOs	Implementers/ Rights holders	13	<ul style="list-style-type: none"> <li>• Design</li> <li>• Consultation</li> <li>• Data collection</li> <li>• Validation</li> <li>• Reference Group</li> </ul>	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Implementation</li> <li>• Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Ownership</li> <li>• Learning</li> </ul>
Government of Mozambique	Implementers/ Duty bearers	11	<ul style="list-style-type: none"> <li>• Design</li> <li>• Consultation</li> <li>• Validation</li> <li>• Reference Group</li> </ul>	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Implementation</li> <li>• Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Ownership</li> <li>• Learning</li> <li>• Decision-making support</li> </ul>
Donors	Funders	1	<ul style="list-style-type: none"> <li>• Consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation</li> <li>• Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Learning</li> <li>• Decision-making support</li> </ul>
Program participants	Right holders	70-100*	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Validation</li> <li>• Interpretation</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation</li> <li>• Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Self-actualization</li> <li>• Accountability</li> </ul>
Other UN Agencies	Coordination	3	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Data collection</li> <li>• Validation</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation</li> <li>• Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Ownership</li> <li>• Learning</li> <li>• Decision-making support</li> </ul>
<b>TOTAL</b>	<b>35 stakeholders</b>				

\* Given the setup of this group discussion and to facilitate data analysis, these 70-100 project participants are counted as one.

## Interviewee Consent and Confidentiality Protection

At all stages, participation in the evaluation was voluntary and verbal consent to participate was requested from all stakeholders, particularly rights holders and duty bearers. All information provided by stakeholders, whether individually or in groups, is strictly confidential and only aggregate data is presented in this evaluation report. The evaluation team diligently communicated to stakeholders the purpose of the evaluation, the voluntary nature of their participation, how the information was to be used, and obtained verbal consent prior to commencing any interview.

## Data Analysis

The information collected through primary and secondary sources were systematically analyzed to arrive at findings. First, a desk-based portfolio analysis was undertaken to synthesize data from secondary sources, such as the Development Results Framework, to draw conclusions around the management and effectiveness of the portfolio. Second, the evaluation identified patterns in the primary data gathered through key informant interviews and focus groups to assess medium and long-term results.

For the primary data analysis, all stakeholders' answers to priority questions were categorized as positive (i.e. results were fully achieved), negative (i.e. results were not achieved), limited (i.e. some results were achieved, but not fully), and no response (i.e. stakeholder did not have knowledge on the specific issue or did not want to comment on it). Categorizing answers in this way allowed evaluators to more precisely identify patterns in answers for each of the priority evaluation questions. It is important to note that the sample size of stakeholders for each priority question varies, as some questions were not asked to certain stakeholders because either they were not relevant or because of lack of time.

Lastly, the evidence from the portfolio analysis and the primary data analysis was crossed and balanced in a final matrix to arrive at the overall findings. Annex 5 lists the stakeholders interviewed as part of the field data collection activities (primary data sources), Annex 6 lists the documents reviewed as part of the desk review (secondary data sources), and Annex 7 shows the final evidence table with portfolio analysis, primary data analysis, and overall findings.

### Quality Control

To ensure the accuracy and quality of the data collected, primary and secondary source data were cross-referenced to assess the effectiveness of the portfolio. Similar questions on activities, benefits, and limitations were asked across stakeholders to compare responses and verify information. In most cases, interviews and group discussions were recorded to ensure the reliability of the analyzed information. As per the confidentiality standards described above, recorded interviews were only used by the principal evaluator to support the data analysis and quality assurance processes and will be deleted once the final report is completed. When needed, evaluators conducted follow up interviews with stakeholders to clarify information obtained through other stakeholders. As stated before, the evaluation followed the OECD/DAC evaluation criteria and the UNEG evaluation standards at all times.

### Methodological Limitations

The evaluation provided a solid understanding of the effectiveness of the UN Women's support to Mozambique. The evaluation also identified the most significant contributions of the portfolio across thematic areas, as perceived by rights holders, duty bearers, and other relevant stakeholders. However, the evaluation was not able to generalize results given that it does not include a baseline or a comparison group of beneficiaries. Without a baseline, it was not entirely possible to understand the initial state of gender quality related efforts, level of resources, and decision-making processes. Not including a comparison group prevented the evaluation from controlling for what would have happened in the absence of the CO support to the country. In this sense, the evaluation cannot fully claim causal links between the identified results and the CO portfolio. The CPE methodology was nonetheless robust enough to answer the critical questions posed by the UN and to establish a strong association between the changes experienced by stakeholders and UN Women's support.

## EVALUATION FINDINGS

This section presents the most relevant findings on the support and contributions of UN Women to the improvement of gender equality and women's empowerment in Mozambique between 2012 and 2015. To facilitate the use of the findings, this section has been structured according to the OECD/DAC's evaluation criteria and sub-criteria.

### RELEVANCE

#### *Strategic positioning of thematic areas under the Strategic Notes*

**FINDING 1. The thematic focus across the portfolio is generally relevant to the gender priorities in Mozambique. In this sense, the CO has adequately targeted pertinent areas of work around GEWE in the Strategic Notes. However, the current structure and resources of UN Women and its partners prevent the CO from tackling each area comprehensively. Despite the competing priorities for available resources, the evaluation found that it is critical to resume activities in the area of peace and security.**

The evidence shows that the focus of the 2012-2015 portfolio on addressing violence against women, HIV/AIDS, economic empowerment, political participation, and gender mainstreaming in governance and national planning effectively reflects gender priorities in Mozambique. Documents and stakeholders reported a high prevalence of violence against women and adolescent girls, with over 50% of women having experienced violence at least once in their lifetime. Mozambique ranks among the 10 most affected countries in the world by HIV/AIDS and women are disproportionately affected: 13% of women have HIV/AIDS compared to 9% of men. Even though women account for 87% of the labor force in agriculture, only 25% of women are landowners with official land titles. In terms of political participation, documents and stakeholders also indicated that though there is high representation of women in Parliament (36%), this participation does not translate into greater advocacy for women's rights in part because gender power relations are not balanced.<sup>20</sup>

Although the abovementioned thematic areas are pertinent to the most pressing gender issues in Mozambique, documents<sup>21</sup> and stakeholders indicate that peace and security continues to be a critical area where the country needs support. There has been an important deterioration of the political and security situation between 2012 and 2015, with a substantial increase in violence before and after the October 2014 elections. Some interviewees described the situation as very unstable and volatile, where the smallest of events could lead to a major violence outbreak. Women and children are the groups most vulnerable to be adversely impacted by the political violence.<sup>22</sup> UN Women had originally included activities around peace and security in its Strategic Notes and implemented some activities in April 2014,<sup>23</sup> but remaining activities were put on hold since the CO, after consultations with stakeholders, considered that it was unlikely to achieve results due to the difficult political context.<sup>24</sup> Though peace and security may be a sensitive topic in terms of the relationship with the government, the evidence suggests that it is a priority area for which works needs to be resumed in future strategic planning. In September 2015, as part of the review process

<sup>20</sup> UN Women sources: E-VAW Fact Sheet; HIV/AIDS Fact Sheet; Facts SHEET Flyer-Mozambique; Gender Equality FINAL 2014; Strategic Notes 2012-2013 and 2014-2015. Other sources: Key informant interview and focus groups.

<sup>21</sup> Strategic Notes 2012-2013 and 2014-2015. Other sources: Key informant interviews and focus groups with UN Women staff and key partners.

<sup>22</sup> Ibid.

<sup>23</sup> UN Women sources: Mozambique Annual results Report 2014.docx.

<sup>24</sup> Interview with UN Women's Country Representative.

of the draft evaluation report, the Country Representative clarified that the CO aims to resume activities in the area of peace and security and is currently identifying alternative strategies to recommence these without creating political confrontations, such as by incorporating peace and security activities under interventions in other thematic areas like E-VAW or WEE.

### Areas for Improvement



While the evidence indicates that the Strategic Notes covered the most pressing gender priorities in Mozambique, it also suggests that the CO is ambitious in wanting to address all thematic areas given the structure and resources of UN Women and its partners, including government and CSOs. In terms of thematic areas to continue focusing on, there stakeholders agree that the work on E-VAW and WEE should continue. There was also consensus on the need to join efforts with other UN agencies to deliver WEE-related activities moving forward.

This is because such activities require specific technical expertise beyond the gender dimension, such as expertise in income-generating activities, border economic activities, extractive industry, among others, which can be available in other UN agencies (e.g. ILO). There was also consensus on the need to resume peace and security activities, though stakeholders generally agreed that, to be effective, there needs to be a common UN front and coordination of efforts. In this sense, it is important that the CO prioritize its plans to restart the work on peace and security and that it reflects related activities in the upcoming Strategic Note and its DRF. Overall, there was general agreement that WEE and peace and security related programming could be better delivered through joint programming.

The evidence is conflicting in regard to political participation and gender mainstreaming in national planning and budgeting. In relation to political participation, some consider that UN Women needs to continue working in this area so as to ensure that advances in the normative arena translate into increased rights for women. Others suggest leaving these activities to other organizations that are doing work in this area, such as UNDP or WLSA. As for gender responsive planning and budgeting, some believe that the capacity building support given to the government and other partners have been extremely beneficial and that it should continue. Others believe that enough has been done around GRB and that related activities can be left to other partners to replicate, such as UEM or ISAP. Despite this lack of consensus, most stakeholders agree that work in these two areas needs to be re-strategized moving forward.

### *Strategic positioning of mandate areas under the Strategic Notes*

**FINDING 2. The choice of interventions is relevant to the thematic areas of the portfolio but, given UN Women's structure and resources, the CO could implement more comprehensive interventions across a narrower set of thematic areas to produce greater results.**

The interventions under the 2012-2015 portfolio were found to be pertinent to the thematic areas and the planned results. For instance, the portfolio included both preventive and assistance interventions under the E-VAW thematic area. E-VAW interventions included sensitization campaigns around VAW in secondary schools, workshops with community leaders, support for the adaptation of national legislation, such as the action plans on domestic violence and the penal code, to international conventions on GEWE, and assistance for the establishment of an integrated mechanism for VAW victims, among others. The CO has also taken advantage of joint intervention opportunities around VAW, such as the E-VAW joint program in Tete implemented in coordination



with UNFPA and UNICEF. The selection of these interventions was found to be adequate to address VAW in a comprehensive manner.

Likewise, the choice of interventions under the WEE thematic area, such as the support to national initiatives in Cabo Delgado and WEE projects in Gaza, were also considered appropriate to empower women in these regions. These interventions have been utilized as entry points to introduce 'soft sub-interventions' around VAW, which stakeholders also found adequate.

Interventions under PPL, such as trainings for female electoral observers through NAFEZA and trainings around political leadership through WLSA, were also found to be appropriate to enhance the political participation of women in Mozambique. In the area of governance, interventions on gender responsive planning and budgeting, such as GRB trainings to ministries and CSOs, were also found to be relevant to ensure the mainstreaming of the gender dimension into national plans and increase the capacity of CSOs to demand the proper adjustment of national instruments to gender priorities.

#### Areas for Improvement



In line with the areas of improvement identified in Finding 1, the evidence suggests that, even though interventions are adequate to address each thematic area in the portfolio, UN Women is stretching its capacity and resources when trying to implement various interventions within each thematic area. As mentioned, E-VAW, WEE, and peace and security are pressing GEWE areas in Mozambique and where UN Women has expertise and established partnerships to adequately address these issues. These are also areas where there are important opportunities to successfully coordinate joint interventions with other UN agencies.

Though the choice of interventions under the political participation and governance is adequate, the evidence suggests that there are opportunities to address these issues more strategically. The evidence is not clear, however, on whether these interventions should be dropped altogether and left to other organizations to replicate (e.g. WLSA or UEM) or whether UN Women should continue implementing them through different settings (e.g. UN joint programming).

Overall, the evidence indicates that UN Women could make interventions more comprehensive and thus produce even greater results by focusing existing resources on interventions in the thematic areas where it is the most effective, such as E-VAW or WEE. The evidence also shows that the CO should continue to use specific thematic areas as entry points to address more sensitive issues, such as peace and security.

*Strategic positioning of bounding partners under the Strategic Notes and integration of social inclusion and participation in the work of UN Women*

**FINDING 3. The choice of partners is relevant to the situation of women and marginalized groups. However, stakeholders generally felt that the CO's support does not always trickle down to the more local levels.**

The evidence shows that UN Women has convening power to bring together key actors and influence efforts around GEWE. The CO has established strong partnerships with the national government and CSOs, including women's groups, men's organizations, academia, and other relevant organizations. In the area of E-VAW, UN Women has worked with key players like the

Ministry of Gender, feminist organizations, associations of VAW survivors, associations of women living with HIV/AIDS, public attention centers for VAW survivors, men's networks, among others.

In the area of WEE, UN Women has worked with the Ministry of Land, Environment and Rural Development, the National Institute for Disaster Management, and nongovernmental organization Gender Links, among others. In the area of governance, it has worked with the Ministry of Economy and Finance, the Eduardo Mondlane University, the Institute of Public Administration, and women's organizations. In the area of PPL, the organization has worked with several CSOs including Forum Mulher, NAFEZA, and WLSA, as well as political parties. In general, partners across thematic areas were found to be adequate to implement planned interventions and activities under the 2012-2015 portfolio.

#### Areas for Improvement



Even though the choice of partnerships is relevant to deliver the portfolio, efforts are often concentrated at the macro levels (e.g. through umbrella organizations) and the work does not necessarily stream down to the more local/community-based levels/actors. This is in part due to UN requirements around the type of organizations it can work directly with,<sup>25</sup> which limits the types of CSOs UN Women can support. The evidence shows that, though some partners are umbrella organizations that in principle should represent other CSOs throughout the country, these partners are either not representative enough of local/community-based organizations or they do not trickle down the resources and support provided by UN Women to the more local organizations. As a result, there is an overall perception among stakeholders that UN Women is distant from the organizations at the base, which are the ones working directly with the target vulnerable populations and also require support from UN Women. In this sense, the evidence suggests that the CO could establish tighter monitoring and reporting requirements for partners to demonstrate how they support the more local/community-based organizations/actors.

## EFFECTIVENESS

### *Development effectiveness and achievement of DRF outcomes*

**FINDING 4. The portfolio has had important contributions to the achievement of outputs outlined in the Development Results Framework. However, the achievement of the overarching GEWE outcomes is limited due to internal and external factors.**

The interventions carried out between 2012 and 2015 have contributed to the intended outputs, as per the Development Results Framework (DRF). In terms of the DRF Impact Area 2 (WEE), outputs planned under SN 2012-2013 around providing capacity building support to the government to integrate gender into its response mechanisms to climate change and natural disasters were generally achieved. In the case of outputs for this DRF area under SN 2014-2015, the evidence suggests that planned outputs and ongoing interventions are being successful in promoting the equal participation of women in economic activities in the context of climate change, food security, natural disasters, and extractive industries. Examples of this are the project in Cabo Delgado to promote gender-sensitive employment policies and work force skills and the four-year project in Gaza on food security and asset creation. Other interventions, however, did not reach the expected

<sup>25</sup> These requirements are related to having specific accounting, monitoring, and other systems in place in order to receive direct support from UN Women.

results, such as a project to support a Ministry of Land, Environment and Rural Development's intervention to create alternative income-generating activities to increase women's resilience to climate change. In this case, women were trained on baking activities, but after the training finalized there were no resources for trained women to buy supplies for these alternative activities to take off.

In the area of E-VAW, DRF Impact Area 3, planned outputs for providing capacity building and technical support to the Ministry of Gender and expanding social mobilization for zero tolerance to VAW have been delivered. Other outputs, such as ensuring laws and policies are aligned with international GEWE standards, have been largely achieved. Interventions for community mobilization and sensitization campaigns have contributed to raise awareness among key target groups, such as youth, community leaders, schools managers, and local security forces, among others. Examples of successful interventions are the UNiTE campaign with students at the Ressano Garcia secondary school and the trainings provided to officials at the Ministries of Health, Social Action, Police, and Justice responsible for the implementation of the Integrated Mechanism of Assistance to Women and Girls Victims of Violence.

In the case of governance, DRF Impact Area 5, most outputs under SNs 2012-2013 and 2014-2015 were oriented to enhance government's capacity to integrate the gender dimension into key planning instruments. Interventions in this area were found to be successful in delivering specific capacity building activities and bringing about positive yet isolated changes. An example of this is the trainings provided to the Ministry of Economy and Finance on gender responsive planning and budgeting, which among other things resulted in the development of the Simplified Gender Matrix to guide the integration of the gender dimension in all planning work across sectors (e.g. natural disasters, science, technology, etc.), a tool the Ministry continues to enforce. Nonetheless, stakeholders felt that similar trainings provided to other government agencies and CSOs were limited to the delivery of the activities, but fell short in producing actual changes, such as in the case of the National Institute of Disaster Management where the learnings from the trainings were not implemented due to limited internal capacity and work overload.

In regard to DRF Impact Area 1, political participation and leadership, which is only addressed under SN 2014-2015, planned outputs were oriented to support the implementation of activities that promote women's participation in decision making. Such support has been generally provided and there have been successful interventions. Examples are the training of women to act as electoral observers in the October 2014 elections through the partnership with NAFEZA and trainings for women in political parties to increase their leadership capacity implemented through WLSA. However, though these interventions were perceived as achieving participation, they were considered constrained because participation has not yet translated into increased advocacy for women's rights, primarily due to deeply rooted cultural barriers.

#### Areas for Improvement



Overall, the evidence suggests that interventions are successful in providing planned inputs and delivering outlined activities (outputs), but limited in achieving expected changes (outcomes), particularly long-term results. Limitations are in part a result of contextual factors hindering GEWE efforts, such as persistent cultural barriers and the lack of technical, human, and financial capacity—for both government and CSOs—to implement new skills acquired through UN Women's support. They are also related to the wide thematic focus of the portfolio and the subsequent need to stretch resources across the different interventions. This results in stand-alone interventions (e.g. one-time trainings) that are unlikely to achieve the related

DRF outcomes.

In some cases, successful interventions have led to unintended results that UN Women was not prepared to address. For instance, the activities of the UNiTE campaign not only resulted in increased awareness on VAW but also led to an unexpected increase in the number of reports of VAW cases at school. Though this is encouraging, partners have had a hard time following-up on all reports and UN Women did not design the intervention to provide support on this issue. This is, to an extent, a consequence of not having formulated theories of changes prior to the development of the SNs, identifying relevant actors and anticipating intended and unintended outcomes.

#### *Effectiveness of organizational structures and systems and achievement of key OEEF outputs*

**FINDING 5. Limitations in the CO management structure and internal resources have affected its capacity to deliver the 2012-2015 portfolio. Though the CO has made recent, important efforts to strengthen its human resources base, there is still a resource gap in the areas of operations, knowledge generation, resource mobilization, and monitoring and evaluation.**

In line with the Organizational Effectiveness and Efficiency Framework (OEEF), Output 1.1, the CO was to strengthen its human resource base to adequately deliver 2012-2015 portfolio activities. Though the CO has made efforts to meet specific staff recruitment targets, the evidence indicates that changes in the staff structure and limited human resources generally affected the timely delivery of planned development results under the Strategic Notes, primarily in the period 2012-2013 and the first half of 2014. The Strategic Notes foresaw these issues and adverted that the implementation of key activities, particularly programmatic-operational work, would require an increase in the human resource base to properly deliver the portfolio.

In terms of overall management and leadership, the CO did not have a Representative for approximately one year. During this time, the Deputy Representative acted as the Interim Representative until March 2015, when she was officially appointed as the Representative. Prior to assuming the interim management role, approximately between March 2013 and March 2014, the then Deputy Representative undertook all operations management responsibilities, as there was no Operations Manager over the course of that year. This juggle of roles and responsibilities affected the CO management structure and its capacity to effectively deliver activities.

In regard to the program staff, UN Women Mozambique operated for about two and a half years with a significantly understaffed program team. Until June 2014, the CO had only one program officer managing all interventions. Since then, the CO has significantly strengthened the human resources base and currently has an eight-member program staff. In addition, the program staff has been set up to undertake operational activities under the programming mandate as well as to provide support to the work under the coordination and normative mandates. This is to make the overall work across mandates more coherent moving forward. The reinforcement of the human resource base has put the CO in a better position to deliver the remaining portfolio more effectively.

Although limitations around human resources have constrained the CO's capacity to mobilize resources, there have been important efforts to expand the CO financial resource base, as planned under OEEF 4.2. For instance, the CO secured €1.6 million from the Government of Belgium for the four-year WEE program in Gaza, which in turn allowed the CO to expand the human resources with some of the additional program staff mentioned above. Other efforts include the mobilization of partial funding for the implementation of the national VAW prevalence study. The evidence shows

that, though these efforts have been beneficial, the CO needs to further strengthen its internal resources to fulfill the targets established under both OEEF 4.2 and 1.1.

In terms of internal leadership, professional development, and accountability, as established in OEEF Outputs 3.1, 3.2, and 3.3, the evidence suggests that, despite the abovementioned challenges around management structure and human resources, the CO has largely implemented planned internal activities. Reviewed documents and interviewed stakeholders indicate that the CO conducts weekly staff meetings to ensure that development and management activities are on target; monitors expenditures and reviews budgets on a regular basis; ensures staff completes mandatory courses and trainings; and organizes annual planning and review meetings with partners; among other internal activities.

### Areas for Improvement



The evidence indicates that though the CO has substantially addressed its management structure and human resources limitations, there is still a gap in internal resources, especially in the areas of operations management, knowledge generation, social mobilization, resource mobilization, and monitoring and evaluation. In terms of technical expertise, stakeholders' perception was that UN Women lacks in-house expertise in areas beyond gender that are needed to effectively deliver some portions of the portfolio, such as in environmental issues or in extractive industries. Though stakeholders acknowledged that UN Women usually secures such expertise through hiring external consultants, technical support is only available for a limited amount of time (e.g. trainings), which makes it difficult for partners to count on such support when executing concrete actions (e.g. produce action plan).

## EFFICIENCY

### *Leveraging and managing resources*

**FINDING 6. UN Women has a comparative advantage in Mozambique in GEWE relative to other UN agencies and key partners, and the CO has leveraged this advantage to meet its normative and operation mandates. While the CO has made important efforts to establish and lead various coordination mechanisms and joint programming, UN Women has not realized its coordination mandate.**

The evidence strongly supports that UN Women is uniquely positioned to convene and influence key actors to push forward GEWE efforts in Mozambique. This comparative advantage is in part a result of the extensive work the CO has carried out to establish effective partnerships with major stakeholders, including the national government, women's machinery, academia, and other relevant organizations—which is in line with the activities planned under OEEF Output 1.2. Stakeholders overall perceived that UN Women has the technical gender expertise and partner relationship strength to advocate and promote changes to advance gender equality. An example of this is the progressiveness of the legal instruments on E-VAW in Mozambique, which stakeholders felt was a direct result of UN Women's normative work in the country.

Across mandate areas, the evidence shows that UN Women has been the most efficient around the normative work and that the operational-programmatic work has generally been consistent with normative activities. For instance, advancements in the legal framework related to E-VAW are coherent with interventions like social mobilizations and sensitization campaigns on VAW by, among other things, raising awareness on women's rights and services granted by the law.

Even though the CO has made important efforts to establish and lead various coordination and joint work mechanisms, UN Women has not realized yet its coordination mandate. There have been efforts to create mechanisms to bring together UN counterparts to share information about their respective portfolios in an attempt to coordinate and complement their work. Examples are the Gender Joint Team and the HIV/AIDS Joint Team, as well as the development and implementation of the Gender Marker. There have also been efforts to bring together UN agencies and other relevant stakeholders to discuss pressing issues and coordinate work, such as the Gender Coordination Group that comprises the national government, CSOs, and multilateral development organizations. Although these efforts have been successful in convening the different parties, they have been limited in effectively harmonizing GEWE coordination work in Mozambique. As shown in the list below, limitations are in great deal related to contextual factors.

In terms of joint programming, though there have been some successful cases of joint work with other UN agencies, such as the E-VAW joint program in Tete implemented in coordination with UNFPA and UNICEF or the WEE joint work in Gaza coordinated with UNCDF and other organizations, these cases were not the result of systematic coordination efforts. Instead, the opportunity presented itself or happened at the request of donors. For example, the WEE joint program in Gaza covers six districts, but UN Women is working in two only due to limited capacity. As a results, the donor brought UNCDF on board to execute the work in the other four districts.

Limitations around coordination capacity are often related to the following challenges:

- Joint work mechanisms do not have their own funding and members have little intra-agency power to influence changes in their own agencies to implement decisions made.
- Overall funding limitations create competition among UN agencies for financial resources.
- Because of the UN's general mandate and training, UN agencies may believe they can do gender work without UN Women.
- On the other hand, UN agencies may sometimes assume that specific gender responsive activities already were or are being implemented by UN Women.
- Government and CSO partners lack leadership capacity to use coordination platforms to effectively create accountability and influence policy- and decision-making.

#### Areas for Improvement



Though UN has made important efforts to put in place adequate mechanisms to enable coordination and joint programming, the CO has not capitalized on such convening and influencing power to leverage its own work and the work of other organizations. For instance, stakeholders believe that UN Women is generally in a better position to influence high rank government officials than other UN agencies and partners. UN Women could use such comparative advantage to strengthen the capacity of key partners, such as the women's machinery, to effectively utilize coordination platforms to advance GEWE efforts.

In terms of normative and operational work, stakeholders believe that UN Women has already met significant achievements in the policy development side and that more emphasis should be given to ensuring that capacity building assistance is complemented with alternative strategies to support partners with moving from acquiring specific capacities to implementing concrete actions. There was also general agreement in that this could help further channel operational work through partners, as opposed to direct implementation that has at times been perceived as competing with partners.

*Culture of results and results based management*

**FINDING 7. UN Women has Results Based Management systems in place, but the lack of dedicated monitoring and evaluation (M&E) staff and unavailability of complete baseline data limit the efficient utilization of such systems.**

In line with UN Women's commitment to Results Based Management and OEEF Output 2.1, the CO has put in place a number of systems to assess its performance, as per the outcomes and outputs outline in the Strategic Notes, including the Development Results Framework and the Organizational Effectiveness and Efficiency Framework. The evidence shows that these frameworks were developed in accordance to the design of the Strategic Notes 2012-13 and 2014-15. There is also regular monitoring and reporting on the status of delivery of the portfolio based on these frameworks, as evidenced in the quarterly and annual reports. CO staff also validated that the implementation of activities and decision-making around the portfolio are guided by these frameworks. Annexes 8-11 include the specific frameworks developed for the relevant Strategic Notes.

Nonetheless, the usefulness of these systems to adjust interventions or to assess the extent to which the CO is achieving expected results is limited by two main factors: lack of dedicated M&E staff and unavailability of reliable baseline data at the time of development of the Strategic Notes. As discussed in Finding 5, the CO faces important structural and human resources constraints that often lead program or operations staff to absorb M&E activities along with the execution of other portfolio delivery activities. As a consequence, there is little opportunity for staff to use the frameworks as learning and strategy adjustment tools beyond reporting purposes.

In addition, the frameworks have made a series of assumptions around the initial state of the specific impact areas the Strategic Notes seek to address. This is because no baseline data were collected on the status of key gender equality areas prior to the development of the Strategic Notes. There have been some efforts to establish such baseline, e.g. mapping available services to women and studies on the condition of women in specific economic activities, but additional efforts are needed to adequately deliver OEEF Output 2.1. This limits the capacity of the CO to fully and reliably understand the extent to which implemented activities have achieved the intended outcomes.

#### Areas for Improvement



Though the CO has established Results Based Management systems in line with OEEF Output 2.1 to monitor and assess whether the portfolio is accomplishing the expected outcomes, the actual capacity of the CO to fully utilize these systems to inform its normative, coordination, and operational work is limited due to lack of M&E staff and incomplete baseline data. Year 2016 is an opportunity to strengthen the CO human resource base with dedicated M&E staff as well as to collect baseline data to establish stronger Results Based Management systems.

**FINDING 8. UN Women is naturally positioned to become a knowledge hub on GEWE to further propel evidence-based normative, coordination, and programmatic work. While significant efforts have been made towards this aim, there is still a gap in the area of knowledge management.**

In accordance to OEEF Outputs 2.2 and 2.3, the Strategic Notes outlined a number of activities aimed at positioning UN Women as a recognized hub of knowledge and generating evidence base for learning, decision-making, and accountability purposes. The evidence shows that UN Women

has a distinctive technical expertise on GEWE and is well positioned to influence policy- and decision-making in this regard. It also shows that important efforts have been made to achieve these outputs. For instance, the CO has developed fact sheets on the status of women in Mozambique and has commissioned external evaluations on the CO's contributions to specific thematic areas (e.g. E-VAW). There have also been efforts to document practices and lessons learned from technical assistance provided to partners, such as a manual put together by WLSA on the implementation of and lessons learned from the PPL trainings carried out with UN Women's support. However, due to capacity constraints, these efforts are largely fragmented and, in some instances, lead to work duplication. For example, at the time WLSA was working on the political participation manual, another organization also supported by UN Women, Forum Mulher, was producing a similar knowledge product.

While there is internal awareness of the importance of knowledge management and dissemination as well as a genuine intention to make UN Women a knowledge hub, the CO has yet to provide a platform that facilitates evidence-based advocacy and knowledge exchange on GEWE. The knowledge management and dissemination role is critical to increase the CO's ability to integrate and maximize the results of its normative, coordination, and programmatic mandates. Further cohesive efforts need to be made in this area in to fully achieve OEEF Outputs 2.2 and 2.3

#### Areas for Improvement



Even though there is internal commitment to realize UN Women's comparative advantage on knowledge management and dedicated staff has been recruited for this role, further efforts are needed for the CO to exchange experiences, good practices, and lessons learned in a systematic way and avoid duplication of efforts. Consolidating the strategy on knowledge management is fundamental to enhance evidence-based advocacy and thus better accomplish the organization's three mandates.

## SUSTAINABILITY

### *Supporting capacity development and national ownership*

**FINDING 9. UN Women has contributed to build partners' capacity to promote GEWE in Mozambique, but efforts require complementary or follow-up activities to ensure the sustainability of results without UN Women's support.**

The evidence shows that there is high-level political support for GEWE efforts in Mozambique, along with significant capacity limitations to bring about the needed changes. In order to leverage national ownership and mitigate such constraints, UN Women has provided extensive support around capacity building to government and other partners across all thematic areas. Examples of successful capacity building activities are the support to the national government to adjust legal instruments to international covenants like CEDAW and SADC, as well as trainings to integrate the gender dimension into national plans and budgets.

There is some evidence of activities that continued after UN Women's support ceased, such as the work around gender responsive budgeting with the Eduardo Mondlane University and the work on political participation with WLSA. Besides these specific cases and despite stakeholders seeing these capacity building activities as extremely beneficial, the support was generally considered



insufficient to sustain the work without UN Women. The most relevant factors contributing to the limited sustainability of portfolio activities include:

- Interventions lack follow-up activities to support the implementation of the knowledge acquired through the capacity building activities—e.g. how to move from learning to action.
- Partners lack the human and/or financial resources to implement the work and/or to replicate the work—e.g. trained staff members to train other staff members.
- Trained individuals lack authority to mainstream gender responsiveness—e.g. trained focal points often do not have sufficient internal influence to bring about the needed changes.

#### Areas for Improvement



The evidence suggests that technical assistance moving forward needs to be complemented or improved through the use of more innovative approaches in order to increase the capacity of partners to effectively execute GEWE-advancing activities and ensure the sustainability of such efforts. UN Women as a global organization has cumulated a wealth of information around both traditional and innovative good practices to make the work across mandates more effective and sustainable. Some of these practices have been summarized under the “External Resources on GEWE” section.

#### **FINDING 10. The CO’s work with one specific partner has created credibility issues that highlight internal deficiencies and can affect the sustainability of GEWE efforts.**

As discussed earlier, stakeholders generally believe UN Women has a comparative advantage in influencing key actors and national decision-making to advance GEWE efforts in Mozambique. However, some interviewees expressed concerns on the level of internal responsiveness of UN Women to a possible involvement of a well-known partner in a case of VAW. Specifically, a partner was involved in a VAW-related scandal that took place in South Africa, where several Mozambican organizations were attending a gender event. While the evaluation team does not have evidence of the veracity of these accusations and such investigation is not within the scope of this evaluation, the evidence suggests that there is a credibility concern among these stakeholders primarily due to:

- a) Partners’ lack of information on whether UN Women addressed the issue with the partner in question or whether there was a formal internal process to inquire into the issue; and
- b) Partners’ lack of information on the institutional reasons of UN Women to continue working with this partner. In this sense, stakeholders feel that UN Women should have been the first organization to raise concerns about the scandal and to publicly communicate its position on the issue and basis for such position.

The incident also highlights important internal deficiencies around the timely activation of UN mechanisms to document and address the incident, as it happened some years back (possibly 3-4 years ago<sup>26</sup>). It is important to mention that UN Women has gone through several changes in management structure that may have impacted its response to the incident. It is also relevant to note that the incident was discussed with eight stakeholders. Given the length of the field mission and that the incident and related concerns were not known at the inception phase of the evaluation, the evaluation team was unable to assess whether *all* interviewed stakeholders knew of the incident and

<sup>26</sup> Timeframe estimated by UN Women staff.

shared the same concerns. The evaluation team, however, did crosscheck the concerns with relevant stakeholders who had not been interviewed yet as well as with relevant stakeholders already interviewed. Even though not all 35 stakeholders were asked or did not voluntarily offer information around this credibility issue, eight stakeholders, including key partners and CO staff, did raise or validate the concerns, providing significant basis to support the findings and related conclusions and recommendations in this report. These concerns have created credibility and reputational issues that could affect UN Women's relationship with strategic partners and its overall GEWE efforts in the country.

#### Areas for Improvement



The evidence suggests that the credibility concerns of some stakeholders largely came from the lack of adequate communication on whether and how UN Women managed the situation internally and the CO's reasons for maintaining the relationship with the partner in question. More importantly, this lack of communication is due to the inadequate functioning of internal mechanisms to document and respond to the incident. These institutional and communication issues need to be carefully addressed to mitigate any credibility and reputational implications on UN Women's work in Mozambique moving forward.

## HUMAN RIGHTS AND GENDER EQUALITY

### *Changes in intergroup power dynamics and social inclusion and participation*

**FINDING 11. The portfolio has contributed to addressing the root causes of gender inequality and changing the dynamics of power relations. However, because root causes are intrinsically related to social norms and these take long to be changed, contributions in this area are limited due to the length of related interventions.**

The activities and interventions under the 2012-2015 portfolio are largely oriented to address the root causes of gender inequality in Mozambique. For instance, normative activities around the adaptation of national instruments to international conventions on GEWE and interventions around gender responsive budgeting and planning were aimed at changing policy incentives to enable a more GEWE-prone environment.

Preventive interventions on E-VAW, such as sensitization and social mobilization campaigns, as well as WEE projects that incorporate components around the discussion of VAW, were also intended to address cultural barriers to more effectively change the power relations among the different groups. Likewise, activities around political participation and leadership also include some type of gender sensitization elements aimed at tackling the root causes of gender inequality.

#### Areas for Improvement



Although activities and interventions across thematic and mandate areas have contributed to addressing the driving factors of gender inequality in Mozambique, such efforts are importantly limited by the length of and available resources for the efforts, particularly in relation to the operational work. This consequently affects the capacity of the different groups to better advocate for rights' holders and to change the prevailing power relations in an effective manner.

The evidence suggests that the benefits from UN Women's support tend to fall short because of the length of the engagements. Stakeholders generally felt that activities and interventions did not have

adequate continuation, which is necessary to effectively address root causes, such as cultural barriers, and thus ensure that benefits are sustained. This is particularly the case for capacity building work, e.g. trainings, which were sometimes perceived as ad-hoc interventions rather than comprehensive efforts. This in part due to the ample thematic focus of the portfolio as well as to the human and financial resources constraints within the organization. Available resources that could be invested to sustain interventions for longer periods have to be distributed across other thematic areas. A narrower set of thematic areas would free up resources for longer-term interventions.



*CPE Exit Workshop*

## Lessons Learned

The findings of the evaluation have brought to light some lessons from the delivery of the 2012-2015 portfolio that can be useful for future planning.

- ❖ **Interventions under specific thematic areas can be strategically utilized to address GEWE priorities under a different area.** The CO found beneficial to use interventions aimed at enhancing WEE to address the E-VAW thematic area. Economic vulnerability and violence are both gender issues based in deeply rooted cultural beliefs around gender roles and power dynamics. Nonetheless, it is difficult for vulnerable women to leave a situation of domestic violence if she does not have the means to sustain herself and her family on her own. As such, the CO started channeling WEE efforts in a way that the organization can also achieve goals under the E-VAW area.
- ❖ **The coordination of UN joint efforts can be more effective by targeting specific gender issues as opposed to coordinating the broad gender equality concept.** Some of the joint initiatives that were found to be successful were generally well tailored to address a particular gender priority. For instance, the HIV/AIDS Joint Team was able to successfully coordinate the advancement of specific activities around the National HIV/AIDS Strategic Plan. While it had difficulties coordinating joint work on broader issues, the Gender Joint Team was able to achieve specific efforts, such as the adoption of E-VAW as a UNCT

signature issue. This can be a successful approach to better harmonize GEWE efforts among UN agencies in Mozambique.

- ❖ **Having program staff support work across all mandate areas has proved useful to make the overall CO work more coherent.** The CO program staff now formally undertakes its regular activities under the programmatic mandate while also supporting the work under the coordination and normative mandates. CO staff found this beneficial to stay up to date with what is being done in other thematic areas and thus identify opportunities for complementing efforts. This also allowed the team to ensure that programmatic activities are consistent with normative efforts. CO staff also found this practice useful when representing the CO in existing UN coordination platforms, as they are more aware of and can speak more properly about what the CO is doing across GEWE priority areas.

## CONCLUSIONS

**Conclusion 1: Relevance.** The evaluation shows that the thematic focus of the portfolio and related interventions effectively reflect gender priorities in Mozambique. It also suggests, however, that the CO is ambitious in attempting to tackle all these priority areas with its current structure and resources and that of its partners. At the same time, peace and security continues to be a critical area in which the country needs support and related activities should be resumed in future strategic plans. The choice of partners was generally appropriate to deliver the portfolio, but efforts are often concentrated at the macro levels (e.g. umbrella organizations) and UN Women's support is not necessarily reaching the more local organizations/actors.

**Conclusion 2: Effectiveness.** Interventions are generally successful in providing inputs and delivering outlined activities, but some gaps remain that impede the CO from achieving long-term results. These limitations are in part due to the contextual factors, such as persistent cultural barriers and the lack of capacity of key partners to implement the new skills acquired through UN Women's support. Constraints are also related to internal factors, such as the limited human resources of the CO, as well as to the wide thematic focus of the portfolio and the need to spread resources across various interventions.

**Conclusion 3: Efficiency.** UN Women is uniquely positioned to convene and influence key actors to promote GEWE efforts in Mozambique. Across mandate areas, UN Women has been the most efficient in leading normative activities and its operational-programmatic work has generally been consistent with normative activities. However, even though there have been important efforts to promote joint work and establish coordination mechanisms, overall results do not fulfill the coordination mandate and the concept of One UN. This gap is largely due to several contextual factors, such as: joint work mechanisms lacking their own funding; competition among UN agencies for financial resources; UN agencies believing they can do gender work without UN Women or, on the other hand, assuming that specific gender activities have already been addressed by UN Women; and government and CSO partners lacking leadership capacity to use coordination platforms to influence decision-making.

**Conclusion 4: Sustainability.** While there are activities that continued on after UN Women's support ceased, the evaluation shows that this support needs to be complemented in order to sustain the work beyond UN Women's assistance. Factors such as lack of follow-up activities to support partners at critical points of implementation, partners' lack of human and/or financial

resources to continue the work, and focal points' lack of authority to mainstream gender responsiveness into their organizations have limited UN Women's contributions to ensure the sustainability of efforts.

In regard to the management of partnerships, the incident around the ethical questioning of a specific partner of UN Women brought to light several internal weaknesses: 1) internal mechanisms to document the incident and address concerns did not work properly; and 2) communications mechanisms for partners to raise concerns and receive responses to those concerns were disjointed. If these institutional and communication malfunctions are not addressed, there is a risk that the credibility of UN Women and its overall GEWE efforts in the country will be affected.

**Conclusion 5: Human Rights and Gender Equality.** Portfolio activities have been largely oriented to address the root causes of gender inequality in Mozambique and stakeholders have perceived positive contributions. These contributions are, however, importantly limited by the brevity of activities to really allow for comprehensive capacity strengthening. In addition, efforts are constrained by partners' lack of resources to continue activities beyond UN Women's support. This in turn limits the capacity of specific groups to advocate more effectively for their rights and change the existing power relation dynamics. UN Women can better focus its work on a narrower set of thematic areas to utilize its expertise and resources more effectively and hence accomplish greater results around addressing root causes and changing power relations among key groups.



*Evaluation team with students who participated in the UNiTE campaign on E-VAW*

## RECOMMENDATIONS

The evaluation has identified eight recommendations that are critical for UN Women’s contribution to GEWE vis-à-vis the upcoming Strategic Note. These recommendations are based on the evidence collected throughout the implementation of the CPE and have been validated with key stakeholders in an Exit Workshop carried out at the end of the field mission.

### Recommendation 1: Portfolio Design & Alignment.

**UN Women can best serve its mission by focusing its resources across a narrower set of thematic areas.**

**Urgency:** High  
**Impact:** High  
**Difficulty:** Low

The evidence calls for the reorientation of strategies towards areas where UN Women can have a significant influence vis-à-vis its available in-house expertise, resources, and availability of strong partnerships, while leaving other thematic areas to other organizations—such as other UN agencies, other development organizations, or CSOs. UN Women is advised to prioritize the thematic areas where the evaluation found the most significant contributions, E-VAW and WEE, as well as the mandate area where it was found to be the most effective, i.e. normative work.

To facilitate the selection of thematic areas to focus on, UN Women is encouraged to undertake the following processes:

- **Develop a theory of change for each thematic area:** UN Women needs to establish clear theories of change for each gender priority area to determine what and how specific interventions and related partnerships will address a given GEWE issue and bring about the intended changes.
- **Organize thematic areas hierarchically according to a Priority Assessment Checklist:** Once the theories of change have been established, UN Women should organize and prioritize thematic areas according to a list of conditions that in principle ensure a minimum impact in such areas. The checklist is based on UN Women’s organizational and capacity constraints and could include the following criteria: availability of funding; availability of partners; sustainability potential; and prospects for joint programming, among others.

### Recommendation 2: Portfolio Design & Alignment.

**UN Women should resume the work around peace and security.**

**Urgency:** High  
**Impact:** High  
**Difficulty:** Medium

As peace and security continues to be a critical area where the Mozambique needs support, the evaluation advises UN Women to prioritize its plans to resume interventions and activities around peace and security as part of the upcoming Strategic Note. Year 2016 is a good time for UN Women to consult with key partners, UN agencies, and other organizations on the best approaches to recommence work in this area in the 2017-2021 period due to the sensitivity of the topic with government. In line with suggestions provided by stakeholders, UN Women is advised to coordinate a unique front on peace and security with other UN agencies and key CSOs in order to increase the effectiveness of the work and minimize backlashes.

**Recommendation 3: Effectiveness & Efficiency.**

**UN Women should utilize its comparative advantage to enable a more coherent UN coordination environment as well as to leverage existing dialogue platforms for more effective coordination of GEWE efforts.**

**Urgency:** High  
**Impact:** High  
**Difficulty:** Medium/High

The current leadership role of UN Women in the development of the new UNDAF is an opportunity to position the organization to enable a coherent UN coordination environment and better utilize existing coordination schemes, such as the Gender Joint Team, to influence gender mainstreaming and enhance the articulation of joint programming. In this sense, UN Women should prioritize its coordination efforts with the UNCT as well as with the wider national gender space. The organization should use its comparative advantage in convening and facilitating multi-stakeholder groups to strengthen existing dialogue mechanisms, such as the Gender Coordination Group. Specifically, UN Women should use such unique influence to fortify and leverage the leadership role of key partners, e.g. Ministry of Gender or women's organizations, to effectively create accountability and influence policy- and decision-making.

**Recommendation 4: Effectiveness & Efficiency.**

**UN Women is advised to strengthen its human resource base with dedicated M&E staff to improve and better utilize its Results Based Management systems.**

**Urgency:** High  
**Impact:** High  
**Difficulty:** Medium

UN Women needs to prioritize the recruitment of dedicated M&E staff to focus on the establishment, management, and utilization of its Results Based Management systems. This will help the CO use operational and program staff more efficiently to deliver the portfolio. It will also improve the organization's capacity to collect baseline data and establish stronger performance monitoring systems. Additionally, recruiting dedicated M&E staff will allow the CO to better track performance and utilize the frameworks as learning mechanisms to inform future strategy. It is recommended to use the year 2016 to collect baseline data to adequately inform the development of Strategic Note 2017-2021 and related theories of change, interventions, and monitoring systems.

**Recommendation 5: Effectiveness & Efficiency.**

**UN Women needs to consolidate its knowledge management strategy in line with becoming a knowledge hub for GEWE evidence-based advocacy and knowledge exchange.**

**Urgency:** Medium  
**Impact:** Medium  
**Difficulty:** Low

UN Women is advised to prioritize the knowledge management actions that it has already identified to function as a knowledge hub for the UN, implementing partners, and other key actors in the area of gender development. To this end, UN Women needs to establish a clearer strategy around how to gather, systematize, and disseminate knowledge products. The knowledge management strategy should also prioritize coordination efforts among UN agencies as well as with partners and other organizations to develop, feed, and maintain the knowledge platform. There are partners who are currently undertaking isolated knowledge creation and dissemination efforts, which UN Women should leverage to serve its knowledge management strategy. UN Women is advised to use the year 2016 as an opportunity to realize the knowledge hub goal and to collect baseline data to provide evidence-based support to future strategies and proposed interventions across thematic areas.

**Recommendation 6: Effectiveness, Efficiency, and Sustainability.****UN Women needs to complement its technical assistance and identify innovative strategies for capacity building.****Urgency:** High  
**Impact:** High  
**Difficulty:** Medium

The evidence highlighted three key challenges around the effectiveness of the portfolio interventions and activities: a) lack of follow-up activities for capacity building interventions; b) lack of technical support to implement the knowledge/skill acquired; and c) lack of resources, particularly financial means, to implement activities. UN Women is advised to complement interventions to ensure that they include follow-up activities to continue strengthening partners' capacity as well as subsequent support to accompany and assist partners through critical points of implementation. In addition, interventions should foresee mechanisms to connect partners with non-UN Women resources for implementation, particularly with alternative sources of funding and technical assistance.

In this sense, when establishing theories of change for the Strategic Note 2017-2021, UN Women should be strategic in selecting and designing interventions in a way that subsequent implementation support and complementary funding assistance (either from UN Women or from alternative sources) are considered ahead of time, so that interventions can achieve medium- and long-term results. Joint programming with other UN agencies can also be an opportunity to coordinate complementary activities or follow-up support. As mentioned above, the new UNDAF is an adequate occasion to create an enabling environment for such coordination.

**Recommendation 7: Sustainability of GEWE Efforts.****UN Women should approach the choice of partnerships from a sustainability perspective.****Urgency:** High  
**Impact:** High  
**Difficulty:** Medium

UN Women's delivery of the portfolio across mandates, in particular the operational work, needs to be strategically approached in terms of how to increase the sustainability potential of the work beyond UN Women's support. Specifically, UN Women should consider moving from a direct implementation role to a coordination and advisory role. In line with Recommendations 1 and 6, each portfolio's thematic area and related interventions and activities need to assess at the earliest possible the capacity of potential partners to sustain efforts and benefits beyond UN Women's support. Where capacity limitations are identified, UN Women should develop ex-ante strategies to support sustainability efforts through other means, such as referring partners to other organizations for further capacity building or collaboration for implementation with other organizations. Specifically in relation to the operational work, which is largely dictated by donors, UN Women needs to better leverage its unique position as technical gender advisor to influence donors' choices of interventions and the incorporation of complementary or alternative activities that can best serve UN Women's strategy and overall GEWE goals in Mozambique.

**Recommendation 8: Partners Management & Sustainability.****UN Women needs to diligently address the credibility concerns raised by partners to mitigate any impact on the sustainability of its GEWE efforts in Mozambique.****Urgency:** High  
**Impact:** High  
**Difficulty:** High

The ethical concerns raised by some stakeholders on the possible involvement of a UN Women's partner in a VAW case created credibility issues around the level of commitment of UN Women to address GEWE issues in the country. More importantly, though the incident took place years ago, no



internal mechanisms were utilized to document and address the problem, which led to the current concerns among key stakeholders about the lack of response from UN Women on the issue. As such, UN Women is advised to actively utilize existing UN systems and procedures to investigate and address these concerns with both the partner in question and all other relevant stakeholders. As the CO undertakes this process, it is highly recommended to document each step taken and share with all stakeholders the findings of the process and the official stand of UN Women on the issue.

## EXTERNAL RESOURCES ON GEWE

This section presents a series of resources on good practices to advance gender equality and women's empowerment. Some of the practices below were identified within the UN system whereas others are good practices identified by other international organizations working in the area of gender development.

While there are significant differences across countries that can enable or constraint the implementation of specific initiatives—such as income levels, socio-economic characteristics, legal frameworks, and degree and type of gender power imbalances, among others—these external resources can be useful to offer alternative and innovative approaches to address specific GEWE issues. They can also be adapted to better take advantage of GEWE enabling factors or to overcome distinctive hindering factors that are specific to the context in Mozambique.

For practicality, the external resources have been organized according to relevant areas for the work of UN Women in Mozambique and in line with the main findings and recommendations identified in this evaluation report.

### Good practices for promoting women-led peace building initiatives

- The Inter-Governmental Authority on Development (IGAD) has documented good practices around the participation and contributions of women in peace making. The document was prepared in the frame of the IGAD Women Peace Conference and the launch of the Africa UNiTE Campaign. It includes good practices of initiatives implemented in Somalia, Uganda, Sudan, and Darfur.

**Link:**

[http://www.academia.edu/2542481/Women\\_in\\_Peace\\_Making\\_Lessons\\_learned\\_and\\_Good\\_practices](http://www.academia.edu/2542481/Women_in_Peace_Making_Lessons_learned_and_Good_practices)

- Several UN agencies have documented a series of good practices of women's peace building initiatives in Liberia, Sierra Leone, Sudan, Somalia, Rwanda, the Republic of Congo, Mali, and Burundi. The document not only describes the different initiatives but also identifies common challenges, opportunities, effective and ineffective practices, and prerequisites for effective peace building across the countries. It dates back to UNIFEM's times but its identified best practices are still referenced as good standards around peace building.

**Link:** <http://www.unesco.org/cpp/uk/projects/bestpract.pdf>

- The U.S. Institute of Peace has also documented a number of good practices and evidence-based strategies to integrate women as key players of peace building efforts. Most case studies and identified lessons learned are based on initiatives implemented in the Middle East.

**Link:** <http://www.usip.org/working-group-lessons-learned-and-best-practices-womens-programming-in-transitioning-countries>

- The Millennium Development Goals (MDG) Achievement Fun identified promising practices from a UN joint program on conflict prevention, peace building, and gender-based political violence. The program was coordinated by UNDP, UNHCHR, UNICEF, UN Women, and UNODC.
- **Link:** [http://www.unwomen.org/mdgf/C/Bolivia\\_C.html](http://www.unwomen.org/mdgf/C/Bolivia_C.html)

### Good practices for joint programming on E-VAW

The MDG Achievement Fun documented the following as promising practices on initiatives aimed at ending violence against women, which were all implemented through UN joint programming.

- *UN Joint Program on Violence Against Women in Bangladesh:* This program was coordinated by ILO, IOM, UNAIDS, UNESCO, UNFPA, UNICEF, UN Women, and WHO.  
**Link:** [http://www.unwomen.org/mdgf/A/Bangladesh\\_A.html](http://www.unwomen.org/mdgf/A/Bangladesh_A.html)
- *Educational Communication Strategy on Gender-based Violence in Colombia:* This program was coordinated by UN Women (lead agency), UNFPA, and IOM.  
**Link:** [http://www.unwomen.org/mdgf/A/Colombia\\_A.html](http://www.unwomen.org/mdgf/A/Colombia_A.html)
- *Multi-sectoral Program for the Fight Against Gender-based Violence in Morocco:* This program was coordinated by UN Women (lead agency), UNFPA, UNICEF, UNESCO, UNHCR, FAO, ILO, and UNAIDS.  
**Link:** [http://www.unwomen.org/mdgf/A/Morocco\\_A.html](http://www.unwomen.org/mdgf/A/Morocco_A.html)
- *Application of the Community Conversation Enhancement Methodology for Gender Equality in Namibia (specific focus: HIV/AIDS):* This program was coordinated by UNDP (lead agency), UNESCO, FAO, UNFPA, and UNICEF.  
**Link:** [http://www.unwomen.org/mdgf/C/Namibia\\_C.html](http://www.unwomen.org/mdgf/C/Namibia_C.html)

### Good practices on gender mainstreaming in governance and gender responsive budgeting

- The Society for International Development prepared a report on the application of GRB into planning in Kenya. In addition to documenting experiences and lessons learned in Kenya, the report also includes international experiences and good practices.  
**Link:** [http://www.sidint.net/sites/www.sidint.net/files/docs/GenderResponsiveBudgeting\\_booklet.pdf](http://www.sidint.net/sites/www.sidint.net/files/docs/GenderResponsiveBudgeting_booklet.pdf)
- The MDG Achievement Fund has documented promising practices on gender responsive budgeting practices at the national and municipality levels. In this case study, the MDG Achievement Fund documents good practices and lessons learned identified in Nicaragua.  
**Link:** [http://www.unwomen.org/mdgf/C/Nicaragua\\_C.html](http://www.unwomen.org/mdgf/C/Nicaragua_C.html)
- The MDG Achievement Fund also identified promising practices around gender mainstreaming into the activities of the Ministry of Culture in Palestine. The initiative was a coordinated efforts among UNESCO, UN Women, UNDP, and FAO.  
**Link:** [http://www.unwomen.org/mdgf/C/Palestine\\_C.html](http://www.unwomen.org/mdgf/C/Palestine_C.html)
- The International Development Law Organization (IDLO) compiled a series of lessons learned and good practices around successful ways of empowering women to access

justice. Reviewed cases studies include experiences in Namibia, Rwanda, West Bengal, Afghanistan, Morocco, Solomon Islands, among others.

**Link:** <http://www.cide.edu/docs/buenas-practicas/equidad-genero/WomenAccesstoJustice.pdf>

### Good practices around women's economic empowerment

- Population Council has conducted rigorous research to understand adolescent girls' circumstances and what works best to improve their lives. Its research is based on longitudinal studies, nationally representative research, randomized controlled trials, and implementation science across the work, including African countries.

**Link:** <http://www.popcouncil.org/research/adolescent-girls-empowerment>

- The MDG Achievement Fund has compiled a series of good practices around women's economic empowerment around the world. In this report, the organization specifically documents promising practices implemented in Vietnam on the value chain approach towards local economic development and women's economic empowerment.

**Link:** [http://www.unwomen.org/mdgf/B/VietNam\\_B.html](http://www.unwomen.org/mdgf/B/VietNam_B.html)

- The MDG Achievement Fund also documented good practices on patrimonial asset building program for women in extreme poverty. Identified promising practices and lessons learned correspond to an innovative strategy implemented in Bolivia.

**Link:** [http://www.unwomen.org/mdgf/B/Bolivia\\_B.html](http://www.unwomen.org/mdgf/B/Bolivia_B.html)

- Business for Social Responsibility (BSR) has identified a series of strategies on the role of business in advancing women's empowerment. The strategies are based on rigorous research conducted by well-know consulting firms as well as on BSR's own experience implementing corporate social responsibility (CSR) initiatives that seek to empowering women throughout the global value chain.

**Link:** <http://www.bsr.org/en/our-insights/blog-view/the-role-of-business-in-advancing-womens-empowerment>

## ANNEX

### Annex 1. Logic model, theories of change, and expected results

NORMATIVE		
#	Year	Work/Activity
1	2012	<ul style="list-style-type: none"> <li>• SADC Protocol Summit</li> <li>• Supported the 16 days campaign</li> <li>• CSW</li> <li>• Supported national preparation</li> <li>• Supported the preparation of the 3<sup>rd</sup> CEDAW report</li> <li>• Elaboration of national representation consultative meetings (e.g. SADC)</li> </ul>
2	2012/2013	<ul style="list-style-type: none"> <li>• Supported national participation to COP (Gov. and CSOs)</li> </ul>
3	2013	<ul style="list-style-type: none"> <li>• Provided funding to CSOs for national participation in consultative meetings</li> <li>• Provided feedback on CEDAW to the Gender Coordination Group</li> <li>• Supported the 16 days campaign</li> <li>• SADC Protocol Summit</li> <li>• Penal Code</li> </ul>
4	2012/2014	<ul style="list-style-type: none"> <li>• Supported development of MDG report (Goal 3)</li> <li>• Penal Code</li> </ul>
5	2014	<ul style="list-style-type: none"> <li>• CSW</li> <li>• Supported the 16 days campaign</li> <li>• UN Resolution 1325</li> <li>• Supported the elaboration of the 4<sup>th</sup> CEDAW report</li> <li>• Coordinated representation for Beijing+20</li> <li>• Coordinated dialogues and participation in Africa consultations (Gov., CSOs)</li> <li>• Supported the conduction of the E-VAW baseline in accordance with UN standards</li> </ul>

NORMATIVE					
#	Work	Boundary Partners	Partnership Indicators	Target Groups	Theories of Change
1	<b>CEDAW</b>	<ul style="list-style-type: none"> <li>• Government (led by MMAS/MGCAS)</li> <li>• CSOs (FORUM, WLSA, HOPEM, GRAAL, MOVFEM, AMCS)</li> <li>• Academia (UEM)</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened coordination &amp; partnership among Government, CSOs, and academy</li> <li>• Identification of issues to be taken forward</li> </ul>	<ul style="list-style-type: none"> <li>• Government</li> <li>• Women and girls</li> </ul>	<ul style="list-style-type: none"> <li>• Political commitment</li> <li>• Technical assistance</li> <li>• Strategic leadership &amp; technical coordination capacity</li> <li>• Facilitation of dialogue</li> <li>• Changes in social &amp; cultural norms</li> <li>• Creation &amp; dissemination of data &amp; information</li> </ul>
2	<b>SADC Protocol</b>	<ul style="list-style-type: none"> <li>• CSOs (Gender Links, FORUM Mulher)</li> </ul>	<ul style="list-style-type: none"> <li>• Statistics on gender</li> <li>• Opportunities for joint advocacy</li> <li>• Criminal code</li> <li>• Social norms</li> <li>• More people with interest in political participation and advocacy</li> <li>• More visibility &amp; demand for support</li> </ul>	<ul style="list-style-type: none"> <li>• Government/ Parliament</li> <li>• Women and girls</li> <li>• Political parties &amp; leaders</li> <li>• Women in politics</li> </ul>	<ul style="list-style-type: none"> <li>• Political commitment</li> <li>• Baseline/regular monitoring</li> </ul>
3	<b>Beijing Platform for Action</b>	<ul style="list-style-type: none"> <li>• Government</li> <li>• Academia</li> <li>• CSOs</li> </ul>	<ul style="list-style-type: none"> <li>• More involvement &amp; interest in the Beijing platform and gender issues</li> <li>• More interaction among various sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Government</li> <li>• Academia</li> <li>• Youngsters</li> <li>• Women in Parliament</li> <li>• Broad community</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Technical capacity &amp; support</li> <li>• Regular reporting</li> <li>• Evidence-based advocacy (data/stats)</li> <li>• Dialogue</li> </ul>

4	<b>UNSCR 1325</b>	<ul style="list-style-type: none"> <li>• Government</li> <li>• Academia</li> </ul>	<ul style="list-style-type: none"> <li>• Increased gender equality as perceived by women in parliament, young women, academia, private sector, CSOs, students, GE activities, media.</li> <li>• Continued interactions with ISRJ</li> </ul>	<ul style="list-style-type: none"> <li>• Government</li> <li>• CSOs</li> <li>• GE activities</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence (data/stats)</li> <li>• Political commitment</li> </ul>
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COORDINATION		
#	Year	Work/Activity
1	2012	<ul style="list-style-type: none"> <li>• UNDAF consultations / CSO</li> <li>• UN Gender Action Plan</li> <li>• One UN / Gender Joint Team</li> <li>• Joint programming</li> <li>• Gender Coordination Group (MMAS and UN Women)</li> </ul>
2	2013	<ul style="list-style-type: none"> <li>• Gender Coordination Group (MMAS and UN Women) meetings</li> <li>• Delegation to CSW</li> <li>• Delegation to Beijing+20</li> </ul>
3	2013/2014	<ul style="list-style-type: none"> <li>• Gender Marker</li> <li>• UNDAF (outcomes, outputs, budget)</li> <li>• Reporting</li> <li>• Advocacy</li> <li>• Gender Joint Team training</li> <li>• Joint programming around DRTF (VAW, HIV)</li> <li>• VAW signature issue advocacy</li> <li>• SDGF: WEE</li> </ul>
4	2015	<ul style="list-style-type: none"> <li>• UNDAF evaluation</li> <li>• UTT design</li> <li>• GEWE issue papers</li> </ul>

COORDINATION					
#	Work	Boundary Partners	Partnership Indicators	Target Groups	Theories of Change
1	<b>Joint Programs</b>	<ul style="list-style-type: none"> <li>• UN agencies (UNFPA, UNICEF, UNAIDS)</li> <li>• WEE: FAO, WFP, UNCOF</li> </ul>	<ul style="list-style-type: none"> <li>• Regular communication/ information sharing</li> <li>• Funds allocated</li> <li>• Demands for technical assistance, expertise &amp; training</li> </ul>	<ul style="list-style-type: none"> <li>• UN staff (HR)</li> <li>• Decision-makers (duty bearers)</li> <li>• UNCT</li> <li>• Government (duty bearers)</li> <li>• CSOs</li> <li>• Women and girls (rights holders)</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge: data, research, training story telling.</li> <li>• UNW professional credibility</li> <li>• Constant lobby/ advocacy</li> </ul>
2	<b>Penal Code (advocacy)</b>	<ul style="list-style-type: none"> <li>• CSOs</li> <li>• UN</li> <li>• Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Legal reform/ adjustment/ improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Government/ Parliament (duty bearers)</li> <li>• Media</li> <li>• NGOs</li> <li>• Political parties (duty bearers)</li> <li>• Women and girls (rights holders)</li> </ul>	<ul style="list-style-type: none"> <li>• Positive role</li> <li>• Leadership</li> <li>• Advocacy</li> <li>• Information sharing/ dissemination</li> </ul>

PROGRAMMATIC/OPERATIONAL				
#	Year	Area	Work/Activity	Who
1	2012	PPL	<ul style="list-style-type: none"> <li>• Gender indicators</li> <li>• Tools to integrate GE in policies</li> </ul>	<ul style="list-style-type: none"> <li>• MEF</li> </ul>
		WEE	<ul style="list-style-type: none"> <li>• Gender strategy development</li> <li>• Gender responsive budgeting strategy (MEF supported by UEM)</li> </ul>	<ul style="list-style-type: none"> <li>• INGC</li> </ul>
		E-VAW	<ul style="list-style-type: none"> <li>• Study on VAW</li> <li>• Training on gender expenditures</li> </ul>	<ul style="list-style-type: none"> <li>• UEM</li> <li>• MEF</li> <li>• HOPEM</li> </ul>

			<ul style="list-style-type: none"> <li>• UNiTE campaign</li> <li>• Training of INGC staff on GE</li> </ul>	<ul style="list-style-type: none"> <li>• INGC</li> </ul>
		Governance	<ul style="list-style-type: none"> <li>• Training module on GRB for Ministries</li> <li>• GRB training to university planners and CPLP</li> <li>• Training on GRB and gender indicators</li> <li>• WE at community level (2011-2013)</li> </ul>	<ul style="list-style-type: none"> <li>• ISAP</li> <li>• CECAGE</li> <li>• MITADER</li> <li>• MITADER</li> </ul>
2	2013	PPL	<ul style="list-style-type: none"> <li>• Gender budgeting</li> <li>• Evaluation of GE mainstreaming in planning</li> </ul>	<ul style="list-style-type: none"> <li>• MEF</li> </ul>
		WEE	<ul style="list-style-type: none"> <li>• Income generating activities for women at the provincial level</li> </ul>	<ul style="list-style-type: none"> <li>• MEF</li> </ul>
		Governance	<ul style="list-style-type: none"> <li>• GRB training for provincial and district governments (planning technicians; ISAP trainers)</li> <li>• Two scholarships on gender policies for ISAP trainers</li> <li>• Training women to access FDD (development district funds)</li> </ul>	<ul style="list-style-type: none"> <li>• ISAP</li> <li>• MEF</li> </ul>
3	2014/2015	All work listed above continues to be implemented in 2014 and 2015		

PROGRAMMATIC/OPERATIONAL					
#	Work	Boundary Partners	Partnership Indicators	Target Groups	Theories of Change
1	<b>E-VAWG</b>	<ul style="list-style-type: none"> <li>• HOPEM</li> <li>• MGCAS/INGC</li> <li>• FORUM Mulher</li> <li>• Youth Coalition</li> <li>• Feminist Movmt.</li> <li>• AVVD</li> <li>• TVM</li> <li>• MINT</li> <li>• NAC/APW</li> <li>• AMMCI</li> <li>• FORGEM</li> </ul>	<ul style="list-style-type: none"> <li>• Common planning</li> <li>• Capacity to implement (shared)</li> <li>• Common vision</li> <li>• Mutual trust</li> <li>• Advocacy for protection of women (joint campaign)</li> </ul>	<ul style="list-style-type: none"> <li>• VAW victims/ survivors</li> <li>• Military/ police/ justice system</li> <li>• Humanitarian/ development workers</li> <li>• Government/ national parliament</li> <li>• Men and boys (school and community)</li> <li>• Community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion of victims as priorities in national and local plans and budgets</li> <li>• Transformation of social norms</li> <li>• Improved media coverage</li> </ul>
2	<b>WEE</b>	<ul style="list-style-type: none"> <li>• MEF</li> <li>• Provincial parliaments</li> <li>• Provincial directorates of agriculture / health</li> <li>• Public workers</li> <li>• MITADER</li> <li>• Ministry of Energy</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance</li> <li>• Coordination for beneficiary meetings</li> <li>• Harmonized SOPs</li> </ul>	<ul style="list-style-type: none"> <li>• Vulnerable women (HIV positive, VAW survivors, female heads of household)</li> <li>• MPs</li> <li>• Government planners</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment of policies with gender priorities</li> <li>• Increased resource allocation</li> <li>• Increased job creation for women</li> <li>• Equal recruitment opportunity</li> <li>• Access to and control over productive assets and resources</li> </ul>
3	<b>Governance &amp; political participation</b>	<ul style="list-style-type: none"> <li>• MPD/MEF</li> <li>• CECAGE/UEM</li> <li>• ISAP</li> <li>• Provincial governments</li> <li>• MMAS/MFCAS</li> </ul>	<ul style="list-style-type: none"> <li>• Trainings</li> <li>• Tool development</li> <li>• Material production</li> <li>• Research &amp; curricula development</li> <li>• Introduction of gender in the curricula</li> <li>• Institutional collaboration</li> <li>• Partnership duration</li> <li>• Cascade participation</li> </ul>	<ul style="list-style-type: none"> <li>• Technical staff</li> <li>• Policymakers</li> <li>• Local government</li> <li>• Civil society</li> <li>• Trainers</li> <li>• MPs</li> <li>• Students</li> </ul>	<ul style="list-style-type: none"> <li>• Change in attitudes</li> <li>• Policymakers</li> <li>• Political/ leadership ownership</li> <li>• Mainstreaming gender into P&amp;B at all levels</li> <li>• High demand for gender training by public institutions</li> <li>• Switch from theory to practice</li> </ul>

## Annex 2. Selection Matrix for Priority Questions

This table presents the priority questions selected by the CO team during the Inception Workshop.

Evaluation Sub-questions	Select two per cluster	
	First priority	Second priority
<b>Cluster 1: Strategic Alignment of the Portfolio</b>		
1. Is the portfolio aligned with national policies?		
2. Is the portfolio aligned with international gender equality human rights norms?		
3. Is the choice of partners most relevant to the situation of women and marginalized groups?	X	
4. Is the choice of interventions most relevant to the situation in the target thematic areas?	X	
5. Do interventions target the underlying causes of gender inequality?		
6. Is the portfolio addressing the root causes of gender inequality?		X
7. To what extent is the portfolio changing the dynamics of power in relationships between different groups?		X
8. Has the portfolio been implemented according to human rights and development effectiveness principles: a. Participation/empowerment b. Inclusion/non-discrimination c. National accountability/transparency		
<b>Cluster 2: Management of the SN</b>		
9. To what extent does the UNW CO management structure support efficiency for implementation?		X
10. Does the organization have access to the necessary skills, knowledge, and capacities needed to deliver the portfolio?	X	
11. Has a Results Based Management system been established and implemented?		
<b>Cluster 3: Achievements of the SN</b>		
12. To what extent have planned outputs been achieved on time?		
13. Are interventions contributing to the expected outcomes? For whom?	X	
14. What unexpected outcomes (positive and negative) have been achieved? For whom?		
15. What has UNW's contribution been to the progress of the achievement of outcomes?		
16. What are the main enabling and hindering factors to achieving planned outcomes?		X
<b>Cluster 4: Coordination and comparative advantages</b>		
17. Are interventions achieving synergies within the UNW portfolio and the UNCT work?		X
18. Is the balance and coherence between programming-operational, coordination, and policy-normative work optimal?		X
19. What is UN Women's comparative advantage in the countries covered compared with other UN entities and key partners?	X	
20. What contribution is UN Women making to UN coordination on GEEW in Mozambique? Which roles is UN Women playing in this field in Mozambique?		X
21. To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?		X*
22. To what extent have lessons learned been shared with or informed global normative work and other country offices?		
23. What contribution is UN Women making to implement global norms and standards for gender equality and the empowerment of women in Mozambique?		
<b>Cluster 5: Sustainability</b>		
24. To what extent was the capacity of partners developed in order to ensure sustainability of efforts and benefits?	X	
25. Is there national ownership and are there national champions for different parts of the portfolio?		X
26. What local accountability and oversight systems have been established to support the continuation of activities?		
<b>Cluster 6: Design of the Portfolio</b>		
27. Is the thematic focus across the portfolio appropriate?	X	
28. How can the workload across mandates be prioritized most effectively?		
29. Is country-level programming the most appropriate approach to future designs?		
30. Was the technical design of the Strategic Note relevant?		

\* Future-looking: UN Women's contribution to enabling an environment for gender mainstreaming in the UN.

## Annex 3. Evaluation Matrix: Evaluation Questions and Sub-questions

CRITERIA 1: RELEVANCE				
Key Question: Are we doing things right?				
Sub-criteria	Sub-questions	Indicators	Stakeholders	Tools
Alignment	Is the portfolio aligned with national policies and international human rights norms?	SN references and addresses relevant CEDAW report recommendations		Desk review
		SN references and addresses relevant CSW concluding observations		Desk review
		SN references and considers other economic rights instruments (including ILO and Convention on Economic, Social and Cultural Rights) and Special Rapporteur reports		Desk review
Human Rights and Gender Equality	Is the choice of partners most relevant to the situation of women and marginalized groups?	Evidence of CO having scoped potential partners and applied strategically relevant criteria to focus partnerships	CO Program Staff	Interviews and Desk review
		Evidence of engagement with influential CSOs within the national women's movement	CO Program Staff; CSOs/Partners; National Authorities; Donors	Interviews
	Is the choice of interventions most relevant to the situation in the target thematic areas?	Evidence of Gender and Human Rights analysis having informed the identification of key issues facing women and economic groups	CO Program Staff; CSOs/Partners; National Authorities; Donors	Interviews and Desk review
	Do interventions target the underlying causes of gender inequality?	Evidence of intervention design being based on gender responsive documented situation analysis/baselines	CO Program Staff	Interviews and Desk review
		Evidence of alignment between interventions and the expressed needs of rights holders	Project participants	Focus Groups
CRITERIA 2: EFFICIENCY				
Key Question: Are we doing things right?				
Sub-criteria	Sub-questions	Indicators	Stakeholders	Tools
Organizational Efficiency	To what extent does the UN Women CO management structure support efficiency for implementation?	Evidence of decision making, timeliness, program adjustment, and learning	CO Program Staff	Interviews and Desk review
		Evidence of fund disbursement being appropriate to maximize utility	CO Program Staff	Interviews and Desk review
	Does the organization have access to the necessary skills, knowledge, and capacities needed to deliver the portfolio?	Comparative advantage of UN Women experienced by stakeholders	CSOs/Partners; Donors	Interviews
		Delays/shortfalls traced to gaps in the organizational capacity available to the CO	CO Program and Management Staff; Implementing Partners	Workshop
	Has a Results Based Management system been established and implemented?	Evidence of a performance management system having been established, primed with data, and utilized for decision making	CO Program and Management Staff	Desk review and Interviews
Coherence	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	Evidence of intentional or unintentional collaboration between GEWE activities across thematic areas (and whether these were feasible)	CO and UNCT Program Staff	Desk review and Interviews
		Evidence of the effects of GEWE activities on the experiences of women across thematic areas (and whether these are monitored by the CO)	CO and UNCT Program Staff; Project Participants	Focus Groups and Interviews
	Is the balance and coherence between programming, coordination, and normative work optimal?	Evidence of strategic analysis and design of CO work on GEWE taking into account the three mandates	CO Program Staff	Desk review and Interviews
		Evidence of links between activities under different mandates in practice (and effects of these)	CO Program Staff	Desk review and Interviews
	What is UN Women's comparative advantage in the country compared to other UN entities and key partners?	Reflections of key stakeholders on the principal value that UN Women is able to add vis-à-vis other institutions	CO and UNCT Program Staff; CSOs/Partners; Donors	Interviews



Human Rights and Gender Equality	Which groups is the portfolio reaching the most and which are being excluded?	Evidence of the groups constituting the main direct participants in CO activities and the most significant changes they experience	CO Program Staff; CSOs/Partners; Project Participants	Desk review, Interviews, and Focus Groups
		Evidence of the groups indirectly impacted by CO activities and the most significant changes they experience	Project Participants	Focus Groups
		Evidence of the groups excluded from consideration or inclusion in CO activities	CO Program Staff; CSOs/Partners	Interviews
<b>CRITERIA 3: EFFECTIVENESS</b>				
<b>Key Question: Are the things we are doing working?</b>				
Sub-criteria	Sub-questions	Indicators	Stakeholders	Tools
Achievements	To what extent have planned outputs been achieved on time?	Comparison of reports to work plans		Desk review
	Are interventions contributing to the expected outcomes? For whom?	Most Significant Changes reported by disaggregated groups of stakeholders	CO Program Staff; CSOs/Partners; Project Participants; National Authorities	Focus Groups and Interviews
		Extent to which evidence for actual outcomes aligns with Development Results Framework		Desk review
	What unexpected outcomes (positive and negative) have been achieved? For whom?	Most Significant Changes reported by disaggregated groups of stakeholders	CO Program Staff; CSOs/Partners; Project Participants; National Authorities	Interviews and Focus Groups
	What has UN Women's contribution been to the progress of the achievement of outcomes?	Outcomes for which there is a plausible performance story (mechanisms of change) linking back to CO actions	CO and UNCT Program Staff; CSOs/Partners; National Authorities	Workshop
		Contributions to outcomes that cannot be assigned to other actors or forces	CO and UNCT Program Staff; CSOs/Partners; National Authorities	Desk review and Interviews
	What are the main enabling and hindering factors to achieving planned outcomes?	Stakeholder analysis of forces/drivers of change	CO and UNCT Program Staff; CSOs/Partners; National Authorities	Workshop
Human Rights and Gender Equality?	Is the portfolio addressing the root causes of gender inequality?	Links between reported outcomes and expressed needs of rights holders	Project Participants	Focus Groups
		Links between reported outcomes and theoretical drivers of gender inequality		Desk review
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?	Evidence of redistribution of power and control over assets and economic decisions within groups	CO Program Staff; CSOs/Partners; National Authorities	Interviews
		Evidence of redistribution of power and control over assets and economic decisions between groups	CO Program Staff; CSOs/Partners; National Authorities	Interviews
	Has the portfolio been implemented according to human rights and development effectiveness principles:			
	a. Participation/empowerment	Existence and activity of participatory mechanisms in the implementation of interventions	CO Program Staff; CSOs/Partners; National Authorities	Interviews
		Existence of platforms for dialogue between groups at policy level	CO Program Staff; CSOs/Partners; National Authorities	Interviews
	b. Inclusion/non-discrimination	Evidence of safeguards against discrimination being put in place in interventions, and activated when required	CO Program Staff; CSOs/Partners	Interviews
	c. National accountability / transparency	Expressed ownership of national authorities for relevant human rights principles and standards	CO Program Staff; CSOs/Partners; National Authorities	Interviews
		Active monitoring by national authorities of inclusion in relation to SN interventions and outcomes	CO Program Staff; CSOs/Partners; National Authorities	Interviews

UN Coordinati on	What contribution is UN Women making to UN coordination on GEEW in Mozambique? Which roles is UN Women playing in this field?	History of CO activities to support coordination	CO Program Staff	Interviews and Desk review
		Reflections of RCO/UNCT members on the contributions of UN Women to UN coordination	CO, RCO, and UNCT Program and Management Staff	Interviews
	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?	Presence of gender responsive economic analysis in common country assessments		Desk review
		Existence of joint programming in CO and effective performance of these based on reviews/evaluations		Desk review
Normative	To what extent have lessons learned been shared with or informed global normative work and other country offices?	Evidence of specific 'upflows' of information on local lessons being sent to the RO or HQ	CO, RCO, and HQ Program and Management Staff	Interviews
		Evidence of horizontal lessons learning between CO and other COs	CO, RCO, and HQ Program and Management Staff	Interviews
	What contribution is UN Women making to implement global norms and standards on gender equality and women's empowerment in Mozambique?	Changes in the macro-policy environment that bring them more or less into line with CEDAW and other women's economic rights norms	CO Program Staff; National Authorities	Interviews and Desk review
		Evidence of CO contributions to those macro-policy changes	CO Program Staff; National Authorities	Interviews
<b>CRITERIA 4: SUSTAINABILITY</b>				
<b>Key Question: Will the changes last?</b>				
Sub-criteria	Sub-questions	Indicators	Stakeholders	Tools
Capacity development	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?	Evidence of capacity gap analysis of key stakeholders and institutions	CO Program Staff; CSOs/Partners	Desk review and Interviews
		Evidence of interventions to address self expressed and externally analyzed capacity gaps	CO Program Staff; CSOs/Partners; Project Participants	Desk review, Interviews, and Focus Groups
		Existence of required knowledge, skills, and financial flows within national institutions to maintain outcomes	CO Program Staff; CSOs/Partners; National Authorities	Interviews and Workshop
Ownership	Is there national ownership and are there national champions for different parts of the portfolio?	High level political support for women's economic empowerment	CO Program Staff; CSOs/Partners; National Authorities	Interviews
		Presence of supported local leaders able to advocate for GEWE within relevant institutions and communities	CO Program Staff; CSOs/Partners; National Authorities; Project Participants	Focus Groups and Interviews
	What local accountability and oversight systems have been established to support the continuation of activities?	Integration of GEWE interventions into national planning, budgeting, and monitoring systems	CO Program Staff; CSOs/Partners; National Authorities	Interviews and Desk review

## Annex 4. CPE Reference Group Members

Order	Name	Organization	Position
1	Mr. Sansão Buque	Ministry of Gender, Children and Social Action	Deputy National Women Director
2	Ms. Elisa Mutisse	Ministry of Gender, Children and Social Action	Technician - GBV
3	Ms. Cristina Matusse	Ministry of Economy and Finance	National Planning Director
4	M. Nádia Adrião	Ministry of Economy and Finance	Chief Department
5	Ms. Generosa Cossa	University Eduardo Mondlane – Centre for Gender Studies (CeCaGe)	CeCaGe Director
6	Ms. Gracinda Mataveia	University Eduardo Mondlane – Centre for Gender Studies	CeCaGe Deputy Director
7	Ms. Claudine Aelvoet	Belgium Embassy	Counselor development of Belgium
8	Mr. Júlio Langa	Men for Change Network	National Coordinator
9	Ms. Rosalia Marta Pedro	Ministry of Land, Environment, and Rural Development	Coordinator of the Department of Gender and Environment
10	Ms. Amélia Magalo	Institute of Public Administration (ISAP)	Technician
11	Mr. Arnaldo Duane	Institute of Public Administration (ISAP)	Technician
12	Ms. Nzira de Deus	Women Forum	National Coordinator
13	Ms. Sheila Manjate	Women Forum	Program Coordinator
14	Ms. Rosalina Nhachote	Feminist Movement of Mozambique	National Coordinator
15	Ms. Marilu João	Feminist Movement of Mozambique	Program Coordinator
16	Ms. Alice Banze	Gender Links	Executive Director
17	Maria Supinha	Ministry of Interior/Cabinet of attendance of women and children survivors of violence	Chief of the Cabinet of attendance of women and children survivors of violence
18	Ms. Urraca Menete	Education Provincial Directorate	Gender Focal Point
19	Ms. Sandra Chilengue	National Institute of Disaster Management	Training Officer and Gender Focal Point
20	Mr. Bonifácio António	National Institute of Disaster Management	Director of Coordination Cabinet
21	Ms. Ana Loforte	Women Law in Southern Africa (WLSA)	President of the Board
22	Ms. Lídia Meque	Irish Embassy	Counselor for Education and Gender
23	Ms. Cândida Quintano	Nucleus of the Feminist Associations Zambezia (NAFEZA)	Coordinator

## Annex 5. List of Stakeholders Interviewed

Stakeholder	Institution/Organization	Interviewed Contact
<b>Government of Mozambique</b>	Ministry of Gender, Children, and Social Action	<ul style="list-style-type: none"> <li>Ms. Elissa Mutisse, GBV Technician</li> </ul>
	Ministry of Economy and Finance	<ul style="list-style-type: none"> <li>Ms. Cristina Matusse, Director of National Planning</li> <li>Ms. Nadia Adriaio, Chief of Department</li> <li>Mr. Julio Filimon</li> </ul>
	Ministry of Interior	<ul style="list-style-type: none"> <li>Ms. Maria Supinha, Chief of the Attention Center for Women and Families Victims of Domestic Violence</li> </ul>
	Ministry of Land, Environment, and Rural Development	<ul style="list-style-type: none"> <li>Ms. Rosalia Marta Pedro, Coordinator of the Department of Gender and Environment</li> <li>Ms. Herminia, Technician</li> </ul>
	National Institute of Disaster Management	<ul style="list-style-type: none"> <li>Mr. Bonifacio Antonio, Director of Coordination Cabinet</li> <li>Ms. Sandra Chilengue, Training Officer and Gender Focal Point</li> </ul>
	Ressano Garcia Administrative Post	<ul style="list-style-type: none"> <li>Ms. Monica Macheque, Chief of Administrative Post</li> </ul>
	Maputo Provincial Directorate of Education	<ul style="list-style-type: none"> <li>Ms. Urraca Menete</li> </ul>
<b>National Women's Machinery</b>	Forum Mulher	<ul style="list-style-type: none"> <li>Ms. Nzira de Deus, National Coordinator</li> <li>Ms. Sheila Manjate, Program Coordinator</li> </ul>
	Feminist Movement of Mozambique (MovFemme)	<ul style="list-style-type: none"> <li>Ms. Rosalina Nhachote, National Coordinator</li> <li>Ms. Marilu João, Program Coordinator</li> </ul>
	AMISALA	<ul style="list-style-type: none"> <li>Ms. Ana Julia Banze</li> </ul>
	AMOCHEFA	<ul style="list-style-type: none"> <li>Ms. Maria Antonio</li> </ul>
	TINHENA	<ul style="list-style-type: none"> <li>Ms. Zita Muchero</li> </ul>
	Nucleus of the Feminist Associations Zambezia (NAFEZA)	<ul style="list-style-type: none"> <li>Ms. Candida Quintano, Coordinator</li> </ul>
<b>Other Civil Society Organizations</b>	Men for Change Network (HOPEM)	<ul style="list-style-type: none"> <li>Mr. Julio Langa, National Coordinator</li> </ul>
	Gender Links	<ul style="list-style-type: none"> <li>Ms. Alice Banze, Executive Director</li> </ul>
	Association of Victims of Domestic Violence	<ul style="list-style-type: none"> <li>Ms. Cidalia Chauque, Coordinator</li> </ul>
	Women Law in Southern Africa (WLSA)	<ul style="list-style-type: none"> <li>Ms. Ana Laforte, Board President</li> </ul>
	University Eduardo Mondlane (UEM)	<ul style="list-style-type: none"> <li>Ms. Gracinda Mataveia, CeCaGe Deputy Director</li> </ul>
<b>Donors</b>	Embassy of Belgium	<ul style="list-style-type: none"> <li>Ms. Claudine Aelvoet, Counselor of Development Cooperation</li> </ul>
<b>Program Participants</b>	Secondary School of Ressano Garcia	<ul style="list-style-type: none"> <li>School Director and 70-100 students who participated in the UNiTE campaign on EVAW</li> </ul>
<b>UN Women</b>	Management, Program, and Operations Staff	<ul style="list-style-type: none"> <li>Florence Raes, Representative</li> <li>Ondina da Barca Vieira, Program Specialist</li> <li>Evelyne Barry, Operations Manager</li> <li>Fernanda Bernardo, Program Officer</li> <li>Boaventura Veja, Program Officer</li> <li>Marta Cumbi, Program Officer</li> </ul>
<b>UN Agencies / Gender Joint Team</b>	UN Resident Coordinator Office UNFPA UNDP	<ul style="list-style-type: none"> <li>Ms. Julieta Sevene, Coordination Specialist</li> <li>Ms. Agueda Nhanthumbo, National Program Officer for Gender, Culture, and Human Rights</li> <li>Ms. Salmina Merique, HIV &amp; Gender Program Officer</li> </ul>

## Annex 6. List of documents and references reviewed

- UN Women CO Strategic Note 2012-2013
- UN Women CO Strategic Note 2014-2015
- UN Women's Strategic Plan 2014-2017
- UN Development Assistance Framework (UNDAF) for Mozambique 2012-2015
- UN Women Fast Facts Mozambique (2014)
- World Bank Country Data – Development Indicators on Mozambique
- UNDAF Strategic Reflection and Midterm Review – Mozambique (October 2014)
- UN Women Mozambique Quarterly Report, January – March 2013
- UN Women Mozambique Quarterly Report, April – June 2013
- UN Women Mozambique Quarterly Report, July – September 2013
- UN Women Mozambique Quarterly Report, October – December 2013
- UN Women Mozambique Quarterly Report, January – March 2014
- UN Women Mozambique Quarterly Report, April – June 2014
- UN Women Mozambique Quarterly Report, July – September 2014
- UN Women Mozambique Quarterly Report, October – December 2014
- UN Women Mozambique Quarterly Report, January – March 2015
- MMAS-UN Women Annual Work Plan 2015
- UN Women Report on UN Women Consultations to the Strategic Plan (March 2011)
- Mozambique Report on the Implementation of the Beijing Declaration and Platform for Action (June 2014)
- UN Mozambique Gender Joint Team – Applying Gender Marker in UNDAF, UNDAF, and 2013 AWP in Mozambique (June 2013)
- Mozambique Action Plan on Poverty Reduction (PARP) 2011-2014 (May 2011)
- Report on UN Women Consultations to the Strategic Plan (March 2011)
- Agenda Política das Mulheres Positivas (September 2014)
- UN Mozambique Gender Joint Team Annual Work Plan 2015
- UN Mozambique Gender Joint Team – Applying the Gender Marker in UNDAF, UNDAF and 2013 AWP in Mozambique (June 2013)
- UN Mozambique Gender Equality Fact Sheet (2014)
- UN Mozambique Gender Joint Team Retreat Report (February 2015)
- UN Mozambique Minutes of the First Gender Joint Team Regular Meeting (February 2015)
- UN Mozambique Terms of Reference for the Gender Joint Team (February 2015)
- UN Women Mozambique – Documenting Gender Responsive Budget Capacity Building Activities in Mozambique 2010-2011 (January 2012).
- UN Mozambique HIV/AIDS Fact Sheet (2014)

- UN Mozambique Human Rights Fact Sheet (2014)
- KULA – Relatório Avaliação Campanha UNiDOS ONU Mulher (March 2013)
- UN Women Mozambique Annual Results Report (2014)
- NAFEZA Relatório de Capacitação sobre Observação Eleitoral (2014)
- UN Mozambique Health and Nutrition (2015)
- Plano Nacional de Acção para Prevenção e Combate à Violência contra a Mulher 2008-2012
- UN Women Gender Equitable Local Development (GELD) Programm Progress Report 2009-2011 (July 2012)
- Regulamento Interno do Conselho Nacional para o Avanço da Mulher (2007)
- III e IV Relatórios Nacionais de Moçambique sobre a Implementação da Convenção para a Eliminação de Todas as Formas de Discriminação contra a Mulher (November 2014)
- HOPEM Relatório Narrativo: Campanha UNiDOS pelo fim da violência contra mulher e rapariga – Atividades realizadas no período de 01 de julho a 30 de setembro de 2014 (2014)
- Organizações de Mulheres Rurais de Moçambique – Relatório Final de Mapeamento (March 2015)
- Relatório sobre Formação de Formadores Provinciais sobre o Mecanismo de Atendimento Integrado as Vítimas de Violência – Província de Cabo-Delgado (December 2014)
- UN Mozambique Quick Mapping Report: Shelters for Victims of Violence Against Women in Mozambique (March 2014)
- UN Signature Issue: Ending Violence Against Women & Girls in Mozambique (2012)
- UN Mozambique Social Protection Fact Sheet (2015)
- UN Mozambique Preventing Violence Against Women and Girls (2015)
- Thematic Evaluation of UN Women’s Contribution to Prevent Violence Against Women and Expand Access to Services (May 2013)
- MMAS Plano Anual de Trabalho 2014
- MMAS Plano Anual de Trabalho 2015
- HOPEM Annual Work Plan 2014
- HOPEN Annual Work Plan 2015
- NAFEZA Projeto de Capacitação de Observadoras e Sistematização das Lições Aprendidas no Âmbito da Implementação do Projeto “Mulher Cidadã” – Processo e Resultados (2014)
- WSLA Moçambique – Projeto “Gênero, Participação Política e Poder (2014)

## Annex 7. Evidence Table

Evaluation Sub-questions by Cluster	First priority	Second priority	A. Portfolio Analysis		B. Field Mission		A & B
			Main evidence from documents	Frequency of evidence (documents)	Main evidence from interviews and observations	No. of interviewees making these points (N=35)	Overall finding
<b>Cluster 1: Strategic Alignment of the Portfolio</b>							
3. Is the choice of partners most relevant to the situation of women and marginalized groups?	X		SN 2012-2013 and 2014-2015; Fact Sheets; Quarterly/Annual Reports	17	Yes, but other local partners could be involved or involved differently	28	For the most part, the choice of partners is relevant. Approach is limited in terms of level of representativeness of partners (i.e. partners are too localized in Maputo-metropolitan area)
4. Is the choice of interventions most relevant to the situation in the target thematic areas?	X		SN 2012-2013 and 2014-2015; Fact Sheets; Quarterly and Annual Reports	17	The choice of interventions is for the most part relevant. However, the overall feedback was that UN Women should strategize more in terms of what interventions to carry out individually with partners and which ones are better suited for other UN agencies or other development organizations to lead.	32	Yes, though some interventions could be better implemented by partners or other organizations
6. Is the portfolio addressing the root causes of gender inequality?		X	SN 2012-2013 and 2014-2015; Fact Sheets.	6	The portfolio is somewhat addressing root causes, but activities are too brief and for the most part do not have enough continuation to really achieve the desired outcomes	22	The portfolio was designed to address root causes but efforts are limited due to the length of activities
7. To what extent is the portfolio changing the dynamics of power in relationships between different groups?		X	SN 2012-2013 and 2014-2015; Fact Sheets.	6	Achievements in effectively changing power dynamics are significantly limited due to the brevity of activities	19	Yes, but efforts are limited due to the length of activities
<b>Cluster 2: Management of the SN</b>							
9. To what extent does the UNW CO management structure support efficiency for implementation?		X	SN 2012-2013 and 2014-2015; Quarterly/Annual Reports	13	Though the management structure has been strengthened recently, it overall has limited capacity to efficiently deliver the portfolio	25	The CO management structure is currently stronger but still with limited capacity to deliver the wide range of activities under the portfolio
10. Does the organization have access to the necessary skills, knowledge, and capacities needed to deliver the portfolio?	X		SN 2012-2013 and 2014-2015; Quarterly/Annual Reports	13	In terms of the gender expertise, UNW CO does have the skills and knowledge to deliver the portfolio. However, the CO lacks other type of expertise needed to deliver specific portfolio components (e.g. mining industry, environmental/disaster issues)	25	The CO team has sound gender expertise and the organization has prioritized the recruitment of highly capable staff. However, it still lacks other highly technical in-house expertise to deliver some portions of the portfolio
<b>Cluster 3: Achievements of the SN</b>							
13. Are interventions contributing to the expected outcomes? For whom?	X		Quarterly/Annual Reports; Partners Reports; DRF.	18	In a limited way due to the length of support, partners' inability to implement learnings without subsequent support, and support being too centralized in Maputo.	32	Interventions have modestly contributed to intended outcomes but they are limited to reach longer-term outcomes.

16. What are the main enabling and hindering factors to achieving planned outcomes?		X	SN 2012-2013 and 2014-2015; Quarterly/Annual Reports; Evaluation Reports.	14	<p><b>Enabling factors:</b> Political will; advanced legal framework; and demand of support from women.</p> <p><b>Hindering factors:</b> Cultural barriers; lack of technical, human, and financial capacity to enforce instruments and implement activities (for both Government and CSOs); progress at the national level does not stream down to the local level; limited coordination to implement comprehensive efforts and avoid duplication.</p>	35	<p><b>Enabling factors:</b> Political will; advanced legal framework; and demand of support from women.</p> <p><b>Hindering factors:</b> Cultural barriers; lack of technical, human, and financial capacity to enforce instruments and implement activities (for both Government and CSOs); progress at the national level does not drip down to the local levels; recurrent changes in government structure; limited coordination to implement comprehensive efforts and avoid duplication.</p>
<b>Cluster 4: Coordination and comparative advantages</b>							
17. Are interventions achieving synergies within the UNW portfolio and the UNCT work?		X	SN 2012-2013 and 2014-2015; Quarterly/Annual Reports; Evaluation Reports.	14	No. Where there has been some coordination, this appears to be done in a very unsystematic and ad-hoc way.	28	There have been some isolated cases of successful coordination, but the overall coordination work is far from the concept of One UN.
18. Is the balance and coherence between programming-operational, coordination, and policy-normative work optimal?		X	SN 2012-2013 and 2014-2015; Quarterly/Annual Reports; Evaluation Reports.	14	Portfolio activities have been stronger and successful in the normative side. Stakeholders felt that sufficient work has been done in the normative area and more emphasis should be given to other areas, particularly on how to implement the normative achievements. The operational work was perceived as being producing key outputs but very limited in achieving outcomes due to the broad thematic coverage of the portfolio and lack of human and financial resources (of both UNW and partners). The coordination work was found to be the weakest area.	25	The CO has done substantial work in the normative area, where the most significant achievements were perceived. The operational mandate is the second area where most efforts were invested and where modest contributions were achieved. The coordination work was found to be the weakest area and where substantial efforts need to be prioritized moving forward.
19. What is UN Women's comparative advantage in Mozambique compared with other UN entities and key partners?	X		SN 2012-2013 and 2014-2015; Quarterly/Annual Reports; Evaluation Reports.	14	UN Women has the technical expertise on and capacity to influence important actors in terms of GEWE that other UN agencies and partners lack. However, stakeholders felt UN Women needs to better utilize such comparative advantage to really lead overall normative, coordination, and operational work, not only its own work but that of other UN agencies and key actors.	32	UN Women is uniquely positioned to influence key actors and decision-making, but this advantage does not appear to have been adequately used to leverage UN Women and partners' work.
20. What contribution is UN Women making to UN coordination on GEWE in MOZ? Which roles is UN Women playing in this field in MOZ?		X	SN 2012-2013 and 2014-2015; Quarterly/Annual Reports; Partners Reports; Evaluation Reports.	18	The level of coordination around GEWE was found to be very limited. The evidence suggests that there has been some opportune coordination but not systematic effort coordination. A majority of stakeholders felt that there has been some duplication of efforts. In part, this lack of coordination appears to be related to a funding competition among UN agencies and also partners.	26	There have been successful yet limited achievements in this area. Though UN Women has a comparative advantage to play a fundamental role in coordinating GEWE efforts in Mozambique, it appears to be challenged in effectively utilizing such influence.



21. To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?		X*	SN 2012-2013 and 2014-2015; Quarterly/Annual Reports; Evaluation Reports.	14	There has been some joint programming (e.g. GELD, Gaza project) but not many joint programs. The new UNDAF is an opportunity for UN Women to better position itself to lead all coordination and joint program related work in Mozambique.	19	There have been isolated successful cases of coordinated work, but joint programming activities have yet to realize the full coordination mandate.
<b>Cluster 5: Sustainability</b>							
24. To what extent was the capacity of partners developed in order to ensure sustainability of efforts and benefits?	X		SN 2012-2013 and 2014-2015; Quarterly/Annual Reports; Partners Reports; Evaluation Reports.	18	Efforts around partners' capacity development were not found to be sustainable. Main reasons for this were: efforts are too brief or not sufficient to guarantee that partners can implement on their own; and partners lack human and/or financial resources to continue activities without UN Women.	33	There were some cases of UN Women-supported efforts that have been sustainable after UN Women's support ended. However, most efforts/interventions stop once the support from UN Women ceases.
25. Is there national ownership and are there national champions for different parts of the portfolio?		X	SN 2012-2013 and 2014-2015; Quarterly/Annual Reports; Partners Reports; Evaluation Reports.	18	There seems to be national ownership around GEWE efforts and activities. However, there is significant capacity and resources limitations to bring about needed GEWE changes.	30	There is national ownership to address GEWE issues in the country, but there are also substantial capacity and resources constraints to implement GEWE-related work.
<b>Cluster 6: Design of the Portfolio</b>							
27. Is the thematic focus across the portfolio appropriate?	X		E-VAW Fact Sheet; HIV Fact Sheet; Facts SHEET Flyer-Mozambique; Gender Equality FINAL 2014; SN 2012-2013 and 2014-2015	6	Yes, the thematic focus of the portfolio reflects the priority gender issues in Mozambique. However, stakeholders felt that there is one critical theme left out, peace and security, where women are affected and where UN Women could have substantial influence to address. Also, the overall feedback received is that, given UN Women's human and financial resources constraints, the organization should focus on fewer areas where it can have the most impact.	31	Yes, the thematic coverage of the portfolio appears to be relevant with the exception of the peace and security topic. The evidence shows that this topic continues to be critical in Mozambique and that the country requires support to adequately address it.

## Annex 8. Development Results Framework 2012-2013

### STRATEGIC ANNUAL WORKPLAN 2012 MOZAMBIQUE

#### ANNEX 1: DEVELOPMENT RESULTS FRAMEWORK

UN Women Country Level Outcome / Indicator / Target	UN Women Country Level Output / Indicator / Targets/Baselines	Implementing partner for each output	Indicative resources requirements for each output		
			Core	Non-Core (Available)	To be Mobilized
<p><b>UNDAF 2012-2015 Outcome: Effective and sustainable management of natural resources and risk reduction benefiting all Mozambican population particularly the most vulnerable ( Output 3.1: INGC and MICOA have an integrated and operational policy and regulatory framework for effective coordination and implementation of Disaster risk reduction and Climate Change Adaptation)</b></p>					
<p><b>UN Women SP Outcome 2.1 Legislation, policies and strategies to strengthen women’s economic empowerment and access to resources are adopted and implemented, especially for the informal sector. UN Women SP Outcome 2.3 Gender equality advocates influence economic and labour policies and strategies to promote women’s economic empowerment.</b></p>					
<p><b>CO Outcome 1:</b> Effective measures are implemented to ensure women’s security and access to economic opportunities within the context of the response to climate change and natural disasters</p> <p><b>Indicator 1:</b> Number of MICOA and INGC plans &amp; reports which presents results and impact of the interventions on women and gender equality</p> <p><b>Target:</b> all new annual reports produced by MICOA and INGC in 2012 .</p> <p><b>Baseline:</b> The Annual reports produced are not gender sensitive.</p>	<p><b>Output 1.1.</b> Ministry of Environmental Coordination has enhanced capacity to implement, coordinate and monitor the implementation of the Gender, Environment and Climate Change Strategy and Action Plan</p> <p><b>Indicator:</b> % of the gender, environment and climate change action plan targets achieved per year</p> <p><b>Target:</b> 80% of the targets under the direct responsibility of MICOA</p> <p><b>Baseline:</b> 0 target achieved. This is the first year of implementation of the action plan.</p>	<p>Ministry of Environmental Coordination</p> <p>UNWOMEN</p>	130,000		250,000

<p><b>Indicator 2:</b> Number of sectors taking actions to address women's economic in their policies, plans, resource allocation and reporting ( for example <b>demands spelled out in women's political agenda, declaration of rural women and declaration of national gender conferences</b>)</p> <p><b>Target:</b> at least one per year</p> <p><b>Baseline:</b> 0</p>	<p><b>Output 1.2.</b> Enhanced Capacity of INGC on gender responsive planning, budgeting and monitoring</p> <p><b>Indicator:</b> Existence of an approved internal gender strategy and action plan for INGC</p> <p><b>Target:</b> 1 gender strategy and action plan.</p> <p><b>Baseline:</b> The sector does not have a gender strategy or action plan.</p>	National Institute for Disaster Management (INGC)		
	<p><b>Output 1.3.</b> Increased capacity of government institutions at central and local level increased to respond to the economic demands of women</p> <p><b>Indicator:</b> Number of women's needs reflected in the sector plans, budgets and reports</p> <p><b>Target:</b> Needs of women are addressed in the area of Agriculture including access to land, and District Development Funds</p> <p><b>Baseline:</b> 1 district in Niassa Province established a 30% quota for to increase women's access to the District Development Funds</p>	UNWOMEN		
<p><b>Total DRF 2</b></p>			130,000	250,000

UN Women Country Level Outcome / Indicator / Target	UN Women Country Level Output / Indicator / Targets/Baselines	Implementing partner for each output	Indicative resources requirements for each output		
			Core	Non-Core (Available)	To be Mobilized
<p><b>National Priority:</b> Enhanced the integrated support to the victims of violence particularly women across the country (National Plan on the Advancement of Women 2010-2014)</p> <p><b>UNDAF Outcome 8:</b> Government and civil society provide coordinated, equitable and integrated services at decentralized level (<b>Output 7.3:</b> The media use effectively information for equitable development; <b>Output 8.4:</b> Victims of abuse have access to integrated prevention and response services by police, social action, health and justice and CSOs in an integrated manner)</p>					
<p><b>UN Women SP Outcome 3.2:</b> Laws, policies and strategies that respond to and prevent violence against women and girls are implemented.</p>					
<p><b>CO Outcome 2:</b> A comprehensive and harmonized approach to prevent, mitigate the impact and fight impunity is effectively implemented to eliminate VAW</p> <p><b>Indicators:</b> Number of UNiTE Campaign Goals contributed to at the country level</p> <p><b>Target:</b> 4 goals</p> <p><b>Baseline:</b> 3</p>	<p><b>Output 2.1:</b> strengthened the capacity of MMAS to effectively lead the implementation of the National Plan on Prevention and Fight to VAW and the UNITE Campaign</p> <p><b>Indicator 2.1.1.:</b> Existence of an harmonized integrated model of services for women and girls who survived or are at risk of violence.</p> <p><b>Target:</b> 1 Standardized Model to be use by all stakeholders formulated and approved</p> <p><b>Baseline:</b> There is no standardized model</p>	MMAS, UNWOMEN	60,000 (UNiTE )		1,500,000
	<p><b>Indicator 2.1.2.:</b> Number of trained institutions &amp; organizations effectively implementing the integrated services approach to women and girls affected by VAW</p> <p><b>Target:</b> at least 2</p> <p><b>Baseline:</b> 0</p>	NHAMAI, HIV&AIDS Women Activists Organizations, AVVD, MIJUS, LeMusica, Vacheculo, AMUDEIA, AMMD, LDH			

	<p><b>Indicator 2.1.3:</b> Number of CSOs support to effectively implement the integrated services approach to women and girls affected by VAW</p> <p><b>Target:</b> at least 2</p> <p><b>Baseline:</b> 0</p>				
	<p><b>Output 2.2.</b> Social mobilization for zero tolerance on VAW expanded at the national level</p> <p><b>Indicator 2.2.1:</b> number of CSOs, Civic Organizations, Government Institutions Private Sector, Media and individuals (champions of change) sensitized and trained which are leading social mobilization activities with a focus on the men to men approach</p> <p><b>Target:</b> at least 20 organizations and all champions of change</p> <p><b>Baseline:</b> 9 out of the 25 which are members of HOPEM</p>	<p>HOPEM; Nweti, Art Social, Champions of Change, UNWOMEN</p>			
<p><b>Total DRF 3</b></p>			<p><b>60,000</b></p>		<p><b>1,500,000</b></p>

**National Priority:** Ensured the financing for gender in the state budget (**National Plan for the Advancement of Women (Area IV, Outcome 2)**)  
**National Priority: PARP 2011-2014: Good Governance**

**UNDAF Outcome 6:** Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels (**Output 6.1:** The Specialised Parliamentary Commissions are strengthened to initiate and monitor the application of legislation and budget oversight; **Output 6.3:** MPD effectively coordinates the planning, implementation, and monitoring cycle of PES with particular attention to vulnerable groups)

**UNDAF Outcome7:** People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda (**Output 7.1:** Targeted vulnerable groups participate actively in the development; **Output 7.2:** Civil society and private sector representatives participate effectively in planning and monitoring mechanisms of development policies, strategies and programmes discourse)

**UNDAF Outcome 8:** Government and civil society provide coordinated, equitable and integrated services at decentralized level (**Output 8.3:** Selected provincial governments, districts and municipalities integrate cross-cutting issues in the cycles of planning and monitoring of PESOE and PESOD)

**UN Women SP Outcome 5.1:** National development strategies (NDSs) and other national sectoral plans with specific commitments to advance gender equality and women's empowerment adopted and implemented.  
**UNWomen SP Outcome 5.2** Mechanisms for monitoring implementation of gender equality commitments regularly generate analysis and evidence on gaps and performance.

<p><b>CO Outcome 3:</b> Plans, budgets and respective processes incorporate gender equality commitments spelled out in the National Plan for the Advancement of Women, National Plan on Prevention and Combat to Violence against Women</p> <p><b>Indicator:</b> % of sector plans at central and district level adequately addressing gender issues in areas such as VAW, economic security etc, which are spelled out in the National Action Plans for the Advancement of Women, at the level of objectives, actions or targets with resources allocated</p> <p><b>Baseline:</b> 90% of the sectors at central level and 30% of the district plans</p> <p><b>Target:</b> All sector plans at the central level and at least 50% of the district</p>	<p><b>Output 3.1.</b> National capacities strengthened to mainstream and address gender in government plans, budgets and reports and respective processes at central, provincial and district levels.</p> <p><i>Indicator 3.1.1:</i> % of planners trained in 2011 who benefit from follow up training and assistance on gender responsive planning by MPD during the planning and budgeting process for 2013 budgeting by MPD at Central, Provincial and District levels;</p> <p>Baseline: to be re-confirmed</p> <p><i>Target:</i> At least 80% of all planners trained in 2011</p>	<p>Ministry of Planning and Development (MPD), Provincial Directorates of Planning and Finance (DPPF), High Institute on Public Administration (ISAP)</p>	<p>92,000<sup>27</sup> (Commitments with signed MOUS with ISAP and MPD)</p>	<p>200,000 (GELD)</p>	<p>160,000</p>
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<sup>27</sup> Include CO Staff Salaries (NOD and GS6)

	<p>Indicator.3.1.2: Nº of district decision makers trained on GRB by ISAP</p> <p>Baseline: to be re-confirmed from Niassa and Gaza</p> <p>Target: 80% of district administrators and permanent secretaries of Manica, Nampula and Gaza</p>				
	<p><b>Output 3.1.2.</b> Gender Responsive Budgeting training institutionalized within Public Sector Training Institute and Universidade Eduardo Mondlane</p> <p><b>Indicator 3.1.2.a):</b> Nº of courses teaching a GRB Module in each institution – UEM &amp; ISAP</p> <p><b>Target:</b> At least 2 in each institution</p> <p>Baseline: Gender is not taught in any regular course in UEM and ISAP</p>	<p>High Institute on Public Administration (ISAP) and Universidade Eduardo Mondlane (UEM)</p> <p>UNWOMEN</p>			
	<p><b>Indicator 3.1.2.b)</b> GRB winter Course regularly organized by the University for participants from the public sector, development partner agencies</p> <p><b>Target:</b> at least 1 a year attended by public sector , development partner and NGO’s staff</p> <p><b>Baseline:</b> First course organized in 2011 with 58 participants of whom 38 were women. 9 participants from Angola and 5 from Timor Leste (4 and 3 women respectively) from public sector, development agency and NGOs.</p>				250,000
	<p><b>Indicator 3.1.3.</b> Nº of districts whose staff benefited from training on GRB which the minimum quota of 30% established by law in the representation of women in local consultative councils and as beneficiaries of the district development funds</p> <p><b>Target:</b> at least 2 districts out of 14</p> <p><b>Baseline:</b> 1 district</p>	<p>Provincial Directorate of Planning and Finance of Niassa Province</p>		100,000 (GELD)	350,000

	<p><b>Output 3.2.</b> Capacities to monitor implementation of gender equality commitments within the Government, parliament increased</p> <p><b>Indicator 3.2.1:</b> Quality of the annual Reports 2012 &amp; 2013 produced by MMAS on progress in the implementation of the PNAM</p> <p><b>Target:</b> Analytical Report</p> <p><b>Baseline:</b> Descriptive Report</p>	<p>MMAS/CNAM; Parliament (Office of the Women in Parliament)</p>					
	<p><b>Indicator 3.2.2.</b> Number of gender related questions raised by the women in parliament in government hearings</p> <p><b>Target:</b> Issues are raised</p> <p><b>Baseline:</b> None</p>		8,000		250,000		
	<p><b>Output 3.2.3..</b> Number of civil society organizations trained which are monitoring local level budgets with a gender perspective at the local level in Gaza, Cabo-Delgado</p> <p><b>Target:</b> at least 3 (AMOPROC&amp; Partners)</p> <p><b>Baseline:</b> 0</p>	<p>AMOPROC</p>					
<p><b>Total DRF 5</b></p>	100,000	300,000	1,010,000		290,000	300,000	2,760,000
<p><b>Grand Total Funding Requirements DRF</b></p>	3,350,000						



Annex 9. Development Results Framework 2014-2015

<p><b>Impact 1</b> : Women lead and participate in decision making at all levels</p>		<p><b>Related UNDAF priority (Outcomes 6 and 7):</b> 6. Strengthened democratic Governance systems and processes guarantee equity, rule of law and respect of human rights at all levels and 7. People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda (Outputs 6.1, 6.5, 6.6, 7.1 and 7.2)</p> <p><b>Related national development priorities:</b> Improve the access and quality of public service delivery to citizens at all levels; fight against corruption in public institutions; consolidate democratic rule of law; improve coordination of HIV&amp;AIDS and gender equity response and decentralization and local governance.</p>					
				<p><b>Indicative Resources ('000) by output (showing core and non-core)</b></p>			
<p><b>Outcome, Indicators, and targets</b></p>	<p><b>Output</b></p>	<p><b>Output Indicators, and targets</b></p>	<p><b>2014</b></p>		<p><b>2015</b></p>		<p><b>Total</b></p>
			<p>Core</p>	<p>Non-Core</p>	<p>Core</p>	<p>Non-Core</p>	
<p><b>Outcome 1.1:</b> Gender responsive measures (mechanisms, processes and services) promote women's leadership and participation in decision/policy making and politics.</p> <p><b>Indicator:</b> N° of legal tools and policies which promote women's participation in decision making.</p> <p><b>Target:</b> Maintenance of the one that exists - Decree 11/2005</p>	<p><b>Output 1.1.1</b> Women and their representatives in Local Consultative Councils enhance their capacities to effectively participate in policy debate at the local level.</p>	<p><b>Indicator 1.1.1.</b> % of women members of the consultative councils (CC) who consider that the training on planning and budgeting process as well as gender and women's rights laws and policies and advocacy in selected districts enhanced their ability to participate in debates.</p>		0	0	50,000 (BE)	50,000
		<p><b>Target:</b> 50% of the women trained in each of the CCs in the Districts of Massangena, Guija, Chicualacuala, Massingir, Chigubo, Chibuto.</p>					
		<p><b>Baseline:</b> Baseline research underway (establishment end 2014/early 2015)</p>					
<p><b>Baseline:</b> (LOCAL) 1 law – Decree 11/2005 – establishes a minimum 30% quota of women participation in Local Consultative Committees from village to District Level;</p>	<p><b>Output 1.1.2 :</b> Women's capacity to engage in national and local decision-making platforms in the executive and legislative is enhanced</p>	<p><b>Indicator 1.1. 2.a:</b> Percentage of women in local level decision-making structures/committees in intervention districts (Gaza)</p> <p><b>Target:</b> At least 30%</p>					

<p>(NATIONAL) The SADC Protocole establishes a quota of 50% in national elections</p>		<p><b>Baseline:</b> TBC in 2014 by the scoping study</p>					
		<p><b>Indicator 1.1.2. b)</b> N° of women in politics able to/developing follow up actions inside political parties as well as national, provincial and municipal assemblies</p> <p><b>Target:</b> 90 women in politics in the provinces of Maputo, Nampula, Sofala and Zambézia</p> <p><b>Baseline:</b> 0</p>	50,000	0	50,000	0	100,000
	<p><b>Output 1.1.3.</b></p> <p>Capacity of the Human Rights` Commission is strengthened to develop legal tools and policies, raise women's awareness of their rights and handle complaints in a gender sensitive way</p>	<p><b>Indicator 1.1.3.</b> % of commissioners and staff able to/integrating gender and women's rights issues into their work</p> <p><b>Target:</b> 100% of the commissioners</p> <p><b>Baseline:</b> none</p>	0	0	0	0	0
	<p><b>Output 1.1.4.</b> increase awareness of poorest and most vulnerable women on their rights and on the role and functioning of the Human Rights Commission</p>	<p><b>Indicator 1.1.4.</b> Number of districts and associations targeted by the Campaign in selected provinces.</p> <p><b>Target:</b> Campaign developed, resources mobilized and rolled out in one province</p> <p><b>Baseline:</b> There is no initiative targeted at the selected group.</p>	0	0	0	0	0
	<p><b>Output 1.1.5.</b> Increase capacity of media to disseminate information related to gender issues and the promotion of women's</p>	<p><b>Indicator 1.1.5.</b> N° of media houses which have programmes on women's rights in local languages</p>	0	0	0	0	0

	rights	<p><b>Target:</b> At least one public media house</p>					
	<p><b>Output 1.1.6.</b> Enhance capacity of national institutions to promote equitable political participation of women</p>	<p><b>Indicator 1.1.6.</b> Availability of sex disaggregated statistics and gender analysis of electoral processes</p> <p><b>Target:</b> Increased availability of sex disaggregated data and gender analysis of electoral process</p> <p><b>Baseline:</b> Sex disaggregated data on electoral processes are not available through the electoral body.</p>	0	0	20,000	0	20,000
		<p><b>Baseline:</b> No public media house with programmes on women’s rights in local languages.</p>					

<b>Impact 2:</b> Women, especially the poorest and most excluded, are economically empowered and benefit from development		<b>Related UNDAF priority (Outcome 1):</b> Vulnerable groups (with particular focus on women) demand and ensure production and improved productivity in the primary sector in order to increase their food security ( <b>Outputs 1.1., 1.2., 1.3.</b> )  <b>UNDAF 2012-2015 Outcome 3:</b> Effective and sustainable management of natural resources and risk reduction benefiting all Mozambican population particularly the most vulnerable ( <b>Output 3.1</b> )  <b>Related national development priorities:</b> Improve/increase access to inputs for productions; improve access to markets; Stimulate employment creation and improve the employability of citizens; Improve sustainable management of natural resources and improve strategies for adaptation to climate change.					
			<b>Indicative Resources by output (showing core and non-core)[number of years depends on duration of Strategic Note]</b>				
Outcome, Indicators, and targets	Output	Output Indicators, and targets	2014		2015		Total
			Core	Non Core	Core	Non Core	
<b>OUTCOME 2.1:</b> Women have access to opportunities to enhance their economic and food security status including within the context of climate change, natural disasters and extractive industries , with focus on the most vulnerable groups of women  <b>Indicator:</b> Number of arid and semi-arid districts that employ one or more specific strategies to enhance women's food security and climate change -related resilience  <b>Target:</b> 2 districts  <b>Baseline:</b> Zero districts - TBC by the scoping study	<b>Output 2.1.1</b>  Strengthen capacities of government institutions at the local level to develop, implement and monitor the implementation of modalities and targeted mechanisms for food security and livelihoods support for vulnerable women	<b>Indicator 2.1.1:</b> Number of interventions developed and implemented by public institutions to link women with services to improve resilience to climate change on food security, livelihoods and empowerment (financial access, skills development, agricultural inputs, alternative energies- user/producer, extension services – provider/user  <b>Target:</b> To be confirmed in first quarter of 2015 (baseline research underway)  <b>Baseline:</b> 0	0	0	0	157,929 (BE)	157,929
	<b>Output 2.1.2:</b> Improve availability and use of data and information to guide	<b>Indicator 2.1.2 a):</b> Availability of data to guide policy, programming for effective integration of women's food security and climate change response	0	0	0	30,000 <sup>28</sup>	30,000 <sup>29</sup>

<sup>28</sup> Belgium

<sup>29</sup> Idem

planning, resource allocation and monitoring of gender equality commitments in relation to women's economic empowerment, climate change adaptation and extractive industries.	<b>Target:</b> Key gender indicators and baselines established at national, provincial level and district level.					
	<b>Baseline:</b> Limited data availability, especially at provincial and district level					
	<b>Indicator 2.1.2 b)</b> N° of initiatives to inform policy debate and planning on gender and extractive sector	40,000 <sup>30</sup>	0	30,000	30,000 <sup>31</sup>	100,000
	<b>Target:</b> at least three initiatives in Cabo-Delgado, Tete and Maputo (one in each)					
	<b>Baseline:</b> One study conducted by the Provincial Department of Women and Social Action in Cabo-Delgado.					
	<b>Source:</b> CO					
	<b>Indicator 2.1.2.c:</b> N° of women's organizations identified, sensitized or trained on gender and extractives	0	0	20,000	20,000 <sup>32</sup>	40,000
	<b>Target:</b> at least two organizations and/or caucus of women's organizations					
	<b>Baselines:</b> 0					
	<b>Indicator 2.1.2.d:</b> N° of partnerships established on gender and extractives with CSOs, research institutes and/or private actors	0	0	0	0	0
<b>Targets:</b> At least two partnerships with CSOs, research institutes and/or private sector						
<b>Baseline:</b> 0						
<b>Output 2.1.3.</b> Strengthen capacity of women farmers and their organizations to participate in and	<b>Indicator 2.1.3.a).</b> Existence of a replicable model to provide for women's socio economic empowerment as a result of participation in the agriculture value chain.	0	39,675 <sup>33</sup>	0	25,000 (BE)	84,675
	<b>Target:</b> 1 model developed.		20,000			

<sup>30</sup> Study of the Ministry for Social Action on gender and Mining in Cabo Delgado and replication in Tete

<sup>31</sup> Fundação Caixa

<sup>32</sup> Fundação Caixa

<sup>33</sup> Gender in Agricultural Value Chain Tete (available, One UN Fund)

	benefit from the agriculture value chain as a source of socio-economic empowerment in selected districts.	<b>Baseline:</b> There is no such a model.					
		<b>Indicator 2.1.3b)</b> N° of women farmers participating in the agriculture value chain in selected districts.	0	0	0	138,000 (BE)	138,000
<b>Target:</b> To be established as a result of the baseline.							
<b>Baseline:</b> To be collected end 2014							

<b>Impact 3</b> : Women and Girls live a life free from violence		<b>Related UNDAF priority (Outcome 7 and 8):</b> 7. People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda: <b>8:</b> Government and civil society provide coordinated, equitable and integrated services at decentralized level  <b>Related national development priorities:</b> Improve the access and quality of public service delivery for citizens at all levels; fight against corruption in public institutions; consolidate democratic rule of law; improve coordination of HIV&AIDS and gender equity response and decentralization and local governance.					
			<b>Indicative Resources by output (showing core and non-core)[number of years depends on duration of Strategic Note]</b>				
Outcome, Indicators, and targets	Outputs	Output Indicators, and targets	2014		2015		Total
			Core	Non-Core	Core	Non-Core	
<b>Outcome 3.1.</b> Laws, policies and strategies are adopted and implemented in line with international standards and informed by voices of women survivors of violence to prevent and respond to violence against women and girls.  <b>Indicator:</b> N° of new laws, policies and plans in line with international standards adopted.  <b>Target:</b> At least 3 - Criminal Code, family and inheritance laws and formulation of the second National Plan on Prevention and elimination of VAW.	<b>Output 3.1.1.</b> Strengthen capacity of national and local authorities to develop and implement laws, policies and strategies to prevent and respond to violence against women and girls and prevent impunity	<b>Indicator 3.1.1a)</b> N. of capacity building initiatives conducted on the integrated model of services to VAW survivors conducted by the first team of facilitators established at the central level.  <b>Target:</b> 5 initiatives at the provincial level ( Cabo-Delgado, Gaza, Tete, Maputo Province and City e )  <b>Baseline:</b> 0  <b>Indicator 3.1.1b)</b> N. of institutions and CSOs at the district level trained on the integrated model of services to provide information to women and girls by the trained facilitators.  <b>Target:</b> at least 3 in each of the provinces (Tete, Gaza and Cabo-Delgado)  <b>Baseline:</b> Zero organization is familiarized with the model.	0	30,000	8,000 <sup>34</sup>	40,000 <sup>35</sup>	118,000
						40,000 <sup>36</sup>	

<sup>34</sup> Core Cabo-Delgado

<sup>35</sup> BE for Gaza

<sup>36</sup> One Fund Proposal

<p><b>Baseline:</b> 0 - Criminal Code, Family and Inheritance Laws not yet fully aligned in line with CEDAW. The 1<sup>st</sup> National Plan on Prevention and Combat of VAW ended in 2012.</p>	<p><b>Indicator 3.1.1c)</b> One national plan on the prevention and response to e-VAWG<sup>37</sup></p> <p><b>Target:</b> 2014-2018 Plan Formulated with the participation of the survivors of VAWG and Positive Women.</p> <p><b>Baseline:</b> The 2008-2012 plan was evaluated.</p>	0	0	0	35,000 <sup>38</sup>	35,000
	<p><b>Indicator 3.1.1d):</b> Number of initiatives conducted by CSOs especially organizations of young women and gender equality activists, Government Institutions, Private Sector, Media and individuals (champions of change) under UN Women guidance using the UNiTE Model targeting young boys and girls in secondary schools in peri-urban and rural areas.</p> <p><b>Target:</b> 15 initiatives – 1 school/district</p> <p><b>Baseline:</b> 10 initiatives of which 2 in urban areas and in equal number of districts.</p> <p><b>Indicator 3.1.1e):</b> Number of joint initiatives conducted by CSOs (organizations of women and of gender equality women’s organizations), Government Institutions, Private Sector, Media and individuals (champions of change) under UN Women guidance targeting community and opinions leaders in peri-urban and rural areas.</p> <p><b>Target:</b> 20 initiatives – 1 per district</p> <p><b>Baseline:</b> 2 initiatives took place in the same number of districts.</p>	0	195,000 <sup>39</sup>	0	25,000 <sup>40</sup> 25,000 <sup>41</sup>	270,000

<sup>37</sup> Technical Support

<sup>38</sup> One Fund Proposal

<sup>39</sup> USA

<sup>40</sup> One Fund Proposal Tete – 3.1.d.e

<sup>41</sup> One Fund Proposal Tete – 3.1.1.e

<sup>42</sup> USA documentation – 3.1.1.f



		<p><b>Indicator 3.1.1f):</b> Existence of a documented model to guide the replication of social mobilization based on the engagement of students and community leaders</p> <p><b>Target:</b> 1 model consolidated, published and disseminated among partners and e-VAW stakeholders.</p> <p><b>Baseline:</b> The model does not exist.</p>					
	<p><b>Output 3.1.2</b> Increase availability of reliable and updated data and statistics to inform programming and policy making on e-VAW.</p>	<p><b>Indicator 3.1.2:</b> Updated study on VAWG to inform programming</p> <p><b>Target:</b> 1 Study on VAWG conducted.</p> <p><b>Baseline:</b> the first and only study on VAW was done in 2004 and did not cover violence against girls</p>	0	0	0	200,000 (TBM)	200,000
	<p><b>Output 3.1.3</b> Enhance capacity of gender equality activists to advocate and participate in policy dialogue for the adoption and effective implementation of legislation addressing all forms of discrimination and violence against women and girls in line with the CEDAW.</p>	<p><b>Indicator 3.1.3:</b> N° of initiatives promoted to facilitate CSOs advocacy towards elimination of all forms of discrimination and violence against women in the legislation<sup>43</sup></p> <p><b>Target:</b> At least one initiative linked to the review of the reforms of the following legal tools: Constitution, criminal code, inheritance and family laws including implementation of SADC Protocol</p> <p><b>Baseline:</b> 3 initiatives linked to the revision of the constitution promoted in 2013</p>	0	0	10,000		10,000

<sup>43</sup> Technical support, advocacy and facilitation

	<b>Source:</b> CO					
<p><b>Output 3.1.4.</b> Strengthened and coordinated UN-system action to prevent and eliminate violence against women and girls, including interagency initiatives such as the Secretary-General's UNiTE to End Violence Against Women campaign and other joint programmes</p>	<p><b>Indicator 3.1.4.</b> N<sup>o</sup> of partnerships facilitated for National partners for the implementation of e-VAW related initiatives.</p> <p><b>Target:</b> At least 1 new partnership established per year by the Gender Joint Team</p> <p><b>Baseline:</b> None</p>		2,500 (available at RCO)		2,500	5,000 <sup>44</sup>

<sup>44</sup> One Fund, part of \$10,000 UNCT Annual Allocation for Joint Teams Advocacy

<b>Impact 5:</b> National planning and budgeting processes promote stronger institutional accountability to gender equality commitments		<b>Related UNDAF priority: Outcome 6:</b> Strengthened democratic governance systems and processes guarantee equity, rule of law and respect of human rights at all levels; <b>Outcome7:</b> People in Mozambique participate in shaping and monitoring a transparent and equitable national development agenda and <b>Outcome 8:</b> Government and civil society provide coordinated, equitable and integrated services at decentralized					
		<b>Related national development priorities:</b> National Priority: Ensured the financing for gender in the state budget (National Plan for the Advancement of Women (Area IV, Outcome 2; National Priority: PARP 2011-2014: Good Governance					
			<b>Indicative Resources by output (showing core and non-core)</b>				
Outcome, Indicators, and targets	Output	Output Indicators, and targets	2014		2015		Total
			Core	Non-Core	Core	Non-Core	
<b>Outcome 5.1.</b> National Development Strategies and other national sector plans with specific commitments to advance gender equality and women's empowerment are adopted and implemented;	<b>Output 5.1.1.</b> Key government institutions at national and local levels and municipalities have knowledge and tools to analyze, formulate and execute gender-responsive plans and budgets	<b>Indicator 5.1.1:</b> N <sup>a</sup> of sectors and districts/municipalities with staff trained which reflect gender issues in annual plans or reports in accordance with the methodology adopted by the Government.	0	0	0 <sup>45</sup>	50,000 <sup>46</sup>	50,000
<b>Indicator:</b> Number of sectors that include actions to address women specific needs, improve women status or women's economic empowerment, with focus on areas most affected by food insecurity and climate change in national plans, budgets and reports.		<b>Target:</b> 5 institutions (MINAG, MICOA, INGC, MIREM, MIC) at the provincial level and 6 districts in Gaza province					
<b>Target:</b> At least 4 MINAG, MIREM, MICOA, INGC at the central and district level.		<b>Baseline:</b> MICOA, MINAG, MIREM, INGC and districts of Gaza Province have no capacity to comply with the Government methodology to reflect gender issues in plans and budgets.					
<b>Baseline:</b> 0 sector district policies (TBC 2014 by the scoping study)							

<sup>45</sup>INGC

<sup>46</sup>BE

<p><b>Outcome 5.2</b> : Mechanisms are in place contribute to increase accountability of national government towards gender equality and to monitor implementation of gender equality commitments;</p> <p><b>Indicator:</b> Gender dimension integrated in legislation produced/revised and plans, budgets and reports approved by the Parliament</p> <p><b>Target:</b> At least 4 Laws tabled for or in the review pipeline - Constitution, Criminal Code, Family, Inheritance Laws and Domestic Violence Bill are compliant with CEDAW and other International Instruments. Introduction of gender budget statement.</p> <p><b>Baseline:</b> Constitution and 4 Laws are yet to be fully compliant with the CEDAW and other International Instruments. Gender sensitiveness of Plans/ Budgets is to be scrutinized.</p>	<p><b>Output 5.2.1</b> Capacity of the Government and Parliament to implement and oversee the implementation of gender commitments is strengthened.</p>	<p><b>Indicator 5.2.1.a:</b> N° of MPs monitoring implementation of Mozambique's international commitments on gender equality, including gender budgeting<sup>47</sup></p>	0	0	10,000	0	10,000
		<p><b>Target:</b> 2 initiatives for MPs of the National Parliament – Gender, Budget and Legal Commissions, Defense, Human Rights and International Relations</p>					
		<p><b>Baseline:</b> One initiative targeting 38 MPs including the President, Vice-President and 9 members of the secretariat of the Provincial Parliament of Niassa province.</p>					
		<p><b>Indicator 5.2.1.b:</b> N° of interventions initiated by members of the women's caucus in the parliament to address women's economic rights</p>	0	0	10,000	0	10,000
		<p><b>Target:</b> at least 2 interventions to promote women's rights (legal revision, policy, budget, monitoring) Baseline: No intervention has been initiated by the members of the women's caucus.</p>					
	<p><b>Output 5.2.2.</b> Capacity of CSOs to hold Government accountable on the implementation of gender equality commitments is developed and strengthened</p>	<p><b>Indicator 5.2.2:</b> N° of CSO with trained staff (organizations of women and gender equality activists) and academic institutions conducting gender budget tracking to inform evidence based advocacy.</p>	0	0	5,000	0	5,000
		<p><b>Target :</b> At least 2</p> <p><b>Baseline:</b> 0</p>					
<p><b>Outcome 5.3</b> Gender-responsive national HIV/AIDS strategies, plans and budgets are adopted and implemented</p>	<p><b>Output 5.3.1.</b> National HIV Aids Council and line ministries has increased capacity gender dimension into policy design and implementation</p>	<p><b>Indicator 5.3.1.</b> National Aids strategic Plan and sector plans are gender responsive</p> <p><b>Target:</b> 1 plan (PEN IV)</p>	0	84,798 <sup>48</sup>	0	80,000	219,879

<sup>47</sup> The Co will take advantage of the ACTIL for the capacity building of Parliamentarians

<sup>48</sup> UNAIDS/UBRAF - available

<p><b>Indicator:</b> N° of positive women's demands reflected in the National Plan and Annual Government Plans</p>		<p><b>Baseline:</b> Limited gender sensitiveness of previous HIV/AIDS plan</p>					
<p><b>Target:</b> At least one in the National Strategic Plan on HIV and AIDS IV</p> <p><b>Baseline:</b> None of the priorities of the associations of women living with HIV are explicitly reflected in the National Strategic Plan on HIV&amp;AIDS and Government Annual Plan.</p>	<p><b>Output 5.3.2</b> Women living with HIV have strengthened capacities to advocate the inclusion of their priorities in HIV strategies and budgets as well as plans and budgets at the local level.</p>	<p><b>Indicator 5.3.1:</b> N° of positive women's associations trained on policy and advocacy against the backdrop of the positive women's charter and their representatives who actively participate in key processes at district/provincial/ national levels.</p> <p><b>Target:</b> 38 Associations of Positive Women trained and at least 1 representative per region assisted to participate in key processes at the district, provincial or national level</p> <p><b>Baseline:</b> 38 associations of positive women were consulted (353 women) and 38 representatives participated in the development of the positive women's charter.</p>				<p>55,000<sup>49</sup></p>	

<sup>49</sup> UNAIDS – Ireland \$55000 plus UBRAF Rephrased

## Annex 10. Organizational Effectiveness and Efficiency Framework 2012-2013

## STRATEGIC ANNUAL WORKPLAN MOZAMBIQUE

## ANNEX III - MANAGEMENT RESULTS FRAMEWORK 2012

Outputs (aligned with SP MRF Outputs)	Indicators, Baselines and annual targets	Planned Activities	Schedule				Anticipated Budget	
			Q1	Q2	Q3	Q4	CORE	NON-CORE To be Mobilized
<b>1. UN Women contribution to more effective and efficient UN system coordination and strategic partnerships on gender equality and women's empowerment</b>								
1.1 UN Women effectively leads, coordinates and promotes accountability for the implementation of gender commitments across the UN System.	1.1.1. Number of joint programmes on gender equality that UNWomen leads/coordinates and participates at the country level to support GE priorities identified in UNDAF <b>Baseline:</b> in 2011 UNW participated in One Joint Programme on Gender Equality <b>Target:</b> By 2013 UNW will participate in all JPs on GE which shall be agreed upon by the UNCT	Participate in the formulation of the JPs and coordinate implementation if lead agency	x	x	x	X	Staff <sup>50</sup>	35,000
		Lead the work of the UN Gender Joint Team - formulation of the annual work plan, implementation and reporting	x	x	x	X	Staff <sup>51</sup>	
		Train all UN staff appointed by agencies to be part of the Gender Joint Team for a common understanding and approach to gender equality issues across development results groups and agencies					Staff <sup>52</sup> 10,000	
	1.1.2. UNCT supported by UN Women utilizes Performance Indicators on Gender Equality and Gender Audit. <b>Baseline:</b> The 1st Gender Scorecard was conducted in 2008 with a score of 3 out of 5 <b>Target:</b> 2 <sup>nd</sup> gender	Conduct the second Gender Scorecard combined with the gender marker in Mozambique to ascertain the level of implementation of the recommendations against 2008		X			<sup>53</sup> 15,000	
	Conduct a Gender Audit of all 2012 joint results based on the UNDAF for improvements in subsequent years				X	<sup>54</sup>		

<sup>50</sup> Existing Staff<sup>51</sup> Idem<sup>52</sup> Funding to be sought from the One Fund<sup>53</sup> Idem<sup>54</sup>

scorecard conducted								
	1.1.3 Evidence of enhanced use of gender expertise and GE resources from within the UN system (roster of gender expertise; database of joint programmes; etc.) using tools developed by UN Women.	Conduct a three day workshop to create a cadre of gender experts including within the UN to support gender sensitive programming in the UN at national and local levels.		x	x	X	10,000	10,000
	<b>Baseline:</b> None <b>Target:</b> 1 roster of trained gender experts, and systems of tracking use and obtaining regular feedback from UN and other partners on use of the available GE resources exist and being accessed.	Provide on-demand technical support and advice to UN agencies, other development partners (bilateral donors, intergovernmental agencies etc) and national partners on gender related issues (training, inputs to documents and processes etc )	X	x	x	X		
		Create a CO Webpage and a mechanism to track and receive feedback on use of UNWOMEN tools		x	x	X		
1.2 Effective partnerships between UNWomen and Civil Society	1.2.1 Evidence of civil society advisory group at country level providing regular feedback on UNWomen programming  <b>Baseline:</b> Does not exist <b>Target:</b> Existence of UNW CSO advisory group	Establish a national civil society advisory group					5,000	10,000
		Organize 1 meeting per year (reporting and planning) to provide feedback on achievements and collect inputs for programming						
<b>Total MRF1</b>							<b>40,000</b>	<b>55,000</b>
<b>2. A culture of results-based programming, reporting, knowledge-management and evaluation comprehensively institutionalized across UN Women</b>								

<p>2.1 UN Women programming practices reflect SMART and systematic results orientation.</p>	<p>Availability of baselines and targets for all country level indicators  <b>Baseline:</b> 80% of the CO indicators have baselines  <b>Target:</b> 100% of CO indicators will have baselines by the end of the second quarter in 2012</p>	<p>Collect the baselines for the remaining 20% indicators</p> <p>Train all relevant staff on RBM, Human Rights Based Approach to Programming, ATLAS, IPSAS</p>	<p>X</p>	<p>x</p>				
<p>2.2 UN Women Mozambique supports evidence-based knowledge generation on gender equality and women's empowerment.</p>	<p>2.2.1. Number of country level situational analyses on progress towards GE supported by UN-Women.</p> <p><b>Baseline:</b> None</p> <p><b>Target:</b> 1 analysis report on progress towards GE in Mozambique; 1 Study on VAW in Mozambique initiated</p>	<p>Publish and disseminate the results of 2 studies conducted under the current programme<sup>55</sup></p>						<p>475,000</p>
		<p>Post all knowledge products in the CO Website for easy access</p>			<p>X</p>	<p>X</p>		
		<p>Conduct/Support Report Progress towards Gender Equality in Mozambique; Survey on Violence in Mozambique in 2011<sup>56</sup>; mobilize funds for the Study on Violence Against Widows and Elderly (Women) .</p>		<p>x</p>	<p>X</p>	<p>X</p>		
		<p>Mobilize resources for publication and dissemination of new studies above.</p>	<p>x</p>	<p>x</p>	<p>X</p>			
<p>2.3 A clear evidence base generated from high quality evaluations on SP implementation for learning, decision-making, and accountability.</p>	<p>2.3.1 Number and quality of SP relevant corporate and decentralized evaluations completed at the end of SP.  <b>Baseline:</b> None  <b>Target:</b> 1 Evaluation of the VAW work.</p>	<p>Conduct the evaluation of the CO work on VAW (UNITE) and use the results to inform programming and for dissemination.</p>		<p>x</p>			<p>15,000</p>	<p>20,000</p>
<p><b>Total MRF2</b></p>							<p><b>15,000</b></p>	<p><b>495,000</b></p>

<sup>55</sup> - Types of Violence which Women Living with HIV&AIDS, under the Joint Programme on HIV&AIDS; Baseline Study on Gender and Climate Change

<sup>56</sup> The first survey was conducted in 2004 by the Government with support from UNDP, UNFPA, UNICEF and WHO in 5 provinces



3. Improved organizational effectiveness with a focus on robust capacity and efficiency at country and regional levels								
3.1. UN Women has the capacity in place to enable an effective and strategic response to national demands and to lead and coordinate UNCT response to gender equality	Number of core posts funded from the Biennium Support Budget and CORE under FTA and SC <b>Baseline:</b> 2 (IB - 1 FTA & 1 SC) and 5 (Core - 1 FTA; 4 SC) and 1 SSA Project <b>Target:</b> 4 IB (FTA) and 3 CORE (2 SC, 1 SSA)	Recruit Staff for the classified positions in FTA Representative P5, Finance Associate G7, Programme Specialist P4, G7, G6 and Driver GS3	x	x	X	X	502,322 (IB Salaries) + 60,000 (Operational Costs)=  <b>562,322</b>	
		Recruit Staff on Service Contract as per programme requirements based on resources mobilized		x		X		
		Office Rental, Communications Costs (telephones and internet), Equipment, Stationery, Security, Contribution to Common Services (Security, RCO Budget)	x	x	X	X	79,133 (71400); 92,000 (61100);	
		Continue coordinating and strengthen Government coordination of the Gender Equality Agenda through the Gender Coordination Group					13,000 (71600); 19,783 (72400); 24,970 (72000); 11,645 (72200); 7,228 (72500)	
		CO has delegated operational and programmatic delegation of authority. <b>Baseline:</b> CO has no delegated authority <b>Target:</b> CO with effective delegated authority	Recruit and ensure staff training to Meet all the requirements for delegation of authority ( FTA Finance and Administrative Assistant with procurement certificate, approved ICF)	x	x			26,400 (73100); 13,718 (73100) 3,330 (73400)
		-			x	X		2,897 (74300)
3.3 UN Women operations reflect a culture of risk management, oversight and accountability	3.3 Extent to which IPSAS is being utilized. <b>Baseline:</b> Not implemented <b>Target:</b> Staff fully familiar with IPSAS and applying by end of 2012	Familiarize/Train all staff on IPSAS					2,896 (74500) = <b>297,000</b>	
		Develop the Country Office Risk Management Plan	x	x	X			
	Indicator: Number of CO projects that link financial information with programme results.  <b>Baseline:</b> HACT partially implemented for disbursements and financial reporting.	Conduct monthly budget monitoring meetings vis-à-vis a activities and results	x	x	X	X		
		Conduct on-site monitoring visits		x	X	X		
		Build the capacity of at least two staff members to join the team	x	x	x	X		

	<b>Target:</b> HACT Fully implemented.	of UN HACT Trainers						
		Organize annual planning and review meeting with partners and internal (CO retreat)			x	X		
		Train all UNW staff & personnel and at least two staff members of each implementing partners on HACT	x	x	x	X		
		Assist all partners to comply with HACT and UNW Programme and Operational Procedures	x	x	x	X		
Indicator: CO Internal Control Framework approved <b>Baseline:</b> CO with no ICF <b>Target:</b> ICF approved by 31 March 2012		Develop the internal control framework	x	x	x			
Indicator: Extent of compliance of all UN-Women operations with UNDSS security standards. <b>Baseline:</b> CO MORSS Compliant with Limitations (UNDSS) <b>Target:</b> CO Fully Compliant by end 2012		Making office fully MORSS compliant- Acquisition of VHS Radio, Mobile Phone for Driver and Admin. Assistant	x	x				
<b>TOTAL MRF 3</b>								
							<b>CORE 297,000</b>	
							<b>IB 562,322</b>	

4. Mobilization and Management of Financial Resources								
4.1 Improved stewardship of resources under UN-Women management	Rates of programme expenditure. <b>Baseline: Average 80%</b> <b>Target: 90%</b> in 2012	Conduct monthly analysis of expenditures by project to identify and act upon backlog and challenges to delivery.	x					
				x	X	x		
4.2 Resource base is expanded and diversified to meet the demand for UNWomen catalytic and technical support and strategic grant-making.	Percentage of resources generated through partnerships with non-traditional donors. <b>Baseline: 0</b> <b>Target:</b> Mobilize the non-core funds	Develop and implement a resource mobilization strategy & Action Plan					Staff <sup>57</sup>	
				x	X	x		
<b>TOTAL MRF 4</b>								
<b>TOTAL MRF (CORE AND NON CORE to be Mobilized)</b>							<b>352,000</b> Core + <b>562,322 IB</b>	<b>550,000</b>
<b>GRAND TOTAL MRF</b>							<b>1,464,322</b>	

<sup>57</sup>To be developed by the CO with HQs Assistance

## Annex 11. Organizational Effectiveness and Efficiency Framework 2014-2015

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core)				
			2014		2015		Total
			Core	Non Core	Core	Non Core	
<b>OEEF 1.1 UN</b> Women effectively leads, coordinates and promotes accountability for the implementation of gender commitments	<p><b>Indicator 1.1.a):</b> Number of core posts funded from IB, Core and Non-Core</p> <p><b>Target:</b>            * 5 FTAs IB: Rep, DRep, Fin. A, Admin. A, Driver            * 4 FTAs Core : Programme Specialist, OM, PA, Comm. Officer             *3 FTAs NC : PO BE Maputo, PO BE Gaza, PO VAW/HIV             * 2 SC Core: 1 Office/Rep Assistant, 1 Cleaner             * 2 UNVs: PO/PA and PO/MER</p> <p><b>Baseline:</b> * 5 FTAs IB: Rep, DRep, FA, AA, Driver            * 1 FTA Core : Programme Specialist            * 2 SC Core: 1 Office/Rep Assistant, 1 Cleaner            * 1 TA Core: OM</p>	Implement HR resource plan as per functional analysis and ensure staff training to meet all the requirements for delegation of authority	279,600 <sup>58</sup>	138,854	1,125,483 <sup>60</sup>	0	1604937
			61,000 <sup>59</sup>				

<sup>58</sup>Includes staff costs Core \$339,530, Hospitality \$4,920, recurrent costs XB 40,000, Staff costs IB \$641,033 and recurrent costs IB \$100,000

<sup>59</sup> Running costs not covered by IB

<sup>60</sup> Staff costs include also IB \$639,716 and \$26,917 EXB for SC and MER

		Continue supporting and strengthening Government implementation and coordination of the gender equality agenda	25,000 <sup>61</sup>	0	20,000	0	45,000
		Support preparation and participation of Mozambique in key inter-governmental meetings					
		Participation of key staff in inter-governmental meetings (CSW)					
	<p><b>Indicator 1.1.b):</b> Percentage of joint AWP's revised by the Gender Joint Team</p> <p><b>Target year 1:</b> 30% of UN Programme Staff familiarized with the Common Gender Marker Methodology</p> <p><b>Target year 2:</b> All DRGs using the common gender marker to rate activities and results and track gender related allocations</p>	<p>Disseminate, promote the use of the gender marker report and common guidance among all programme staff, national partners and donors</p> <p>Advocate with the</p>	24,000 <sup>62</sup>	2,500 (RCO) <sup>63</sup>	24,000	7,500	58,000

<sup>61</sup> Travel allocation

<sup>62</sup> Compulsory contribution to ONE UN Services

<sup>63</sup> One Fund, part of \$10,000 UNCT Annual Allocation for Joint Teams Advocacy

	<p><b>Baseline:</b> 0%</p>	<p>UNCT for the organization of 1 training of programme staff on the gender marker for application in UN joint planning and reporting and across agencies</p> <p>Advocate with the UNCT funding for development of an electronic gender marker course to facilitate individual training by staff</p>					
	<p><b>Indicator 1.1.c):</b> N° of assessments of the situation of women in Mozambique</p> <p><b>Target:</b> 1 every 2 years</p> <p><b>Baseline:</b> The CO has been leading the assessment of government and donors' performance on gender as part of the PARP monitoring process.</p>	<p>Produce the first biennial report on the status of women in Mozambique</p>					
<p><b>OEEF 1.2.:</b> Effective partnerships between UNWOMEN and major stakeholders, including CSO, Private Sector and national and international organizations</p>	<p><b>Indicator 1.2. a):</b> CO CSO Advisory Group in place  <b>Target year 1:</b> CSO Advisory Group established.  <b>Target Year 2:</b> CSO Advisory Group meets at least once to review CO results and provide inputs into the strategic Planning.  <b>Baseline:</b> None.  <b>Indicator 1.2 b):</b> N° of partnerships established with stakeholders  <b>Target:</b> 1 per year  <b>Baseline:</b> Two partnerships established with UNAIDS; 3 factsheets produced to inform advocacy for the expansion of fiscal space, support partners resource</p>	<p>Establish the CSO Advisory Committee and organize annual meetings to assess CO results and provide inputs to annual plans.</p>			2,000		2,000

	mobilization and partnership building for expansion of services and social mobilization on e-VAW.	Organize joint initiatives to approach donors and private sector as part of the implementation of the UNCT e-VAW signature issue AWP.	2,500 <sup>64</sup>	5,000 (RCO)	10,000		17,500 <sup>65</sup>
		Provide joint support to national partners initiatives on e-VAW					
		Pursue partnership with private sector including against the backdrop of the Women's Empowerment principles					

<sup>64</sup> Representative Hospitality budget

<sup>65</sup> One Fund, part of \$10,000 UNCT Annual Allocation for Joint Teams Advocacy

Outputs	Indicators	Activities	2014 Core	2014 Non Core	2015 Core	2015 Non Core	Total
OEEF 2.1. UN Women practices results based management	<p><b>Indicator 2.1.a):</b> Number of staff and partners integrating RBM in their tasks/responsibilities  <b>Target:</b> Year 1 and continuous - all staff responsible for the project management  <b>Baseline:</b> 1 staff member trained with Prince 2 certification.</p>	Ensure that all programme staff take the online RBM training, organize training for IP staff responsible for projects and provide continuous support at the planning and reporting stages.	17500	0	0	15,000 <sup>66</sup>	32,500
	<p><b>Indicator 2.1.b):</b> N° of CO areas have a clear theory of change, indicators have baselines and targets within 3 months of starting implementation of any initiative.  <b>Baseline:</b> TBE  <b>Target:</b> all areas have theories of change; all indicators have baselines and targets.</p>	Develop the theory of change for all CO areas and collect baseline data for all indicators.	M&E Staff	0	0	Idem	Idem
	<p><b>Indicator 2.1.c)</b> Indicator: 2.1.c: % of resources allocated to M&amp;E  <b>Target:</b> 3 % of DRF allocated to MER  <b>Baseline:</b> on track 2014</p>	2.1.c: Develop and implement the CO MER Plan; Produce quarterly monitoring reports for each area and follow up on recommendations	0	0	0	Idem	Idem
OEEF 2.2. UNWOMEN is a recognized hub of knowledge on achieving gender equality and women's empowerment in Mozambique	<p><b>Indicator 2.2.a):</b> N° of requests for references or UN Women knowledge products received from national partners and stakeholders  <b>Target:</b> produce at least 1 knowledge products on GEWE per area per year and collect and disseminate from different sources on a regular basis  <b>Baseline:</b> TBC - the requests received</p>	Widely disseminate and produce knowledge products	Staff Staff Staff 20,000 <sup>67</sup>		Staff 5,000 Staff	Staff	Staff 25,000

<sup>66</sup> BE

<sup>67</sup> Take advantage of ESARO related initiatives



	<p><b>Indicator 2.2.b):</b> Number of requests of support – technical, advice or information – received by the CO</p> <p><b>Target: Incremental</b></p> <p><b>Baseline:</b> University of Pretória, Parlamento Juvenil, HOPEM, MovFEM.</p>	Continuously update UN Women contact lists and share information with them					
	<p><b>Indicator 2.2.c):</b> N° of training programmes developed with UN Women's contribution</p> <p><b>Baseline: TBC</b></p> <p><b>Target: TBC</b></p>	Provide participation to UEM GRB winter course					
	<p><b>Indicator:</b> Number of joint activities among UN WOMEN supported countries organized.</p> <p><b>Target:</b> 1study tour for staff</p> <p><b>Baseline:</b> 1 study tour organized for the Ministry of Women, Children and social Affairs from Malawi to the GELD Programme in Niassa Province.</p>	Organize study tour.					
<p><b>OEEF 2.3</b> A clear evidence base generated from high quality evaluations on CO SP 2014-2015 implementation for learning, decision-making, and accountability</p>	<p><b>Indicator 2.3.a):</b> Number and quality of CO evaluations completed at the end of the CO Programme</p> <p><b>Target:</b> 1 Evaluation of the of the Social Mobilization in Schools under the UNiTE and 1 evaluation of the 2014/15 SP</p> <p><b>Baseline:</b> 1 thematic evaluation and participation in one corporate evaluation</p>	Conduct an evaluation of the CO SP 2014-2015	0	0	0	0	0000

	both on e-VAW area.						
		Conduct an evaluation of the Social Mobilization in Schools	0	0	0	068	
	<p><b>Indicator 2.3.b:</b> % of resources allocated to M&amp;E</p> <p>Target: 3 % of DRF allocated to MER</p> <p><b>Baseline: NA</b></p>	Develop and implement the CO MER Strategy and Plan	M&E Staff (21,468 included in MRF 1) <sup>69</sup>	0	M&E (Staff)		
<p><b>OEEF 3.1</b> Effective leadership and direction to advance the mandate and mission of UN WOMEN</p>	<p><b>Indicator 3.1.):</b> Percentage of funded Strategic Note outputs on target</p> <p><b>Target:80%</b></p> <p><b>Baseline: n/a</b></p>	Organize weekly staff meetings and ensure implementation of follow up actions.	-		-		
<p><b>OEEF 3.2</b> UN-Women staff have the capacity and accountability for delivering results in Gender Equality and Women's Empowerment</p>	<p><b>Indicator 3.2.a):</b> Rates of programme expenditure (core and non-core)</p> <p><b>Target:</b> 80% per annum for Core, 80% per annum for Non-core</p> <p><b>Baseline: TBC</b></p>	Monitor expenditure on a monthly basis	OM Staff (92,700 included in MRF 1) <sup>70</sup>		94,000		186,700

<sup>68</sup> Note that \$6,300 are included in the USA funds (3% of \$210,000) for evaluation purposes

<sup>69</sup> M&E Staff cost covers MRF 2.3

<sup>70</sup> Annual Staff costs for TA Operations Manager to ensure alignment and compliance in the context of DOA

			5,000		15,000		20,000
	<p><b>Indicator 3.2.b):</b> Number of staff complying with organizational requirements (LMS and any corporate requirement)</p> <p><b>Target:</b> 100% compliance per year with mandatory learning</p> <p><b>Baseline:</b> 80%</p>	<p>Enroll all staff in the LMS and ensure completion of all mandatory courses within timelines.</p>					
	<p><b>Indicator 3.2.c):</b> Number of staff capacity developed/used as per identified learning needs (through learning needs assessment, performance mechanism and whole office learning plan)</p> <p><b>Target:</b> To be determined based on the Learning Needs Assessment and Learning</p>	<p>Produce the CO learning plan based on PDA and corporate learning.</p>					

	Plan  <b>Baseline: 0</b>						
	<b>Indicator 3.2.d):</b> Number of staff fully conversant in ATLAS as per roles  <b>Baseline:</b> 100% of staff trained on ATLAS  <b>Target: All new staff trained on Atlas</b>	Ensure staff training in accordance with their role.					
	<b>Indicator 3.2.e):</b> Number of staff completing performance goal setting and assessments (mid-year and final) in a timely manner  <b>Baseline: 0%</b> <b>Target: 100%</b>	Ensure that PDAs are completed within timelines.					
<b>OEEF 3.3.</b> UN WOMEN promotes a culture of risk management, accountability, harmonization of business practices and transparency in its operations	<b>Indicator 3.3.a):</b> Extent to which the CO complies with all UN operations with the UN Security Management  <b>Target:</b> CO operations in fully compliance with IPSAS  <b>Baseline: TBE 2013</b>	Familiarize/train all CO relevant staff on corporate security management system	Included above/OM		Included above		
		Develop the Country Office Risk Management Plan	Included above/OM		Included above		
	<b>Indicator 3.3.b):</b> Number of CO projects that link financial information to programme results  <b>Target:</b> HACT Fully implemented	Conduct monthly budget monitoring meetings vis-à-vis a activities and results	Included above/OM		Included above		

	<b>Baseline:</b> HACT partially implemented for disbursements and financial reporting.						
		Conduct on-site monitoring visits and spot checks <sup>71</sup>	staff		staff		staff
		Organize annual planning and review meeting with partners	0	0	5,000	0	5,000
		Train all at least two staff members of each implementing partners on HACT	staff		staff		staff
		Assist all partners to comply with HACT and UNW Programme and Operational Procedures	staff		staff		staff
		Implement the approved internal control framework	staff		staff		staff
		Set up and implement an ICT support services	0	0	25,000 <sup>72</sup>	0	15,000
<b>OEEF 4.1</b> Improved stewardship of resources through Budget, Financial, HR and IT Management	<b>Indicator 4.1:</b> Rates of expenditure on non-core funds for the year  <b>Target: at least 80%</b>  <b>Baseline: TBC</b>	Conduct monthly analysis of expenditures by project to identify and act upon backlog and challenges to delivery  Ensure annual donor reporting (quality, timeliness, compliance)	Staff		Staff		
<b>OEEF 4.2</b> Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support and strategic grant-making	<b>Indicator 4.2):</b> Amount of non-core resources raised  <b>Target:</b> \$3,000,000 (Belgium 2014-2017 under negotiation and \$200,000 for E-VAWG Study)  <b>Baseline:</b> \$285,000 for 2014 (US for VAW and UNAIDS for	Develop and implement a resource mobilization strategy & Action Plan	Staff		Staff		

<sup>71</sup> Funds included under the DRF

<sup>72</sup> XB

	HIV)							
		Share the CO SN with potential donors, develop and participate in the development of proposals to mobilize funds non-funded areas of work.	Staff		Staff			
<p><b>OEEF 4.3: UN WOMEN</b> Communications capacity and systems provide a foundation for effective advocacy of Gender Equality and Empowerment of Women</p>	<p><b>Indicator 4.3.a):</b> N° of CO supported activities reported on by the media and programmatic work</p> <p><b>Target: Incremental</b></p> <p><b>Baseline:</b> 4 – MICOA GRB Training, GELD National Meeting, SG visit, 16 days of activism</p>	<ul style="list-style-type: none"> <li>-Develop a communication strategy and work plan</li> <li>- Produce and disseminate communication materials</li> <li>- Establish stronger partnerships with the media and communication actors</li> <li>- Participate in communication interagency communication group</li> <li>- Maintain and update social media networks</li> <li>- Monitor and produce periodic reviews of comments/feedback</li> <li>-Update the media distribution list</li> </ul>	5,000	0	5,000	0	10,000	
	<p><b>Indicator 4.3.b):</b> Percentage increase in the number of followers commenting on UN WOMEN CO managed social media networks</p> <p><b>Target:</b> 5,000</p> <p><b>Baseline:</b> 500</p>		<p>Communication Staff (21,468 included in MRF1)</p> <p>73</p>		Staff			

73 % of time of Staff allocated to Communications including production of material and graphics

## Annex 12. Evaluation Team and Work Plan

The CPE involved the active participation of a wide range of in-country, regional, and international actors. The main evaluation team members responsible for the successful implementation of the CPE were:

- **International Evaluator.** The International Evaluator was responsible for leading the entirety of the CPE and delivering key evaluation products and activities, including the inception report, data collection instruments and activities, and draft and final evaluation reports.
- **Evaluation Methodology Specialist.** The Evaluation Methodology Specialist was responsible for the design and adequate implementation of the CPE methodology in a way that is consistent with its implementation in other countries.
- **UN Women Regional Evaluation Specialist.** The Regional Evaluation Specialist was responsible for reviewing and ensuring the quality of the evaluation process and deliverables, as well as for supporting work coordination and communication among all stakeholders involved in the CPE.

In addition to the three members of the evaluation team, a **Reference Group** provided substantial technical support to the CPE, including significant input into the design and implementation of the CPE, as well as the review of key evaluation deliverables. The Reference Group was comprised of UN Women staff, national government representatives, implementing partners, donors, and CSO representatives.

### Evaluation Work Plan

The evaluation involved the following steps and activities:

**Step 1. Work Preparation and Desk Review:** The international evaluator reviewed key project documents and conducted preliminary consultations with relevant UN stakeholders. Based on the desk research and stakeholder consultations, an inception report was prepared including a description of the methodology, research methods, and fieldwork plan, among other information.

**Step 2. Fieldwork:** The evaluation team traveled to Mozambique to discuss the evaluation design and activities with key stakeholders during an Inception Workshop, as part of the participatory approach, and to collect primary and secondary data. The fieldwork lasted seven days. At the end of the field mission, the international evaluator led an Exit Workshop with CO staff and key stakeholders on the most relevant activities carried out on the ground to share initial findings and collect preliminary feedback prior to the development of the draft report.

**Step 3. Data Analysis and Draft Report:** Upon returning from the field mission, the international evaluator analyzed the data collected and prepared a preliminary draft of the evaluation report. The draft report was submitted to the Reference Group for feedback and the international evaluator compiled all comments provided to the draft report in a single 3-5 page document (Comment Audit Trail). The Reference Group will have 10 days to review the draft report and provide feedback to the evaluation team.

**Step 4. Final Report:** Upon receiving comments on the draft report from the Reference Group, the international evaluator will incorporate such feedback and finalize the evaluation report. The final report is to be submitted to UN Women for the management response.

**Step 5. Management Response:** Upon receiving the final report from the international evaluator, UN Women will prepare a management response to address the main issues identified in the report as well as to incorporate recommendations into its work. The management response will also involve activities such as the dissemination of the report and follow-ups on the implementation of the management response.

### Evaluation Timeline

The following table summarizes activities, associated deliverables, and timeframe of the evaluation, along with key actors responsible for reviewing the deliverables.

Activities and Deliverables				
Step	Timeframe	Deliverable	Person Responsible	Oversight/ Review
<b>Step 1.</b> Work preparation and desk review	10 days	<b>Deliverable 1:</b> Inception Report	International Evaluator	Reference Group
<b>Step 2.</b> Fieldwork	5-7 days	---	International Evaluator	Reference Group
<b>Step 3.</b> Data analysis and draft report preparation*	15 days	<b>Deliverable 2:</b> Draft Report <b>Deliverable 3:</b> Comment Audit Trail*	International Evaluator	Reference Group
<b>Step 4.</b> Final report preparation	5 days	<b>Deliverable 4:</b> Final Report	International Evaluator	---
<b>Step 5.</b> Management Response	30 days	---	UN Women Mozambique	---
<b>Total period</b>	<b>67 days</b> (37 days for CPE + 30 days for management response)			

\* The Reference Group will have 10 days to review the draft report and submit feedback to the evaluation team.



## Annex 13. Field Mission Agenda

Date: 10 <sup>th</sup> July 2015					
Time	Content	Involved	Function	Location	Remarks
08.30 – 09.30	Welcome and the briefing of the exercise	Florence Raes Ondina da Barca Vieira Evelyne Barry Fernanda Bernardo	Representative Programme Specialist Operations Manager Programme Officer	UN Women office	
10.00 – 13.00	Inception workshop	All partners & Donors  All programme and relevant operations staff	Government (4 Ministries); IP (4 representatives); UN Gender Focal Point (1 representative UNFPA)	UNDP Dispensary	Programme and operations staff, donor and partners organization representatives
Date: 13 <sup>th</sup> July 2015					
Time	Content	Involved	Position	Location/Organization	Impact Area
09.00 – 10.00	Interviewing partners	Dra Elisa Mutsse (Ms)	Technician – working on the Gender Based Violence	Ministry of Gender, Children and Social Action	Impact Area 1: Women lead and participate in decision making at all levels
10.30 – 12.30	Interviewing partners	Engenier Cristina Matusse (Ms)  Dra Nádía Adrião (Ms)	Planning National Deputy Director  Department Chief	Ministry of Economy and Finance	Impact Area 5: National planning and budgeting processes promote stronger institutional accountability to gender equality commitments
12.30	<b>Lunch Break</b>				
13.15 – 15.00	Interviewing UN Women staff	Boaventura Veja Fernanda Bernardo Marta Cumbi	Programme and Operations staff	UN Women	
15.30 – 16.30	Interviewing Donor	Claudine Aelvoet (Ms)	Counsellor Development Cooperation of Belgium	Belgium Embassy	Impact Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development
16.30 – 18.00	Interviewing UN Women staff	Evelyne Barry Albertina Matapa	Operations staff	UN Women	
Date: 14 <sup>th</sup> July 2015					
07.45 – 09.45	Interviewing staff	Programme staff	Programme staff	UN Women	Impact Area 3: Women and Girls live a life free from violence
09.00 – 10.00	Interviewing partners	Júlio Langa (Mr)	National Coordinator	Men For Change Network (HOPEM)	Impact Area 3: Women and Girls live a life free from violence
10.30 – 11.30	Interviewing partners	Dra Rosalina Marta Pedro (Ms)		Environmental Ministry	Impact Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development
12.00 – 13.00	Interviewing partners	Dr. Arnaldo Duane (Mr)	Technician	Institute of Public Administration (ISAP)	Impact Area 5: National planning and budgeting processes promote stronger institutional accountability to gender equality commitments
13.30 – 14.30	Interviewing partners	Nzira de Deus (Ms) Sheila Manjate (Ms)	National Coordinator Programme Coordinator	Women's Forum	Impact Area 3: Women and Girls live a life free from violence
14.30	<b>Lunch Break</b>				
14.30 – 15.15	Interviewing partners	Cidália (Ms)	Coordination (Association of Victims of Domestic Violence – AVVD)	AVVD premises	Impact Area 3: Women and Girls live a life free from violence
15.30 – 16.15	Interviewing partners	Rosalina Nhachote (Ms)  Marilu João (Ms)	National Coordinator and Programme Coordinator	Feminist Movement of Mozambique (MovFemme)	Impact Area 3: Women and Girls live a life free from violence
16.30 – 17.30	Interviewing partners	Dra Alice Banze (Ms)	Former Environment Ministry Advisory and Actual Gender Links Director	Gender Links	Impact Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development & Impact Area 1
Date: 15 <sup>th</sup> July 2015					
08.00 – 09.00	Interviewing partner	Maria Supinha (Ms)	Chief of the Cabinet for survivors (women and families) of	Gabinete – Alto Maé	Impact Area 3: Women and Girls live a life free from violence

			violence attendance – Ministry of Interior		
09.30	Travelling to Ressano Garcia				
11.30 – 15.30	Interviewing participants/rights holders	Students (UNiTE Campaign), School Directorate and Local Government	Secondary School of Ressano Garcia	School Directorate	Impact Area 3: Women and Girls live a life free from violence
15.30 – 17.30	Travelling back	Consultant/Caspar		UN Women	
<b>Date: 16<sup>th</sup> July 2015</b>					
07.30 – 08.30	Interviewing partner	Associations of women living with HIV & AIDS	AMTSALA AMUCHEFA TINHENA	UN Women office	Impact Area 5: National planning and budgeting processes promote stronger institutional accountability to gender equality commitments
09.15 – 10.00	Interviewing partner	Urraca Menete (Ms)	Gender Focal Point from the Provincial Education Directorate	To be confirmed	Impact Area 3: Women and Girls live a life free from violence
10.30 – 12.30	Interviewing partner	Dra Sandra Chilengue (Ms)  Dr Bonifácio António (Mr)	Department Director / Director of the Coordination Cabinet of the Mozambique National Institute of Disaster Management	INGC - Mozambique National Institute of Disaster Management	Impact Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development
12.30	Lunch Break				
14.00 – 15.00	Interviewing partner	Dra Ana Loforte (Ms)	President of the Board	WLSA – Women Law in Southern Africa	Impact Area 1: Women lead and participate in decision making at all levels
15.30 – 16.30	Interviewing Donor	Lidia Meque (Ms)	Counsellor for Gender and Education – Irish Embassy	Irish Embassy	Impact Area 5: National planning and budgeting processes promote stronger institutional accountability to gender equality commitments
17.00 – 17.30	Interviewing partner	Cândida Quintano (Ms)	NAFEZA Coordinator – Nucleus of the Feminist Associations Zambezia	Via Skype/Telephone	Impact Area 1: Women lead and participate in decision making at all levels
<b>Date: 17<sup>th</sup> July 2015</b>					
08.30 – 09.30	Interviewing UN agencies	Gender Joint Team	UNFPA RCO UNAIDS	UN Women Office	
09.30 – 09.50	Preparation of Exit workshop	UN Women Mozambique staff		UN Women Office	
10.00 – 12.00	Exit workshop	All presents at the inception workshop and UN Mozambique staff	Government (4 Ministries); IP (4 representatives); UN Gender Focal Point (1 representative UNFPA)	UNDP Dispensary	

## Annex 14. Terms of Reference



### TERMS of REFERENCE

## UN Women Country Portfolio Evaluation in MOZAMBIQUE

### I. Background (programme/project context)

The Country Office (CO) Strategic Note (SN) is the main planning tool for UN Women's support to normative, coordination and operational work in Mozambique. The CO has been operational in Mozambique since 2011. This evaluation will consider the Strategic Notes for Mozambique covering the period 2012 to 2013 and 2014 to 2015. The current Strategic Note will end on 31 December 2015 and a new Strategic Note is due to be developed starting January 2016.

The current Strategic Note is linked to the UN Women Global Strategic Plan 2014-2017, national development plans, and UN frameworks. The CO Strategic Note supports the following Goals contained in UN Women's Strategic Plan 2014-2017:

- SG1: Women's leadership and political participation
- SG2: Women's economic empowerment
- SG3: Ending violence against women
- SG4: Women's leadership in peace and security
- SG5: Mainstreaming gender in national governance systems

UN Women is a member of the UN Country Team in Mozambique supporting gender mainstreaming across UNCT thematic groups and chairing the Gender Joint Team. The previous as well as current SN are aligned with the priorities of the Government of Mozambique on gender which are spelled out in the National Plan on the Advancement of Women 2010-2014, the Action Plan on Poverty Reduction (PARP) 2011-2014 and the UNDAF 2011-2015.

The Strategic Note is grounded in the standards, principles and obligations of the Convention to Eliminate All Forms of Discrimination Against Women (CEDAW), Beijing Declaration and Platform for Action, Concluding Observations of the Commission on the Status of Women, SCR 1325, and the Millennium Development Goals.

The different types of rights instruments can be categorized as follows:

1. Universal political and civil (blue) rights;
2. Universal social, economic and cultural (red) rights; and
3. 'Soft law' (green) rights such as ILO Conventions and regional declarations.

The situation of women in Mozambique can be described as follows: Mozambique has made noteworthy advancement in the socio economic arena since the advent of peace in 1992. The economy has been growing at an average of 7% annually over the last decade<sup>74</sup>. Nevertheless, progress towards achieving the Millennium Development Goals (MDGs) and other

<sup>74</sup> DaO Position Paper for the UNDAF 2012-2015

Internationally Agreed Development Goals (IADGs) has been mixed. Poverty levels declined from 69.4% to 54.1%<sup>75</sup> between 1997 and 2003. In the period from 2003 to 2009, the poverty levels remained stagnant (PARP 2010-2014, par5). There is a broad consensus, among development stakeholders, on growing income inequalities, with a Gini coefficient of 0.47. Further to that, there is consensus about the fact that poverty still remains a major challenge.

The strong political will to address inequalities is reflected in the incorporation of the provisions of the related international commitments - such as CEDAW, into national legal and policy frameworks and the establishment of the gender machinery. The principle of gender equality is enshrined in the constitution, and crucial legislation has passed to conform with it<sup>76</sup>. Additionally, national gender policies, strategies and action plans have been approved<sup>77</sup> and the related priorities have increasingly been reflected into National Development Plans since 2005.

The progress in reducing the gender divide has been uneven with noteworthy differences between the political and the socio-economic as well as the central and decentralized levels. There has been progress in women's participation in decision making positions at the central level with a regression in the last elections in 2014. Women currently constitute 37% of the parliamentarians against the previous 39.6%<sup>78</sup>. At the level of the executive, women account for 18% of the Ministers compared to 22% in the previous term.

The persistence of the gender disparities in Mozambique is well illustrated by the key socio-economic indicators, which are influenced by the unequal level of access to services as well as access and control over resources between women and men. The majority of the population (70%) lives in rural areas, and four-fifths depend on agriculture for a livelihood<sup>79</sup>. Women account for 87.3% of the labour force in agriculture. However, data from the Ministry of Agriculture indicates that women account for only 11% of the total number of public extension workers; 25%<sup>80</sup> of the land owners, holding official user rights (DUAT), and only 13%<sup>81</sup> of the beneficiaries of extension services. In addition environmental degradation remains a key challenge which is being addressed in part through the Humanitarian Country Team of which UN Women is a member.

Violence against women is widespread affecting around 54%<sup>82</sup> of Mozambican women. The levels of acceptance of VAW are also significant. A survey conducted by INE – the National Institute of Statistics – in 2009 indicated that 30.7%<sup>83</sup> of urban women and 38.7% of rural women still consider wife/female partner beating by husbands/male partners as a justifiable act. Investing on culture sensitive public education and mobilization remain imperative as support services to women and girls survivors or at risk violence. This is the case particularly of shelters, which are virtually non-existent.

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<sup>75</sup> IOF 2008/09

<sup>76</sup> Land Law (1997), the Commercial Code (2005), Family Law (2004) and most recently the Law on Domestic Violence Against Women (2009)

<sup>77</sup> National Plan on Advancement of Women since 2002; a Gender Policy and Implementation Strategy since 2005 and gender equality issues have been featuring prominently in the Government Five Year Plans since 2004 and in PARPA II since 2006

<sup>78</sup> WLSA Mozambique, Gender and Democracy – 2009 Elections, Maputo 2010 (Study in Portuguese)

<sup>79</sup> DaO Position Paper for the UNDAF 2012-2015

<sup>80</sup> Source, FORUM Mulher

<sup>81</sup> Government Report 2011, 1st Quarter, #4 page 115

<sup>82</sup> MMAS, Survey on VAW 2004

<sup>83</sup> INE, MICS 2008

The limited progress in the implementation of the gender equality commitments is attributed to the following factors<sup>84</sup>: i) the under-funding of the gender equality agenda, including that of the gender machinery, which renders it unable to effectively drive the implementation of gender equality commitments through coordination and oversight; ii) the limited technical capacity within the gender machinery and sectors at central, provincial and district levels to translate the gender policies and laws into concrete actions, fully integrated into their plans, budgets, implementation and monitoring processes; iii) the limited participation of women in decision making positions particularly at the local level coupled with their weak capacity to engage and voice their own needs and interests; iv) the inexistence of a functional mechanism for progress monitoring and accountability on gender equality and v) the limited approach used to addressing gender issues particularly VAW, which is yet to systematically challenge the patriarchal nature of the prevailing gender relations.

## II. Description of the programme/project

The total planned budget of the previous Strategic Note 2012-13 was [\$ 3,664,380] and of the current Strategic Note 2014-15 was \$2,447,912. As of March 2015, the total resources mobilized were \$1,685,000 and expenditure was 1,039,105 USD.

UN Women undertakes interventions across its three mandate areas.

1. **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;
2. **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and
3. **Coordination work:** entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

The main interventions undertaken in the 3 mandate areas under the current Strategic Note 2014-15 are:

Normative	Coordination	Programme Work
Support to the preparation and participation in CSW 2014 and 2015 (Africa Region Pre CSW and SADC Ministerial Meeting (in Addis Ababa 2014);	Convening Regular Meetings of the Gender Joint Team	<b>Impact Area 1: Women Lead and participate in Decision Making at all levels:</b> 28 Members of 9 Organizations of women and gender equality activists of Zambézia Province were trained and worked for the first time as observers in the general elections, October 2014;
Support to production of CEDAW III and IV National Report	Coordinate Joint celebration of international days and campaigns (16 days of activism)	
	Development of Harmonized Gender Marker Methodology for the One UN in	<b>Impact Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development</b> The CO supported the production of a Summary of the report of the 1st Research on The Impact of the Implementation of the Hydrocarbon Industry in Cabo Delgado in the Promotion of Gender Equality and the Rights of Women and Girls;

<sup>84</sup> DaO Position Paper for the UNDAF 2012-2015. National Plan on Advancement of Women since 2002; a Gender Policy and Implementation Strategy since 2005 and gender equality issues have been featuring prominently in the Government Five Year Plans since 2004 and in PARPA II since 2006

<p>Support production of the Beijing*20 including dialogues</p>	<p>Mozambique and implementation</p> <p>Adoption of the Gender Marker by the UNCT</p> <p>Training of GJT and Technical staff from agencies for implementation of the gender Marker</p> <p>Adoption of e-VAW as UNCT signature issue</p> <p>Production fact sheets on costing of expansion of police services; shelters and Social Mobilization for advocacy and resources mobilization</p> <p>Production of a mapping of the shelters</p> <p>Participation and inputs into the UNDAF Mid Term Strategic Review process and follow up.</p> <p>Development of e-VAW Joint Proposal and mobilization of \$1,500,000 for 2014 Joint Support to CSW 2015</p>	<p>The CO mobilized a total of Euro 1,637, 170 from Belgium for a 4-year Programme on Women’s Economic Empowerment in Gaza Province 2014-2018.</p> <p><b>Impact Area 3: Women and Girls live a life free from Violence:</b> Support the development of a baseline study on VAW to advocate for the formulation of the 2<sup>nd</sup> National Plan on Prevention and Combat to VAW.</p> <p>The CO supported the capacity building of 120 trainers from the Ministries of Health, Social action, Police and Justice who are responsible for the implementation of the Integrated Mechanism of Assistance to Women and Girls Victims of Violence</p> <p>A total of 18 facilitators, 8 male, have been trained and coached in mobilizing boys and girls as well as support from community and opinion leaders on e-VAW. 536 youngsters, of which 49% were girls, from grade 8 to 12 of 7 secondary schools have been mobilized to become agents of change on ending violence against women and girls in their schools and communities in 5 districts – Polana Caniço (Maputo City), Chibuto, Chokwé (Gaza Province), Mandimba (Niassa province) and Moatize (Tete Province).</p> <p>A total of 147 community and opinion leaders, of which 5% were women, engaged in face-to-face dialogue with young girls and boys on e-VAW.</p> <p><b>Impact Area 5: National planning and budgeting processes promote stronger institutional accountability to gender equality commitments</b> The CO through the UBRAF funding contributed to increase and improve the agency of the organizations of women living with HIV in Mozambique;</p> <p>As part of the capacity building and preparation for engagement in National AIDS Strategic Plan (PEN IV) process, the CO conducted 3 preparatory working session reaching out to 30 associations of positive women from all the provinces.</p>
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The implementation status of these interventions is:

Completed	Ongoing/Planned	Cancelled/Revised
<p>Support the development of a baseline study on VAW;</p>	<ul style="list-style-type: none"> <li>-Capacity Building of women in politics and decision making positions</li> <li>-Implementation of the programme on women’s economic empowerment in Gaza Province</li> <li>-Realization of a study on gender and extractives in Gaza Province and Organization of Policy Dialogues on the subject.</li> <li>-Support to the formulation of the second national plan on prevention and combat to violence against women.</li> <li>-Capacity building of facilitators and mobilization of young girls in schools, community and opinion leaders to e-VAW</li> </ul>	<p>Activities in the Area of Women, Peace and Security</p>

	-Capacity Development of Women Living with HIV&AIDS	
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A draft stakeholder analysis has been undertaken by the CO. This is expected to be reviewed and updated by the evaluation team as part of the inception phase:

Stakeholding role	Specific groups	Main contributions
Target Groups of rights holders	Associations of Women Living with HIV, Movement of Mozambique, Young Women Feminists, Young boys and Girls from Secondary Schools, FORUM Mulher, WLSA and Women's Political Parties Leagues, NAFEZA and Women Electoral Observers, CeCaGe, Mozambique's Rural Women's Movement	Improve focus and approaches of CO Office in all areas and alignment with national priorities
Principle and primary duty bearers who control the SN	Ministry of Gender, Children and Social Action	Support in aligning priorities with National Gender Policies and Action Plan
Experts and consultants who have advised the SN	ESARO and HQs technical advisors	Alignment of CO SN with the Global SN, Guidelines (RBM, M&E etc)
Representatives of secondary duty bearers and rights holders affected by the SN but not targeted for assistance	<u>Secondary Duty Bearers:</u> HOPEM, Association of Women Victims of Domestic Violence, Coalizaçao da Juventude, Horizonte Azul  <u>Secondary Right Holders:</u> NAFEZA, FORUM Mulher, WLSA	Expand outreach of CO interventions and replicate approaches

In line with UN Women's commitment to Results Based Management, a Development Results Framework (DRF) was developed for the Strategic Notes 2012-13 and 2014-15 with performance indicators. They include basic assumptions, but a full theory of change will need to be reconstructed by the evaluation team through a participatory process.

The Strategic Notes for 2012-13 and 2014-15 include an Organisational Effectiveness and Efficiency Framework (OEEF) with performance indicators. The evaluation is expected to use the Organisational Effectiveness and Efficiency Frameworks to assess organizational performance.

The UN Women Country Office is based in Maputo, with a staff of 14 of which 3 men. In addition to this, UN Women has a programme with 1 programme staff located in Chokwé, Gaza Province.

### III. Purpose and use of the evaluation

The work of UN Women is framed by the Convention on the Elimination of All Forms of Discrimination Against Women, which is often called the "international bill of women's rights", and the Beijing Platform for Action, which sets forth governments' commitments to enhance women's rights. The spirit of these agreements has been affirmed by the Millennium Development Goals; UN Security Council resolutions on women, peace and security and on sexual violence in conflict<sup>85</sup>; Economic and Social Council agreed conclusions 1997/2 and resolution 2011/5; and the UN System Chief Executives Board for Coordination policy on gender equality and women's empowerment and its corresponding system-wide action plan.

<sup>85</sup> UN Security Council resolutions on women, peace and security and on sexual violence in conflict include: 1325 (2000), and 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), and 2122 (2013);

Evaluation in UN Women is guided by these normative agreements to be gender-responsive and utilizes the entity's strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2014-2017 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, Standards for Evaluation in the UN System<sup>86</sup> and Ethical Guidelines.<sup>87</sup>

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

A Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio is a set of interventions that includes normative, operation and coordination work. The CPE focuses on their individual and combined success in advancing gender equality in the countries covered by the CO. It uses the Strategic Note as the main point of reference.

This CPE has been primarily commissioned by the Country Office (CO) as a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making for the next Strategic Note, due to be developed in 2015. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

It is a priority for UN Women that the CPE will be gender-responsive, and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of this evaluation are the CO, the Eastern Southern Africa Regional Office and UN Women HQ. Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support the development of the next Strategic Note from 2016 onwards;
- b. Accountability for the development effectiveness of the CO Strategic Notes 2012-13 and 2014-15 in terms of UN Women's contribution to gender equality and women's empowerment;
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

#### **IV. Objectives (evaluation criteria and key questions)**

The evaluation has specific objectives:

1. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
2. Assess effectiveness and organizational efficiency in progressing towards the achievement

<sup>86</sup> UNEG, "Norms for evaluation in the UN system", 2005, available online at: <http://www.unevaluation.org/document/detail/21>, and "Standards for evaluation in the UN system", 2005, available online at: <http://www.unevaluation.org/document/detail/22>.

<sup>87</sup> UNEG, "Ethical guidelines", 2008, available online at: <http://www.unevaluation.org/document/detail/102>.



- of gender equality and women's empowerment results as defined in the Strategic Note.
3. Enable the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
  4. Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
  5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
  6. Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and operations).
  7. Provide actionable recommendations and options with respect to the development of the next UN Women CO Strategic Note.

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and 11 sub-criteria. Human Rights and Gender Equality is mainstreamed as a sub-criterion.

The evaluation will seek to answer the following key evaluation questions and sub-questions:

Key Criteria	Key Questions	Sub Criteria	Sub Questions
Relevance	Are we doing the right things?	Alignment	Is the portfolio aligned with national policies and international human rights norms?
		Human Rights and Gender Equality	Is the choice of partners most relevant to the situation of women and marginalised groups?  Is the choice of interventions most relevant to the situation in the target thematic areas?  Do interventions contribute to target the underlying causes of gender inequality?
Efficiency	Are we doing things right?	Organisational Efficiency	To what extent does the management structure support efficiency for implementation?  Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver to portfolio?  Has a Results Based Management system been established and implemented?
		Coherence	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?  Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?  What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?

		Human Rights and Gender Equality	<p>Which groups is the portfolio reaching the most, and which are being excluded?</p> <p>Has the portfolio been implemented according to human rights and development effectiveness principles:</p> <ul style="list-style-type: none"> <li>a. Participation/empowerment</li> <li>b. Inclusion/non-discrimination</li> <li>c. National accountability/transparency</li> </ul>
Effectiveness	Are the things we are doing working?	Achievements	<p>To what extent have planned outputs been achieved on time?</p> <p>Are interventions contributing to the expected outcomes? For who?</p> <p>What unexpected outcomes (positive and negative) have been achieved? For who?</p> <p>What has been the contribution of UN Women's contribution been to the progress of the achievement of outcomes?</p> <p>What are the main enabling and hindering factors of observed outcomes?</p>
		Human Rights and Gender Equality	<p>Is the portfolio addressing the root causes of gender inequality?</p> <p>To what extent is the portfolio changing the dynamics of power in relationships between different groups?</p>
		UN Coordination	<p>What contribution is UN Women making to UN coordination on GEEW?</p> <p>To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?</p>
		Normative	<p>To what extent have lessons learned been shared with or informed global normative work and other country offices?</p> <p>What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?</p>
Sustainability	Will the changes last?	Capacity development	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?

		Ownership	Is there national ownership and are there national champions for different parts of the portfolio?  What local accountability and oversight systems have been established?
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As part of the inception phase the evaluation team is required to develop agreed indicators for answering each evaluation question. A model template will be provided to the evaluation team for this purpose. All indicators are expected to include the following elements:

1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
2. Mainstreaming gender-responsiveness (where appropriate):
  - a. Gender-disaggregated,
  - b. Gender-specific (relating to one gender group),
  - c. Gender-redistributive (balance between different gender groups);
3. Mainstreaming a human rights based approach (where appropriate):
  - a. Reference to specific human rights norms and standards (including CSW concluding observations),
  - b. Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

The evaluation is expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

1. Determining the claims of rights holders and obligations of duty bearers
2. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
3. Comparing with existing information on the situation of human rights and gender equality in the community, country, etc
4. Identifying trends, common responses and differences between groups of stakeholders (disaggregation of data), for example, through the use of graphs or illustrative quotes (that do not allow for identification of the individual)
5. Integrating into the analysis the context, relationships, power dynamics, etc.
6. Analysing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion
7. Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and decision-making processes
8. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
9. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue)
10. Comparing the results obtained with the original plan (e.g., through the application of the evaluation matrix)
11. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty

bearers

The preliminary findings obtained through this process should be validated through a stakeholder workshop with evaluation management and reference groups towards the end of the primary data collection stage.

## V. Scope of the evaluation

The timing of this Country Portfolio Evaluation is intended to assess the effectiveness and lessons as we approach the end of the current Strategic Note.

The period covered by the evaluation will be 2012 to 2015. All activities included in the two Strategic Notes 2012-13 and 2014-15 will be considered.

The CPE will focus on all activities undertaken by the CO under the Strategic Notes, including general support to normative policy and UN coordination. Programme work will be considered based on the thematic areas established by the UN Women Strategic Plan 2014.

All regions/ provinces covered by the CO will be included in the evaluation of normative and coordination work. Programming work will be considered in regions/ provinces where there is a permanent presence of UN Women staff.

The evaluation team is expected to visit a sample of partners selected through a purposive sampling design. See below section VI "Evaluation Design" for details on the purposive sampling design.

The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this. The evaluation team are expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be clearly described and justified in the Inception Report.

UN Women organisational structures and systems outside of the CO (such as regional architecture) are not within the scope of this evaluation, and should be referenced only where there is a clear implication for the design and implement of the CO Strategic Note.

Joint programmes and programming are within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The evaluation will seek to minimize potential overlaps with the ongoing Mozambique UNDAF evaluation, particularly when it comes to assessing coordination or inter-agency work. In case these issues are covered by the ongoing UNDAF evaluation, the CPE would use the information produced by the UNDAF evaluation rather than asking a similar set of questions

The Social Mobilization Work in schools under the UNITE campaign will be part of this evaluation.

The evaluation is expected to consider the main cultural, religious, social and economic differences between the different regions/ provinces covered by the evaluation when

analysing the contributions of UN Women.

The evaluation is recommended to apply the [Women's Empowerment Framework](#) (developed by Sara Hlupekile Longwe)<sup>88</sup> as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production<sup>89</sup>.

The evaluation team is expected to undertake a rapid evaluability assessment in the inception workshop. This should include the following:

1. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
2. An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Ensuring familiarity with accountability and management structures for the evaluation.

The CO has undertaken an initial assessment and rated the availability of secondary data necessary for the evaluation:

Data	Availability
Baseline data	Medium
Activity reports	High
Output results monitoring	High
Outcome results monitoring	High
Financial records	High
Management reports	?
Communications products	Medium

In case the evaluation is facing logistics constraints such as accessibility, political sensitivity, travel duration/budgets and where these constraints create limitations in the data that can be collected, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

## VI. Evaluation design (process and methods)

The evaluation will use a theory-based<sup>90</sup> cluster design<sup>91</sup>. The performance of the county portfolio will be assessed according to the theory of change developed for the Strategic Notes 2012-13 and

<sup>88</sup> [http://awidme.pbworks.com/w/page/36322701/Women%27s Empowerment Framework#\\_ftn1](http://awidme.pbworks.com/w/page/36322701/Women%27s+Empowerment+Framework#_ftn1)

<sup>89</sup> The five "levels of equality" in the Women's Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientisation of women.
5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

<sup>90</sup> A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

2014-15. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the Multi Country Office around the thematic areas stated in the UN Women Global Strategic Plan 2014-17.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework (see Annex [X]) and the Organisational Effectiveness and Efficiency Framework (see Annex [X]) of the Country Office. This will cover all activities undertaken by the Country Office and will use a model template to be provided to the evaluation team.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

1. Desk review of additional documentary evidence;
2. Consultation with all main stakeholding groups; and
3. An independent assessment of development effectiveness as described below.

The evaluation is expected to apply an **agreement-based** approach to assessing the contribution of UN Women to development effectiveness. It is anticipated that mixed qualitative/quantitative cases will be developed of different target groups and compared using a configurational design. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The method should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups).

The evaluation is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see below for examples).

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters.

The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

The evaluation is encouraged to use the following data collection tools:

- (Group) Interviews
- Secondary document analysis
- Observation
- Multimedia (photography, drawing)
- Others [List from Draft Guidance]

The evaluator should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

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<sup>91</sup> A cluster evaluation assess a large number of interventions by 'grouping' similar interventions together into 'clusters', and evaluating only a representative sample of these in depth.

The evaluation is encouraged to use the following data analysis tools:

- Synthesis of results data and evidence
- Qualitative Comparative Analysis

The evaluation is expected to reconstruct the theories of change using a participatory process. This should be critiqued based on feminist and institutional analysis.

The evaluation will apply Contribution Analysis to assess the effectiveness of UN Women's country portfolio. This will use a model template to be provided to the evaluation team.

The evaluation will include a basic analysis of risk in the country portfolio based on the following framework: 1) potential fiduciary risks, 2) risks of causing harm, 3) reputational risks, 4) programme performance risks, 5) risks of entrenching inequity, and 6) risks of doing nothing. This will use a model template to be provided to the evaluation team.

It is proposed that the evaluation will use a sampling unit based on regions/ provinces and Strategic Plan Goals. The main interventions undertaken by the Country Office have been mapped into a sample frame for the evaluation:

<b>Thematic Cluster</b>	<b>Region 1</b>	<b>Region 2</b>	<b>Region 3</b>	<b>Region 4</b>
<i>Leadership</i>				
<i>Economic Empowerment</i>				
<i>Ending Violence</i>				
<i>Peace and Security</i>				
<i>Governance</i>				
<i>UN Coordination</i>				
<i>Normative Support</i>				

The evaluation is expected to apply a purposive sampling design based on the following minimum standards:

1. One or two thematic cluster of operational work in the country;
2. All regions/ provinces covered by the CO;
3. The most strategically important thematic clusters to the CO:
  - a. Relevance of the subject. Is the thematic cluster a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
  - b. Risk associated with the thematic area. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
  - c. Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?
4. The richest learning opportunities.

- a. Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
- b. Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

## VII. Stakeholder participation

The evaluators are expected to detail how the evaluation will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

1. Design (inception phase);
2. Consultation of stakeholders;
3. Stakeholders as data collectors;
4. Interpretation;
5. Reporting and use.

Stakeholders should include:

1. Target groups, their households and community members;
2. Programme and project partners;
3. National government institutions;
4. Internal UN Women stakeholders;
5. Civil society representatives;
6. [Private sector and trade unions representatives];
7. [Political leaders and representatives];
8. Donors and development partners;
9. UN Country Team;
10. Others [list].

The following participation is expected in the evaluation:

Stakeholder	Role in portfolio	Gains from participation	Role in evaluation	Stage
UN Women CO	Management	Decision-making support	Management Facilitation Design Consultation Validation Evaluation Reference Group	All
National Women's Machinery	Implementation	Ownership and learning	Design Consultation Validation Evaluation Reference Group	Planning Implementation Reporting
Donors	Funding and strategy support	Influence	Consultation Evaluation Reference Group	Implementation Reporting
Project participants	Rights holders	Self actualisation, accountability	Consultation Data collection Interpretation	Implementation
...				

The evaluators are expected to further analyse stakeholders according to the following characteristics:



1. System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);
2. Gender roles (intersections of sex, age, household roles, community roles);
3. Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);
4. Intended users and uses of the evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay particular attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

## VIII. Time frame

The evaluation is expected to be conducted according to the following time frame, with the Inception Phase commencing in June 2015.

Task	Time frame	Responsible party
Final ToR (after consultations with reference group and management group)	1 week	UN Women evaluation manager
Recruitment of evaluator(s)	Beginning June 2015 (3-4 weeks post circulation)	UN Women evaluation manager
Inception workshop	2 days in June 2015 prior to data collection	Evaluator
Conduct stage (data collection)	1 week (Fr 10 July – Fr 17 July 2015)	Evaluator
Reporting stage (analysis and presentation of preliminary findings)	3 weeks (post final data collection)	Evaluator
Evaluation Reference Group and Evaluation Management Group comments	2 weeks	UN Women evaluation manager
Final Report	1 week	Evaluator
Use and follow-up	6 weeks post final report	UN Women evaluation manager
<b>TOTAL</b>	<b>20 weeks</b>	

The evaluators are expected to design and facilitate the following events:

1. Participatory inception workshop (including refining evaluation uses, the evaluation framework, stakeholder map, and theories of change);
2. In-country entry and exit briefs for UN Women staff and key stakeholders;
3. Findings, validation and participatory recommendations workshop.

## IX. Expected deliverables

This section describes the type of products (reports, briefs or other) that are expected from the evaluation, who will use them and how they will be used.

Deliverable	Time frame for submission	Person responsible
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Inception report Word format (including 2 rounds of revision)	Fr 18 June	Evaluator (reference group feedback – evaluation manager)
Draft report Word format (including 2 rounds of revision)	Fr 31 July	Evaluator (reference group feedback – evaluation manager)
Comment audit trail	Fr 14 Aug	Evaluator (reference group feedback – evaluation manager)
Final report PDF format	Fr 21 Aug	Evaluator
Management Response	Fr 2 Oct	Evaluation Manager

A model evaluation Report will be provided to the evaluator based on the following outline. The evaluation manager and the Regional Evaluation Specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the Evaluation Reference Group and the Evaluation Management Group for quality review. The final report will be approved by the Evaluation Management Group. Below is the proposed outline for the evaluation report:

- 1) Title and opening pages
- 2) Executive summary
- 3) Background and purpose of the evaluation
- 4) Programme/object of evaluation description and context
- 5) Evaluation objectives and scope
- 6) Evaluation methodology and limitations
- 7) Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights
- 8) Conclusions
- 9) Recommendations
- 10) Lessons and innovations

#### ANNEXES:

- Terms of reference
- Documents consulted
- Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
- Analytical results and methodology related documentation, such as evaluation matrix
- List of findings and recommendations

## X. Management of the evaluation

At UN Women the evaluation phases are:

- Stage 1: Planning
- Stage 2: Preparation: This includes the stakeholder analysis and establishment of the reference group, evaluation management group, development of the ToR, and recruitment of the evaluation team
- Stage 3: Conduct: Inception report, stakeholder workshop, data collection and analysis
- Stage 4: Reporting: Presentation of preliminary findings, draft and final reports
- Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response]

This terms of reference covers stages 3 and 4 only.

This evaluation will have the following management structures:

1. **UN Women Evaluation Manager** for coordination and day-to-day management;
2. **Evaluation Management Group** for administrative support and accountability: Country Representative or Deputy Country Representative, Evaluation Manager, Regional Evaluation Specialist
3. **Evaluation Reference Group** for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society Advisory Group.

The main roles and responsibility for the management of the evaluation reports are:

Evaluation team	<ol style="list-style-type: none"> <li>1. To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future.</li> <li>2. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner.</li> <li>3. The evaluation team prepares all evaluation reports, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager and RES.</li> </ol>
Evaluation manager	<ol style="list-style-type: none"> <li>1. Conducts a preliminary assessment of the quality of reports and comments for action by the evaluation team</li> <li>2. Provides substantive comments on the conceptual and methodological approach and other aspects of the evaluation design</li> <li>3. Manages logistics for the field mission</li> <li>4. Initiates timely payment of the evaluation team</li> <li>5. Coordinates feedback on the draft and final report from the regional evaluation specialist, management and reference groups</li> <li>6. Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments</li> </ol>
Evaluation management and reference groups (including the regional evaluation specialist)	<ol style="list-style-type: none"> <li>1. Provide substantive comments and other operational assistance throughout the preparation of reports.</li> <li>2. Where appropriate, participates in meetings and workshops with other key partners and stakeholders before finalization of reports.</li> </ol>

In order to maximize stakeholder participation and ensure a gender-responsive evaluation, the Evaluation Manager should support the evaluator(s) during data collection in the following ways:

1. Consult partners regarding the evaluation and the proposed schedule for data collection
2. Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the evaluation manager, evaluation management and reference groups
3. Ensure the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and provide logistical support as necessary contacting stakeholders and arranging for transportation.
4. Ensure that a gender equality and human rights perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.

## XI. Evaluation team composition, skills and experiences

UN Women are seeking to appoint a qualified individual consultant to undertake the evaluation.

The estimated number of person-days required for the evaluation is **37 days** with breakdown as follows:

- Preparation of inception report: 10 days
- Data collection: 7 days
- Preparation of draft report: 15 days
- Preparation of final report: 5 days

The team is expected to consist of 3 evaluators:

1. An international evaluation team leader, to be recruited by UN Women Country Office based on this TOR
2. An evaluation methodology expert, already recruited by UN Women HQ Independent Evaluation Office
3. UN Women Regional Evaluation Specialist

An interpreter/ translator will be hired independently of this TOR for the inception workshop, data collection during the field mission and translation of the final report.

The team leader is expected to be able to demonstrate evidence of the following capabilities:

1. Experience in conducting gender-responsive evaluation
2. Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods
3. Experience in gender analysis and human-rights based approaches
4. A strong record in designing and leading evaluations
5. Data analysis skills
6. Excellent ability to communicate with stakeholders
7. Technical competence in the thematic areas to be evaluated
8. Process management skills, including facilitation and communication skills
9. Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level
10. Language proficiency in **Portuguese and English**
11. Country / regional experience in **Mozambique/ Eastern Southern Africa**

## **XII. Ethical code of conduct**

UN Women has developed a UN Women Evaluation Consultants Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. These documents will be annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluators are expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality
2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area
3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents
4. Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents
5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation. The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed and confidentiality be maintained. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it. More information can be provided by the Evaluation Manager if required.

## Application process

Qualified and interested candidates can view the vacancy and **apply online** at [http://jobs.undp.org/cj\\_view\\_job.cfm?cur\\_job\\_id=56561](http://jobs.undp.org/cj_view_job.cfm?cur_job_id=56561) . The system will only accept one document. Candidates should therefore submit one (1) document containing a letter of interest, an updated and completely filled P11 (indicating salary/fees history).

Payments will be done as follows: 30% of total payment upon signature of contract; 30% upon delivery of draft evaluation report; 40% upon delivery of final evaluation report.

### Annex 1 UN Women GERAAS evaluation quality assessment checklist

UN Women Independent Evaluation Office website at <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>

### Annex 2 UN Women Evaluation Consultants Agreement Form

UN Women Evaluation Consultants Agreement Form: <http://gate.unwomen.org/>

UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system  
<http://www.uneval.org/document/detail/100>

### **Annex 3 UNEG Norms and Standards for evaluation**

UNEG Norms: UNEG website <http://unevaluation.org/document/detail/21>

UNEG Standards: UNEG website <http://unevaluation.org/document/detail/22>

### **Annex 4 UN Women Evaluation Handbook**

UN Women Independent Evaluation Office website

<http://genderevaluation.unwomen.org/en/evaluation-handbook>

### **Annex 5 Resources for data on gender equality and human rights**

UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index:

<http://uhri.ohchr.org/en>

UN Statistics – Gender Statistics: <http://genderstats.org>

UNDP Human Development Report – Gender Inequality Index:

<http://hdr.undp.org/en/content/gender-inequality-index-gii>

World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>

Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>

World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>

A listing of UN reports, databases and archives relating to gender equality and women's human rights can be found at: [http://www.un.org/womenwatch/directory/statistics\\_and\\_indicators\\_60.htm](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)