

# UN WOMEN Country Portfolio Evaluation

## FINAL REPORT

MOZAMBIQUE  
2017-2021



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- The beneficiaries who participated in the evaluation focus groups;
- Regional evaluation specialists who provided technical assistance to the process.

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## Abbreviations and acronyms

AADPD	Addis Ababa Declaration on Population and Development
ADEL Sofala	Agents for Local Economic Development
AECID	Spanish Agency for International Development Cooperation
AIDS	Acquired Immune Deficiency Syndrome
ASCHA	Socio-Cultural Association Horizonte Azul
AWP	Annual Work Plan
BPfA	Beijing Platform for Action
CBO	Community-based Organizations
CECAGE	UEM including the Centre for Gender Studies
CEDAW	Convention to Eliminate all forms of Discrimination Against Women
CO	Country Office
COSN	Country Office Strategic Note
CPE	Country Portfolio Evaluation
CSO	Civil Society Organizations
DaO	Delivering as One
DFID	Department for International Development
DRF	Development Results Framework
DUAT	Rights for access and use of land
ERG	Evaluation Reference Group
ESARO	East and Southern Africa Regional Office
EU	European Union
EVAW	Ending Violence Against Women
EVAWG	Ending Violence Against Women and Girls
GBV	Gender-based Violence
GDP	Gross Domestic product
GE	Gender Equality
GEWE	Gender Equality and Women Empowerment
GJT	Gender Joint Team
HIV	Human Immunodeficiency Virus
HQ	Headquarters
ICS	Institute for Social Communication
ICT	Information and Communication Technology
ID	Identification documents
IFPELAC	Institute for Professional Training and Labour Alberto Cassimo
INE	National Institute for Statistics
INGC	National Institute for Disaster Management
IPAJ	Institute for Legal Assistance Promotion
IPs	Implementation Partners
ISAP	Institute of Public Administration
LTA	Long Term Assignment
MASA	Ministry of Agriculture and Food Security
MGCAS	Ministry of Gender, Children and Social Action
MTADER	Ministry of Land, Environment and Rural Development
MULEIDE	Women Law and Development
NAFEZA	Nuclea for Women's Association in Zambezia
NUIT	Mozambique Taxpayer Single Identification Number
OECD	Organization for Economic Co-operation and Development
OEEF	Organizational Effectiveness and Efficiency Framework
POM	Programmes and Operations Manual
PRM	Police for the Republic of Mozambique
PROMURA	Association for Protection of Women and Girls

RBM	Rights Based Management
RCO	Resident Coordination Office
RUNOs	Resident United Nations Offices
SADC	Southern Africa Development Committee
SC	Service Contract
SCR	Security Council Resolution
SDG	Sustainable Development Goals
SETSAN	Technical Secretariat in Food and Nutrition Security
SGBV	Sexual Gender-based Violence
SLI	Spotlight Initiative
SN	Strategic Note
SRHR	Sexual Reproductive Health and Rights
SVAWG	Sexual Violence Against Women and Girls
UBRAF	Unified Budget, Results and Accountability Framework
UEM	Eduardo Mondlane University
UN	United Nations
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
UNAIDS	United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	The United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNDS	United Nations Development Systems
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	The United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
UNSCR	United Nations Security Council Resolution
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNV	United Nations Volunteers
UNW	United Nations Entity for Gender Equality and Empowerment of Women
UNW	United Nations Entity for Gender Equity and the Empowerment of Women
VAW	Violence Against Women
VAWG	Violence against Women and Girls
WFP	World Food Programme
WHO	World Health Organization
WLSA	Women and Law in Southern Africa
WPS	Women Peace and Security

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## EXECUTIVE SUMMARY

### Overview of the evaluation object

i. The Country Office (CO) Strategic Note (SN) is the main intervention tool for UN Women's support to normative (norms, standards, legislation, policy and regulations), coordination (on gender equity and women empowerment within UN System and with the national partners) and operational work (programs). Country offices are expected to support government and non-government actors to promote gender and address the challenges faced by women and girls in the development and humanitarian agendas. The Mozambique SN is aligned to the UN Women Global Strategic Plan 2014-2017, National Development Plan (NDP), East and South African Regional Office (ESARO) Strategy and country-level UN Development Assistance Framework (UNDAF).

### Evaluation objectives and intended audience

ii. The Country Portfolio Evaluation (CPE)'s primary purpose was to conduct a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making including informing the next SN. The second purpose was to conduct a summative perspective (backward-looking), to support enhanced accountability for development effectiveness and learning from experiences. The CPE will be used for learning and improved decision-making to support the development of new programmes. The expected users of this evaluation include: the Country Office, Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs; Target beneficiary communities/groups; Relevant staff in participating UN-agencies; Technical units and head of Units in the participating UN-agencies; UN-agency Headquarters; UN Agencies technical working groups; Development partners; Private sector partners.

iii. The specific objectives of the evaluation as below:

1. Assess the relevance of UN Women contribution to the intervention at national level 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 of gender equality and women's empowerment results as defined in the CO SN (2017-2021).
3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
4. Analyze 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 CO has realized synergies between its triple mandate (normative, coordination and programme).
7. Provide actionable and realistic recommendations with respect to the development of the next CO SN 2022-2025 at the Programmatic and Operational Levels (both DRF and OEEF considering UN Women triple mandate);

### Evaluation methods

iv. Guided by the Terms of Reference (TORs), United Nations Evaluation Group (UNEG) standards, the revised OEC/DAC guidelines, the UN Women evaluation guide and gender responsive guidelines, the CPE was performed by a team of two external independent consultants, one international (team leader) and one national. The evaluation adopted a theory of change

based, cross-sectional, and mixed methodology approach and was conducted between May and August 2021. The period under review was January 2017 to July 2021.

v. The CPE was conducted in three phases: The inception phase, during which the evaluation team reviewed key documents, and prepared an inception report with a detailed methodology, evaluation matrix, data collection tools, and time frame.

vi. The data collection phase included a more robust document review; the full list of documents reviewed is annexed to this report (annex 10.4). Sampling of informants was purposive, based on dedicated criteria per UN Women evaluation handbook, while portfolio did not need to be sampled: all six projects composing it are considered. Primary data collection was conducted using a pre-designed interview guide/data collection tool; a specific tool was designed for each group of stakeholders. Interviews and group discussions with sampled stakeholders were conducted virtually. Close to 100 stakeholders participated in the CPE.<sup>1</sup> The primary data from interviewed stakeholders was triangulated with secondary data from the document reviews.

vii. The reporting phase followed the evaluation objectives, and the OEC/DAC criteria of relevance, effectiveness, efficiency and coherence, sustainability and the human rights, gender equality analytical framework. The analysis articulates key findings and conclusions, draws learning and provides recommendations.

## **Key findings, learning and conclusions**

### **◆ Findings**

#### **Relevance**

viii. ***Finding 1: Strategic positioning on normative work.*** Anchored in the priorities of the Government of Mozambique particularly the Five-Year Programme 2015-2019 prevailing at formulation stage, as well as the National Plan for the Advancement of Women, the UNDAF 2017-2021 and UN Women's Flagship Programme Initiatives, the programme contributed to norm advancement in the country through capacity development and GEWE advocacy; it contributed<sup>2</sup> to key national results: adoption of two decisive new laws (the Law against Early Unions and the Inheritance Law), the National Action Plan on Women, Peace and Security (2018-2022), and the National Action Plan on the Advancement of Women; revision three others (the Family Law, the Law of criminal code, and the Law of the criminal process code).

ix. ***Finding 2: Strategic positioning on coordination work:*** The UN Women Mozambique Country Programme supported GEWE coordination, within the UN family as well as towards the national institutions. Within the United Nations Country Team (UNCT) and around the United Nations Development Framework (UNDAF), UN Women supports the impulsion and coordination of mainstreaming of the gender equality in general in the UNDAF programme as well as in agencies specific portfolios. The country programme marks due presence and demonstrates leadership in coordination and working thematic groups. In addition, the Office is present in key joint interventions with sister agencies. In regards to the national public sector, UN Women's coordination inputs contribute to policy development and capacity building, mainly through the Ministry of Gender (details in main text). Coordination remains challenging however: competition for resource prevails between the UN entities; towards the government, the real economic sectors are not covered as much as it is the case for the gender machinery.

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<sup>1</sup> The CO assessment of the risks and mitigation strategies under the COVID-19 crisis, informed the approach to beneficiary engagement.

<sup>2</sup> The SN put special focus on the preparation of the Early Union Law.

x. **Finding 3:** *Strategic positioning on each thematic area covered in the strategic note: At programmatic level, the 2017-2021 portfolio is initially articulated on three development results namely: (i) Women, especially the poorest and most excluded, are economically empowered and benefit from development; (ii) Women and girls live a life free from violence; and (iii) National planning and budgeting processes promote stronger institutional accountability to gender equality commitments.* Later but early enough, in the middle of the first year of implementation, Women, Peace and Security substance was convened, not as a standalone focus area but laterally incorporated to the three initial result areas which function as conducive institutional frameworks for this additional thematic, leaving unchanged the whole structure of the SN. In each of these key components, the programme strives to act strategically: upstream, it promotes favorable and conducive legal frameworks, by supporting elaboration of norms, policies and tools as well as capacitating the institutions in charge for better implementation; downstream, it provides rights holders namely women, girls and disadvantaged and marginalized groups with skills and multifaceted development inputs.

xi. Though this approach is coherent and strategic, its implementation is somehow, at programmatic level, challenged by the profile of the dedicated resources which use to be of very short-term (out of 16 funding lines, 11 are between 40,000 and 500,000 USD, and 5 between 1,8 and 2,5 million USD), framing therefore interventions of short duration, discontinuous and geographically sprinkled. The targeting of the programme shows also gaps, as elderly women are not well represented in the beneficiary groups. Getting to the very remote sites remains a challenge.

xii. **Finding 4:** *Extent to which the portfolio addresses underlying causes of gender inequality and poverty:* Stakeholders (interviews sources) report that all interventions, be they at strategic or operational level, are preceded by and grounded in strong assessments of needs and enabling factors. The programme is well informed by this approach and thus get right to the roots of the problems identified. Such tackling of the problems at their roots is reflected by the programme's theory of change, which isolates the key levers for GWE advancement. But attacking the root factors, gaining strong and sustainable achievements on these is challenged by several operational limitations within the programme: the fragmentation of the interventions and their limited geographical coverage of the country do not lead to large-scale impacts. The COVID-19 pandemic is also a hindering factor to the day to day running of the programme, with some activities delayed because of sanitary restrictions. When the Women Peace and Security agenda was added as a programmatic focus area the theory of change was not revised accordingly to reflect this new theme in the assumptions.

### **Effectiveness**

xiii. **Finding 5:** *Development effectiveness (achievement of DRF outcome):* The programme displays significant achievements under its four main development results and across the portfolio positioning on UN Women corporate triple mandate: normative, coordinative and programmatic. *Women, especially the poorest and most excluded, are economically empowered and benefit from Development:* Under this result, the programme supported in developing policy tools, mainly at local level, and provided direct economic support to beneficiaries at the grassroots level; *Women and Girls live a life free from violence;* Under this result, the programme provided: advocacy and capacity building towards developing and or revising the legal framework for effective fight against the gender based violence; direct support to victims of gender based violence; and mass and community based sensitization to raise awareness on the gender based violence and bring people to distance from its enabling factors; *National planning and budgeting processes promote stronger institutional accountability to gender equality commitments:* Under this development result the programme worked on promoting national statistical capacities that give due place to gender equality and women empowerment; *Women and girls contribute and have greater*

*influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action:* Under this development result, the programme carried out actions in support to the institutionalization of the Women Peace and Security Agenda and the building of its operational tools, targeting and reaching both the public institutions, the civil society networks and local leaders and individuals from the communities covered by the programme. (Detailed performances are in main text and annexes 10.12; 10.13; 10.14)). As an overall challenge to DRF effectiveness, while the achievements are commendable, the limited sizes of interventions tend to constraint the scope of impact.

xiv. ***Finding 6: Relationships with Boundary Partners:*** The Country Office has a wide range of business partners including: Government of Mozambique, donors, civil society, the private sector, academic institutions. A partnership and resource mobilization plan is implemented, informed as well by staff's specific partner intelligence. As of July 2021, the programme funding mobilized from donors amounts to 19 006 665,2 USD. Key and long-standing donors of the programme include: Canada, Iceland, Ireland, Spain, Sweden, United Kingdom, Norway, Belgium, and European Union. While these transactional partners massively provide good feedback on their cooperation with the Country Office, some report concern about the CO's institutional capacities with reference to the use of volunteers instead of regular qualified staff. But if this issue prevailed at the beginning of the cycle, since 2019 there is no more volunteers in the programme. With the government, the entry gate is the Gender machinery, and at a lesser extent the Ministry of Economy and Finance, while the other ministries demand for more involvement. The partnership with the public sector as well involves local governments at provincial level. If from the interviews, national partners praise the leadership of UN Women and its added value to pro gender formulation and implementing of norms and policies in Mozambique, implementing partners pledge for more diligence in disbursements of budgetized funds.

xv. ***Finding 7: Effectiveness of organizational structures and systems (achievement of OEEF output clusters):*** The CO is headquartered in Maputo, Mozambican capital city; and has Field Sub-Offices/Focal representatives. The Office is organized around its key major functional roles: the Programmes and the Operations Units. The Programme Unit manages the DRF related activities. It is organized into the following thematic units: Women's Economic Empowerment Cluster; Women and Girls living a life free of violence Cluster; Women Peace Security and Humanitarian Action; Governance, Gender Responsive Planning and Budgeting; Gender Statistics; Global norms; and Coordination. The Operations come in support to the programmes with administrative delivery and management oversight under the OEEF.

xvi. The CO is headed by a Country Representative coordinating and strategically overseeing both the normative, coordination and programmatic mandates, in the absence of Deputy Country Representative; direct programme oversight is provided by a programme specialist. Within the period under review global number of staff has increased significantly, from 15 to 26, not including the consultants. However, in terms of prospects, the Office foresees the necessity to open 7 new positions to support its development. While well dedicated, the vast majority of the current staff is appointed under a service contract modality which is temporary. The lack of a Deputy Representative is also a true challenge, as it somehow leaves the Country Representative with heavy programmatic load which may compete in terms of time and energy consumption with the strategic role of positioning the Office and making it voiceful. Despite these gaps, the organizational effectiveness is high. The development and implementation of an Acceleration delivery plan enables the CO to reach or approach 100% delivery annually. Risk management does exist and maintains the Office proactive towards its critical challenges. This effectiveness is as well reflected in the resource mobilization achievements: 104% of initial planned SN budget mobilized by the moment of this evaluation. Donors engagement in the programme increased from 2,5 million to over 19 million in the period (Source: Country Office, the Operations).

### **Efficiency and Coherence<sup>3</sup>**

xvii. **Finding 8: Choice of approaches and synergies in programme design:** At strategic and operational levels, all interventions are based on context analysis and specific needs assessment (confirmed by informants from implementing partners and governmental bodies). In doing so, the programme well anchors its activities in their specific hosting environment, and articulates to any interventions already underway there. The approach of partnering with a range of transactional or non-transactional stakeholders is strategic. Additionally, the communication and visibility strategy is very instrumental to the resource mobilization. The CO works jointly with other sister agencies in the UN family, optimizing the cost benefit of interventions. In terms of coordination, the programme marks a good presence within UNCT and technical working groups, starting with the gender coordination one. At operational level, the programme engages in joint programming with UNDP, UNICEF, UNESCO, UNFPA, UNEP, etc. Some of those agencies are even funding UN Women activities in some projects, namely UNAIDS (USD 260,200), UNDP (USD 193,900), UNFPA (USD 42,823) and UNEP (USD 78,155.00): even if the respective contributions are symbolic they are indicative of a good positioning and visibility for the CO in the country, starting within the UN System.

xviii. Nevertheless, some aspects may require improvement: Implementing partners decry the prolonged disbursement processes, which in some cases last very long before resources are transferred; this disrupts their work. Many back-and-forth with the planning and financial documents results into delays. They as well regret the lack of formal frameworks where they could meet between pairs to share experiences and leverage respective comparative advantages.

xix. **Finding 9: Leveraging and managing resources:** Relying on a small stock of core resources, the Office managed to raise significant amount of money from the donors community: 1,6 million USD core against 19 million USD mobilized does indicate a high standard of financial leveraging (1193%). To reach of good delivery ratio, a fast-tracking strategy is developed and implemented, enabling the office to be regular around 100% of delivery each year. The approaches on the ground are designed to optimize the impact of resources through innovative paths. Responding to the COVID-19, the programme as well adjusted its methods to maintain a satisfactory load implementation, and be able to curb the impact of the pandemic on its operations. The execution rate of resource is annually near to 100%; it reached 92% in 2020 the COVID19 year (Source: Country Office, Operations interview).

xix. **Finding 10: Culture of results and results-based management:** The RBM culture was nurtured by ensuring that the monitoring and documentation of results achieved, and lessons become an integral part of programme management cycle. The CO has standardized procedures and templates in accordance with the Programme and Operations Manual (POM). Business efficiency monitoring tools are developed for regular oversight of IPs including Government and Civil Society. A Monitoring, Evaluation and Research plan guides internal monitoring, reporting and evaluation systems. Staff and partners are trained in RBM principles; in programme/project management; and building credible and robust routine data for analysis and reporting functions, mechanisms and tools. As a result, the reporting quality and timeliness is praised by donors (interviews source). Internally this good trend in reporting is also recognized: the UN Women Mozambique Annual Report for 2019 was graded 84.79 and ranked number 1 in the ESAR region.

### **Sustainability**

xx. **Finding 11: National ownership:** To build and nurture national ownership hence sustainability state and non-state actors have been part of the programme design which is well aligned with *the*

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<sup>3</sup> Criteria linked per Terms of Reference.

*priorities of the Government of Mozambique: the Five Year Programme; the National Plan for the Advancement of Women;* and national key gender policy frameworks. At implementation stage, the programme contracts Civil Society Organizations and works within existing systems and structures at national (ministries, public institutions, academia) and local levels (provincial and district bodies); supports extensive national and media dialogues; promotes mechanisms and platforms for information sharing, engagement, coordination, and dialogue. Nevertheless, sustainability remains a challenge. While the programme design is very participatory with wide stakeholder involvement, on the governmental side, the Social Development Sector is underfunded: public institutions report lack of resource to practice and implement what they gain from the programme (source: interviews of national stakeholders). The government is not or hardly participating in the funding of the projects, hence there is no financial exit strategy. This means that the risk to see the benefits of interventions stop by the end of projects is high, because of lack national internal resources to continue generating them. This risk is even higher in this COVID-19 context that weaken more the disadvantaged people.

xxi. **Finding 12: Supporting capacity development:** Capacity development is at the heart of the programme, and constitutes a key strategy to promote sustainability through strong national ownership. The programme invested in activities enabling change of behavior, attitudes and mind-sets, including moving away from harmful socio-cultural norms that affect girls and women empowerment from grassroots level to the very top of national executive institutions. The capacity building processes across the four main development results has involved over 30,000 people: from central and local governmental bodies, academia, civil society organizations and the community's leaders. At a wider scale, 300,000 people were reached through a mass communication on GEWE, for better understanding of and handling the issue. The story of Paola is indicative of the results obtained in terms of capacity building. This young girl rescued from physical violence and early union under the Spotlight Initiative, went back to school and became an engaged activist raising awareness against gender-based violence in her community. The capacity building dynamic tends to be hindered at national and strategic level mainly by limited budgetary means; financial challenges affect most government partners on implementing their Strategies on Gender and Mainstreaming. At community level, the situation is more favorable: supported by local NGOs the dynamics keep operating.

#### ◆ **Human Rights and Gender Equality**

xxii. **Finding 13: Alignment to UNEG norms and standards GEEW:** Over the period under review, the SN throughout the program inception, partnerships, program implementation, monitoring, reviews and learning; recognized, respected, addressed and promoted the values and principles of human rights and gender equality and are committed to the principle of 'leaving no-one behind'(LNoB), generally speaking. First of all, the theory of change of the programme is at heart gender problematic. The key CP targets are women and girls, especially among the poorest, marginalized and most disadvantaged communities: out of 15 figures sex-disaggregated on beneficiaries across the four development results reviewed above, women represent 58% of the total aggregate. Towards the institutional duty bearers, namely the Government and other key public institutions such as the parliament, the programme has provided skills and means for better delivery of services to women and disadvantaged people as rights holders. The programme has been implemented with inclusiveness; considered minority marginalized groups, women with disabilities, etc. Illustration: 1251 displaced people around the conflict areas, and 100 women positive to HIV were reached by economic empowerment and GBV care services. From a geographical point of view, there is a challenge on reaching out to the most vulnerable in the very remote areas (evidenced by the fact that the programme's interventions are rather located in accessible sites); some donors also raised this point. In terms of social inclusiveness, senior women in general, with disabilities in particular, are not well reached by the programme. This is

evidenced by their absence in the statistics of achievement and confirmed by the informants, especially from inside the UN System.

xxiii. **Finding 14: Changes in inter-group power dynamics, including the participation of men.** The programme has invested in inter-group power dynamics. Various categories of women and disadvantaged groups were skilled or sensitized to enhance their positioning in their sector or in their community if not in the society. Men were also engaged in this dynamic of power renegotiation, because their voice and attitude count so much. Out of 15 sex-disaggregated figures on targets, 42% were men. Real strongholds of masculinity have been hit with impressive results. “Before women were seen as persons who do not fit for conflict resolution, now we have learnt that peace exists for longer when women take part, they are strong”, confessed a WPS activist who turned his mind (source: Interviews). This other testimony comes from the Ministry of Defense: “UN Women’s training was a benefit because the soldiers and military Officers now have consideration for women. They believed that military work was just for men, but now there is change of mindset to involve women on military and peace issues!” The programme tried to promote men as champions for women’s rights and protection advocacy; UN Women implementing partners did men to men sensitization on prevention of VAWG. At schools’ level, teachers and students are transformed to be agents of change for increasing awareness on SGBV.

xxiv. **Finding 15: Social inclusion and participation in the work of UN Women:** In terms of participation to the running of the programme, strong partnerships were built with the government, the donors, the civil society, the academia, the private sector (one bank engaged with one of the WEE initiatives). In terms of targeting inclusiveness, the programme committed to and implemented social inclusion and participation. The main targets are women, with focus on most disadvantaged groups such as victims of gender-based violence. Targets include also displaced people around the areas in conflict (1251 women reached) and persons living with HIV (100 individuals covered), men and women. The limitations to participation from a beneficiary point of view relates to weak reaching of the very remote areas and of elderly women.

#### ◆ Lessons learnt

xxv. **Investing male strongholds:** Training of women on some ones called masculine courses (eg. mechanic, civil construction, plumbing, electrical works, cutting and sewing,) revealed and made the communities realize that women are capable to perform any profession /job and can do anything/everything men can do professionally. This is one of the lessons that providing evidence of equality between men and women. It also enhances self-confidence and trust by women on their potential to participate on various economic activities including on business management

xxvii. **With COVID-19 context adaptability leads to innovation:** The pandemic forced the programme to adjust in many ways: inserting in the portfolio resource and contents to respond to the new challenges women are facing; adapting methods and processes to be able to pursue the implementation of the programme while complying with all legal and sanitary prescriptions against the disease; in doing this the programme learnt and brought its partner to learn new ways of working and living where innovation and technology have a front line position. Flexibility and quick learning also enabled the programme to engage against other disasters and crisis such as the violent extremism in the Cabo Delgado and the cyclones. Towards the pandemic itself, the Country Office reprogrammed its own resources, elaborated the CO Response and contributed to sharing knowledge tools such as the rapid in-depth gender assessment of the impact of COVID-19 on women and girls socio-economic situation, and contributed to the UN multi-sectoral Response ensuring that gender is mainstreamed with a gender standalone outcome.

xxvi. **Victim experience-based approach of advocacy:** Stories like that of Belinda who escaped from gender-based violence and became a full actor against GBV demonstrates the high added value that can be extracted from documenting success stories, and share with others, to influence

and motivate to overcome situations of GBV. Stories of successful recovery encourage women and girls to stand up and take action against GBV.

xxvii. ***Women, girls and...men as well:*** It is crucial to target women and girls as change agents for their own empowerment. However, the experience by CSOs from the field also shows that it is key to sensitize men to be partners on gender equality because when we only empower women living with men who do not have gender sensitivity, we run a risk of reversing the results. Behavior change for men to understand power dynamics and support women empowerment and gender equality has high impact to the change we want to achieve on women and girls.

xxviii. ***Multidisciplinary approach in social research bring added value:*** Universities report that they gained a lot working together on the issues, especially peace and security. Triangulating their views and methods a source of learning and added value, they reported.

## ◆ Conclusions

### ▪ Relevance

xxxi. ***Conclusion 1: Relevance – how is UN Women strategically positioned in terms of the whole portfolio?*** The portfolio is globally strategically positioned to deliver key results, with a variable focus on the different segments of the mandate. From coordination to programmatic throughout normative, the portfolio builds logic patterns to push forward the Gender Equality and Women Empowerment. Upstream, the programme promotes conducive frameworks, by supporting elaboration of norms, policies and tools as well as capacitating the duty bearer for better implementation; downstream, it provides rights holders namely women, girls and disadvantaged groups with skills and multifaceted development inputs. Though this approach generates strong achievements (five gender responsive laws adopted or revised, GEWE intervention framework and tools developed, and thousands of people capacitated), it faces challenges: short term funding frames interventions of short duration with discontinuous and geographically sprinkled impacts; remote places are not well reached and elderly women especially those with disabilities are not well represented in targets. Despite accompaniment towards the municipal electoral contest, women's political participation and leadership is not either a focus area. *Conclusion linked to Finding 3. Towards the next cycle more consideration should be given to: quality of funding and inclusiveness of the programme's constituencies.*

xxix. ***Conclusion 2: Relevance – how is UN Women strategically positioned in terms of coordination and partnerships?*** *The programme provides supportive GEWE coordination inputs to the UN Country Team as well as towards the national institutions, while partnerships cover a wide and balanced spectrum of actors.* Within the UN System, UN Women supports mainstreaming of the gender approach in the United Nations Development Framework (UNDAF) and in agencies specific programmes. Its marks due presence in the thematic working groups around the UNDAF and is part of joint projects with sister agencies, namely UNDP, UNFPA, UNICEF, UNESCO, UNAIDS, UNEP. Towards the national public sector, UN Women's coordination inputs are mainly channeled through the Ministry of Gender, Children and Social Action (MGCAS) and other administrations and resulted into norms revision, institutional development and capacity building. Coordination within the UN is challenged by the race for resource, while towards the national partners it is reported biased by over focusing on the gender machinery to the detriment of the other sectors which are nevertheless decisive for enforcement of the new norms and standards in women and girls' day to day life. Very strong and instrumental towards the government, the civil society and the traditional donors, the partnerships are just starting with the private sector (one bank involved with activities in the programme). *This conclusion refers to findings 2, 4, 5. Towards the next cycle there is need for more open and less traditional partnership approach: going beyond the Gender machinery; and reaching more private sector entities.*

- **Effectiveness**

xxx. **Conclusion 3:** *Effectiveness – was the theory of change in the DRF appropriate and does it hold true or need to be adjusted?* Overall, the theory of change has held true towards the initial development results of the SN, but did not fully cover achievements performed under Women Peace and Security cluster which was added to the programme. The five assumptions of the theory of change as follows do not refer to WPS: (i) Policies, systems and capacities are in place to address gender inequalities and women’s leadership and inclusion in key economic sectors (agriculture, extractives) acknowledging the impacts of climate hazards; (ii) Local authorities and community stakeholders have the capacity and will to engage in evidence based programming for EVAW and HIV/AIDS; (iii) Governance, transparency and accountability practices for gender equality exist in national development and sectoral plans; and (iv) Knowledge management, communication and advocacy are effectively harnessed to address gender stereotypes. *This conclusion relates to findings 3, 5, 8. Towards further programming, any significant extension in the focus of the portfolio should result into revisions of the theory of change so that such evolution be reflected in the fundamental assumptions of the programmed.*

- **Efficiency**

xxxi. **Conclusion 4:** *Efficiency – how did the organization perform in terms of implementing the strategic note OEEF? Staff expansion, institutional arrangement around the key needs and levers of the programme and an effective partnership sub-function were instrumental to the SN implementation, despite some challenges.* The Office staff increased from 15 to 26 personnel during the cycle, distributed between the programme and the operations. In the programme specific thematic clusters manage the different development results. An Operation Unit provides results based management support. Sixteen civil society and governmental organizations engage in the process as well and support the implementation of the programme. A diversified partnership strategy enables an effective fundraising, even exceeding the initial budget forecast. The organizational challenges are mainly: lack of a Deputy Representative to ease the senior management of the portfolio, many staff appointed under service contract modality that can in the long run be source of demotivation; implementing partners working in silos in the absence of sharing spaces and platforms for them to mutualize practices to the benefit of the programme. *This conclusion relates to findings 7. Towards the next cycle of programme, there is need to pursue the consolidation of the Office staffing and build bridges between the implementing partners.*

- **Sustainability**

xxxii. **Conclusion 5:** *Sustainability – has the process of implementation established local ownership and capacity?* The programme invested in sustainability through ensuring Government, Civil society and Communities leadership, ownership and capacity building on GEWE; but budgetary constraints on the governmental side do not ease maintaining all results. State and non-state actors engaged in the programme design which is well aligned with *the priorities of the Government of Mozambique particularly the Five-Year Programme as well as the National Plan for the Advancement of Women*, and key gender policy frameworks in the country. At implementation stage, the programme contracts civil society organizations and works within existing systems and structures at national (ministries, public institutions, academia) and local levels (provincial and district bodies); supports extensive national and media dialogues; promotes mechanisms and platforms for information sharing, engagement, coordination, and dialogue. The capacity building processes across the four main development results has benefited to over 30,000 people: from central and local governmental bodies, academia, civil society organizations and the communities ‘leaders. At a wider scale, 300,000 people were reached through a mass communication on GEWE, for better understanding of and handling the issue. (*Source: CO, Annual Report, 2020*)

xxxiii. Despite these achievements, sustainability remains a challenge, hindered at national and strategic level by limited governmental budgets no enabling for ministries full implementing of their gender strategies (cases of National Institute of Disaster Management (INGD) the Ministry of Land and Environment). The Gender Focal Points appointed in all ministries even fail to train, orient their respective technical staff and practice continued monitoring, because of lack of dedicated budget. The great turnover among capacitated staffs is also a challenge against sustaining the capacity building results. Sustainability is better at grassroots level, within the communities, where capacitated local leaders maintain the dynamic with the support of the civil society focal points. *This conclusion relates to findings 11, 12. Towards the next cycle, the government should mark a stronger presence in terms of resources in the programme's background to enable sustaining the results beyond the programme's lifespan.*

#### ▪ **Human Rights and Gender Equality**

xxxiv. **Conclusion 6:** *Human Rights and Gender Equality – what contribution is UN Women making to realizing the rights of women and socially marginalized groups? Through direct delivery of services, skills and multifaceted means to women and girls and to disadvantaged people, the programme contributed to increase their access to their rights, on one hand; on the other it developed targeted key duty bearers' capacities for more effective and efficient delivery to women, girls and marginalized groups.* Out of 15 sex-disaggregated figures on beneficiaries across the four development results 58% of the total are female beneficiaries. Towards the institutional duty bearers, namely the Government and other key public institutions such as the parliament, the programme has provided skills and means for more and better gender responsiveness. Inclusiveness guided the programme implementation, with due targeting of minorities and marginalized constituencies: for instance, 1251 displaced people around the conflict areas, and 100 women positive to HIV were reached by economic empowerment and GBV care services. Challenge to gender and human rights impact of the programme relates to weak reaching of disadvantaged people in remote area, and poor covering of elderly women. Places. *This conclusion relates to finding 2, 5, 13. Towards the next cycle, the programme should cover more the remote area and the elderly women.*

#### **Recommendations**

(Detailed implementation modalities in main text)

xxxv. **Recommendation # 1: Organizational – recommended decisions about organizational capabilities and structures.**

**Title:** *Conduct a functional analysis of the Office, Consolidate the staffing structure through deployment of a Deputy Country Representative and fulfilling any further position/need discovered by the functional analysis; Enhance the status of the core staff; Create sharing platforms for the Implementing Partners, for experiences exchanges and mutual learning. This recommendation is anchored in Conclusion 4 and shall be implemented by the Country Representative. Its impact is high because this has to do with the organizational effectiveness.*

xxxvi. **Recommendation #2: Programme design – recommended decisions about what thematic areas to focus on.**

**Title:** *More focus on political and strategic participation for women leadership at national level (promoting national female champions); more focus on elderly women, especially those isolated and with disabilities; scale up the interventions for wider impacting.* This recommendation is anchored in Conclusion 1 and shall be implemented by Country Office and its partners: donors and implementing organizations. Its impact is high and includes: added value from national female champions; human rights added value as well in reaching marginalized aged women.

xxxvii. **Recommendation # 3: Programme design – recommended decisions about the technical approach:**

***Title: Penetrate more into remote areas for better access to disadvantaged isolated women and girls; Revise accordingly the theory of change, when any new content is added to the programme along the way.*** This recommendation is anchored in Conclusions 1, 3 and 6 and shall be implemented by the Country Office and the implementing partners. Its impact is high because it is about gender and human rights fulfillment.

xxxviii. ***Recommendation 4: Partnership – recommended decisions about UN Women’s strategic partnerships:***

***Title: Open more the partnerships to the private sector actors; Go beyond the gender machinery and reach more the socioeconomic sectors where women and girls day to day life is taking place.*** This recommendation is anchored in Conclusion 2 and shall be implemented by the Country Office. Its impact is high because it can provide more opportunities to the programme/

xxxix. ***Recommendation 5: Normative – recommended decisions about national implementation of human rights norms and standards:***

***Title: Advocate for Increased GEWE national institutional ownership through stronger public funding of the social sector.*** This recommendation is anchored in Conclusion 5 and shall be implemented by the Country Office. Its impact is high as it resonates with the overall impact of the programme.

xl. ***Recommendation 6: Normative – recommended decisions about national participation in intergovernmental normative processes.***

***Title: Strengthen national capacity building on international GEWE norms; advocate for the domestication of international GEWE standards; Support national reporting on international commitments; Support national participation to international gender agenda events.*** This recommendation is anchored in Conclusion 5 and shall be implemented by the Country Office. Its impact is high because it can increase the GEWE achievements.

## 1. INTRODUCTION

### 1.1. Background of the Strategic Note

1. The Country Office (CO) Strategic Note (SN) is the main intervention tool for UN Women’s support to normative (norms, standards, legislation, policy and regulations), coordination (on Gender Equity and Women Empowerment) and operational work (programmes). It is aligned to the UN Women Global Strategic Plan 2018-2020, to national development plans of the country, to the UN Women regional strategy and to the UNDAF. The UN Women SN cycle in Mozambique under review is 2017- 2021. The development of the Strategic Note registered the consultation and participation of a wide range of partner: namely the governmental stakeholders, the civil society, the technical and financial partners, the UN sister agencies.

2. The Strategic Note is grounded in the international standards, principles and obligations such as the Convention to Eliminate all forms of Discrimination Against Women (CEDAW), Beijing Declaration and Platform for Action (BdPA), Concluding Observations of the Commission on the Status of Women, the United Nation Security Resolution 1325 and other resolutions under Women, Peace and Security framework and the Sustainable Development Goals especially goals<sup>4</sup> 1, 5, 8 and 16.

The 2017-2021 portfolio is initially articulated on *three development results namely*: (i) Women, especially the poorest and most excluded, are economically empowered and benefit from Development; (ii) Women and girls live a life free from violence; and (iii) National planning and budgeting processes promote stronger institutional accountability to gender equality commitments. Later but early enough, in the middle of the first year of implementation, Women, Peace and Security substance was convened, not as a standalone focus area but laterally incorporated to the three initial result areas which function as conducive institutional frameworks for this additional thematic, leaving unchanged the whole structure of the SN.

3. The strategic framework of intervention is balanced between the three mandates of UN Women corporate, as per table below:

Table 1: SN 2017-2021 balance across the triple mandate.

Normative work	Coordination work	Programme work
<ul style="list-style-type: none"> <li>Strengthen capacities at national and local levels to implement the constitution, legal frameworks and policies that promote gender equality and women’s empowerment in line with international standards</li> <li>Support the Government of Mozambique in the preparation and submission of CEDAW (including implementation of CEDAW concluding observations), Beijing reports;</li> <li>Support the Government of Mozambique to monitor and assess the implementation of UNSCR 1325 in humanitarian contexts</li> <li>Contribute to the domestication of SDGs</li> <li>Intergovernmental Norms</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate the Spotlight Initiative project on EVAW;</li> <li>Co-coordinate with RCO the implementation of the UNCT SWAP Gender Scorecard</li> <li>Coordinate Joint initiatives related to GEWE (e.g celebration of international and national women related dates);</li> <li>Provide substantive leadership and technical inputs to UNDAF evaluation, UNSDCF formulation and CCA elaboration in all matters related to Gender;</li> <li>Lead the UNDAF Outcome 4/Gender and Joint Thematic Group;</li> <li>Coordinate the inclusion of gender dimension in context of humanitarian and emergency (Cyclones Idai and Kenneth and COVID-19);</li> <li>Overall UN Women primarily coordinates the GEWE in the UNS, the Gender Joint Team being an existing mechanism in this regard.</li> <li>In addition, UN Women plays an important role in the Gender</li> </ul>	<ul style="list-style-type: none"> <li>Women’s Economic Empowerment (Impact 2)</li> <li>Women and girls living a life free of violence (Impact 3)</li> <li>Women Peace security and Humanitarian Action (impact 4)</li> <li>Gender Responsive Planning and Budgeting;</li> <li>Gender Statistics (Impact 6);</li> <li>16 Days of Activism on EVAW, International Women’s Day, etc).</li> <li>Crosscutting issues (Impact 6)</li> </ul>

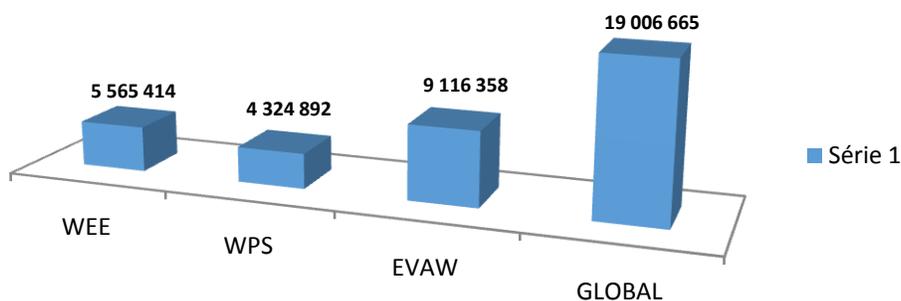
<sup>4</sup> SDG 1 (Ending poverty); SDG 5 (Gender Equality and empowerment of women & girls); SDG 8 (Inclusive and sustainable economic growth); and SDG 16 (Peace, justice, accountability)

4. In line with UN Women’s commitment to Results-based Management and based on a theory of change with four key assumptions (see section 4.3 below), a Development Results Framework (DRF) was developed with performance indicators. The SN also includes an Organizational Effectiveness and Efficiency Framework (OEEF) articulated on performance indicators. DRF and OEEF are presented below in dedicated sections of the report.

### 1.2. Budget (both Planned and Actual)

5. Per its programming document, the SN has a projected budget of USD 18, 315, 153.00, out of which resources to be mobilized amount to 11 245 120.00 USD. Based on an exhaustive review of the funding of projects as for July 2021, the actual budget amounts to 20,599,744.0 out of which 19,006,665 USD are from donors and 1,593,079 USD core fund. The chart below provides the distribution of the donors actual contributions between the three focus areas of the programme. The actual budget surpassed the planned one by 12%.

Figure 1: DRF Budget allocation per cluster 2017-2021 (USD)



Source: UN Women/CO Mozambique, 2021.

### 1.3. Main activities, programmes and projects

6. The following table provides overview of the main activities, programs and projects undertaken under UN Women Mozambique Strategic Note 2017-2021.

Table 2: SN 2017-2021 main activities

Strategic Goals	Main Programs/projects	Main activities during the SN 2017-2021
<p>Women's Economic Empowerment;</p>	<p>i. Expanding Women's Role in Agricultural Production and Natural Resource Management as a Strategy for Improved Food Security and Climate Change Resilience from September 2014 – December 2018</p> <p>ii. Transforming Climate Action to Empower Women Entrepreneurs in the Energy sector: Lighting and Clean Cooking.</p> <p>iii. Action for Young Women's Sexual and Reproductive Rights in Mozambique, (Girls Bizz Program)</p>	<p>a) Support capacity building of women farmers and young women to effectively use climate-adaptive technologies and develop a business</p> <p>b) Provide support for increased capacity of rural women on agribusiness management</p> <p>c) Support interventions to reduce barriers limiting women's access to social protection and financial services</p> <p>d) Adopted policy measures to close the gender gap in land tenure and EI</p> <p>e) Support capacity building for enhanced knowledge of Stakeholders in the EI sector to promote gender-responsive policy measures</p> <p>f) Strengthen the capacity of women and girls for their increased access to economic opportunities in the context of recovering from conflict and natural disaster</p> <p>g) Training and capacity of young women to obtain skills and competencies for increased access to decent work and economic autonomy opportunities</p> <p>h) Support evidence-based knowledge on gender responsive humanitarian action for use by humanitarian actors and beneficiaries</p> <p>i) Economic empowerment component</p>
<p>Ending violence against women and girls;</p>	<p>i. Spotlight Initiative. (2019-2022): Accelerating the Prevention and Response to SGBV and Early Marriage for Adolescent Girls and Young Women (ages 10 - 24) in Mozambique.</p>	<p>a) Mobilization of women, girls, men and boys at the community and individual level in favor of equal rights and non-violence against women (including HIV/AIDS)</p> <p>b) Strengthen multi-sectoral integrated assistance to women and girls affected by gender-based violence</p> <p>c) Build the capacity of the service providers of multi-sectoral integrated assistance to women and girls affected by gender-based violence</p> <p>d) Mobilization of women, girls, men and boys at the community and individual level on equal rights and non-violence against women (including HIV/AIDS)</p> <p>e) Train and engage community and opinion leaders in support of women's human rights and gender equality</p> <p>f) Capacity building of local leaders to develop, implement and advocate for implementation of interventions to prevent and respond to VAWG in public spaces</p> <p>g) Development and rollout of Advocacy and social mobilization campaigns for Mozambique HeForShe campaign</p> <p>h) Capacity building of local authorities, women's and community groups to develop comprehensive interventions for the prevention and response to SVAWG in public spaces in coordination with other stakeholders</p> <p>i) Support capacity building of government institutions, Women's Organizations, young women, men and media to devise and implement gender transformative approach to prevention of SGBV and early marriage in a coordinated manner including for in and</p>

		<p>out of school settings</p> <p>j) Establish and strengthen community advocacy platforms to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviors, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities</p> <p>k) Create opportunities and support Women's rights groups and relevant CSOs, to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including SGBV/HP, and promoting SRHR, with relevant stakeholders at sub-national, national, regional and global levels</p> <p>l) Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG including SGBV/HP and GEWE more broadly</p>
Women, Peace and Security and Humanitarian Action (including Women's Political Participation), and;	i. Promoting Women and Girl's Effective Participation in Peace, Security and Recovery in Mozambique (2017-2020)	<p>a) Conduct research including project scoping study and academic debates on topics related to WPS</p> <p>b) Sponsor post graduate training for core team of nationals from academic institutions to lead capacity and knowledge development on WPS (preparatory work</p> <p>c) Awareness raising of women's organizations on the UN normative framework on WPS</p> <p>d) Strengthen women and girl's capacity to participate meaningfully in conflict/prevention and resolution, politics and decision making including in the context of COVID 19</p> <p>e) Strengthen national capacity to implement and generate knowledge on WPS (targeting Ministries of Gender, Children and Social Action; Defense; Interior; Academy, including UEM, Defense and Police Academy; Organizations of Women and gender equality activists)</p>
Global norms, policies and standards on gender equality and the empowerment of all women and girls (crosscut the 3 areas).		<p>a) Strengthen the capacity of the NSS to compile gender disaggregated data in accordance with the international standards</p> <p>b) Strengthen the capacity of Ministries of Gender, Children and Social Action (MGCAS), Economy and Finance (MEF) and of the Parliament to coordinate, monitor, oversee and report on the implementation of commitments on gender equality, including UNSCR 1325,</p>

*Source: UN Women CO Mozambique, 2021*

### 1.4. Joint programming/joint programmes

7. During the Country Strategic Note Evaluation period, (2017-2021), UN Women participated in the implementation of key Joint Programmes, as in table below:

Table 3: SN 2017-2021 joint programmes.

1. Respective responsibilities in Joint programmes		
Programmes	Role of UN Women	Role of other Agencies
Programme 1: Girls and Young Women's Sexual and Reproductive Health and Rights in Mozambique (Rapariga Bizz)	Mainly responsible for Economic empowerment of girls and young women (outcome 2)	<p>UNFPA is the lead Agency for Rapariga Bizz. Eac UN Agency's role is briefed below according to program Outcomes, as follows:</p> <p>Outcome 1: mentorship in safe spaces, girls network, voice and advocacy by girls and young women, participation in media (UNFPA &amp; UNICEF).</p> <p>Outcome 2: girl's education, economic empowerment of girls and young women, comprehensive sexuality education, Community and School-based Sexual and Reproductive Health Services and Peer Education (UN Women, UNESCO, UNFPA).</p> <p>Outcome 3: Community involvement and dialogues, male engagement, religious leaders, behavior change campaigns (UNICEF and UNFPA).</p> <p>Outcome 4: Sexual and Reproductive Health and Rights Platform, Real-Time Monitoring, research, capacity building of government institutions and implementing partners, multi-sector coordination (UNICEF and UNFPA).</p>
Programme 2 : Spotlight Initiative. To Eliminate Violence Against Women and Girls (2019-2022) Program title by UN Women: Accelerating the Prevention and Response to SGBV and Early Marriage for Adolescent Girls and Young Women (ages 10 - 24) in Mozambique	UNW is the Lead Agency, responsible for program pillar 3 on Prevention of GBV and pillar 6 on Women's Movements	<p>UNDP: Leader for Pillar 1: On Legislation and Policies, and Pillar 2 on institutional capacity</p> <p>UNFPA: leads for Program Pillar 4 on Service Delivery and 5 on Data</p> <p>UNICEF: Does not lead on any of the pillars</p>
Programme 3: Post-cyclone reconstruction and resilience building efforts of the Idai affected communities and institutional strengthening of the Reconstruction Cabinet" in Mozambique.	UNW is implementing the activities as a UNDP recipient, including the institutional strengthening of the Reconstruction Cabinet with specific reference to gender mainstreaming	UNDP: funding through Resilient Recovery Facility.

### 1.5. Coverage of the Strategic Note: geographic areas, social groups, thematic areas

8. The targets of the SN are the women and girls, especially those disadvantaged or discriminated under any exclusion criterion, in urban or rural areas. While the Strategic Note covers the whole country through the coordination and normative mandates, the programmatic portfolio has specific geographical distribution as in table below.

Table 4: SN 2017-2021 geographical coverage

N°	Programmes	Locations
1.	Spotlight Initiative. To Eliminate Violence Against Women and Girls (2019-2022) Safe cities on ERAW projects HeforShe; UBRAF;	(Gaza (districts of Xai-XaixaiXai, Chongoene and Chicualacuala); Manica (Chimoio/ with focus in Gondola;; Tambara and Mossurize); Nampula (Nampula Citycity)
2.	Post-cyclone reconstruction and resilience building efforts of the Idai affected communities and institutional strengthening of the Reconstruction Cabinet" in Mozambique	Sofala province
3.	Transforming Climate Action to Empower Women Entrepreneurs in the Energy sector: Lighting and Clean Cooking	Gaza Province (Chongoene district)
4.	Action for Girls and Young Women's Sexual and Reproductive Health and Rights in Mozambique, (Girls Bizz Program)	Nampula (10 districts: Inha de Mocambique, Cidade de Nampula, Nacala, Angoche, Moma, Mogovolas, Monapo, Meconta, Muecate and Rapale)  Zambezia: 10 districts: Quelimane, Maganja da Costa, Pebane, Ile, Mocuba, Nicoadala, Namacurra, Alto Molocue, Milange & Morrumbala
5.	Promoting Women's Effective Participation in Peace, Security and Recovery in Mozambique.	Cabo-Delgado; Gaza; Inhambane; Manica; Zambezia; Tete; Sofala
6.	Expanding Women's Role in Agricultural Production and Natural Resource Management as a Strategy for Improved Food Security and Climate Change Resilience	Gaza, districts of: Chicualacuala; Chigubo; Guija; Mabalane; Massangena; Massingir
7.	Global Partnership for Action to Eliminate all forms of HIV-Related Stigma and Discrimination	Gaza, districts of: Chongoene; Guija; Chokwe

## 1.6. Overarching timeline of implementation – including current implementation status

9. The Strategic Note under review covers the period 2017-2020, plus an extension to year 2021 that enables it to align its cycle with that of UNDAF. By the time of this evaluation (May-August 2021), the SN is at its final implementing year. Two COVID years are parts of the cycle imposing adaptation for the implementation to continue despite the sanitary restrictions.

## 2. BACKGROUND TO THE EVALUATION

### 2.1. Purpose and objectives of the evaluation

10. This Country Portfolio Evaluation (CPE) is a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making including informing the next CO SN for 2022-2025. The additional secondary purpose of the evaluation is the summative (backward-looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. It is a priority for UN Women that the CPEs will be gender-responsive and will actively support the achievement of gender equality and women's empowerment.

11. The primary intended uses of this CP Evaluation are: Learning and improved decision-making to support the development of new programmes; Accountability for the development effectiveness of the CO Strategic Note; Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women. The primary intended users of this evaluation are: UN Women Management Team (informed decision

making towards further cycle); Local government, targeted government institutions, relevant staff in targeted ministries (learning to advance GEWE policies in the country); participating CSOs (learning); Target beneficiary groups/communities (to know what the programme did and how to position in upcoming new cycle); UN Agencies and Other development partners (to learn on the programme and ease GEWE mainstreaming in their own portfolios).

12. Per Terms of Reference, the evaluation has the following specific objectives:

1. Assess the relevance of UN Women contribution to the intervention at national level 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 of gender equality and women's empowerment results as defined in the CO SN (2017-2021).
3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
4. Analyze 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 CO has realized synergies between its triple mandate (normative, coordination and programme).
7. Provide actionable and realistic recommendations with respect to the development of the next CO SN 2022-2025 at the Programmatic and Operational Levels (both DRF and OEEF considering UN Women triple mandate);

## 2.2.Scope of the evaluation

13. A Country Portfolio Evaluation (CPE) is a strategic process for identifying the impact of UN Women's work and for measuring progress towards the achievement of results, and is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality in Mozambique. UN Women Mozambique's portfolio responds to its three core mandates, normative, programmatic and coordination work, through the Strategic Note 2017-2021 as the main point of reference.

14. The scope of the evaluation is defined in the TORs (annex 10.1 of this report). The period under review was 2017 to 2021, in line with the SN. The evaluation uses the OECD/DAC criteria, focusing on relevance, effectiveness, efficiency and coherence and sustainability. Measuring the SN impact is considered premature and hence out of the scope of this evaluation. UN Women organizational structures and systems outside of the CO (such as regional architecture) are not within the scope of this evaluation and are referenced only where there is a clear implication for the design and implementation of the CO Strategic Note. Joint programmes and programming are within the scope of these evaluations. Where joint programmes are included in the analysis, the evaluation considers both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality. The evaluation has a national coverage, because if operational activities are located in specific provinces (see above: table 6, Section 1.5 on geographical coverage) the strategic load of the programme embraces the whole country. Development and organizational results are both in the scope. The evaluation used the Women's Empowerment Framework developed by Sara Hlupekile Longwe to conceptualize the process of empowerment.<sup>5</sup>

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<sup>5</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.

### 2.3. The evaluation criteria and priority questions

15. The focus questions are per TOR, adapted from the UN Women Country Portfolio Evaluation (CPE) Guidance and refined by the Evaluation Reference Group (ERG) during the inception stage. They are extensively presented in the Evaluation Matrix (annex 10.6). The CPE was gender responsive and used the revised OECD/DAC evaluation criteria to measure and determine the: relevance of the SN; implementation effectiveness across the UN Women triple mandate; management efficiency and coherence; and sustainability of key outcomes. Additionally, the evaluation used the Human Rights and Gender Equality criterion.

## 3. CONTEXT OF GENDER EQUALITY AND WOMEN'S HUMAN RIGHTS

### 3.1 Main features of the national socio-economic context on the progress of women

16. Mozambique registered significant economic growth in the last decade and achieved an average of 7-8% progress of its Gross Domestic Product. Due to this, the country experienced some improvements that includes reduced maternal and child mortality rates, increased access to basic education services for girls and boys, water and electricity, that impacted enhanced life expectancy of Mozambicans from 49.4 years in 2007 to 53.7 in 2019.<sup>6</sup> However during the Strategic Note, (2017-2021), Mozambique experienced some challenges to preserve these socio-economic gains, mainly due to unfavorable factors sequencing as follows. First political instability started after 2015 general elections and continues up to now. This situation worsened with the RENAMO Military branch not even accepting the Disarmament, Demobilization and Reintegration (DDR) process. The other negative human factor is the conflict in Cabo Delgado. Then after come the natural disasters: the cyclones Idai and Kenneth in 2019, Chalane in 2020 and Eloise in 2021; and the COVID-19. This context has badly affected human security, safety and development, with high impact on women and girls through increased exposure and vulnerability to Sexual Gender Based Violence. All these factors, including COVID-19 mitigation measures have restricted economic activity and contributed to the slowdown of the Gross Domestic Product (GDP) growth rate from 7.4% in 2009 to 3.7% in 2017.<sup>7</sup> According to UN Women (2017), the economic conundrum is particularly relevant for women, who are disproportionately represented in the informal sector and marginalized from professional training and employment opportunities.

17. With specific regard to climate change issue, the context faces deep challenges. Since 2016 and before, the drought is recurrent, impacting more the women as more vulnerable people. Supporting their recovery and helping to build sustained resilience requires for the country to invest strategically on the agricultural sector. Cyclones occurrence also does not ease this situation. For instance La Nina phenomenon brings devastating floods during the rainy season. The programme thus, under its economic empowerment component, needs to engage not just in humanitarian assistance but on climate change more directly and also to continue and expand into other areas connected to agriculture such as soil conservation, crops furniture and sustainable water management.

18. Inequality and social exclusion are deep and challenging. "Had growth been more equally shared Mozambique would have achieved twice as much poverty reduction after 2000" reports the World Bank, pointing out the fact that the country comfortable growth is not inclusive enough. Based on comparison of estimates of the growth elasticity of poverty reduction in Eastern Africa the institution reports that the responsiveness of poverty to raising levels of income per capita in Mozambique is moderate: a one percentage increase in GDP per capita in Uganda is

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3. *Conscientization*, 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 conscientization 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>6</sup> The Republic of Mozambique (2020) Report, Voluntary National Review of Agenda 2030 for Sustainable Development, The Republic of Mozambique

<sup>7</sup> The World Bank (2021) Mozambique

associated with a fall in poverty of 0.95 percent, while an equivalent change in GDP per capita reduces poverty by only 0.3 percent in Mozambique, less than a third than in Uganda<sup>8</sup>. Rural areas continue to lag behind urban areas. The Northern and the Center Regions of the country are more affected by poverty than the South. The phenomenon remains high in Zambezia, Nampula and Niassa, historically the provinces with the highest poverty rates. The programme's geographical coverage is coherent with this regional poverty profile. There is also deep sex disparity in poverty: women led households lagging behind men led ones. According to UNAIDS<sup>9</sup>, Mozambique has the eighth-highest HIV prevalence in the world and ranks third in the world for children who have contracted the disease. As of 2015, 1.5 million people have contracted the virus and 39,000 deaths have been attributed to AIDS. Due to this vulnerability, HIV prevalence is notably higher among women, and this disparity is much bigger among youths aged 15–24 where the prevalence of HIV among females is three times more than that of males.<sup>10</sup> The SN build also on this specific context by putting emphasis on women in rural areas, women living with HIV, women and girls heads of households, those affected by conflict and natural disasters among others identified.

19. Overall, according to the Gender Inequality Index, women in Mozambique continue to be more disadvantaged than men, with low educational outcomes and low economic access, regardless of enjoying a higher life expectancy at birth than men, as indicated below:

Table 5: Key development indicators for Mozambique

	Male	Female
Gender Inequality Index (GII)	0,523	
Women, peace and security index		0.675
Human Development Index (HDI)	0,476	0,435
Life Expectancy at Birth (years)	57,8	63,7
Expected years of schooling (years)	10,5	9,5
Estimated Gross National Income per capital (2017PP\$)	1,377	1,131

Source: International Growth Center (IGC) (2021): *The gendered impacts of COVID -19 in Mozambique: Challenges and way forward*; Georgetown Institute for Women, Peace and Security, 2019

20. Due to the above gender disparities, the low educational levels contribute to low employment opportunities for women especially for well paid jobs, leading to a greater part of women spending their time doing unpaid care and hard labor domestic work. Women are a main labor force on agriculture, though mainly they do not own land and only 13% of agricultural landlords are women. Women still experience discrimination on employment and earn only 77 cents for every dollar that men get for the same work.<sup>11</sup>

21. In Mozambique, gender inequality is mainly influenced by socio-cultural and patriarchal factors that discriminate women and girls from social, political and economic life and limit their empowerment and effective participation in different spheres of life.<sup>12</sup> The socio-political power balance is still dominated by men, while improvement is noted in the positioning of women in main influential leadership and decision-making structures and processes: women represent 42.2% of Parliamentarians; the speaker of the Parliament is a woman for the

<sup>8</sup> World Bank, Strong but not Broadly Shared Growth, Mozambique poverty assessment, 2018.

<sup>9</sup> <https://www.unaids.org/en/regionscountries/countries/mozambique>

<sup>10</sup> UNDP (2021) Mozambique, Goal 5: Gender Equality

<sup>11</sup> UNDP, (2021) Mozambique, Goal 5: Gender Equality

<sup>12</sup> The Government of Mozambique (2020) Voluntary National Review of Agenda 2030 for Sustainable development, Mozambique

second consecutive time; within the decentralization process new institutions were introduced at the provincial level, the State Secretariat, which is 55 percent composed of women, nominated by the president. (Country profile, UN Women).

22. Overall, despite the increase in terms of representation, decision making and advancement of women in the country is still an issue: e.g law enforcement and also participation to different levels and spheres of life and day to day management: private sector, academia, etc.

23. There is high Sexual Gender Based Violence (SGBV) that increases vulnerability of girls and women to forced sexual activities at earliest ages, as indicated by an estimated 22% of girls aged 15-19 initiate sexual intercourse before the age of 15, compared to 17% of boys of the same age group.<sup>13</sup> Moreover, Sexual Reproductive Health Education is still a challenge, and children, adolescents and youths have limited knowledge on prevention of early and unwanted pregnancies and sexually transmitted illnesses. As a result, 46% of girls become pregnant under the age of 18, hindering their education due to school dropout.

### **3.2 National policy context and how this has changed since the SN began**

24. During the SN from 2017- 2021, Mozambique has engaged reforms for promoting gender equality and protection and empowerment of girls and women. The Government of Mozambique endorsed and approved the Gender Policy and its Implementation Strategy, the National Action Plan for Advancement of Women (2018-2024), the National Plan for Prevention and Fight against Gender-based Violence (2018-2021) and the National Action Plan on Women, Peace and Security (2018-2022), and the Gender Inclusion Strategy for the Health Sector (by the Ministry of Health). The country reviewed its National Gender Inclusion Strategy (2018-2023) and the Education Sector Gender Strategy (2018-2022) for enhanced mainstreaming of gender supporting girls and women development in the country. UN Women provided exceptional support to the development and approval of the National Action Plan on United Nations Security Council Resolution (UNSCR) 1325 in 2018.

25. After more than a decade of discrimination for pregnant girls, in 2018, the Ministry of Education finally revoked Decree 39/2003 that was a policy for prohibiting pregnant girls from accessing school during the day. The revocation paved the way for development of gender responsive strategies to support education as a non-conditional right for girls and mechanisms for retention of pregnant girls in schools. This was a policy success by the government of Mozambique that was followed by historic policy reform by the Government passing a new Law for Prevention of Early Unions. The passing of this new law is historical as it was achieved after many years of government policy accepting parental consent for marriage of girls under the age of 16. The main change brought by this law is the criminalization of marriage of minors in Mozambique and reinforces legal action against the perpetrators and protects girls from Gender Based Sexual Violence. Other policy achievements include the government review and approval of the Family Law and the Inheritance Law; the production and submission of the Beijing+25 report; and the prioritization of SDG5 in the SDG voluntary report.<sup>14</sup> The country is also taking significant steps toward fulfillment of the Southern African Development Community (SADC) protocol related to Gender and development in post 2015.

26. Despite the achievement, Mozambique still experiences huge challenges on implementing the policy frameworks. UN Women as a leading UN agent for Gender Equality and Women Empowerment has played a pivotal role for the country to achieve this gender responsive policy formulation, and is making huge contributions to guarantee government capacity to implement the new policies. The Country Office supports as well on yearly

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<sup>13</sup> UNICEF Mozambique (2019) Adolescent & social norms situation in Mozambique

<sup>14</sup> UN Women, SN report 2017

basis the preparation, coordination and local consultation with stakeholders along with MGCAS including the implementation of CSW agreed conclusions.

### **3.3.UN system context**

27. Consistent with the Delivering as One context for Mozambique, the SN is aligned with the UNDAF 2017-2020 (also extended to 2021). To make the UNDAF fully GEWE responsive, in terms of contents as well as implementation at agencies level, and accompany its implementation, a Gender Joint Team (GJT) is set up, which UN WOMEN leads. The CO also implement the DaO principle partnering with sister agencies such as UNDP, UNFPA, UNESCO and UNICEF (ex. Rapariga Biz, SLI).<sup>15</sup>

### **3.4.UN Women organizational context**

28. Initially the staffing structure of the CO meant to implement the SN relied on national and international staff at junior and senior level with a stronger accountability structure ensured by the hiring of an international Operations Manager (FTA in process) in addition to the Representative and finance and administrative associates on IB (FTAs). Overall, by the end of the SN cycle, the staff stands at 26 agents all inclusive (see chart in annex 10.15). The team commits to strengthening innovation, dissemination of knowledge through social media and others, partnerships and resource mobilization as well as to gear up for better alignment of programming and communication with the SDGs (knowledge products and mobilized funds reviewed).

29. In terms of fundraising, since the current strategic note commenced in 2017, Mozambique Country Office has been able to mobilize over to USD 19 million, an achievement beyond the SN initial planned budget. The major donors who contributed to these resources include: The Government of Canada, European Commission, DFID, IRISH AID, Government of Iceland, Government of Norway, Spanish Agency for International Development Cooperation, Madrid City Council, Government of Mozambique, Government of Belgium, Government of Sweden, Government of Spain, UNAIDS-UBRAF, MPTF-Spotlight Initiative Fund, UNDP, UNFPA, UNEP. Indirect funding by Canada is as well noted. Under PROMULHER programme, the African Development Bank provides resource but directly to the MGCAAs.

### **3.5 The international context**

30. The international guiding norms include: the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); the Beijing Declaration and Platform for Action and the outcome documents of its reviews, including the Political Declaration adopted by the Commission on the Status of Women (CSW) on the occasion of its 20-year review and appraisal, and the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), including SDG 5 and gender-sensitive targets in the other SDGs. The twelve critical areas of concern under the Beijing Platform for Action represent the key thematic components of the ToC.

31. Additionally, the Addis Ababa Action Agenda strengthens the recognition that achieving GEWE is essential for inclusive and equitable economic growth and sustainable development, the Paris Agreement, the Quito Declaration on the New Urban Agenda, the Sendai Framework for Disaster Risk Reduction, the New York Declaration for Refugees 4/12 and Migrants, and the 10-year review of the World Summit on the Information Society, among others, include important priorities related to GEWE. The SDG gender dimensions of poverty, hunger, health, education, water and sanitation, employment, cities and human settlements, climate change and

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<sup>15</sup> For further details, the joint Programmes within the principle of Delivering as One are analyzed in dedicated section below.

peaceful and inclusive societies, enable GEWE.<sup>16</sup> The economic empowerment is pillar number 1 of the the ToC: “Policies, systems and capacities to address ... women’s leadership and inclusion in key economic sectors (agriculture, extractives)...”

32. Furthermore, the women, peace and security agenda is guided by a set of Security Council Resolutions (SCR) that provide direction to efforts promoting gender equality and strengthening women’s participation, protection, and rights in conflict prevention to post-conflict reconstruction contexts. UNSCR 1325 (2000) and subsequent Resolutions 1820 (2009); 1888 (2009); 1889 (2010); 1960 (2011); 2106 (2013); 2122 (2013): and 2242 (2015). UN Women strives to ensure that the voices of women and girls are heard, so that they can influence the process of shaping norms, formulating policies, and delivering public services, and to support women to hold duty bearers to account.<sup>17</sup>

### 3.6 The COVID19 pandemic and the GEWE agenda

33. Mozambique is hit by the pandemic and goes through successive waves. 143,127 cases and 1,808 deaths are reported as for 24 August 2021 (WHO). The year 2020 was the twenty-fifth anniversary of the Beijing Platform for Action, and was intended to be ground-breaking for gender equality. Instead, with the spread of the COVID-19 pandemic, even the limited gains made in the past decades are at risk of being erased. The pandemic is deepening pre-existing inequalities, exposing vulnerabilities in social, political and economic systems which are in turn amplifying the impacts of the pandemic. Across every sphere, from health to the economy, security to social protection, the impacts of COVID-19 are exacerbated for women and girls simply by virtue of their sex.<sup>18</sup>

34. UNDS has acknowledged that the COVID-19 crisis is plunging the world economy into a recession with historical levels of unemployment and deprivation. The pandemic is a jobs and livelihoods crisis that threatens the SDG progress. Small and medium-sized enterprises (SMEs), farm workers, the self-employed, daily wage earners, refugees and migrant workers are hit the hardest. Jobs in the service industries are affected, including in culture and tourism. A global economic recession will impact global population movements and hence affect countries with high levels of migration and high remittance flows compared to their GDP.<sup>19</sup> COVID-19 negative economic impacts are felt especially by women and girls who have already been earning less, saving less, and holding insecure jobs or living close to poverty; sexual reproductive health services have been disrupted; unpaid care work has increased, with children out-of-school, restricted movement and social isolation measures, a threat to mental health; VAWG increased exponentially, as women were ‘lockdown’ with their abusers, yet VAWG response services were disrupted or inaccessible. Negative impacts are more amplified in low income countries, like Mozambique; and in conflict settings. UN Women policy brief asserts that it is crucial that all national responses place women and girls - their inclusion, representation, rights, social and economic at the center of response, if the economic relief and recovery packages are to have the necessary impacts.<sup>20</sup>

35. The global economic slowdown has negatively impacted funding partnerships, and this trend will presumably continue over the next 2-5 years. Positively, the United Nations’ urgent socio-economic support framework to

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<sup>16</sup> Annex II, Theory of Change in support of the development results of UN-Women’s Strategic Plan, 2018-2021. (Global Strategy). Pg.6. 2017

<sup>17</sup> Ibid. Annex II, Theory of Change. Pg. 1-7. 2017

<sup>18</sup> Policy Brief: The Impact of COVID-19 on Women

<https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/policy-brief-the-impact-of-covid-19-on-women-en.pdf?la=en&vs=1406>. Accessed 1<sup>st</sup> September 2020. H kivumbi

<sup>19</sup> A UN framework for the immediate socio-economic response to COVID-19 APRIL 2020. Pg. 19.

<sup>20</sup> Ibid. Policy Brief Impact of COVID on women.

countries and societies in the face of COVID-19, provides forward looking strategic solutions. It is one of three critical components of the UN's efforts to save lives, protect people, and rebuild better, alongside the health response. Under the World Health Organization (WHO) leadership, the UNDS switched to emergency mode, to help countries over the coming 12-18 months to shore up health systems, prevent a breakdown of food systems, restore and build back better their basic social services and other measures to minimize the impact of the pandemic on the most vulnerable populations. At the same time, the UNDS continues to advise Member States on the economic and social measures that need to be taken to recover quickly and to establish better conditions for ending poverty and achieving the SDGs<sup>21</sup>.

36. The socio-economic support of the UN is designed to operationalize critical areas outlined by the Secretary-General in his recent report "Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19". Linked to a strong environmental sustainability and gender imperative to build back better; The UNDS will help protect: the health system; people through social protection and basic services; jobs, small and medium-sized enterprises, and the vulnerable workers in the informal sector through economic recovery; help guide the necessary surge in fiscal and financial stimulus to make the macroeconomic framework work for the most vulnerable and foster sustainable development and strengthen multilateral and regional responses; promote social cohesion and build trust through social dialogue and political engagement and invest in community-led resilience and response systems; a guidance for the new SN.<sup>22</sup>

37. The Country Office has developed a COVID 19 response Initiative budgeted 2,000,000 USD out of which 100,000 USD is UN Women core resource. Its goal is to "Contribute towards ensuring that women and girls are protected, participate in decision-making and benefit equally in the prevention, response and recovery from COVID-19 in Mozambique." The specific objectives are as below: (i) Gender issues are mainstreamed in national efforts to mitigate the impacts of and recovery from COVID-19; (ii) Economic impact of COVID-19 on women and girls mitigated, current and future resilience stimulated; (iii) Impact of COVID19 on Gender Based Violence against Women and Girls mitigate and minimized; and (iv) Policies and intervention on response to COVID-19 are informed by sex-disaggregated data and evidence data on the real impact on women and girls. The pandemic has also imposed new and innovative approaches for the SN implementation.

## **4. TECHNICAL DESIGN OF THE STRATEGIC NOTE**

### **4.1.DRF outcomes and results chain**

38. SN 2017-2021 has three strategic priority areas namely: Economic Empowerment focusing on agriculture, employment and the extractive sector to unleash the potential of rural women, Elimination of Violence Against Women and Girls and its intersection with HIV and AIDS, and Global Norms, including National Planning and Budgeting, with particular attention to data, gender statistics and spending accountability, including their linkages with the SDGs. Following a successful Resource Mobilization effort, in the middle of 2017 the CO added to its portfolio a relatively large project on Women, Peace and Security ("Promoting Women and Girls' effective participation in Peace, Security and Recovery in Mozambique"). The WPS project spans along the whole duration of the SN 2017-2020 and has been designed to integrate the three strategic impact areas of the SN 2017-2020. Rapariga Biz and SLI projects were also brought in portfolio. This implies working in EVAWG, WEE, and promotion of a conducive institutional environment for WPS, without changing the structure of the SN. 21. The CO leverages these areas through 3 Development Results, comprising 7 outcomes and 8 outputs, for the programming period as follows:

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<sup>21</sup> Ibid. Socio-Economic Framework on COVID-19. Pg.

<sup>22</sup> Ibid. Socio-Economic Framework on COVID-19. Pg.

- ◆ Results Area 1/SP Impact 2: Women, especially the poorest and most excluded, are economically empowered and benefit from Development
  - *Outcome 2.1: Strengthened economic and social participation of women farmers, those involved in EI and young women in promising value-chains Major interventions will include (a) training of rural women and provision of productive assets for climate-resilient and sustainable livelihoods in Gaza and Nampula; (b) Conducting a “Doing Business -Women in Gaza” pilot study exploring obstacles to business creation and growth as well as opportunities for narrowing the gender gap.*
  - *Outcome 2.2: Gender equality commitments adopted and implemented in humanitarian action which includes disaster risk reduction and preparedness, response and early recovery. Major interventions will include providing and integrating evidence-based knowledge on gender responsive humanitarian action among HA actors and beneficiaries*
- ◆ Results Area 2/SP Impact 3: Women and Girls live a life free from violence.
  - *Outcome 3.1: Favorable social norms, attitudes and behaviors are promoted at community and individual levels to prevent VAW. Strategic programme interventions include: (a) mobilizing of local leaders, including religious leaders and matrons, to address discriminatory socio-cultural practices against women and girls in Gaza, Maputo and Nampula and in support of the end of early marriage and (b) working closely with media houses (TVM and RM) to consistently disseminate powerful gender transformative messages*
  - *Outcome 3.2: Women and girls who experience violence are empowered to use available, accessible and quality essential services and recover the major programme interventions will include: (a) Capacity building of multi-sectoral teams and equipping of CAI's/Cabinets of Atendimento and (b) Undertaking school mobilization in secondary schools.*
  - *Outcome 3.3: Gender responsive locally relevant and owned interventions identified. Key strategic interventions include rolling out a package of measures (e.g. enhanced engagement with police, community/neighborhood watches, street-lighting, buddy systems) to improve safety of women and girls in public spaces presented to the municipal council for consideration into plans. This intervention takes place under the Safe Cities and Safe Public Spaces Flagship Programme, focused primarily on Maputo.*
- ◆ Results Area 3/Impact 5: National planning and budgeting processes promote stronger institutional accountability to gender equality commitments
  - *Outcome 5.1: Quality, comparable and regular gender statistics are available to address national data gaps and meet policy and reporting commitments under the SDGs, CEDAW and Beijing. Major interventions include (a) advocacy and technical support to the Ministry of Gender and National Institute of Statistics for the integration of UN standard indicators in statistical operations and to improve implementation of, monitoring and reporting on internationally agreed GEWE and human rights commitments such as the Beijing Platform of Action, CEDAW, UPR, SDGs; (b) improving the gender sensitivity of agricultural and food security strategies, surveys and production models and (c) support to the preparation of the CEDAW Reports and other international commitments. The support to implementation, monitoring and reporting on internationally agreed instruments on GEWE will be guided by the recommendations of the relevant human rights mechanisms.*
  - *Outcome 5.2: Accountability on spending for results is increased. Key strategic areas include: (a)strengthening gender budget tracking of public and non-public allocations. b) capacity building, technical and advisory services to the above institutions on gender responsive monitoring and oversight.*

NB: More details are in the complete Development Results Framework table in annex 10.8.

## 4.2. Main Boundary Partners

39. *Government/Parliament partnerships:* Institutional partnerships with state entities critical to the national ownership of the programme include the following: Ministry of Gender, Children and Social Action (MGCAS); Ministry of Agriculture and Food Security (MASA); Ministry of Land, Environment and Rural Development (MITADER); Ministry of Interior; Ministry of National Defense; National Institute for Disaster Management (INGC); Technical Secretariat in Food and Nutrition Security (SETSAN); National Institute for Statistics (INE); Ministry of Economy and Finance; Ministry of Justice/Institute for Legal Assistance Promotion (IPAJ); Women's Caucus in Parliament; IFPELAC

40. *Academia:* UEM including the Centre for Gender Studies – CECAGE; Institute for Social Communication (ICS); Joaquim Chissano University (UJC).

41. *Civil society partners:* Civil society organizations engage in the programme as implementing actors, and stand as follows: Forum Mulher; NAFEZA; WLSA; Gender Links; ASCHA; MULEIDE; ADEL Sofala; Grupo Mulheres de Partilha de Ideias de Sofala (GMPIS); Livaningo; Ophenta (Nampula); Kutenga (Gaza); PROMURA; Lemusica (Manica); Girl Child Rights (Manica); Kuvumbana (Gaza).

42. *Funding and development partners:* Partnership building and sustainment was guided by the CO resource mobilization strategy, which was subjected to regular updates. Core development partners contributing to funding the SN2017-2021 are: Belgium; Sweden; Iceland; Norway; Ireland; Japan; European Union; High Commission of Canada; UK-DFID; Spain – AECID; the African Development Bank (AfDB)<sup>23</sup>.

43. *Partnership in UNCT:* The programme builds partnerships within the UN System in Mozambique, within the framework of UNCT where the CO coordinates the gender issue in general, as well as in direct cooperation with agencies within co-programming and joint-venturing. In this regard, substantial interfaces prevail with: RCO; UNFPA; UN-Habitat<sup>24</sup>; UNICEF; UNESCO; UNDP<sup>25</sup>; UNEP<sup>26</sup>; WFP.

44. *The intended development changes through the partnerships:* To achieve GEWE, there is the need to transform unequal gender relations, and change structures that underpin these unequal relations: Discriminatory social and legal norms must be repealed; women and girls should see the expansion of the full range of human capabilities, such as education and knowledge, health, including sexual and reproductive health and reproductive rights (SRHR) and have access to a wide range of assets and resources, including land, decent work and equal pay to build women's economic and social security, on the same basis as men and boys; women and girls should lead lives that are free from violence; and they should have a real presence and voice in the full range of institutional forums (from private to public, from local to global) where decisions are made that shape their lives.<sup>27</sup>

45. Anchored in the above goal, the intended changes for programme's partnerships are, as per SN's theory of change: Policies, systems and capacities are in place to address gender inequalities and women's leadership and inclusion in key economic sectors (agriculture, minerals) acknowledging the impacts of climate hazards; Local authorities and community stakeholders have the capacity and will to engage in evidence based programming for

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<sup>23</sup> With AfDB, funds were channeled through MGCAS to produce the WEE program, and the CO did not received them directly.

<sup>24</sup> UN-Habitat received funds under housing initiative for IDPs

<sup>25</sup> UNDP also funded a project on response to cyclone IDAI.

<sup>26</sup> UNEP funded a project on Energy in Gaza.

<sup>27</sup> Ibid TOC Global Strategy

e-VAW and HIV/AIDS; Governance, transparency and accountability practices for gender equality exist in national development and sectoral plans; Knowledge management, communication and advocacy are effectively harnessed to address gender stereotypes.

### 4.3 The underlying theory of change

46. This Strategic Note and four-year plan identify Women’s Economic Empowerment in female labor-intensive and growth-driving sectors (Agriculture, Extractives,) as well as combating Violence Against Women and girls as key priorities in promoting Gender Equality, Women’s Rights and Empowerment and the achievement of the SDGs. With this vision in mind, the SN 2017-2020 specifically prioritizes the following key constituencies:

- a) *Adult poor women (distinguishing between rural and urban as well as age) - working in informal activities, dependent on subsistence farming, affected multiple times by floods or drought,*
- b) *Young girls and adolescents between the ages of 10-14,*
- c) *Young women and girls of the 15 to 24 age group and*
- d) *Community leaders and men particularly in leadership roles in rural communities.*

47. Based on the above, the theory of change developed by the SN is as in table below:

Table 6: SN 2017-2021 theory of change

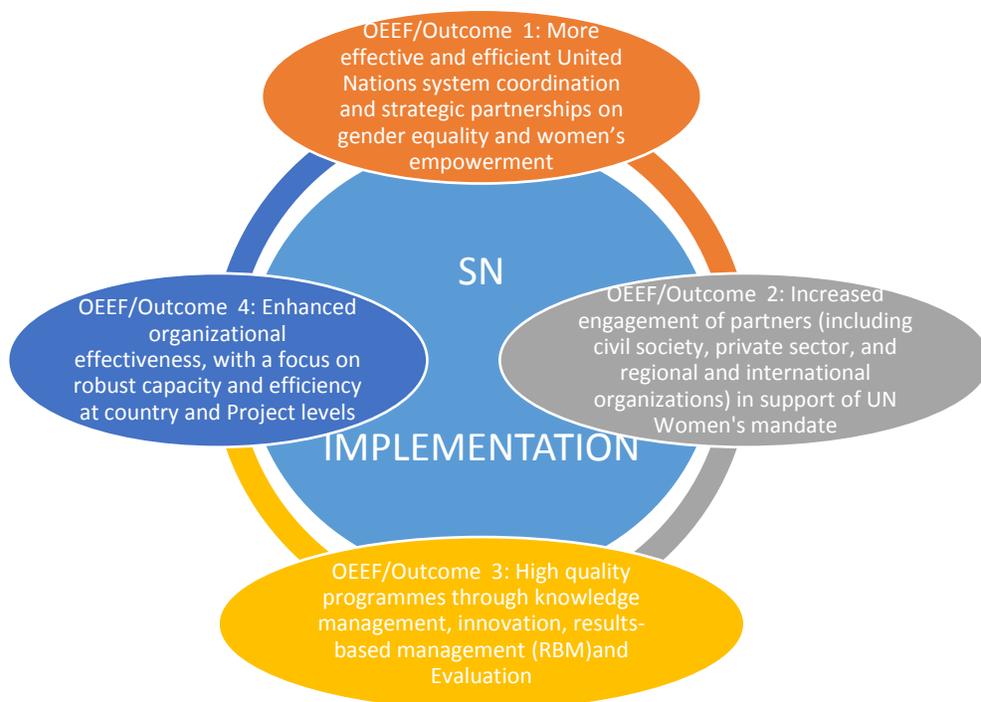
UN Women Mozambique CO Theory of Change for the SN 2017-2021	
<b>GOAL</b>	Women’s Economic Empowerment in female labor-intensive and growth-driving sectors (Agriculture, Extractives,) as well as combating Violence Against Women and Girls as key priorities in promoting Gender Equality, Women’s Rights and Empowerment and the achievement of the SDGs
<b>KEY ASSUMPTIONS</b>	IF policies, systems and capacities are in place to address gender inequalities and women’s leadership and inclusion in key economic sectors (agriculture, extractives) acknowledging the impacts of climate hazards;
	IF local authorities and community stakeholders have the capacity and will to engage in evidence based programming for EAW and HIV/AIDS;
	IF governance, transparency and accountability practices for gender equality exist in national development and sectoral plans; and
	IF knowledge management, communication and advocacy are effectively harnessed to address gender stereotypes,
<b>Impact</b>	<b>THEN</b> , women will participate in and benefit substantively from all forms of development in Mozambique and their economic, social and political rights will be secured. For this reason, activities in the SN are a combination of work at the policy and community level with a heavy reliance on evidenced based advocacy to also promote greater citizen participation in GEWE efforts and built on three important pillars of engagement.

### 4.4. The OEEF goals in relation to UN Women’s ability to achieve the DRF

48. The CO’s Organizational effectiveness and Efficiency Framework goals (OEEF) is presented in annex 10.9. The OEEF was developed to support the implementation of the DRF (programme). The OEEF had a logical flow of four outcomes and eight specific outputs, linked to relevant baseline and target indicators, to enable measuring progress, and accountability. These are: Outcome 1: More effective and efficient United Nations system coordination and strategic partnerships on gender equality and women’s empowerment; Outcome 2: Increased engagement of partners (including civil society, private sector, and regional and international organizations) in support of UN Women’s mandate; Outcome 3: High quality programmes through knowledge management,

innovation, results-based management (RBM) and Evaluation and Outcome 4: Enhanced organizational effectiveness, with a focus on robust capacity and efficiency at country and Project levels.

Figure 2: OEEF support to SN implementation



#### 4.5. Results based management system

49. The CO has a Monitoring, Evaluation and Research system and procedures, which guides internal monitoring, reporting and evaluation practices. Internal capacity building operates on this and includes training staff and partners on: RBM principles; programme/project management; and building credible and robust routine data collection, analysis and reporting functions, mechanisms and tools. RBM culture ensures that monitoring and documentation of results achieved, and lessons are an integral part of program management. A mid term review of the programme has been conducted and contributed inform the pursuit of the implementation. The Country Office ensures that its management structure, control framework and operations are in line with corporate requirements and allow meeting the results expected of the SN with due efficiency and accountability. This is certified by successive Audits since 2015.

### 5. STAKEHOLDER MAPPING

#### 5.1 The main stakeholders

50. The table below presents the classification of stakeholders engaging with the Strategic Note, in different status and positioning. This spectrum of actors is divisible into three sets: the duty bearers (governmental and parliamentary bodies), the rights holders and, between the two, the development partners, be they donors, technical supporters or implementing agencies. The table describes as well how each of them is engaged with the programme.

Table 7: SN 2017-2021 stakeholders mapping

Classification	Inclusion	Linkage to the SN
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The Duty bearers	Ministry of Gender, Children and Social Action (MGCAS); Ministry of Agriculture and Food Security (MASA); Ministry of Land, Environment and Rural Development (MITADER); Ministry of Interior; Ministry of National Defense; National Institute for Disaster Management (INGC); Technical Secretariat in Food and Nutrition Security (SETSAN); National Institute for Statistics (INE); Ministry of Economy and Finance; Ministry of Justice/Institute for Legal Assistance Promotion (IPAJ); Women’s Caucus in Parliament; IFPELAC (Instituto de Formação Profissional e Estudos Laborais Alberto Cassimo)	Normative Co-designing Implementing
<i>Development /Funding partners</i>	Belgium; Sweden; Iceland; Norway; Japan; EU; High; Commission of Canada; DFID; Spain – AECID; African Development Bank (AfDB)	Funding
<i>UN Entities</i>	Mainly, UN Resident Coordinator’s Office; UNDP; UNEP; UNESCO; UN-Habitat ; UNFPA ; UNICEF ; WFP	Coordination Co-designing Joint programming Technical support
Civil society organizations	<i>Civil Society Organizations, mainly:</i> UEM including the Centre for Gender Studies – CECAGE; Institute of Public Administration (ISAP) -Is now part of UJC – the Vice rector was our main focal person; Forum Mulher; NAFEZA (Núcleo de Associações Femininas da Zambézia); WLSA; Gender Links; Institute for Social Communication (ICS); Joaquim Chissano University (UJC); ASCHA (Associação Sócio Cultural Horizonte Azul; MULEIDE); ADEL Sofala (A Agência Desenvolvimento Económico Local); Grupo Mulheres de Partilha de Ideias de Sofala (GMPIS); Livaningo; Ophenta; Kutenga; PROMURA <sup>28</sup> (Associação de Protecção a. Mulher e Rapariga); Lemusica (Manica); African Women Leaders Network - Mozambique Chapter; CESAG	Operational Implementing
Rights holders	Women and girls, and persons with disabilities, who benefit from the projects implemented under the SN; Community-based organizations and grassroots networks that represent beneficiary voice	Beneficiaries

## 5.2 Human rights roles and main contributions of the stakeholders

51. Key stakeholders for UN WOMEN CO are the rights holders, including: women and girls, and persons with disabilities or suffering from any socioeconomic exclusion, as well as community-based organizations and grassroots networks representing their voices. Through the SN, UN Women committed to target, reach and work with these rights holders to enable them access their rights, the services and goods they are legitimately entitled to.

52. On the other side are the duty bearers, mainly the ministries and other state institutions such as the parliament. SN 2017-2021 focuses on capacity building, technical support and resource mobilization advocacy to enable these duty bearers deliver quality and with accountability to the rights holders, in line with the international, regional and national norms and standards and development agenda.

53. Donors and Development and implementing partners are a key link between the rights and duty bearers. They are very strategic to the SN; supporting the programme in raising funds (donors) and implementing the activities (NGOs) in terms of services and goods delivery.

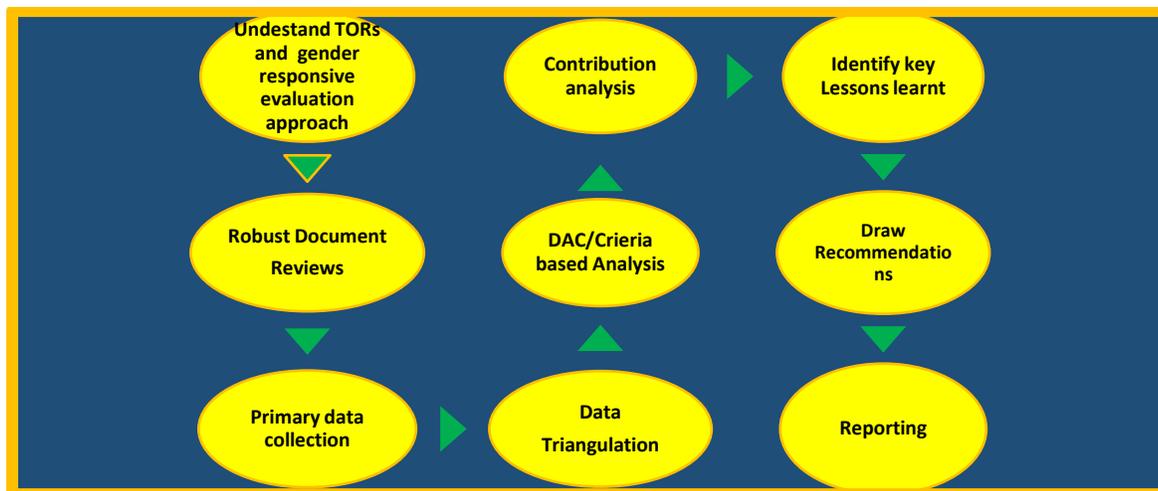
<sup>28</sup> A partner but not an Implementing partner as such.

## 6. EVALUATION METHODOLOGY

### 6.1. Evaluation design

54. Guided by the evaluation criteria and based on our understanding and interpretation of the evaluation terms of reference and UN Women evaluation guide and toolkits, the CPE is designed as a cross-sectional mixed methodology study that includes: (i) a robust document review (secondary data); (ii) primary data collection through engaging stakeholders; (iii) a triangulation of findings from (i) and (ii); (iv) UNEG criteria based assessment; (v) attribution of achievements versus UN Women contribution analysis; (vi) lessons learned and recommendations building.

Figure 2: Evaluation design and approaches



### 6.2. Methods of data collection and analysis

#### ▪ Document review

55. The CPE commenced with a document review, and this continued throughout all the data collection phase, the analysis and the reporting. The full list of documents reviewed is annexed to this report (annex 10.4). A summary of reviewed documents per category is as below:

- (i) National background policy documents relating to GEWE, UN Women cooperation frameworks such as the corporate Strategic Plan and the Africa Strategy: these shall help in understanding the strategic environment of the programme.
- (ii) The Strategic Note and its annual work plans (AWPs): these permit evaluators to capture the content; DRF and OEEF objectives, outcomes/outputs/inputs and indicators of the programme.
- (iii) The periodic implementation progress reports, studies or policy briefs and other project review documents over the programme or any of its segments. These enable establishing the results and performances of the programme.

#### ▪ Primary data collection:

56. To complement, enhance, deepen, compare and validate the secondary data (gathered from the documentary review), primary data collection was conducted towards key stakeholders, namely: staff from UNW CO, the partners and beneficiaries of the program; because of the Covid-19 restrictions, this was done through direct online interviews and focus groups talks and based on one specific questionnaire for each group. Focus groups engaged 73 beneficiaries, 68 women and 4 men.

#### ▪ Triangulation

57. Triangulation is a technique of comparing data from different methods, synthesizing and coalescing the data to present a clearer and more meaningful understanding of the findings. Triangulation is systematically applied to secondary and primary data, to minimize biases from single data source. This strengthened the analysis and deepened any judgment on the performance.

▪ **Evaluation criteria**

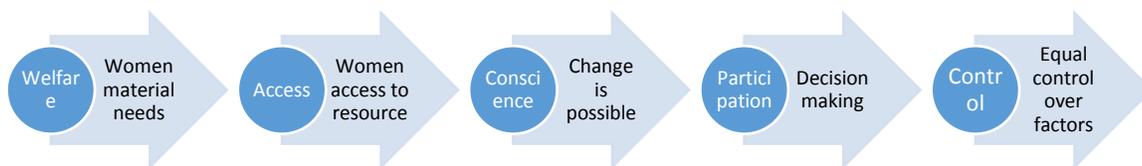
58. The evaluation is based on the OECD/DAC<sup>29</sup> criteria complemented by gender and human rights analysis, as well as gender responsive principles, which are key to any UNW intervention:

- (i) *Relevance*: The extent of programme alignment with the national development priorities as well as with the UN international cooperation strategies
- (ii) *Effectiveness*: The extent to which the development intervention’s objectives were achieved, or expected to be achieved.
- (iii) *Efficiency and coherence*: A measure of how economically resources/ inputs (funds, expertise, time, etc.) are coherently converted to results, i.e. cost-effectiveness and consistency of programme delivery.
- (iv) *Sustainability*: The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits.
- (v) *Gender and human rights*: level of mainstreaming of these dimensions in the programme and level of achievement, this shall be further informed by UNEG and UN Women evaluation guidelines.

▪ **Contribution analysis**

59. The evaluation was about contribution analysis. The context is a multi-actor one, the SN working and interacting with other interventions: from the national institutions or the other technical and financial partners. The contribution analysis focused on UN Women inputs and outputs to show how they influenced any related change in the development profile of the country. Through the five sequences of change in the diagram below, the Longwe framework enriched this contribution analysis:

Figure 4: Longwe diagram



▪ **Lessons learnt and recommendation logic**

60. The emerging lessons learned are captured in relation to: (i) problems or challenges encountered by the programme and the way actors resolved them, or (ii) opportunities/good practices in the programme and the relevant means of getting more or better out of them in further programming cycles. The recommendations are built upon similar approaches, and provide solutions to the SN challenges or provide alternatives to do more and better in upcoming new programming cycles.

<sup>29</sup> Organization for Economic Cooperation and Development/Development Assistance Committee.

▪ **Evidence based analysis**

61. The CPE is evidence based, throughout data collection, analysis, triangulation and judgment formulation. Sources of evidence include: data from the regular validated documents, and data as provided by respondents during the interviews and focus groups.

**6.3.Sampling frame, sample and data sources**

**6.3.1 Sampling frame and methods**

62. *Full coverage of projects:* Given the limited number (7) of projects implementing the SN 2017-2021, all have been included in the sample of the evaluation which therefore coincides with the whole CO portfolio. The projects are as below (main programmes: some have sub-components that may raise the specific interventions up to 15, depending on what is considered solely)

1. Spotlight Initiative. To Eliminate Violence Against Women and Girls (2019-2022); Safe cities on EVAW projects; HeforShe; UBRAF
2. Post-cyclone reconstruction and resilience building efforts of the Idai affected communities and institutional strengthening of the Reconstruction Cabinet" in Mozambique
3. Transforming Climate Action to Empower Women Entrepreneurs in the Energy sector: Lighting and Clean Cooking
4. Action for Girls and Young Women’s Sexual and Reproductive Health and Rights in Mozambique, (Girls Bizz Program)
5. Promoting Women’s Effective Participation in Peace, Security and Recovery in Mozambique.
6. Expanding Women’s Role in Agricultural Production and Natural Resource Management as a Strategy for Improved Food Security and Climate Change Resilience
7. Global Partnership for Action to Eliminate all forms of HIV-Related Stigma and Discrimination

63. *Sampling of informants:* The sampling of interviewees is purposive, as per UN Women guidance: the persons included in the sample are those who practiced and know the programme at best. They are chosen with regards to criteria of inclusiveness and coverage of the different components of the programme. A total of 120 persons were reached by the end. The entire focus areas and groups of stakeholders are covered by the sample which is synthesized as follows, details being available in annex 10.5.

Table 8: Primary data sample

Background/Data source	Women	Men	Sample
Government	6	4	10
Civil society	13	4	17
Donors	5	2	7
UNW	7	2	9
UN	2	2	4
Beneficiaries	69	4	73
Sample	102	18	120

**6.4.Quality assurance**

64. Quality assurance on the deliverables and the work in general is managed at three levels within the evaluation process. Preliminarily, the evaluation team comprises senior experienced consultants, who are capable of confronting and handling contradicting opinions and facts internally, and this enables the early detection of weaknesses for timely correction. At a second level, UN Women evaluation technical staff in the Country Office as well as from the regional evaluation specialist in Nairobi, review the drafts submitted by the evaluators and provide inputs to the consultants for revision based on the expressed quality criteria of UNEG and UN Women

Evaluation Guides (including the Global Evaluation Report Assessment and Analysis System<sup>30</sup> criteria), before proceeding to the ERG. At a third level, the Evaluation Reference Group with its larger and diverse composition is the ultimate quality control instance, providing quality feedback for the final versions of the key deliverables.

## 6.5 Ethics

65. The UNEG code of conduct provides key guidance on ethical standards; including the respect and protection of the rights and welfare of women and men, and the communities evaluated as per UN Universal Declaration of Human Rights and other human rights conventions. The evaluators committed themselves to the highest standards of behavior, fully respecting the UNEG code of conduct provisions, namely: Respect for dignity and diversity; anonymity and informed consent<sup>31</sup>; data protection and confidentiality; fair representation including women and men in powerless, ‘hidden’, or otherwise excluded groups; compliance with codes for individuals/groups who are marginalized and/or discriminated against; stakeholders were given information on: a) how to seek redress for any perceived disadvantage suffered from the evaluation or any projects it covers; and b) how to register a complaint concerning the conduct of an implementing or executing agency. Generally, evaluators sought to minimize risks to those participating in the evaluation; and to maximize the benefits and reduce any unnecessary harm that might occur from negative or critical evaluation, without compromising the integrity of the evaluation.

## 6.6. Gender and human rights

66. The CPE integrated analysis on how the programme advances the rights of the targeted population(s) (the rights holders), particularly Women and individuals/groups who are marginalized and/or discriminated against, and supports or empowers them to claim for their rights; identify and analyze the inequalities, discriminatory practices and unjust power relations that are central to development problems. Evaluators have endeavored to shed light on how these social, historical and/or political complex processes occur; provided visibility to under-the-surface social issues and hidden problems of discrimination and inequalities, and call attention to the special needs of or particular effects on certain groups or persons. Despite the COVID-19 crisis, the evaluators ensured that rights holders’ voices are heard and their views taken into account in decisions that affect them.

## 6.7 Methodological limitations and process constraints

67. The COVID-19 pandemic changed ways business is conducted to mostly virtual approaches. While this is protective and needed, it presented limitations of: ‘rights holder’s voice’ in the CPE, and field observations. Moreover, zoom discussions can sometimes limit the depth of the participants’ inter-dialogue. Additionally, the CO support to evaluators on the technicalities of zoom while helpful, tended to limit respondent confidentiality, especially for CO staff members.

68. The major challenge for this CPE is the COVID-19 pandemic which has changed ways of conducting business. With waves still going on and variants emerging around the world, times are still very uncertain, although vaccination has started. It has been therefore agreed that the National and International consultants team virtually. The secondary data collection was as well performed through virtual channel. This entire context was very challenging to the evaluation, especially in terms of time consuming. While this is protective and needed, it presented limitations of: ‘rights holder’s voice’ in the CPE, and field observations. Moreover, virtual discussions sometimes limit the depth of the participants’ inter-dialogue.

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<sup>30</sup> See Tool 14, <https://genderevaluation.unwomen.org/en/evaluation-handbook/tools>

<sup>31</sup> <https://oprs.usc.edu/files/2017/04/Informed-Consent-Booklet-4.4.13.pdf>

## 7. FINDINGS

69. Findings from the UN Women Mozambique Country Portfolio Evaluation, cycle 2017-2021, are as below and based on specific dedicated entry points as per UN Women Evaluation Handbook. The findings provide strategic answer the evaluation questions, while not all of these are literally readable in this section. For systematic and specific answer to each evaluation question and further details on the programme achievements and challenges, refer to materials in the annexes: table of evidences annex 10.12; table of contribution analysis 10.13; and detailed table of findings annex 10.14. All supporting data referenced below are from the different sources accessed by the evaluation: the SN and Country Offices Annual Reports 2017-2020; factual evaluation reports; and the compilation of interviews with stakeholders and beneficiaries conducted by the evaluators between June and August 2021.

### 7.1.Relevance

70. **Finding 1: Strategic positioning on normative work.** Anchored in the priorities of the Government of Mozambique particularly the current Five Year Programme 2015-2019 and the National Plan for the Advancement of Women; the UNDAF 2017-2021 and UN Women's Flagship Programme Initiatives; aligned to the values and principles of human rights and gender equality and to international GWE frameworks such as the CEDAW, the programme contributed to norm advancement in the country, through capacity development and strengthening advocacy activities channeled by civil society and grassroots National Organizations to the direct benefit of the governmental duty holders. As a result, mainly in 2019, the country adopted two new laws: the Law against Early Unions and the Inheritance Law; and revised three other: the Family Law, the Law of criminal code, and the Law of the criminal process code. UN Women did not only accompanied the process for law reform, the CO also produced booklets to disseminate new laws to key actors such as provincial parliaments, traditional and community leaders, and other government bodies. For instance, 140 people (86 women and 54 men), including traditional and religious leaders, matrons, fathers committee and local musicians engaged in open discussions about violence against women and girls and how to contribute to the implementation of the existing laws and mechanisms to prevent and respond to Violence Against Women and Girls. These debates and other similar initiatives sponsored by the UN Mozambique Office, resonated well and contributed to improved perception on early child marriages, GVB and COVID-19 prevention for 3.178 People (1.670 women). In 2020 towards the wide consultative process on land law reform launched by the government UN Women sensitized and supported CSOs, with focus on rural Women's Rights Organizations, to engage in this consultation, starting from the collection of evidence on the current status of the gender gap on land tenure in Mozambique. The figures of the finding are compiled from the validated annual reports; the achievements behind are confirmed by all categories of informants: government, implementing CSO organizations, beneficiaries.

71. Though Mozambique has achieved greatly on adopting laws for promoting GEWE as reviewed above, the country still experiences a significant gap between legislation and implementation of these laws. As duty holders for women, the majority of governmental bodies at central and local level lack capacity for gender analysis, mainstreaming and budgeting. Enacting the bills in day to day life also remains a challenge (interviews). This situation has been worsened by the COVID-19 context, as attention and efforts shifted from reformation policies and development dynamics to emergencies around the safety of people and the health system. These challenges are triangulated from different sources: government; CSO; Donors.

72. **Finding 2: Strategic positioning on coordination work:** The UN Women Mozambique Country Programme provided supportive GEWE coordination inputs, within the UN family as well as towards the national institutions. Within the United Nations Country Team (UNCT) and around the United Nations Development Framework (UNDAF), UN Women supports the impulsion and coordination of mainstreaming of the gender equality in general in the UNDAF programme as well as in the agencies specific portfolios. The country programme marks

due presence and demonstrates leadership in coordination and pooling working thematic groups. Also the programme is present in key joint interventions shared with other sister UN agencies, namely UNDP, UNFPA, UNESCO: (i) Spotlight Initiative (2019-2022): Accelerating the Prevention and Response to SGBV and Early Union for Adolescent and Young Women (ages 10 - 24) in Mozambique; (ii) Joint Program on Action for Girls and Young Women's Sexual and Reproductive Health and Rights in Mozambique, (Girls Bizz Program, 2015-2019); (iii) Post-cyclone reconstruction and resilience building efforts of the Idai affected communities and institutional strengthening of the Reconstruction Cabinet" in Mozambique.(October 2019-December 2020).

73. Towards the national public sector, UN Women's coordination inputs are channeled through the Ministry of Gender, Children and Social Action (MGCSA) and other administrations and resulted into the following achievements and consists of capacity reinforcement, cost sharing, institutional development, direct training, sensitization, etc. Key results of the coordination support towards the public sector include the development of the National Action Plan for Women Peace and Security. As an implementing framework, the Ministry of Gender, Children and Social Action designed a special project on Effective women participation in peace and security. Designing of the Spotlight Initiative by the MGCSA engaged also the contribution of UN Women. Finally, building on support started in previous cycle and continued through the current one, the National Institute for Disaster Management (INGC) managed to elaborate and implement its five-year Gender Strategy for 2016-2020, which included various aspects of behavior change, SGBV prevention, Code of Conduct and, Women Empowerment. This strategy starts resonating in INGC provincial departments that integrate its contents in their provincial plans. UN Women contributed also in national progress on gender sensitive planning and budgeting: dedicated technical and financial support enabled the assistance the Ministry of Economy and Finance to train all the ministries and all provincial departments of all government sectors on the topic. Dedicated guidance methods and tools for GEWE integration in planning and budgeting are now available for all sectors.

74. Few challenges are reported with regards to the coordination function. Within the UN System, while belonging to the same institutional framework, agencies and entities still engage in tough competition around resource mobilization. Even if the UN reform and the new common framework for assistance are expected to lead to more convergence, synergies and integration and harmonization of the UN delivery at country level, the race for resources continues to challenge the coordination issue. Towards the national partners, if it is agreed by interviewees that the programme does have overall wide and good interfaces with the civil society, the liaising with the governmental sector is seen as hanging too much towards the ministry of gender (and the department of Finance), and not enough in favor of the other national branches which are nevertheless decisive for enforcement of the new norms and standards to the benefit of women and girls' day to day life. The challenges received confirmation from different sources: governmental bodies; CSO organizations; and donors representatives.

75. Finding 3: *Strategic positioning on each thematic area covered in the strategic note: At programmatic level, the 2017-2021 portfolio is initially articulated on three development results namely: (i) Women, especially the poorest and most excluded, are economically empowered and benefit from Development; (ii) Women and Girls live a life free from violence; and (iii) National planning and budgeting processes promote stronger institutional accountability to gender equality commitments. Later but early enough, in the middle of the first year of implementation, Women, Peace and Security substance was convened, not as a standalone focus area but laterally incorporated to the three initial result areas which function as conducive institutional frameworks for this additional thematic, leaving unchanged the whole structure of the SN. In each of these key components, the programme strives to act strategically: upstream, it promotes favorable and conducive legal frameworks, by supporting elaboration of norms, policies and tools as well as capacitating the institutions in charge for better implementation; downstream, it provides rights holders namely women, girls and disadvantaged and marginalized groups with skills and multifaceted development inputs. The finding is the result of the SN structural analysis by*

the evaluator: all contents referred to are evidenced in the Prodoc. It received confirmation from the senior management.

76. Though this approach is coherent and strategic, its implementation is somehow, at programmatic level, challenged by the profile of the dedicated resources which use to be of very short term (out of 16 funding lines, 11 are between 40,000 USD and 500,000 USD, and 5 between 1,8 and 2,5 million USD), framing therefore interventions of short duration, discontinuous and geographically sprinkled. The strategic added value of the programmatic mandate would also be strengthened by reaching beyond the gender machinery. The targeting of the programme shows also gaps, as elderly women are not well represented in the beneficiary groups (evidenced by their absence in the CO achievement statistics and confirmed by one category of informants). Regardless of the efforts, getting to disadvantaged people in the very remote places remains a challenge. Is also noted the lack of sharing spaces and platforms between the numerous implementing agencies taking the programme's advantages to people at grassroots level, which does not allow those key actors to mutualize experiences to the benefit of strategic learning and leveraging dynamics across the programme. Finally, the assumptions of the theory of change were not revised for due covering of the results under the women peace and security theme which was added along the way. The challenges are evidenced by the above budget analysis showing very little amount of resource per project on one hand; and the ToC itself where there is no mention of WPS.

77. Finding 4: *Extent to which the portfolio addresses underlying causes of gender inequality and poverty:*

All interventions, be they at strategic or operational level, are preceded by and grounded in strong assessments of needs and enabling factors (sourced by both secondary and primary data). The programme is well informed by this approach and can thus get right to the roots of the identified problems A recurring challenge and *underlying cause* in the gender problematic across the three result areas is the *weak of capacity – technical and financial - for women especially the poorest among the disadvantaged groups*. The programme tackles it by enrolling them into capacity building awareness raising processes covering aspects as diverse as women's rights, economic and financial skills, leadership and political participation. For instance between 2017 and 2020, 2,700 beneficiaries enhanced their knowledge on or access to: sexual and reproductive health; legal counseling on GBV; social security; financial education and application procedures for the NUIT and DUAT, etc.; 990 girls in Nampula Province were provided with concrete employability opportunities through a Vocational and professional training; 1,251 women farmers from resettlement centers have access to high yield variety certified seeds and agricultural tools for the recovery of crop production; 2,500 additional identification documents (IDs) and 1,500 birth certificates were granted for women and girls.

78. Towards the duty bearers, namely the public services in charge of delivering to the populations across the country, the approach is also based on supporting in filing of their capacity gaps, after dedicated situational analyses. The Defense sector is a good illustration of gains in this regard. Generally, very isolated from cooperation interfaces, accessing to UN Women accompaniment through MGCAS entrance gate and coordination, enabled their agents to take better account of gender in the public service they deliver. According to the defense representatives in the sample of informants, the following achievements really started making the difference among their staff: several debates on GBV reaching out to 2000 soldiers (men and women); training of 20 soldiers and military officers on WPS; participation of 2 800 soldiers and military Officers in the Campaigns and sensitization on GBV; 2 round tables debates that reached out to 160 people (civilians and soldiers); 12 campaigns conducted on GBV and GE and 2.362 soldiers and military officers participated; 120 soldiers and military Officers benefitted from training on Gender Equality

79. The programme as well invests on *the issue and underlying factor of conservatism and cultural resistance* through massive advocacy towards all segments of Mozambican society to bring them to acceptance of pro gender

evolution in mindsets, national frameworks and policies, especially against gender-based violence: for instance 300,000 people (2 thirds women and girls, against 1 third men and boys) were reached through awareness raising activities and increased their knowledge on discriminatory sociocultural practices against women and girls in selected districts.

80. Such will to tackle the problems at their roots is duly reflected by the programme's theory of change, which isolates the rooting factors of gender problematic causes as follows: (i) Policies, systems and capacities are in place to address gender inequalities and women's leadership and inclusion in key economic sectors (agriculture, minerals) acknowledging the impacts of climate hazards; (ii) Local authorities and community stakeholders have the capacity and will to engage in evidence based programming for ERAW and HIV/AIDS; (iii) Governance, transparency and accountability practices for gender equality exist in national development and sectoral plans; and (iv) Knowledge management, communication and advocacy are effectively harnessed to address gender stereotypes.

81. Out of the theory of change but a very relevant initiative, the Programme also adapted the SN Plans, developed and implemented a COVID-19 response to "Contribute towards ensuring that women and girls are protected, participate in decision-making and benefit equally in the prevention, response and recovery from COVID-19 in Mozambique. Within this emergency framework, in Maputo municipality, 4,400 women and girls (5 women with disability) from the informal sector (4 Markets of Romão, Zimpeto, Mazambane, Praça dos Combatentes) have been assisted to maintain their source of income by providing them personal protective equipment (13,000 masks) while reducing the risk of being affected by the pandemic. The finding is sourced by the compilation of the validated CO annual reports where the figures come from; the substance of the finding is confirmed by primary sources: governmental, CSO and beneficiary informants.

82. While attacking the root factors, gaining strong and sustainable achievements on these is challenged by several operational limitations within the programme. The fragmentation and the very localized nature of the interventions do not lead to large-scale impacts. The COVID-19 pandemic is also a hindering factor to the day to day running of the programme, with many activities being delayed because of sanitary restrictions. When the Women Peace and Security agenda was added as one focus area of the programme, the theory of change was not revised to include this theme in the assumptions. As a challenge the fragmentation is evidenced by the budget analysis figures presented above and confirmed by national stakeholders (government and CSO); the pandemic is convened as a major constraint in the country Office reports and confirmed as so by all the informants; with regard to the absence of the WPS thematic in the fundamental assumptions of the programme, it is evidenced by the fact that the theory of change was not revised.

## **7.2.Effectiveness**

83. Finding 5: *Development effectiveness (achievement of DRF outcome)*: The programme displays significant achievements under its four main development results and across the portfolio positioning on UN Women corporate triple mandate: normative, coordinative and programmatic.

84. *Women, especially the poorest and most excluded, are economically empowered and benefit from Development*: Under this result, the programme supported in developing policy tools, mainly at local level, and provided direct economic support to beneficiaries at the grassroots level. Provincial governments have been capacitated in gender sensitive planning budgeting, to enable a better taking into account of the women and girls in their development programmes. With regard to operational support to the population, the programme has implemented a multifaceted capacity building which included training, access to production inputs such as seeds

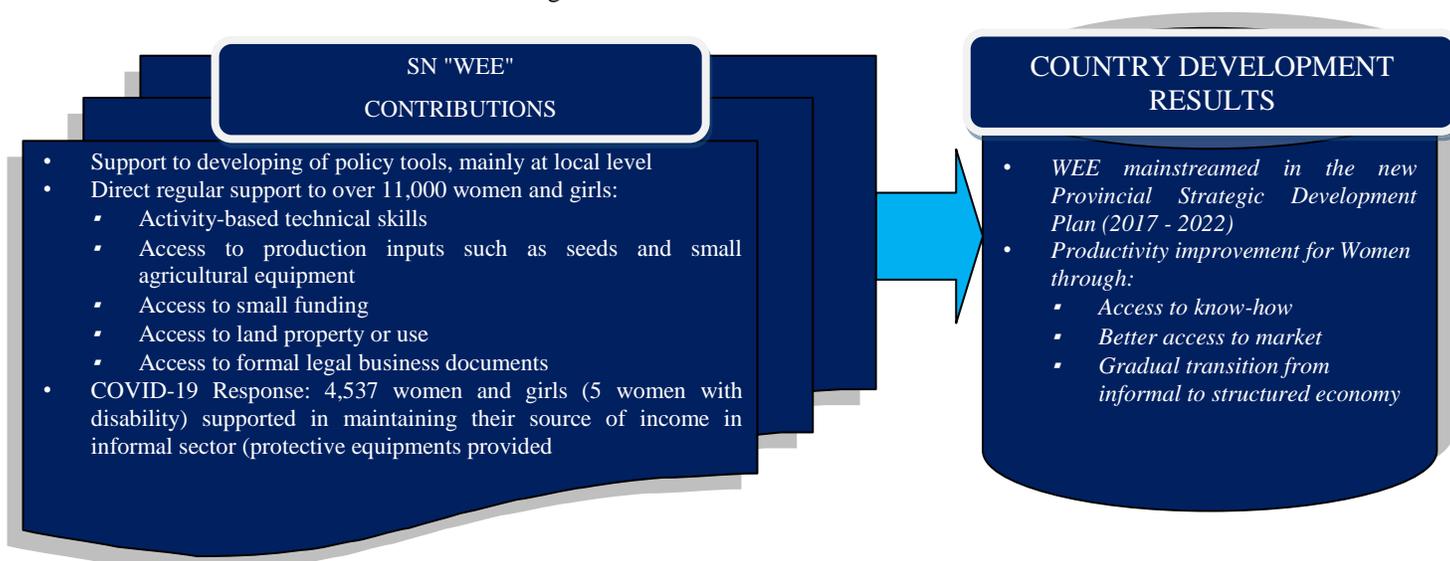
and small agricultural equipment, access to small funding, access to land property or use, access to formal legal business documents.

Box 1: WEE beneficiary testimony in evaluation focus group

*“Since the programme support started I managed to buy a field of 1 hectare of land to grow my maize. I made this money from savings and loans and selling of tomatoes and beans. At first my business wasn’t running well and wasn’t making profits, but the knowledge on business management and financial literacy and savings and loans helped me to improve my business and to save money profited from the business.”* Woman beneficiary, Nafeza, Evaluation focus group, August 2021)

85. At WEE policy level the programme support contributed at least to the mainstreaming of gender in the new Provincial Strategic Development Plan (2017 - 2022). On the ground, over 11,000<sup>32</sup> of women and girls benefited from this approach which was as well humanitarian with 1251 displaced women and 100 women positive to HIV reached in 2020 and 2018, respectively. This programme support fostered for thousands of women improvement of productivity, access to market and gradual transition from informal to more structured economy.

Figure 5: SN WEE contributions to national results



86. Although being of a great strategic and demonstrative value, these achievements show very limited scaling compared to the huge demand rising from the country. Also, they are challenged by the COVID 19 context. With the rapid spread of the pandemic there is increased uncertainty on the survival of agribusinesses across Mozambique. Social distancing, shifting market demands, household prioritization of basic needs and cascading economic impacts make it challenging to many women entrepreneurs in the agrarian sector to carry out their businesses. Additionally, the closure of schools represents an extra burden and increase in household demands. Process challenges are also reported by informants, namely the civil society and governmental implementing partners): delays in fund transfer sometimes lead to discontinuity of activities.

<sup>32</sup> Compilation of 2017-2020 data.

87. *Women and Girls live a life free from violence*; Under this result, the programme articulated three key and coherent modalities of support: advocacy and capacity building towards developing and or revising the legal framework for effective fight against the gender based violence; support to victims of gender based violence through Centers for integrated assistance (24 centers benefited from capacity development); and mass and community based sensitization to raise awareness on the gender based violence and bring people to distance from its enabling factors. The programme worked with the civil society at national and grassroots level to reach relevant groups of target: the lawmakers, the duty bearers, the community leaders (traditional or religious) and the individuals within the community. Not only women but men also are targeted. Youngsters in the schools as well benefited from dedicated activities of sensitization. Various socially culturally relevant innovative approaches were used in programming to engage and influence behavior change on GBV, with women and girls in approaches such as “*Speak Out my Sister, Minibus for sisters, Around the Fire*”, for woman to woman sharing of success stories and mechanisms for prevention of GBV and for self-protection. Focus group with beneficiaries confirmed the added value of these approaches in term of community adhesion to the messages.

88. In terms of achievements, more than 10,000 people (women) engaged in activities skilling them for better understanding and behavior change on addressing of the gender based violence. Police and military sector reported to have gained true assets on the issue. Direct support to victims consisted of access to justice and subsidies for recovery, and was sometimes channel through the operationalization of dedicated holistic centers. The mass campaign has reached an estimate of 300,000 people.<sup>33</sup>

89. These programme deliveries did have significant national resonance, contributing to the renewal of the legal framework for better management of the issue of gender based violence. Two new laws were adopted: the Law against Early Unions and the Inheritance Law; and three other revised: the Family Law, the Law of criminal code, and the Law of the criminal process code. Also two important plans were developed, namely the National Plan for the implementation of the Resolution 1325 on Women, Peace and Security, and the National Plan to combat domestic Violence. As recognition of its support, UN Women was awarded a certificate and referred to in the description of the process, by the parliament on approval session of the early union law.

Box 2: The story of Paola<sup>34</sup>

Paola is a 17-year-old girl who endured sexual violence in 2020. She lives in Chicualacuala, in Gaza province. Her family forced her into marriage with an elderly man who before that, coerced and sexually molested her twice. Kutenga, UN Women civil society partner operating in the area in Chicualacuala working with the multisectoral teams from government health, police and justice (IPAJ) supported the girl that led to her being freed from the chains of early union. After the girl was accompanied and reported the case, the perpetrator ran away outside the country. Derlicia received health support and counseling, and continued with her education. She is now in grade 9 and wants to become a teacher when she finishes school. With regard to fighting GBV, she say: “*Now I participate in Fala minha Irma (“Do it my sister!”) Programme in Kutenga; they taught me and now I’m teaching other girls to protect themselves from violence and to report violence to the police...; I urge the other girls to go to school, not to allow men to force them into marriage...*” (Source: Evaluation Focus group, August 2021).

90. Providers of services to the victims of gender based violence somehow improved quality of delivery. Within the framework of a dedicated assessment sponsored by the programme, 90% of informants indicated that VBG cases reported to the police, hospital and court were correctly handled<sup>35</sup>. Maputo Municipal Council with local

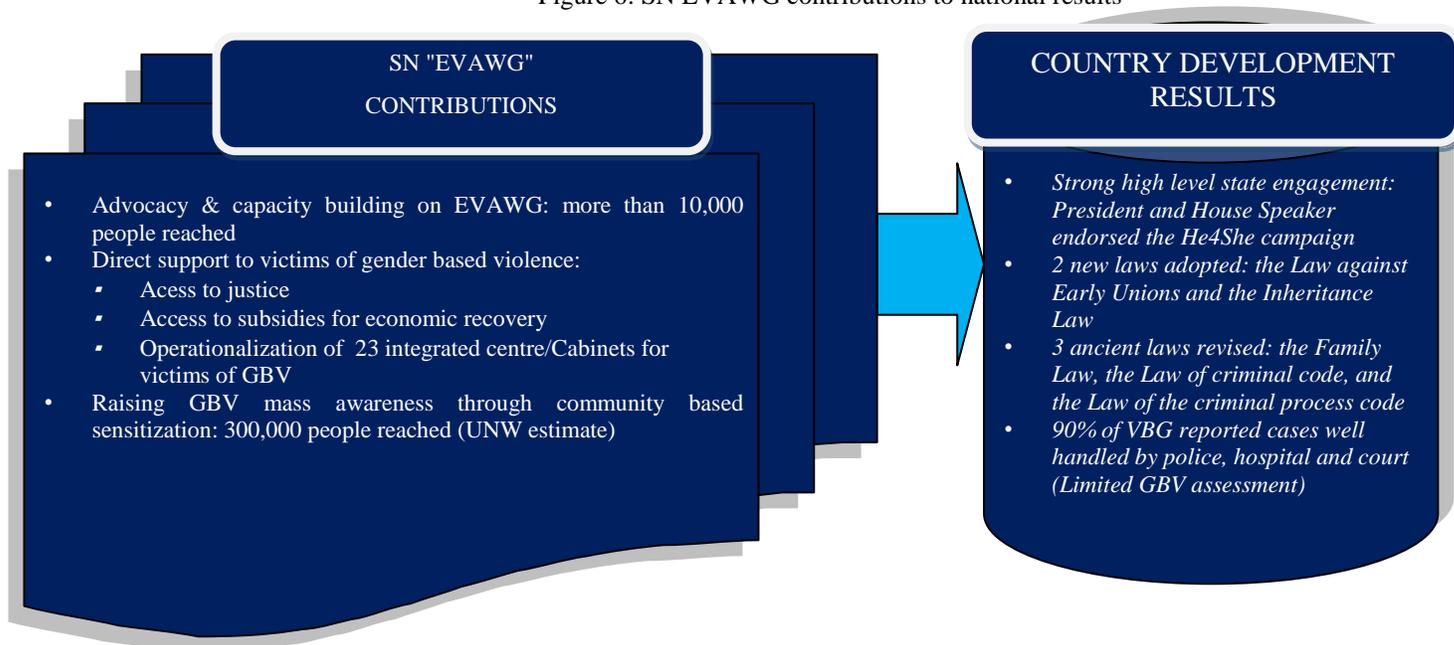
<sup>33</sup> The use of public transport and megaphones – 3 times a week, for 9 months in 10 districts (3 neighborhoods each) – reached around 200,000; the Radio programs in 10 districts and using local languages – aired twice a week during 10 months reached around 100,000 people

<sup>34</sup> Name changed.

<sup>35</sup> This assessment was however limited: it took place in Province and covered a sample of 65 persons.

CSOs, several communities and individuals in Maputo (comprising local leaders and youth) are now engaged, participatory agents in preventing and combating harmful practices and SGBV in public spaces, including in secondary schools. Overall, this dynamic benefits from strong state engagement, starting with the President of the Republic and the Speaker of the chamber who endorsed the He4She campaign.

Figure 6: SN EAWG contributions to national results



91. Despite those achievements, the gender based violence remains a critical issue in the country and justify envisaging scaling up of intervention. A 2018 survey on Violence against women conducted in partnership with the Center of Gender Studies of the Eduardo Mondlane University indicated that up to 65% of women admitted suffering from violence. The COVID 19 context has worsened this situation. By reducing contact with the outside world, the different forms of confinement under the pandemic tend to form bubbles that are even more conducive to GBV, as deterrence, prevention, rescue and repression generally come from outside.

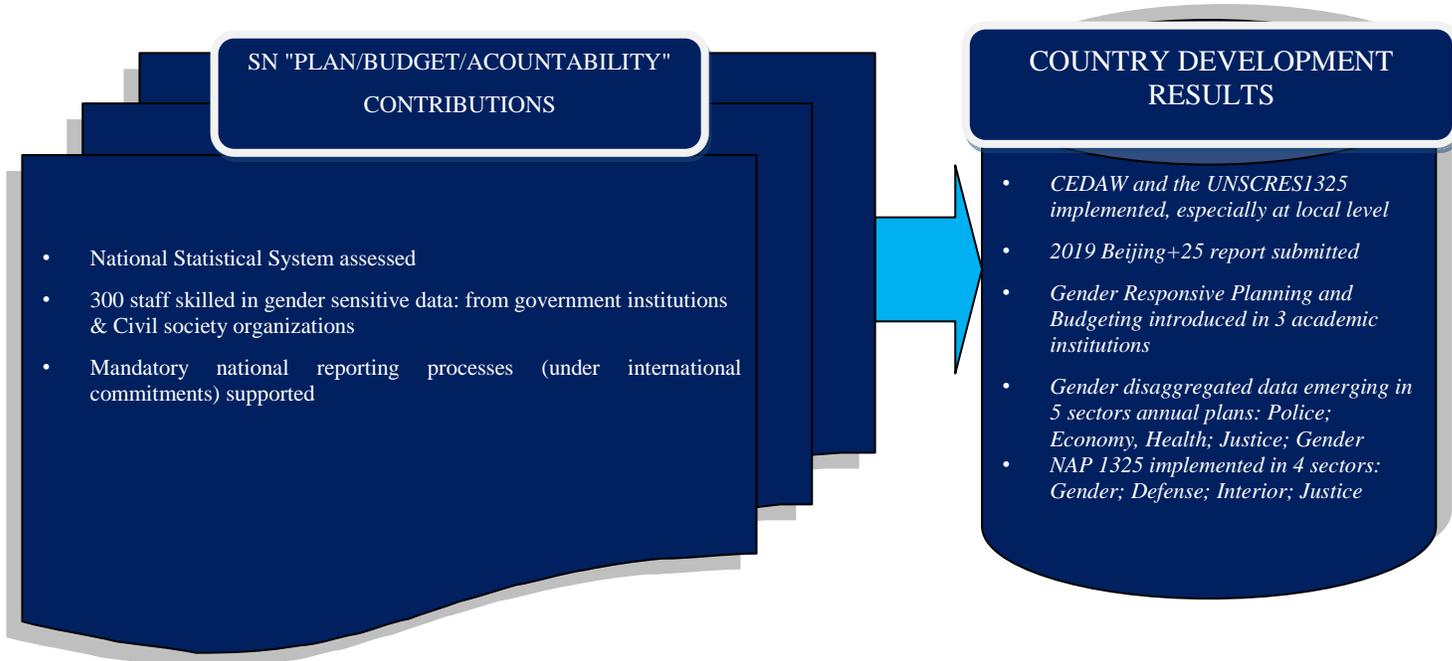
92. *National planning and budgeting processes promote stronger institutional accountability to gender equality commitments:* Under this development result the programme works on promoting national statistical capacities that give due place to gender equality and women empowerment. It mainly engaged in: assessing the actual technical and operational status of the statistical apparatus; supporting the development of gender sensitive data production skills to dedicated organizations in public and civil society spaces; accompanying the production of the mandatory reporting process the country is committed to under international mechanisms. The capacity development of data specialists in gender sensitive statistics reached over 300<sup>36</sup> professionals from a wide spectrum of governmental and civil society organizations. On the governmental side, the following ministries and public bodies were involved: Gender, Children and Social Action; Health; Education; Interior (PRM); Justice; Industry and Commerce; Agriculture; Public Works; State Administration; environment; works and social security; National Statistical Institute (INE); provincial and district attorney's office and National Institute for Disaster Management (INGC). The CO also provided advisory, technical and financial support to key stakeholders for preparation of and participation to the 64<sup>th</sup> session of the Commission on the Status of Women (CSW64).

<sup>36</sup> Compilation of data reported for 2017-2020

93. As results, these engagements from the programme and other partners in the sector contributed to the implementation of CEDAW and the UNSCRES1325 particularly at the local level through increased engagement with CSOs/CBOs including as implementing partners and women's movements. The 2019 Beijing+25 report was submitted. Preparation of UN Resolution 1325 report also started and is expected to be submitted in 2021. There is emerging use of gender disaggregated data in annual planning for 5 sectors: Police, the Ministry of Economy, Health, Justice and Ministry of Gender. Four (4) sectors are implementing the NAP 1325 actions on a regularly basis, namely the Ministry of Gender, Children and Social Action, Ministry of National Defense, the Ministry of Interior and the Ministry of Justice, Constitutional and Religious Affairs. Two academic institutions<sup>37</sup> have introduced training sessions on Gender Responsive Planning and Budgeting. The Number of parliamentarians that have increased their knowledge on gender-sensitive oversight and gender-transformative approach has increased by 2%. (UN Women/CO source).

94. Nevertheless, the issue of GEWE in Statistics remains very challenging in Mozambique. The country's situation still shows deep gaps in this regard. According to the National Collection of Gender Statistics, published by UN Women in collaboration with the Ministry of Gender (MGCAS) and the National Institute of Statistics (INE), 71% of the data required to monitor a selected set of national and international commitments is not available, and 13% does not have sufficient disaggregation.

Figure 7: SN GEWE responsive Planning-Budgeting contributions to national results



95. *Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action:* Under this development result, the programme carried out actions in support to the institutionalization of the Women Peace and Security agenda and the building of its operational tools, targeting and reaching both the public organization, the civil society network and local leaders and individuals from the communities covered by the programme.

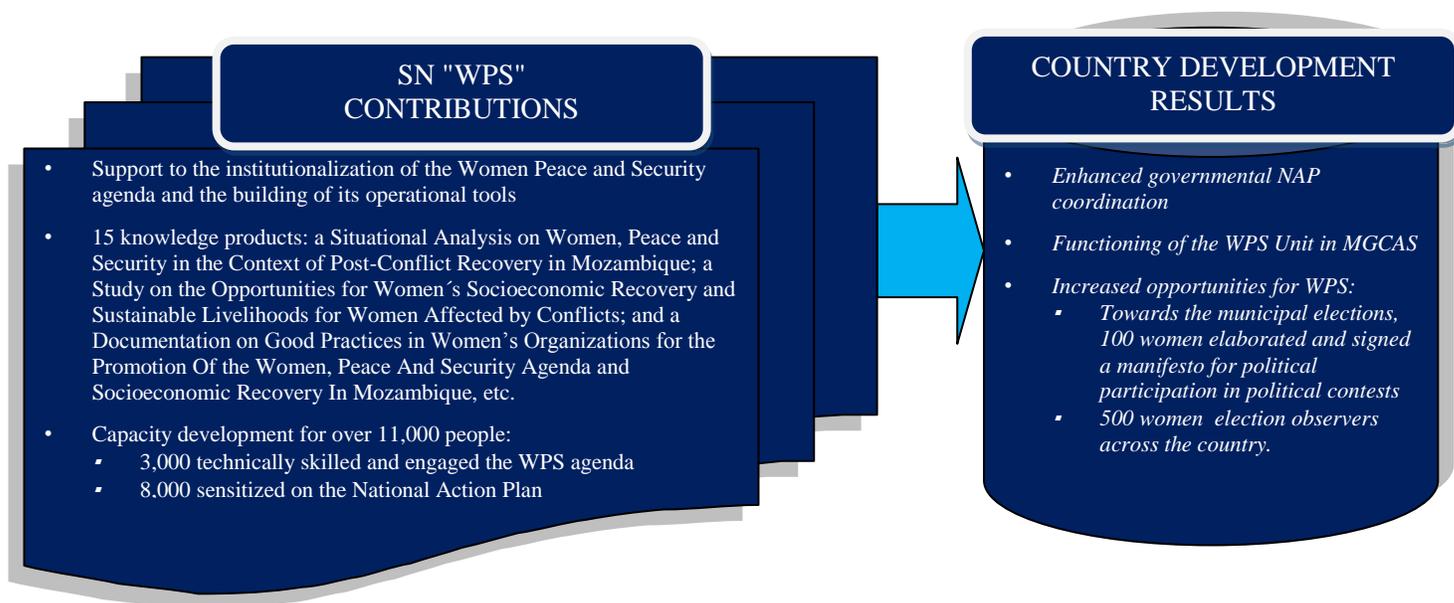
<sup>37</sup> University of Eduardo Mondlane and the University of Joaquim Chissano.

Developing and disseminating knowledge products included the following extracted from a pack of 15 products: a Situational Analysis on Women, Peace and Security in the Context of Post-Conflict Recovery in Mozambique; a Study on the Opportunities for Women’s Socioeconomic Recovery and Sustainable Livelihoods for Women Affected by Conflicts; and a Documentation of Good Practices in Women’s Organizations for the Promotion Of the Women, Peace And Security Agenda and Socioeconomic Recovery In Mozambique.

96. Over 11,000 people<sup>38</sup> were reached out of which 3,000 got specific skills and engaged in the WPS agenda, and 8,000 were sensitized on the National Action Plan. The continuous programme support to the governmental NAP coordination enabled the functioning of the created WPS Unit within MGCAS (office furniture, ICT equipment and supplies provided); and contributed to establishing the National Civil Society Platform on Women, Peace, and Security. The partnership with the Academia resulted into institutionalization of specific course dedicated to WPS agenda, what should contribute to the sustainability of the skills gained on the issue.

97. These efforts resulted into increased opportunities for women to participate in peace, security and recovery processes. Informants (through interviews) stated that women now tend to be more present with active playing in conflict prevention, mediation and resolution especially at community level. Towards the municipal elections, 100 women elaborated and signed a manifesto for political participation in political contests, and 500 others engaged in the last general election observation across the country. There are testimonies even from men indicating that with women engaged in conflict prevention and resolution the results are better sustained.

Figure 8: SN WPS contributions to national results



98. Finding 6: *Relationships with Boundary Partners*: The Country Office has a wide range of business partners including: Government of Mozambique, donors, civil society, the private sector, academic institutions. A partnership and resource mobilization plan is implemented, informed as well by staff’s specific partner intelligence. As of July 2021, the programme funding mobilized from donors amounts to 19 006 665,2 USD. Key

<sup>38</sup> Compilation of data reported for 2017-2020.

and long-standing donors of the programme include: Canada, Iceland, Ireland, Spain, Sweden, United Kingdom, European Union. While these transactional partners massively provide good feedback on their cooperation with the Country Office, some suggest the reinforcement of the CO's institutional capacities for the programme to improve control on what the external implementing organizations are doing in the field. With the government, the entry gate is the Gender machinery, and to a lesser extent the ministry of Finance. The partnership with the public sector as well involves local governments at provincial level. In the interviews, these actors praise the leadership of UN Women and its added value to pro gender formulation and implementing of norms and policies in Mozambique. The shift between the national cycle of budgetary planning and that of the Country Office is a challenge. The MGCAS is also asking for better involvement into what the implementing partners are doing in the field, for instance to be as possible participant to the monitoring missions and enhanced engagement on identification and assessment of implementing partners. The implementing partners judge positive their cooperation with UN Women, while there are complains related to bureaucracy bottlenecks with the disbursement of funds which is somehow challenging their effectiveness on the ground. The finding's figure is from the CO reporting process, while the substance is validated by the informants mainly the donors, the government and the CSO partners.

99. Finding 7: *Effectiveness of organizational structures and systems (achievement of OEEF output clusters)*: The CO is headquartered in Maputo, Mozambican capital city; and has Field Sub-Offices/Focal representatives. The Office is organized around its key major functional roles: the Programmes and the Operations Units. The Programme Unit manages the DRF related activities. It is organized into the following thematic units: Women's Economic Empowerment Cluster; Women and Girls living a life free of violence Cluster; Women Peace Security and Humanitarian Action; Governance, Gender Responsive Planning and Budgeting; Gender Statistics; Global norms; and Coordination. The Operations come in support to the programmes with administrative delivery and management oversight under the OEEF.

100. The CO is headed by a Country Representative coordinating and overseeing both the normative, coordination and programmatic mandates, in the absence of Deputy Country Representative. Within the period under review global number of staff has increased significantly, from 15 to 26, not including the consultants. A many staff are recruited under service contract modality, this situation could in the long run cause some sort of demotivation. The lack of a Deputy Representative is also a true challenge. Despite these gaps, the organizational effectiveness is high. The development and implementation of an Acceleration delivery plan enables the CO to reaches or approach 100% delivery annually. Risk management does exist and maintains the Office proactive towards its critical challenges. This effectiveness is as well reflected in the resource mobilization achievements: 104% of initial planned SN budget mobilized by the moment of this evaluation. Donors 'engagement in the programme increased from 2,5 million to over 19 million in the period (Source: Operations). The actual organigram of the Office is annexed to this report (annex 10.15). The global effectiveness of the Office is evidenced by the substantial results reported in findings above, and by the budgetary performances as per figures in the finding itself. In the future, given the development trend of the portfolio, the Office staffing is expected to evolve as in the table below, with new potential posts foreseen and the stabilization of current temporary contracts:

Table 9: CO staffing: current versus prospect

Title	Grade	Funding	Contract Type	Status
UN Women Representative	P5	IB	FTA	Existing
Deputy Country Rep	P4	IB	FTA	Potential New Request
Operations Manager	P3	IB	FTA	Existing
Strategic Partnership and Resource Mobilization Officer	International UNV	Core	FTA	Potential New Request
Programme Specialist	NOC	None-Core	FTA	Existing
Finance Associate	G7	IB	FTA	Existing
Administrative Associate/ Procurement	G6	IB	FTA	Existing
Programme Associate	G7	IB	FTA	Upgrade Existing G5
North portfolio Manager:(Cabo Delgado, Nampula, Nhiassa)	NOC	None-Core	FTA	Potential New Request
Programme Officer	NOB	None-Core	FTA	Potential New Request
Programme Officer	NOB	None-Core	FTA	Potential New Request
Human Resource Officer	NOB	Core	FTA	Potential New Request

Source: UN Women CO, August, 2021

101. The cross-cutting DRF outcomes, namely Gender Coordination, Partnership and collaboration, Result Based Management, Communication and Advocacy and Gender & Human Rights approaches, reported positive progress, as demonstrated below:

102. *Gender Coordination*: The CO has strong presence in UNCT and its dedicated working groups; and from this positioning supports and coordinates the mainstreaming of GEWE in the UNDAF and within UN agencies 'programme. This positioning is still challenging for an entity of one decade of existence among sister agencies with longer history and specific corporate profiles and mandates. Coordination also goes to the national partners; for the government mainly through the ministry of Gender and Finances who are supported in developing and disseminating to real sectors GEWE responsive policy tools, as well as fulfilling national obligations under international commitments. Regarding the civil society sector the programme supports their organizing in networks and gender skilling for due influence on national debates and processes leading to norms revision and implementing.

103. *Partnership and collaboration to the benefit of GEWE*: The programme funding amounts to 25,564,361.04 USD, through successful partnership that involves bilateral, multilateral and UN partners. The transactional partners funding the programme are namely: Canada, Iceland, Ireland, Spain, Sweden, United Kingdom, European Union, UNDP, UNEP, UNFP and the Global Partnership for Action to Eliminate all HIV-Related Stigma and Discrimination. UN Women contributed for 1,593,079 USD as core resource. The partnership is successful because its financial achievements exceed the budget global forecast of the programme which amounted to 18,315,153 USD, out of which 11,245,120 was expected from donor's community. The mobilized budget represents 104% of the SN initial budgetary projection, and 169% of the initial projection of donors' contributions.

104. *Promoting Result Based Management, Communication and Advocacy to the benefit of GEWE*: There are standardized procedures and templates in accordance with the Programme and Operations Manual (POM) and Business efficiency monitoring tools developed and disseminated for regular oversight of IPs including Government, NGOs and Civil Society. Regular RBM orientated capacity development processes involves both staff and implementing partners. But some of these are still reporting gaps in their understanding and mastery of the UN Women procedures what sometimes causes a lot of time consuming back-and-forth.

105. The CO's initiative to implement gender responsive procurement was a success in some aspects especially during the CO's response to COVID-19 but was also challenging at the same time due some limitations: women owning business had limited access to technology and therefore could not easily access the new procurement platform to register.

106. The CO also managed to increase its delivery hence reducing the procurement transaction costs by more than \$400,000, through entering into three additional partnerships, namely ADEL Sofala, Livanigo and Nafeza to consolidate common goods and services procurement processes. Greater value for money is being thus obtained the way, as the number of purchase orders and payment transactions reduce. This increased efficiency and immensely contributes to the CO delivery.

107. Building a solid, regular and strong relationship with traditional media was instrumental to the positioning of UN Women as a leading Agency on Gender Equality and Women's Empowerment. UN Women maintained this relationship as well as continued to provide journalists with information relevant to their dissemination process. This was carried out from all levels namely, mainstream media to the local level, where UN Women engaged community radios with shows of locally produced content on the pandemic and how it impacts women and girls disproportionately. The communication approach over the programme adjusted in the COVID 19 context to be more distance-operating and technological. Challenges with the subject are that when it comes to effectively document all of these activities in particular those disseminated on Radio and Television where it is hard to trace links of the published pieces. All the links here shared the very same stories were covered by radios and some televised.

108. Capturing both the operational and strategic contributions of the programme to the national development goals of the county, the fifth finding relies on the CO validated report on the programme; this information was triangulated with what came from the primary sources and received confirmation from the governmental and CSO representatives; the beneficiaries; and donors. Other UN agencies representatives also abounded in the same direction for the interventions they know about.

### ***7.3.Efficiency-Coherence***

109. Finding 8: *Choice of approaches and synergies in programme design*: The SN choice of approaches and synergies is commendable. The SN has a results oriented annual work plan, with specific, measurable, and time bound indicators driven by comprehensive results and resources DRF and OEEF frameworks; a robust theory of change. At strategic and operational levels, all interventions are based on context analysis and specific needs assessment (confirmed by informants from implementing partners and governmental bodies). In doing so, the programme well anchor its activities in their specific hosting environment, and articulate to any interventions already underway there. The approach of partnering with a range of transactional or non-transactional stakeholders is strategic. Additionally, the communication and visibility strategy are very instrumental to the resource mobilization. The CO works jointly with other sister agencies in the UN family, optimizing the cost benefit of interventions. In terms of coordination, the programme marks a good presence within UNCT and technical working groups, starting with that of the gender coordination one. At operational level, the programme engages in joint programming with UNDP, UNICEF, UNESCO, UNFPA, UNEP, etc. Some of those agencies are even funding UN Women activities in some projects, namely UNAIDS (USD 260,200), UNDP (USD 193,900), UNFPA (USD 42,823) and UNEP (USD 78,155.00): even if the respective contributions are symbolic they are indicative of a good positioning and branding for the CO in the country, starting within the UN System.

110. Nevertheless, some aspects may require improvement: Implementing partners decry the prolonged disbursement processes, which in some cases last very long before resources are transferred; this disrupts their

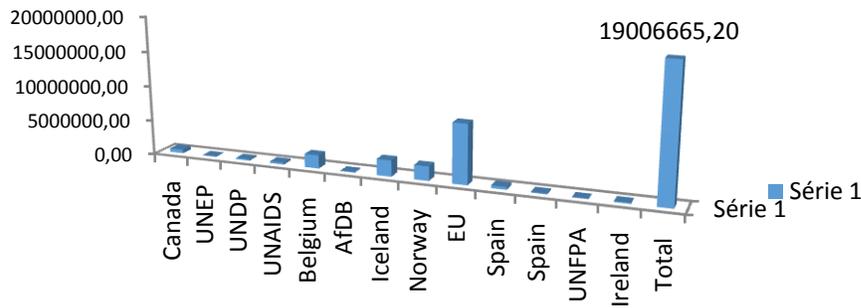
work. Many back-and-forth with the planning and financial documents results into delays. They as well regret the lack of formal frameworks where they could meet between pairs to share experiences and leverage respective comparative advantages. Out of 6 donors met, one suggests to search for more coherence in some activities at ground level and raises this question: “What is the logic behind shifting from second hand shoes to fridges in an employment strategy for disadvantaged girls?”<sup>39</sup>. Donors also engage the programme to invest more in reaching the disadvantaged women and girls in the most remote areas. It comes out as well from in-Un System consultations, that the senior women are not well represented in the targets of pro-gender programmes. There is also a technical shortage in adding a large issue such as Women Peace and Security Agenda and not the revising the theory of change of the programme to reflect it in the key assumptions. The finding is sourced by UNW, other UN and national partners (government and CSO) and confirmed. The challenges are sourced by triangulated data from the governmental and CSO partners.

111. Finding 9: *Leveraging and managing resources*: As a strong basis for value for money, the Country Office engaged multiple strategies to enable the leveraging and management of resources, including strong management procedures and monitored implementation approaches. Relying on a small stock of core resources, the Office managed to raise significant amount of money from the donors community: 1,6 million USD core against 19 million USD mobilized does indicate a high standard of financial leveraging (1193%). The financial tools and procedures manual, has standardized budgetary templates in accordance with the Programme and Operations Manual (POM), and has business efficiency tools, enabling the periodical oversight of all IPs; Government, NGOs and Civil Society. No misuse of resources has been reported to the evaluation, through none of the sources: documentary and informants. To reach a good delivery ratio, a fast-tracking strategy is developed and implemented, enabling the office to be regular around 100% of delivery each year. The approaches on the ground are designed to optimize the impact of resources through innovative paths: during the reporting period, UN Women contributed to the dissemination of human rights messages with a special focus on women's and girls' rights and how social and harmful norms contribute negatively to strengthening GBV through face-to-face awareness campaigns, mobile vehicle platforms, community lectures, radio and TV debates, public transport (Chapa das Manas), hairdressing salons, barbershops, markets. On the appearing of the COVID-19, the programme as well adjusted its methods to maintain a satisfactory implementation load, and be able to curb the impact of the pandemic on its operations. The execution rate of resource is near to 100% and even reached 92% in 2020 the COVID19 year (Source: CO/Operations). 124. Overall, the figures supporting the finding are from the CO validated reporting process while the substance being is confirmed by the implementing partners: in the government and in the civil society.

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<sup>39</sup> Mentioned here as factual information, as the team could not liaise with the concerned beneficiaries to assess the real impact of the approach.

Figure 9: SN Fundraising per donor (USD)



Source: UNW/CO, July 2021

Table 10: SN 2017-2021 Resource mobilization analysis

18 315 153,0	Planned Budget
104%	Mobilized/Planned Budget
11 245 120,0	Fundraising planning
169%	Mobilized/Fundraising planning

Source : UN Women CO/Mozambique, July 2021

112. Finding 10: *Culture of results and results-based management*: The RBM culture was nurtured by ensuring that the monitoring and documentation of results achieved, and lessons become an integral part of programme management cycle. The CO has standardized procedures and templates in accordance with the Programme and Operations Manual (POM). Business efficiency monitoring tools are developed for regular oversight of IPs including Government and Civil Society. A Monitoring, Evaluation and Research plan guides internal monitoring, reporting and evaluation systems. Staff and partners are trained in RBM principles; in programme/project management; and building credible and robust routine data for analysis and reporting functions, mechanisms and tools. As a result, the reporting quality and timeliness is praised by donors (interviews source). RBM details achievements are already presented below in Effectiveness section. The achievements reported in the finding are sourced by the CO informants; the donors confirmed the substance with regard to reporting outputs they receive from the Office. The implementing partners as well confirmed the benefit of training sessions.

#### 7.4.Sustainability

113. Finding 11: *National ownership*: To build and nurture national ownership hence sustainability; state and non-state actors have been part of the programme design which is well aligned with *the priorities of the Government of Mozambique particularly the Five Year Programme as well as the National Plan for the Advancement of Women*, and key gender policy frameworks in the country. At implementation stage, the programme contracts Civil Society

Organizations and works within existing systems and structures at national (ministries, public institutions, academia) and local levels (provincial and district bodies); supports extensive national and media dialogues; promotes mechanisms and platforms for information sharing, engagement, coordination, and dialogue. Capacity building raised in next finding was also part of the sustainability strategy of the programme. At grassroots level, sustainability is understood through capacity building and engagement of community leaders as role models for prevention of GBV and VAWG in their communities.

114. Nevertheless, sustainability remains a challenge. While the program design is very participatory with wide stakeholder participation, on the governmental side, the Social Development Sector is underfunded. The government is not present in the funding of the projects, hence there exists no financial exist strategy. This means that the risk to see the benefits of interventions stop by the end of project is high, because of lack of national internal resources to continue generating them. This risk is even higher in this COVID 19 context that weakens even more the disadvantaged people.

115. The level of sustainability and related challenges are sourced by all parties: the Country Office; the government; the civil society; the donors; and the beneficiaries. The budget constraints on the governmental side is stated by the public informants themselves and confirmed by their partners and the beneficiaries.

116. Finding 12: *Supporting capacity development*: Capacity development was at the heart of the programme, to the benefit of beneficiaries and the implementing partners as well. These are some of the strategies to promote sustainability through strong national ownership. The programme invested in activities enabling change of behavior, attitudes and mind-sets, including moving away from harmful socio-cultural norms that creates for girls and women empowerment from grassroots level to the very top of national executive institutions. The capacity building processes across the four main development results has involved over 30,000 people: from central and local governmental bodies, academia, civil society organizations and the communities ‘leaders. At a wider scale, 300,000 people were reached through a mass communication on GEWE, for better understanding of and handling the issue.

117. The story of Paola (refer to box 2 above) is indicative of the results obtained in terms of capacity building. This young girl rescued from GBV (physical violence and early) union under the Spotlight Initiative, became an engaged activist raising awareness against gender based violence in her community. This example evidences that not only the programme built capacity, but it was doing it deeply immersing its approaches in the heart of vital life situations of people. One more illustration: with regard to gender responsive budgeting and planning, as a result of the capacity building initiated by the programme, five key sectors in Mozambique reflect some improvements on gender disaggregated data in their annual planning, namely the Police, the Ministries of Economy, Health, Justice and Gender. On the other hand, the mainstreaming of courses on WPS in the Universities is also capacity building for national ownership and sustainability as these institutions will keep contributing to dissemination of knowledge on GEWE and prevention of VAWG

118. The capacity building dynamic tends to be hindered at national and strategic level; mainly by limited budgetary means. Financial challenges affect most government partners on implementing their Strategies on gender mainstreaming. For instance, UN Women supported the National Institute of Disaster Management (INGC), the Ministry of Land and Environment on developing their Gender strategies but they could not fully implement the strategies due to lack of funding (Sources: Interviews). “It was not always possible to integrate gender issues in all our provincial plans.” (Focal point, Ministry of Land & Environment). The Gender Focal Points appointed in all ministries report failing to train, orient their respective technical staff and practice continued monitoring, because of limited state budget. The great turnover among capacitated staffs in the

ministries is also a challenge against the sustainability of capacity building results. Fortunately, this situation is not prevailing at grassroots level, within the communities where the dynamics keep operating when impulse through capacitated local leaders duly accompanied by the civil society focal points. The finding is sourced by the CO validated data and the partners who engaged in the capacity development processes: the governmental and CSO entities. The challenge is coming from governmental and civil society informants.

119. Overall, the above findings build upon enabling and hindering factors which are as below:

- Enabling factors:
  - Good design of programme with a conducive theory of change
  - Commitment of national partners (President and House Speaker were champions) and dedication of CO staff
  - A winning resource mobilization strategy that enabled to secure 104% of anticipated budget
  - Effective implementation strategy based on staff commitment and choice of CSO implementing partners fit to the job
- Hindering factors:
  - Unforeseen crises that occurred in the 3 last decisive years of implementation and slowed down the global context and forced to reprogramming of resources and activities

### ***7.5.Human Rights and Gender Equality***

120. Finding 13: *Alignment to UNEG norms and standards GEEW*: Over the period under review, the SN throughout the program inception, partnerships, program implementation, monitoring, reviews and learning; recognized, respected, addressed and promoted the values and principles of human rights and gender equality and are committed to the principle of ‘leaving no-one behind’(LNoB), generally speaking. First of all, the theory of change of the programme is at heart gender problematic. The key CP targets are women and girls, especially among the poorest, marginalized and most disadvantaged communities: out of 15 figures sex-disaggregated on beneficiaries across the four development results reviewed above, women represent 58% of the total aggregate. Towards the institutional duty bearers, namely the Government and other key public institutions such as the parliament, the programme has provided skills and means for better delivery of services to women and disadvantaged people as rights holders. The programme has been implemented with inclusiveness; considered minority marginalized groups, women with disabilities, etc. Illustration: 1251 displaced people around the conflict areas, and 100 women positive to HIV were reached by economic empowerment and GBV care services.

121. From a geographical point of view, there is a challenge on reaching out to the most vulnerable in the very remote areas; they should have better representation in the targets of the programme (views of donors). In terms of social inclusiveness, senior women in general, with disabilities in particular, are not well reached by the programme.

123. The finding is sourced by the Country Office validated reporting data, confirmed by informants from the government and the civil society. The challenge is evidenced by the absence or weak presence of named targets in the statistics of the programmed and confirmed by the informants. Talking in particular of the elderly women, they are omitted in the listing of the constituencies which are presented as follows in the SN Prodoc: *“adult poor women (distinguishing between rural and urban as well as age) - working in informal activities, dependent on subsistence farming and ASM, affected multiple times by floods or drought, young girls and adolescents between the ages of 10-14, young women and girls of the 15 to 24 age group, community leaders and men particularly in leadership roles in rural communities”*.

124. Finding 14: *Changes in intergroup power dynamics, including the participation of men.* The programme has invested in intergroup power dynamics. Various categories of women and disadvantaged groups were skilled or sensitized to enhance their positioning in their sector or in their community if not in the society. Men were also engaged in this dynamic of power renegotiation, because their voice and attitude count so much. Out of 15 sex-disaggregated figures on targets, 42% were men. Real strongholds of masculinity have been hit with impressive results. “Before women were seen as people unfit for conflict resolution, now we have learnt that peace exists for longer when women take part, they are strong”, confessed a WPS activist who turned his mind (source: Interviews). This other testimony is from the Ministry of Defense: “UNW’s training was a benefit because the soldiers and military Officers now have consideration for women. They believed that military work was just for men, but now there is change of mindset to involve women on military issues and peace issues!” Actually the programme tried to promote men as champions for women’s rights and protection advocacy; implementing agents did men to men sensitization on prevention of VAWG. At schools’ level, teachers and students are transformed to be agents of change for increasing awareness on SGBV.

125. This includes applying innovative and transformative approaches: promoting safe spaces for behavior change for positive masculinity for men and boys, through the “Quinta da Malta” which is a men’s safe space to discuss gender transformative leadership that promote equality between men and women and protect girls and women from violence. Men participants in this approach produced two songs for community awareness on GEWE and prevention of VAW in Chicualacuala, Gaza province.

126. Regarding the political participation, the programme invested in moving the lines through various supports to actors for more and better inclusiveness. Towards the municipal election 100 women were accompanied in elaborating and the signing of a Manifesto for GEWE responsive politics. In the Women Economic Empowerment component, jobs traditionally held by men have been invested to enable women to access them. Applying the Longwe Women’s Empowerment Framework, there is overall increased access to opportunities (including resources in general; there is as well a move in conscientization of men, involving the recognition of structural logics that disadvantage and discriminate against women coupled with the collective aim to address these discriminations. The finding is evidenced by CO data and informed by primary sources: informants from the government, the civil society and the beneficiaries.

127. Finding 15: *Social inclusion and participation in the work of UN Women:* In terms of participation to the running of the programme, strong partnerships were built with the government, the donors, the civil society, the academia, the private sector (one bank engaged with one of the WEE initiatives). In terms of targeting inclusiveness also, the programme committed to and implemented social inclusion and participation. Its main targets are women, with focus on most disadvantaged groups such as victims of gender based violence or discriminated workers. Targets include also displaced people around the areas of conflict (1251 women reached) and persons living with HIV (100 individuals covered), men and women. The limitations to participation from a beneficiary point of view relates to weak reaching of the very remote areas and elderly women. The figures in the finding are from the CO validated reports (projects annual reports and results oriented reports) and the substance confirmed by the following informants: the governmental partners; the civil society implementing organizations; and the beneficiaries.

## 8. LESSONS LEARNT

128. Key lessons learnt are below drawn with the community of partners around the programme and its implementation:

- *Investing male strongholds*: Training of women on some ones called masculine courses (eg. mechanic, civil construction, plumbing and electricity, cutting and sewing,) revealed and maid the communities that women are capable to perform any profession /job and can do anything/everything men can do professionally. This is one of the huge lessons that providing evidence of equality between men and women. It also enhances self confidence and trust by women on their potential to participate on various economic activities including on business management
- *With COVID 19 context adaptability leads to innovation*: The pandemic forced the programmed to adjust in many ways: inserting in the portfolio resource and contents to respond to the new challenges women are facing; adapting methods and processes to be able to pursue the implementation of the programme while complying with all legal and sanitary prescriptions against the disease; in doing this the programme learnt and brought its partner to learn new ways of working and living where innovation and technology have a frontline position. Flexibility and quick learning also enabled the programme to engage against other disasters and crisis such as the violent extremism in the Cabo Delgado and the cyclones.
- *Victim experience based approach of advocacy*: Stories like that of Belinda who escaped from gender based violence and became a full actor against VGB demonstrates the high added value that can be extracted from documenting success stories, and share with others, to influence and motivate to overcome situations of GBV. Stories of successful recovery encourage women and girls to stand up and take action against GBV: this was fully confirmed by the beneficiaries during evaluation focus groups (community better adhere to messages when voiced by victims).
- *Women, girls and...Men as well*: It is crucial to target women and girls as change agents for their own empowerment. However, the experience by CSOs from the field also shows that it is key to sensitize men to be partners on gender equality because when we only empower women living with men who do not have gender sensitivity we run a risk of reversing the results. Behavior change for men to understand power dynamics and support women empowerment and gender equality has high impact to the change we want to achieve on women and girls.
- *Multidisciplinary approach in social research bring added value*: Universities report that they gained a lot working together on the same issues, especially peace and security. Triangulating their views and methods a source of learning and added value, they reported.

## 9. CONCLUSIONS

129. The conclusions are per the 6 windows set out by the UN Women Evaluation Guide. They are coming out of the findings. For each conclusion key elements from one or more findings are put together to sustain a meaningful statement with potential resonance on the upcoming programme. Implications of the conclusion towards the next programme are clearly stated. The conclusions, along with the findings, have been shared with the Reference Group members and comments from them have been incorporated to this final version.

### ◆ Relevance

***Relevance – how is UN Women strategically positioned in terms of the whole portfolio?***

130. ***Conclusion 1: The portfolio is overall strategically positioned to deliver key results, with a variable focus on the different segments of the mandate.*** From coordination to programmatic throughout normative, the portfolio builds logic patterns to push forward the Gender Equality and Women Empowerment. Upstream, the programme promotes conducive frameworks, by supporting elaboration of norms, policies and tools as well as capacitating the duty bearer for better implementation; downstream, it provides rights holders namely women, girls and disadvantaged groups with skills and multifaceted development inputs. Though this approach generates strong achievements (five gender responsive laws adopted or revised, GEWE intervention framework and tools developed, and thousands of people capacitated), it faces challenges: short term funding frames interventions of short duration with discontinuous and geographically sprinkled impacts; remote places are not well reached and

elderly women especially those with disabilities are not well represented in targets. Despite accompaniment towards the municipal electoral contest, women's political participation and leadership is not either a focus area. *Conclusion linked to Finding 3.* Towards the next cycle more consideration should be given to: quality of funding and inclusiveness of the programme's constituencies.

***Relevance – how is UN Women strategically positioned in terms of coordination and partnerships?***

131. ***Conclusion 2: The programme provides supportive GEWE coordination inputs to the UN Country Team as well as towards the national institutions, while partnerships cover a wide and balanced spectrum of actors.*** Within the UN System, UN Women supports mainstreaming of the gender approach in the United Nations Development Framework (UNDAF) and in agencies specific programmes. Its marks due presence in the thematic working groups around the UNDAF and is part of joint projects with sister agencies, namely UNDP, UNFPA, UNICEF, UNESCO, UNAIDS, UNEP. Towards the national public sector, UN Women's coordination inputs are mainly channeled through the Ministry of Gender, Children and Social Action (MGCAS) and other administrations and resulted into norms revision, institutional development and capacity building. Coordination within the UN is challenged by the race for resource, while towards the national partners it is reported biased by over focusing on the gender machinery to the detriment of the other sectors which are nevertheless decisive for enforcement of the new norms and standards in women and girls' day to day life. Very strong and instrumental towards the government, the civil society and the traditional donors, the partnerships are just starting with the private sector (one bank involved with activities in the programme). *This conclusion refers to findings 2, 4, 5. Towards the next cycle there is need for more open and less traditional partnership approach: going beyond the Gender machinery; and reaching more private sector entities.*

◆ **Effectiveness**

***Effectiveness – was the theory of change in the DRF appropriate and does it hold true or need to be adjusted?***

132. ***Conclusion 3: Overall, the theory of change has held true towards the initial development results of the SN, but did not fully cover achievements performed under Women Peace and Security cluster which was added to the programme.*** The five assumptions of the theory of change as follows do not refer to WPS: (i) Policies, systems and capacities are in place to address gender inequalities and women's leadership and inclusion in key economic sectors (agriculture, extractives) acknowledging the impacts of climate hazards; (ii) Local authorities and community stakeholders have the capacity and will to engage in evidence based programming for ERAW and HIV/AIDS; (iii) Governance, transparency and accountability practices for gender equality exist in national development and sectoral plans; and (iv) Knowledge management, communication and advocacy are effectively harnessed to address gender stereotypes. *This conclusion relates to findings 3, 5, 8. Towards further programme, any significant extension in the focus of the portfolio should result into revisions of the theory of change so that such evolution be reflected in the fundamental assumptions of the programmed.*

◆ **Efficiency**

***Efficiency – how did the organization perform in terms of implementing the strategic note OEEF?***

133. ***Conclusion 4: Staff expansion, institutional arrangement around the key needs and levers of the programme and an effective partnership sub-function were instrumental to the SN implementation, despite some challenges.*** The Office staff increased from 15 to 26 personnel during the cycle, distributed between the programme and the operations. In the programme specific thematic clusters manage the different development results. An Operation Unit provides results based management support. Sixteen civil society and governmental organizations engage in the process as well and support the implementation of the programme. A diversified partnership strategy enables an effective fundraising, even surpassing to the initial budget forecast. The organizational challenges mainly relate to the following: lack of a Deputy Representative to ease the senior

management of the portfolio, unfilled 7 other technical posts and precarious contractual status for the majority of the personnel that can result into loss of motivation and turnover; implementing partners working in silos in the absence of sharing spaces and platforms for them to mutualize practices to the benefit of the programme. *This conclusion relates to findings 7. Towards the next cycle of programme, there is need to pursue the consolidation of the Office staffing and build bridges between the implementing partners.*

#### ◆ **Sustainability**

***Sustainability – has the process of implementation established local ownership and capacity?***

134. ***Conclusion 5: The programme invested in sustainability through ensuring Government, Civil society and Communities leadership, ownership and capacity building on GEWE; but budgetary constraints do not ease maintaining all results.*** State and non-state actors engaged in the programme design which is well aligned with the priorities of the Government of Mozambique particularly the Five-Year Programme as well as the National Plan for the Advancement of Women, and key gender policy frameworks in the country. At implementation stage, the programme contracts civil society organizations and works within existing systems and structures at national (ministries, public institutions, academia) and local levels (provincial and district bodies); supports extensive national and media dialogues; promotes mechanisms and platforms for information sharing, engagement, coordination, and dialogue. The capacity building processes across the four main development results has benefited to over 30,000 people: from central and local governmental bodies, academia, civil society organizations and the communities 'leaders. At a wider scale, 300,000 people were reached through a mass communication on GEWE, for better understanding of and handling the issue. (Source: CO, Annual Report, 2020)

135. Despite these achievements, sustainability remains a challenge, hindered at national and strategic level by limited budgetary means no enabling for ministries full implementing of their gender strategies (cases of National Institute of Disaster Management (INGD) the Ministry of Land and Environment). The Gender Focal Points appointed in all ministries even fail to train, orient their respective technical staff and practice continued monitoring, because of lack of dedicated budget. The great turnover among capacitated staffs within the public administrations is also a challenge against sustaining the capacity building results. Sustainability is better at grassroots level, within the communities, where capacitated local leaders maintain the dynamic with the support of the civil society focal points. *This conclusion relates to findings 11, 12. Towards next cycle, the government should mark a stronger presence in terms of resources to enable sustaining the results beyond the programme's lifespan.*

#### ◆ **Human Rights and Gender Equality**

***Human Rights and Gender Equality – what contribution is UN Women making to realizing the rights of women and socially marginalized groups?***

136. ***Conclusion 6: Through direct delivery of services, skills and multifaceted means to women and girls and to disadvantaged people, the programme contributed to increase their access to their rights, on one hand; on the other it developed targeted key duty bearers' capacities for more effective and efficient delivery to women, girls and marginalized groups.*** Out of 15 sex-disaggregated figures on beneficiaries across the four development results 58% of total aggregate are female beneficiaries. Towards the institutional duty bearers, namely the Government and other key public institutions such as the parliament, the programme has provided skills and means more and better gender responsiveness. Inclusiveness guided the programme implementation, with due targeting of minorities and marginalized constituencies: for instance, 1251 displaced people around the conflict areas, and 100 women positive to HIV were reached by economic empowerment and GBV care services. Challenge to gender and human rights impact of the programme relates to weak reaching of disadvantaged people in remote area, and poor covering of elderly women. *This conclusion relates to finding 2, 5, 13. Towards the next cycle, the programme should cover more the remote area and the elderly women.*

## 10. RECOMMENDATIONS

137. These recommendations are drawn from the CPE conclusions which are driven from the findings. They are as well inserted into the 6 entry points provisioned for recommending in the CPE evaluation template.

138. **Recommendation # 1: Organizational – recommended decisions about organizational capabilities and structures.**

<b><i>Title: Conduct a functional analysis of the Office, Consolidate the staffing structure through deployment of a Deputy Country Representative and fulfilling any further position/need discovered by the functional analysis; Enhance the status of the core staff; Create sharing platforms for the Implementing Partners, for experiences exchanges and mutual learning;</i></b>	
How to do	(i) Organize with the Head Quarters the functional analysis mission (ii) Advocate towards the Regional Office and Head Quarters for deployment of a Deputy Country Representative (iii) Advocate for appropriate resource for the funding of new staff and the stabilization of the current service contracts
Responsible actor(s)	▪ To be implemented by the Country Representative
What if it is not done	▪ Failure to implement this measure puts the portfolio at risks: heavy burden put on the Country Representative; loss of staff carrier motivation.
Urgency	▪ High, because this has to do with the organizational effectiveness.
Impact	▪ High, because this has to do with the organizational effectiveness
Difficulty	▪ High, because available of core funding may be involved.
Link to conclusions	▪ Anchored in conclusion 4.

139. **Recommendation #2: Programme design – recommended decisions about what thematic areas to focus on.**

<b><i>Title: More focus on political and strategic participation for women leadership at national level (promoting national female champions); more focus on elderly women, especially those isolated and with disabilities; scale up the interventions for wider impacting.</i></b>	
How to do	(i) Include these contents in the target result areas or put more focus on them (ii) Make sure that these contents are covered in the theory of change key assumptions (iii) Develop, fund and implement projects dedicated to those contents
Responsible actor(s)	▪ To be implemented by the Country Office and its partners: donors and implementing organizations.
What if it is not done	▪ Failure to implement these measures means: not impacting on key issue (women political and strategic participation and leadership) and missing one specific right holder group in need of support (aged women)
Urgency	▪ High: a national women leadership will be a driving force for the rest of the programmed; Reaching and support aged women has to do with human rights as they are somehow out of the radars
Impact	▪ High: added value from national female champions; human rights added value as well in reaching marginalized aged women.
Difficulty	▪ Low, as it a programme decision at the Country Office level.
Link to conclusions	▪ Anchored in conclusion 1

140. **Recommendation # 3: Programme design – recommended decisions about the technical approach.**

<b>Title: Penetrate more into remote areas for better access to disadvantaged isolated women and girls; Revise accordingly the theory of change, when any new content is added to the programme along the way.</b>	
How to do	(i) Target the remote area at inception phase of project (ii) Revise accordingly implementing means and approaches
Responsible actor(s)	▪ To be implemented by the Country Office and the implementing partners
What if it is not done	▪ Women and girls in need remain excluded from the benefits of the programme.
Urgency	▪ High, because it has to do with reaching rights holders isolated and in need of support.
Impact	▪ High, it is about gender and human rights fulfillment.
Difficulty	▪ Medium, because it involves operational programming but also additional funding as it may be more budget consuming to accessing to very remote places..
Link to conclusions	▪ <i>Link to conclusions:</i> This recommendation is anchored in conclusions 1, 3 and 6

141. **Recommendation 4: Partnership – recommended decisions about UN Women’s strategic partnership.**

<b>Title: Open more the partnerships to the private sector actors; Go beyond the gender machinery and reach more the socioeconomic sectors where women and girls day to day life is taking place.</b>	
How to do	(i) Identify and approach with concept notes and fundraising initiatives key actors in the private sector (ii) Widen and strengthen cooperation interfaces with the ministries other than the Gender and Finances ones
Responsible actor(s)	▪ The Country Office
What if it is not done	▪ Missing opportunity to renew and widen fundraising strategy
Urgency	▪ High: to financial capacity in a context of crisis and resource scarcity
Impact	▪ High, providing bigger opportunities to the programme
Difficulty	Medium to High: depending on the Country Office initiatives; and on the awareness and will of the local private sector entities
Link to conclusions	Anchored in conclusion 2.

142. **Recommendation 5: Normative – recommended decisions about national implementation of human rights norms and standards.**

<b>Title: Advocate for Increased GEWE national institutional ownership through stronger public funding of the social sector</b>	
How to do	(i) Sensitize the national authorities on the need to increase the budget of the social departments and social components in the other ministries (ii) Strengthen national capacity building on GEWE responsive budgeting and planning
Responsible actor(s)	▪ The Country Office
What if it is not done	▪ No sustainability for GEWE results from the programme: they may not survive to the projects.

Urgency	▪ High, because it has to do with global sustainability of the programme results!
Impact	▪ High: resonating on the global impact of the programmed!
Difficulty	▪ Medium to High: the Country Office can engage on this but the Government may be facing tough budgetary constraints.
Link to conclusions	▪ This recommendation is anchored in conclusion 5

143. *Recommendation 6: Normative – recommended decisions about national participation in intergovernmental normative processes.*

<b><i>Title: Strengthen national capacity building on international GEWE norms; advocate for the domestication of international GEWE standards; Support national reporting on international commitments; Support national participation to international gender agenda events.</i></b>	
How to do	(i) Design and implement dedicated capacity building contents of domestication of GEWE international norms (ii) Provide expertise and/or funding to processes of review and reporting on international agendas and participation to key GEWE events.
Responsible actor(s)	▪ The Country Office
What if it is not done	▪ No conducive GEWE legal framework.
Urgency	▪ High because it is instrumental to the programme implementation
Impact	▪ High, as it can increase GEWE achievements
Difficulty	▪ Medium to High: the Country Office can take action on this, but on the governmental side some norms can be opposed by cultural resistances
Link to conclusions	▪ Anchored in conclusions 5

## 11. ANNEXES

### 10.1. Terms of Reference



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#### Terms of Reference for UN Women Country Portfolio Evaluation (CPE) in Mozambique

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##### I. Background

UN Women Country Office (CO), has been operational in Mozambique since 2010. For UN Women, the Country Office Strategic Note (SN) is the main planning tool for the agencies' support to normative, coordination and operational work. The current UN Women SN cycle in Mozambique is 2017 – 2021 (initially until 2020 and extended to 2021 to align with the UNDAF cycle) and being the last year of its implementation a new SN is due to be developed starting on 2022-2025. The current SN is aligned to the [UN Women Global Strategic Plan 2014-2017](#), UN Women Africa Strategy, and at country level with the Five-year National Programme- 2020-2024, and the country UNDAF 2017-2021. To evaluate the SN 2017-2021 the CO is hiring two consultants (1 local- 1 international). The Strategic Note is grounded in the international standards, principles and obligations such as the Convention to Eliminate all forms of Discrimination Against Women (CEDAW), Beijing Declaration and Platform for Action (BdPA), Concluding Observations of the Commission on the Status of Women, the United Nation Security Resolution 1325 and other resolutions under Women, Peace and Security framework and Millennium Development Goals, especially goals 1, 5, 8 and 16 and the UNDAF . The CO Strategic Note is composed by the following Goals aimed at responding the country priorities:

- a) Women's Economic Empowerment;
- b) Ending violence against women and girls;
- c) Women, Peace and Security and Humanitarian Action (including Women's Political Participation), and;
- d) Global norms, policies and standards on gender equality and the empowerment of all women and girls (crosscut the 3 areas).

Mozambique is emerging from a 16 years prolonged armed conflict with the General Peace agreement between FRELIMO and RENAMO in 1992. Over the last 3 years political instability increased despite the new Peace agreement signed in Maputo on 06/08/2019 alongside with the Demobilization, Demilitarization and Reintegration (DDR) process of former RENAMO soldiers, led by the Government of Mozambique. The country is experiencing violent extremism in the oil and gas rich northern province of Cabo-Delgado and military attacks in the central region where women and girls are the most affected experiencing loss of lives, goods and livelihoods, increase of gross violation of women including rape, exposure to forced unions and gender-based Violence and other forms of abuse, increasing the number of Internal Displaced People (IDPs), estimated at 500,000 with women and children constituting the majority among them. It is in this context that COVID-19 pandemic emerges adding the impact of natural disasters from 2019 (IDAI and Kenneth), worsening the situation of women and girls, further exposing them to intersectional vulnerabilities. The cyclones killed at least 648 people, injured nearly 1,700 and left an estimated 2.2 million people in need of urgent humanitarian assistance and protection.

Despite the country economic growth with a gross domestic product (GDP) growth rate averaging 7 percent between 1997 and 2014, Mozambique remains one of the poorest countries in the world ranking 180th of 188 countries in the 2019 Human Development Index (HDI) and with growing disparities between regions and people

(including between men and women). Based on data from the Household Budget Survey (IOF)- 2014/15, 48.4 percent of Mozambicans lived beneath the poverty line, lower than the levels of poverty recorded in 2002/03 and 2008/09, which were 60.3 and 58.7 percent, respectively. Numbers reported in the Fourth National Poverty Assessment conducted by the Government of Mozambique (2016), also reflect a downward trend in poverty –from 52.8 percent in 2002/03 to 46.1 percent in 2014/15 and faster reduction in recent years.

At political level, under the current SN Mozambique had two elections in 2018 (municipal) and 2019 (presidential, legislative, and provincial elections), key opportunities to reinforce women’s participation in politics and decision making. From 2014 to 2019, there was increased in the number of women in the national parliament from 39.6% to 42.4% respectively, representing an increment of 2.8%. This increment contributes to the country move from position 29th to 16th in the Inter-Parliamentary Union's ranking to increase the representation of women. In the executive, significant progress took place at the provincial level with the appointment of state secretaries after the 2019 elections with 55% of women as provincial state secretaries. The most recent data on women’s participation in policy making at the local level indicates that, at the district level, women account for 15,8% of the administrators in 2018, 25% of the heads of administrative posts in 2017 and nearly 28.4% of district consultative council’s members. Although these figures are generally considered higher than in other countries in the region and beyond, current levels of women’s participation in politics and decision making falls short from meeting the principle of equal participation in all spheres of political, economic, cultural life which is foreseen in the Constitution of Mozambique (art 122), supported by CEDAW and the Beijing Platform of Action as well as the 50/50 commitment adopted by SADC Member States and the SDG call for gender parity by 2030.

Since the ratification of the CEDAW in 1997 and the adoption of Beijing Declaration and Platform for Action as well as the gender equality as a constitutional principle, Mozambique has made significant progress at political, legal and institutional level. The main milestones include the existence of a National Policy and its Implementation Strategy, the National Plan for the Advancement of Women, a Law on Domestic Violence Against Women (29/2009), the adoption and implementation of an integrated multi-sectoral approach to assist victims of violence against women, National Action Plan on Women Peace and Security, and the Law to Prevent and Combat Premature Unions (19/2019). Despite the advances, violence against women and girls and limited access to protection service are still a concern in the country. A survey conducted by Eduardo Mondlane University with UN Women support in the Provinces of Gaza, Nampula and Sofala concluded that 45,5% of the respondents reported to have been subject to violence; UN Women scoping study conducted in 2016, on violence against women in public spaces in Maputo city revealed a prevalence of 60% the same rate for sexual violence and 43% for physical violence. Patriarchy which prevail in all regions of the country led to acceptance of violence due to rooted harmful social and cultural norms and lack of knowledge of rights and laws by community members, especially women and girls, limited access to services and institutional capacity to provide an integrated response are also some of the causes of violence against women and girls.

## II. Description of the programme

The work of UN Women is focused on responding to its three core mandates, namely:

1. Normative work: to support inter-governmental bodies and countries in their formulation of policies, standards and norms on GEWE.
2. Coordination work: entails both work to promote the accountability of the UN system on gender equality and women empowerment (GEWE), and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

3. Programme work: to support countries in implementing international standards on GEWE through programme and technical assistance in partnership with government and civil society organizations, especially women’s organizations.

The main interventions undertaken under the current SN are:

	Normative work	Coordination work	Programme work
Mozambique	<ul style="list-style-type: none"> <li>Strengthen capacities at national and local levels to implement the constitution, legal frameworks and policies that promote gender equality and women’s empowerment in line with international standards</li> <li>Support the Government of Mozambique in the preparation and submission of CEDAW (including implementation of CEDAW concluding observations), Beijing reports;</li> <li>Support the Government of Mozambique to monitor and assess the implementation of UNSCR 1325 in humanitarian contexts</li> <li>Contribute to the domestication of SDGs</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate the Spotlight Initiative project on EVAW;</li> <li>Co-coordinate with RCO the implementation of the UNCT SWAP Gender Scorecard</li> <li>Coordinate Joint related to GEWE (e.g celebration of international and national women related dates);</li> <li>Provide substantive leadership and technical inputs to UNDAF evaluation, UNSDCF formulation and CCA elaboration in all matters related to Gender;</li> <li>Led the UNDAF Outcome 4/Gender and Joint Thematic Group;</li> <li>Coordinate the inclusion of gender dimension in context of humanitarian and emergency (Cyclones Idai and Kenneth and COVID-19);</li> </ul>	<ul style="list-style-type: none"> <li>Women’s Economic Empowerment (Impact 2)</li> <li>Women and girls living a life free of violence (Impact 3)</li> <li>Women Peace security and Humanitarian Action (impact 4)</li> <li>Gender Responsive Planning and Budgeting;</li> <li>Gender Statistics;</li> </ul>

In line with UN Women’s commitment to Results Based Management, a Development Results Framework (DRF) was developed with performance indicators and this includes basic assumptions, but a full theory of change will need to be reconstructed by the evaluation team through a participatory process. The SN also includes Organizational Effectiveness and Efficiency Framework (OEEF) with performance indicators. The evaluation is expected to use this to assess organizational performance.

## II. Purpose and use of the evaluations

This evaluation is guided by 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 [UN Women Evaluation Handbook “How to manage gender-responsive evaluation”](#) 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 and Standards for Evaluation in the UN System](#) and the [UNEG Ethical Guidelines](#).

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 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 responds to its three core mandates which include normative, programme and coordination work. This CPE is therefore being primarily commissioned by UN

Women Mozambique Country Office as a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making including informing the next CO SN (2022-2025) in line with emerging context for example consequences of the impact of COVID-19, political instability, violent extremism, climate changes and natural disaster (including the impact of recent cyclones IDAI and Kenneth), including its alignment with country priorities (UNDAF and five-year government programme). 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 CPEs will be gender-responsive and will actively support the achievement of gender equality and women's empowerment in the country.

The primary intended users of this evaluation are:

- Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs;
- Target beneficiary communities/groups;
- Relevant staff in participating UN-agencies;
- Technical units and head of Units in the participating UN-agencies;
- UN-agency Headquarters;
- UN Agencies technical working groups;
- Development partners;
- Private sector partners;

Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support the development of new programmes;
- b. Accountability for the development effectiveness of the CO Strategic Note 2022-2025;
- c. Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

## V. Objectives (evaluation criteria and key questions)

The Mozambique CPE has the following specific objectives:

1. Assess the relevance of UN Women contribution to the intervention at national level 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 of gender equality and women's empowerment results as defined in the CO SN (2017-2021).
3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
4. Analyze 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 CO has realized synergies between its triple mandate (normative, coordination and programme).
7. Provide actionable and realistic recommendations with respect to the development of the next CO SN 2022-2025 at the Programmatic and Operational Levels (both DRF and OEEF considering UN Women triple mandate);

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and Human Rights and Gender Equality as an additional criterion. The evaluation will not consider impact (as defined by UNEG) as it is considered too

premature to assess this. The evaluation will also, to the extent possible, analyse Value for Money (VFM) and good use of resources by establishing a link between the use of funding and the performance and results of the country office. The evaluation will seek to answer the following key evaluation questions and sub-questions:

Criterion	Questions	
Relevance	Is the portfolio aligned with international gender equality human rights norms?	
	Is the portfolio aligned with national policies?	
	Is the thematic focus across the portfolio appropriate (consider emerging issues such as the COVID-19, natural disaster, violent extremism and how were they integrated in the UN Women interventions)?	
	Was the technical design of the Strategic Note relevant?	
	Are resources appropriately aligned with strategic objectives?	
	Is there an effective process of prioritization of projects to objectives?	
	Is the choice of partners most relevant to the situation of women and marginalized groups?	
	Is the choice of interventions most relevant to the situation in the target thematic areas?	
	Do interventions target the underlying causes of gender inequality?	
	What contribution is UN Women making to UN coordination on GEWE? Which roles is UN Women playing in this field?	
	To what extent have lessons learned been shared with or informed global normative work and other country offices?	
	Effectiveness	To what extent have planned outputs been achieved on time?
		Are interventions contributing to the expected outcomes? For who?
Were the outputs delivered to an appropriate specification?		
Were the outputs delivered appropriate to resources used?		
What unexpected outcomes (positive and negative) have been achieved? For whom?		
What has UN Women’s contribution been to the progress of the achievement of outcomes?		
Does the organization have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?		

	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming (such as UNDAF) and joint programmes during the SN cycle?
	What are the main enabling and hindering factors to achieving planned outcomes?
Efficiency and 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 compared with other UN entities and key partners?
	To what extent do the interventions have added value while avoiding duplication of efforts?
	How can the workload across mandates be prioritized most effectively?
	To what extent does the UN Women management structure support efficiency for implementation?
	Has a Results Based Management system been established and implemented?
	How well have resources and risks been managed to ensure results?
	Can the office demonstrate that it complies with good financial management practice?
	Does the office manage delays effectively and revise its plans accordingly?
	Does the office comply with good project management principles?
	Does the office take actions to minimize its overheads?
	Does the office effectively manage risks?
Sustainability	Is there national ownership and are there national champions for different parts of the portfolio?
	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?
	What local accountability and oversight systems have been established to support the continuation of activities?
Human Rights and Gender Equality	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?

	To what extent is the portfolio changing the dynamics of power in relationships between different groups?
	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency?

During the evaluation inception meeting the evaluation team will also validate / reconstruct the Theory of Change through a participatory process which includes identifying indicators for assessing progress made during the implementation of the Strategic Note. A model template will be provided to the evaluation team for this purpose.

Indicators are encouraged 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 and CEDAW concluding observations),
  - b. Maximizing the participation of marginalized 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 analyzed in the following ways:

1. 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;
2. Comparing with existing information about human rights and gender equality in the community, country, etc.
3. Identifying trends, common responses and differences between groups of stakeholders (disaggregation of data), for example, using graphs or illustrative quotes (that do not allow for identification of the individual);
4. Analyzing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion;
5. 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;
6. 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.);
7. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue);

8. Comparing the results obtained with the original plan (e.g., through the application of the evaluation matrix);
9. 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 should be validated through a debriefing workshop with Evaluation Management and Evaluation Reference groups at the end of the primary data collection stage.

Further guidance on process and content for gender-responsive evaluations is available in the [UNEG Guidance “Integrating Human Rights and Gender Equality in Evaluations”](#).

## VI. Scope of the evaluations

The period covered by the evaluation will be framed by the duration of the Strategic Note in Mozambique which is from 2017 to 2021.

The evaluation team is 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 discussed in the Inception Workshop and will be informed by the stakeholder analysis expected to be conducted by the Evaluation Team.

UN Women organizational 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 these evaluations. Where joint programmes are included in the analysis, the evaluations will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality. UN Women Mozambique contribution to national development results through the UNDAF will be part of the scope of the evaluation.

To limit duplication, it is important to consider other evaluations taking place at the same time or recently conducted either by UN Women or by other UN agencies on similar subjects of the CO interventions, such as the WPS Mid-Term Evaluation (started in Q4 2020); Thematic evaluation to assess programme impact on SLI key thematic (e.g. Harmful Practices, Early Marriage)/ (planned for Q1 and Q2 2021); and UNDAF Evaluation (started in Q3 2020); UNFPA CPE (started in Q4 2020). The CPE is also expected to consider the main cultural, religious, social and economic differences when analyzing the contributions of UN Women.

The evaluation is recommended to apply the [Women’s Empowerment Framework](#) (developed by Sara Hlupekile Longwe)<sup>1</sup> as a way to conceptualize the process of empowerment and current draft working paper on evaluation of impact of EVAWG. 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>2</sup>.

The evaluation team is expected to undertake a rapid evaluability assessment in the Inception stage. 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 evaluation team will need to undertake an initial assessment of the availability of secondary data necessary for the evaluation. Additionally, in circumstances where constraints are faced such as limited travel or accessibility to project sites (due to natural disaster, COVID-19, political instability/military attacks and violent extremism), 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 analyzed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

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

2 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. *Conscientization*, 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 conscientization 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

#### VII. Evaluation design (process and methods)

UN Women has developed the [Evaluation Handbook “How to manage gender-responsive evaluation”](#) as well as detailed [Guidance on Country Portfolio Evaluations](#) to ensure greater rigor and consistency in CPEs while also providing flexibility to cater to varied contexts and country typologies. While the final evaluation methodology and questions will be adapted by the evaluation team during the inception phase it is recommended that the evaluations use a theory-based<sup>3</sup> cluster design<sup>4</sup>. To achieve sufficient depth, the evaluations will cluster programming, coordination, and policy activities of the CO around the thematic areas stated in the SN.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organizational Effectiveness and Efficiency Framework of the CO and this will cover all activities undertaken by the Country Office. 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 stake holding groups using IT enabled solutions like phone interviews, online surveys, zoom meeting, where appropriated due to specific limitations of the sites to be visited;
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluation is expected to apply a gender responsive approach to assessing the contribution of UN Women to development effectiveness. It should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women, including to assess the strategic position of UN Women in the country. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. 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 methods 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 evaluation is encouraged to use a wide range of relevant participatory data collection tools (please refer to the guidance note):

- (Group) Interviews
  - Secondary document analysis
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3 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.

4 A cluster evaluation assesses a large number of interventions by ‘grouping’ similar interventions together into ‘clusters’ and evaluating only a representative sample of these in depth.

- Observation
- Multimedia (photography, drawing)
- Others [See [UN Women CPE Guidance](#)]

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 evaluators 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.

The evaluation is expected to reconstruct the Theories of Change using a participatory process during the Inception stage. 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.

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

1. One or two projects per thematic cluster of program work;
2. The most strategically important thematic interventions to the CO:
  - a. Relevance of the subject. Is the project 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 project. 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 considering a significant investment in relation to the overall office portfolio (more than one-third)?
3. 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?

## VIII. Stakeholder Participation

As part of this CPE process, the evaluators are expected to undertake stakeholder analysis during the inception phase with a particular emphasis on rights holders and their representatives. (Please refer [UN Women CPE Guidance](#) with the respective table for showing key stakeholders analysis.

The evaluators are expected to discuss during the Inception Workshop how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives. The main phases are:

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

The evaluators are encouraged to further analyze 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 respective evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluations. 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 during the evaluation.

**IX. Time frame and expected deliverables**

The exact timing of the country portfolio evaluation will be determined in close consultation with the UN Women Mozambique country office. The expected activities and the estimated number of working days for the CPE are listed below.

Activity for each CPE	Deliverables	Working days/ CPE
Conduct desk review	n/a	4
Drafting and presentation of evaluation inception report, data collection tools and instruments	Inception report	3
Field work incl. presentation and validation of evaluation findings to stakeholders	Held workshop with stakeholders	8

Prepare draft evaluation report	Inputs from management and reference group	10
Finalize evaluation report	Report approved	5
TOTAL		30 days

Conduct desk review		
Drafting and presentation of evaluation inception report, data collection tools and instruments		
Field work incl. presentation and validation of evaluation findings to stakeholders		

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 exit brief for UN Women staff and key stakeholders;
3. Findings, validation and participatory recommendations workshop.

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. It is mandatory that key deliverables (inception report and final report) are submitted in both Portuguese and English to allow engagement with all stakeholders. The evaluation report should follow the following outline:

- 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 (including for programmes and next SN)
- 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

The final evaluation report will be independently assessed using quality standards outlined in the [UNW Global Evaluation Reports Assessment and Analysis System](#) (GERAAS). The final evaluation report and evaluation management responses will be publicly disclosed in the [UNW GATE system](#).

**X. Team Leadership**

The two consultants (national and international) are expected to work as partners with the International consultant providing overall leadership in the execution of activities and take responsibility for meeting all deliverables. The consultants will bi-laterally determine the division of labour based on their own assessment of suitability.

**XI. 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 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

These terms of reference cover stages 3 and 4 only.

The evaluation will have the following management structures with which the consultants will engage:

1. Country Office Evaluation Manager and Regional Evaluation Specialist for coordination and day-to-day management.
2. Evaluation Management Group (EMG) for administrative support and accountability: Country Representative, Programme Specialist, Operations Manager, Evaluation Manager, Regional Evaluation Specialist
3. Evaluation Reference Group (ERG) for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society partners.

The main roles and responsibilities during the CPE process 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 evaluation approach and design from the perspective of the evaluation team, the Evaluation Manager and Regional Evaluation Specialist.</li> </ol>
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Country Office Evaluation Manager	<ol style="list-style-type: none"> <li>1. Consult partners regarding the evaluation and the proposed schedule for data collection</li> <li>2. Ensures the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and manages logistics for the field mission</li> <li>3. Coordinates timely compilation of background documents for the desk review</li> <li>4. Arranges for evaluation inception workshop and debriefing workshop with the Evaluation Management group and Evaluation Reference group</li> <li>5. Conducts a preliminary assessment of the quality of draft reports, provides substantive comments on the draft reports, coordinates feedback from the Regional Evaluation Specialist, Management and Reference groups</li> <li>6. Initiates timely payment of the evaluation team</li> <li>7. 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 on Terms of Reference, Inception and draft evaluation report</li> <li>2. Actively engages in evaluation inception workshop and debriefing workshop</li> <li>3. Ensures timely development of management response to evaluation recommendations</li> </ol>

## XII. Evaluation team composition, skills and experiences

To conduct the CPE, UN Women Mozambique CO is seeking to recruit 2 consultants (1 national and 1 international), both under separate SSA contracts, each for a periodic timeline as per the deliverables required.

The international consultant is expected to demonstrate evidence of the following capabilities: Advanced degree preferably in Economics or International Development or gender and development, social services. Preferably a PhD holder

1. At least 15 years of robust work experience on gender and development.
2. Documented previous experience in conducting gender-responsive evaluations
3. A strong record in designing and leading evaluations, extensive experience in applying qualitative and quantitative evaluation methods incl. data analysis skills
4. Extensive knowledge and experience in using ICT for research, including electronic/digital data collection, analysis and reporting.
5. Proven knowledge and experience with theory-based evaluation designs
6. Knowledge of international normative standards on women's rights and gender mainstreaming processes
7. Technical competence in the thematic areas to be evaluated
8. Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level
9. Excellent ability to communicate with stakeholders incl. process management and facilitation skills
10. Language proficiency in English

The national consultant is expected to demonstrate evidence of the following capabilities:

11. Advanced degree preferably in Economics or International Development or gender and development, social services for the international consultant. Preferably a Master degree.
12. At least 10 years of work experience on gender and development.
13. Documented previous experience in conducting gender-responsive evaluations
14. A strong record in participating in designing and conducting evaluations, applying qualitative and quantitative evaluation methods incl. data analysis skills
15. Extensive knowledge and experience in using ICT for research, including electronic/digital data collection, analysis and reporting.
16. Proven knowledge and experience with theory-based evaluation designs

17. Knowledge of national normative standards on women's rights and gender mainstreaming processes
18. Technical competence in the thematic areas to be evaluated
19. Knowledge of the role of UN Women and its programming, coordination and normative roles at the country level
20. Excellent ability to communicate with stakeholders incl. process management and facilitation skills
21. Language proficiency in English and Portuguese (knowledge of local languages constitutes an advantage);

**XIII. Ethical code of conduct**

UN Women has developed the [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. The signed Agreement will be annexed to the consultant 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. More information can be provided by UN Women if required.

#### **XIV. Application Procedure**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document. Only duly submitted application with required documents will be accepted and considered for review:

1. Duly completed Letter of Confirmation of Interest and availability;
2. Personal CV, indicating all past experience undertaking similar or related assignments, as well as the contact details (email and, telephone number) of the Candidate and at least three (3) professional references;

#### **IX. Evaluation of Applicants**

All documentation received will first go through a log and short list analysis, following the interview panel. International consultants will be requested to share a sample of an evaluation produced by them as team leaders. Interested and qualified persons should visit the vacancies on the UNDP Site located at <http://jobs.undp.org> for detailed vacancy announcement and submit application no later than 30<sup>th</sup> January 2021.

#### **Annex: 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/>
- Organization for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>
- World Economic Forum – Global Gender Gap Report: <https://www.weforum.org/reports/gender-gap-2020-report-100-years-pay-equality>;
- 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)

## 10.2.Evaluators' profiles

- Cheikh FAYE (Mr.), International Evaluator, Team Leader: Socioeconomic; Masters in Social Science; Masters in Economics-Projects Management; Former Permanent Secretary General-Vice Minister of Economy, Finance and Planning of the Republic of Senegal; As a consultant, he has more than twenty five years of evaluation expertise with UN entities across Africa and the Caribbean; has already performed evaluation assignments with UN Women Eastern and Southern Africa region, including evaluations of Strategic Notes.
- Daina MUTINDI (Mrs) National Consultant. She holds a Masters in International Development Administration and a Post Graduate on Strategic Leadership and Development, among other qualifications. With more than 15 years of experience on Country strategic leadership and programmes management in National and International NGOs, supporting governments in Africa, working on child centered community and international development programmes. Currently, Country Director at Right To Play International, has served as Deputy Country Director at SOS Children's Villages International and as a Programs Officer for UNESCO. As an independent consultant, Daina has delivered high quality consultancy work for many international organizations, that includes World Vision Mozambique, UN Women, UN Habitat, Embassy of Norway and Save the Children.

### **10.3 The Evaluation Reference Group - ERG**

- Narcya Chilengue- UN Women
- Nilsa Ribeiro - UN Women
- Alice Banze – Gender Links
- Alice de Abreu- Conselho Municipal
- Ana Nhampule – Joaquim Chissano University
- Pie Oest – Sweden Embassy
- Tima Suale – European Union
- Filipa Gouveia – Conselho Municipal
- Carlota Inhamussua – GMPIS,

#### 10.4 List of documents consulted

1. UN Women Strategic Note (2017-2021) UN WOMEN MOZAMBIQUE COUNTRY OFFICE SN REPORT 2017, AWP Cover Note
2. UN Women Strategic Note (2017-2021) UN WOMEN MOZAMBIQUE COUNTRY OFFICE SN REPORT 2018, AWP Cover Note
3. UN Women Strategic Note (2017-2021) UN WOMEN MOZAMBIQUE COUNTRY OFFICE SN REPORT 2019, AWP Cover Note
4. UN Women Strategic Note (2017-2021) UN WOMEN MOZAMBIQUE COUNTRY OFFICE SN REPORT 2020, AWP Cover Note
5. UN Women (2021) Mozambique Country Office Annual Work Plan, Cover Note
6. UN Women (2020) ADDENDUM TO AWP COVER NOTE
7. UN Women Mozambique, (2017) Annual Work Plan Mozambique
8. UN Women Mozambique, (2018) Annual Work Plan Mozambique
9. UN Women Mozambique, (2019) Annual Work Plan Mozambique
10. UN Women Country Office, (2020) AWP Mozambique (after the addendum)
11. UN Women Mozambique, (2021) Annual Work Plan final, approved
12. Spotlight Initiative, Elimination of Violence Against Women, Mozambique, Annual Narrative Progress Report, January –December 2019
13. Spotlight Initiative, (December 2018) Elimination of Violence Against Women, COUNTRY PROGRAMME DOCUMENT, MOZAMBIQUE
14. Spotlight Initiative, (December 2018) Elimination of Violence Against Women, Background briefing, Mozambique
15. One UN Mozambique (2015) Action for Girls and Young Women’s Sexual and Reproductive Health and Rights in Mozambique - Program Proposal
16. UN Joint Programme Mozambique Report May 2016 – April 2017, Action for Girls and Young Women’s Sexual and Reproductive Health and Rights in Mozambique
17. UN Joint Programme Mozambique Report 2018 (Final version 09.07.2019) Action for Girls and Young Women’s Sexual and Reproductive Health and Rights in Mozambique, Rapariga Biz
18. UN Joint Programme Mozambique Report 2019 (Final Draft 22.10.2020) Action for Girls and Young Women’s Sexual and Reproductive Health and Rights in Mozambique, Rapariga Biz
19. UN Joint Programme Mozambique Report (Final draft 22.10.2020) Action for Girls and Young Women’s Sexual and Reproductive Health and Rights in Mozambique, Rapariga Biz
20. UN women (2020) Transforming Climate Action to Empower Women Entrepreneurs in the Energy Sector: Lighting and Clean Cooking, 3rd Progress Narrative Report to the United Nations Environment Programme, January – December 2020
21. UN Women (2018) Report Expanding Women’s Role in Agricultural Production and Natural Resource Management as a Strategy for Improved Food Security and Climate Change Resilience Type: Final Narrative Report to the Government of the Kingdom of Belgium
22. UN Women (2020) Transforming Climate Action to Empower Women Entrepreneurs in the Energy Sector: Lighting and Clean Cooking, Interim Financial Statement for Period ended 31 December 2020 Donor: United Nations Environment Programme Unit - 00041
23. UN Women (2017) Promoting Women and Girl’s Effective Participation in Peace, Security and Recovery in Mozambique 2017-2020 Project Proposal
24. UN Women (2018) Promoting Women and Girls’ Effective Participation in Peace, Security and Recovery in Mozambique, First Progress Report to the Governments of Iceland and Norway April 2017 – June 2018

25. UN Women (2018) Promoting Women and Girls' Effective Participation in Peace, Security and Recovery in Mozambique "Powerful Women—Powerful Peace" Second Progress Report to the Governments of Iceland and Norway July 2018 – June 2019
26. Promoting Women And Girl's Effective Participation In Peace, Security And Recovery in Mozambique (2020) Interim Financial Donor Report for Period Ended 30 June 2020, Government of Iceland – 00130
27. Promoting Women and Girl's Effective Participation in Peace, Security and Recovery in Mozambique (2020) Interim Financial Donor Report for Period ended 30 June 2020 Donor:
28. UN Women (2019) Demand and Market Study for Economic Empowerment of Young Women in Zambézia, STUDY REPORT,
29. UN Women (2015) Situational Analysis on Women's Economic empowerment in Gaza, Mozambique
30. UN Women (2017) Exploratory study: Opportunities and Challenges for the Economic Empowerment of Girls and Young Women in Nampula province
31. UN Women (2019) Study on Opportunities for Socio Economic Restoration of Women and Girls in Post-Conflict Situation
32. UN Women (2020) Good Practices in Women's Organizations for the Promotion of Women, Peace and Security and Socioeconomic Recovery in Mozambique
33. Republic of Mozambique (2018) National Action Plan On Women, Peace and Security (2018-2022)
34. UN Women (2015) Country Portfolio Evaluation MOZAMBIQUE 2012 – 2015, Final report
35. UN Women (2020) UN AGENCY TO UN AGENCY CONTRIBUTION AGREEMENT Transforming Climate Action to Empower Women Entrepreneurs in the Energy sector: Lighting and Clean Cooking.
36. UN Women and UNDP Agreement (November 2019) Post-Cyclone recovery and resilience-oriented asset creation activities, reference: "Post-cyclone reconstruction and resilience building efforts of the Idai affected communities and institutional strengthening of the Reconstruction Cabinet" in Mozambique.
37. Daina Mutindi (2017), Evaluation Report Mid-Term Evaluation of the UN Women project on Expanding Women's Role in Agricultural Production and Natural Resource Management as a strategy for Improved Food Security and Climate Change Resilience
38. Nordic Consulting Group Consortium (June 2020) One UN Mozambique, End of project Evaluation One UN SRHR for Girls and Young Women in Mozambique, 2016-2019, Final report
39. Julião M. Matsinhe and Antoine Bossel (2019) Final Evaluation of UN Women project "Expanding Women's Role in Agricultural Production and Natural Resource Management as a Strategy for Improved Food Security and Climate Change Resilience" in Gaza province, Mozambique. Evaluation Report
40. Technical Assistance Facility, FINAL REPORT, March 2019
41. Lina Marcela González-Piñeros and Roberto Luis (2021) Preliminary Report presentation, UN Women Program on Women Peace and Security Mid-term Evaluation.
42. Lina Marcela González-Piñeros and Roberto Luis (2021) Inception report, (20 January 2021) Mid-Term Evaluation Promoting Women and Girls' effective participation in Peace, Security and Recovery in Mozambique, UN Women Mozambique.
43. UN Women Africa Strategy, 2018-2021
44. UN Women Global Strategy 2018-2021
45. UN WOMEN. Annual Report of the Executive Director. Draft update of the UN-Women Strategic Plan 2018-2021. (Global Strategy). 2017

46. UN WOMEN. Theories of Change for UN Women's Thematic Priorities: Achieving Transformative Results for Gender Equality and Women's Empowerment. (Global Strategy). 2017
47. UN WOMEN. Strategic plan United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017. 2013
48. UN WOMEN. Stocktaking paper. Harnessing the digital revolution for the achievement of Gender Equality and Women's Empowerment. (Global Strategy). 2017
49. Papa A. Seck, UN WOMEN. Sustainable Development Goals indicators – a basis for the new Strategic Plan results framework UN-Women Executive Board Informal Consultation. (Global Strategy). 2017
50. UN WOMEN. Background note Allocation of resources to development outcomes of the Strategic Plan 2018-2021. 2017.
51. UN WOMEN. Looking back to move forward: Using evaluation to inform the 2018-2021 Strategic Plan. 2017
52. Annex I, UN-Women Strategic Plan 2018 – 2021 Integrated Results and Resources Framework. (Global Strategy) 2017
53. Annex I, Integration of lessons learned into the 2018-2021 Strategic Plan. (Global Strategy) 2017
54. Annex II, Theory of Change in support of the development results of UN-Women's Strategic Plan, 2018-2021. (Global Strategy) 2017
55. Annex II, Inter agency common elements of the strategic plan, An illustrative area of collaborative advantage. (Global Strategy) 2017
56. Annex III, Implementation of General Assembly resolution 67/226 on the Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System (QCPR). (Global Strategy) 2017
57. Annex III: Working together to support implementation of the 2030 Agenda UNDP, UNICEF, UNFPA and UN-Women, Annex to the common chapter in respective strategic plans, 2018-2021. (Global Strategy) 2017
58. Annex III, 2018 – 2021 Strategic Plan: Development Results Framework (DRF). (Global Strategy) 2017.
59. Annex IV, Alignment of UN-Women's Strategic Plan 2018-2021 with General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the UN System. (Global Strategy) 2017.
60. Annex IV, UN-Women DRAFT Strategic Plan, 2018 – 2021 Integrated Results and Resources Framework. (Global Strategy) 2017.
61. UN WOMEN. MAKING EVERY WOMAN AND GIRL COUNT: Supporting the monitoring and implementation of the SDGs through better production and use of gender statistics; 2016.
62. UN WOMEN, 2019 Annual Report, East and Southern Africa Region, Strategic Plan affiliation by number of Outcomes and Outputs under East and Southern Africa. 2019
63. UN WOMEN Independent evaluation office, how to manage gender responsive evaluations, The evaluation handbook.
64. Sara Longwe. "Women's Empowerment Framework." Accessed from. [http://awidme.pbworks.com/w/page/36322701/Women%27s%20Empowerment%20Framework#\\_ftn1](http://awidme.pbworks.com/w/page/36322701/Women%27s%20Empowerment%20Framework#_ftn1)
65. WPS Mid-term Evaluation : preliminary data, UNW CO Mozambique, July 2021

## 10.5 List of persons interviewed/reviewers of deliverables

Country Office		
	1. Senior Management	
	2. Women Peace security and Humanitarian Action Cluster (thematic group)	
	3. Governance, Gender Responsive Planning and Budgeting; • Gender Stat Cluster (thematic group)	
	4. Global norms	
	5. Operations Unit (thematic group)	
State partners (Government and Parliament):		
	1. Ministry of Gender, Children and Social Action (MGCAS)	
	2. Ministry of Land, Environment and Rural Development (MITADER)	
	3. Ministry of Interior	
	4. Ministry of National Defense	
	5. National Institute for Disaster Management (INGC)	
	6. National Institute for Statistics (INE)	
	7. Ministry of Economy and Finance	
	8. Ministry of Justice/Institute for Legal Assistance Promotion (IPAJ)	
	9. IFPELAC (Institute for Professional Training and Labour Alberto Cassimo)	
Non-State partners: (focus groups per cluster implanters)		
	10. UEM including the Centre for Gender Studies – CECAGE	
	11. Institute of Public Administration (ISAP) -Is now part of UJC – the Vice rector was our main focal person	
	12. Forum Mulher	
	13. NAFEZA	
	14. WLSA	
	15. Gender Links	
	16. Institute for Social Communication (ICS)	
	17. Joaquim Chissano University (UJC)	
	18. ASCHA	
	19. MULEIDE	
	20. ADEL Sofala	
	21. Grupo Mulheres de Partilha de Ideias de Sofala (GMPIS)	
	22. Livaningo	
	23. Ophenta (Nampula)	
	24. Kutenga (Gaza)	
	25. PROMURA	
UN Agencies		
	26. UN-Habitat	
	27. UNESCO	
	28. UNDP	
Donors		
	29. Sweden	
	30. Iceland	
	31. Norway	
	32. EU	
	33. High Commission of Canada	
	34. Spain – AECID	
Beneficiaries		
Location	Disaggregation	Number
Nampula (21)	Women	21
	Men	0
	Disadvantaged (displaced, HIV, other handicap, etc.)	0
	Elderly Women	
	Rural	5
	Urban	16
Gaza (19)	Female	18
	Men	1

	Disadvantaged (displaced, HIV, handicap, etc.)	0
	Elderly Women	2
	Rural	16
	Urban	3
Zambezia (16)	Female	16
	Men	1
	Disadvantaged (displaced, HIV, handicap, etc.)	0
	Elderly Women	0
	Rural	0
	Urban	16
Cabo Delgado (10)	Female	10
	Men	0
	Disadvantaged (displaced, HIV, handicap, etc.)	3
	Elderly Women	3
	Rural	4
	Urban	6
Manica (7)	Female	5
	Men	2
	Disadvantaged (displaced, HIV, handicap, etc.)	0
	Elderly Women	0
	Rural	7
	Urban	0
TOTAM		73

## 10.6 Evaluation matrix

Criterion	Questions	Indicators	Stakeholders	Tools
Relevance	Is the portfolio aligned with international gender equality human rights norms?	<ul style="list-style-type: none"> <li>- Evidence of alignment with international norms: CEDAW, BPfA, Maputo Plan, Resolution 1325, SDG, AADPD and other key standards.</li> </ul>	<ul style="list-style-type: none"> <li>- UN WOMEN Staff</li> <li>- National partners</li> <li>- International development partners</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Is the portfolio aligned with national policies?	<ul style="list-style-type: none"> <li>- Doc Evidence of alignment to 5-Year Programme 2015-2019 the National Plan for the Advancement of Women,</li> <li>- Evidences/statements from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Is the thematic focus across the portfolio appropriate (consider emerging issues such as the COVID-19, natural disaster, violent extremism and how were they integrated in the UN Women interventions)?	<ul style="list-style-type: none"> <li>- Evidences of links projects-issues in the country: ancient and emerging issues</li> <li>- Statements from the interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Was the technical design of the Strategic Note relevant?	<ul style="list-style-type: none"> <li>- Evidences of quality design: outcomes, outputs, indicators are smart relevant to the substance of the SN</li> <li>- Statements from the interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Are resources appropriately aligned with strategic objectives?	<ul style="list-style-type: none"> <li>- Evidence of optimal budgeting: each budget fits its activity and related output/outcome</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National bodies in charge</li> <li>- UN WOMEN CO staff</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Is there an effective process of prioritization of projects to objectives?	<ul style="list-style-type: none"> <li>- Evidence of structured chains of projects towards the objectives</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of</li> </ul>

Criterion	Questions	Indicators	Stakeholders	Tools
		- Statements/Testimonies from interviewees		stakeholders - Direct observation
	Is the choice of partners most relevant to the situation of women and marginalized groups?	- Evidence of partners 'competencies to address concerns from women and marginalized groups - Statements/Testimonies from interviewees (especially beneficiary women and marginalized groups)	- National partners - UN WOMEN CO staff - International development partners - Direct beneficiaries	- Documents review: hard & online - Interviews of stakeholders - Direct observation
	Is the choice of interventions most relevant to the situation in the target thematic areas?	- Evidence of strong achievements of interventions in the different thematic areas - Statements/Testimonies from interviewees	- National partners - UN WOMEN CO staff - International development partners - Direct beneficiaries	- Documents review: hard & online - Interviews of stakeholders - Direct observation
	Do interventions target the underlying causes of gender inequality?	- Evidence that solutions by the SN are to the roots of the issues - Statements/Testimonies from interviewees	- National partners - UN WOMEN CO staff - International development partners - Direct beneficiaries	- Documents review: hard & online - Interviews of stakeholders - Direct observation
	What contribution is UN Women making to UN coordination on GEWE? Which roles is UN Women playing in this field?	- Evidence of presence of UNW in the coordination bodies - Evidences of link UNW to specific GEWE coordination results - Statements/Testimonies from interviewees	- National partners - UN WOMEN CO staff - UNCT - Other international development partners - Direct beneficiaries	- Documents review: hard & online - Interviews of stakeholders - Direct observation
	To what extent have lessons learned been shared with or informed global normative work and other country offices?	- Evidence of existence of drawn lessons learned - Evidence of normative works at global level that have been informed/influenced by SN's lessons learned - Statements/Testimonies	- National partners - UN WOMEN CO staff - UNCT/International development partners - Direct beneficiaries	- Documents review: hard & online - Interviews of stakeholders - Direct observation

Criterion	Questions	Indicators	Stakeholders	Tools
Effectiveness	To what extent have planned outputs been achieved on time?	<ul style="list-style-type: none"> <li>- from interviewees</li> <li>- % of achieved outputs</li> <li>- % of consumed time budget</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Are interventions contributing to the expected outcomes? For who?	<ul style="list-style-type: none"> <li>- % of achieved outcomes</li> <li>- Evidence that achieved outcomes benefit to targeted groups</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Were the outputs delivered to an appropriate specification?	<ul style="list-style-type: none"> <li>- Evidences that delivered outputs fit specific issues</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Were the outputs delivered appropriate to resources used?	<ul style="list-style-type: none"> <li>- Evidence of relevance outputs-resources</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Donors</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	What unexpected outcomes (positive and negative) have been achieved? For whom?	<ul style="list-style-type: none"> <li>- Evidence of SN side effects</li> <li>- Existence of identified beneficiaries/victims for those side effects</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	What has UN Women's contribution been to the progress of the achievement of outcomes?	<ul style="list-style-type: none"> <li>- Evidence of links between achievements of the programme and specific national GEWE progress</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Does the organization have access to the necessary skills, knowledge and capacities needed to deliver the	<ul style="list-style-type: none"> <li>- Evidence that the SN implementation suffered/did not suffer</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of</li> </ul>

Criterion	Questions	Indicators	Stakeholders	Tools
	portfolio?	<ul style="list-style-type: none"> <li>from technical capacities gaps</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>stakeholders</li> <li>- Direct observation</li> </ul>
	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming (such as UNDAF) and joint programmes during the SN cycle?	<ul style="list-style-type: none"> <li>- Evidence of presence at mainstream level of GEWE in UNDAF and point programmes</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	What are the main enabling and hindering factors to achieving planned outcomes?	<ul style="list-style-type: none"> <li>- Facts, situations that facilitated/hindered achievement of results</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
Efficiency & Coherence	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	<ul style="list-style-type: none"> <li>- Evidence of complementarity/leveraging between CO and UNCT works</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- UNCT</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	<ul style="list-style-type: none"> <li>- Evidence that each component is standing at point it is serving at best, not hampering the others</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- UNCT</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	What is UN Women's comparative advantage compared with other UN entities and key partners?	<ul style="list-style-type: none"> <li>- Evidence of UNW specific success areas acknowledged by other interveners</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	To what extent do the interventions have added value while avoiding duplication of efforts?	<ul style="list-style-type: none"> <li>- Evidence of zero non effective overlap with other interveners activities</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- UNCT</li> <li>- Other international development partners</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>

Criterion	Questions	Indicators	Stakeholders	Tools
			- Direct beneficiaries	
	How can the workload across mandates be prioritized most effectively?	<ul style="list-style-type: none"> <li>- Each mandate brought at a point that it support the other instead of hampering them</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National bodies in charge</li> <li>- UN WOMEN CO staff</li> <li>- UNCT</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	To what extent does the UN Women management structure support efficiency for implementation?	<ul style="list-style-type: none"> <li>- Evidence that the CO structure is based the search of efficiency</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Donors</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Has a Results Based Management system been established and implemented?	<ul style="list-style-type: none"> <li>- Evidence of existence of RBM materials/mechanisms/products</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Donors</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	How well have resources and risks been managed to ensure results?	<ul style="list-style-type: none"> <li>- % of results achieved under resources and risks challenged</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Donors</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Can the office demonstrate that it complies with good financial management practice?	<ul style="list-style-type: none"> <li>- % of project audits certifying financial management standards are fully met</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Donors</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Does the office manage delays effectively and revise its plans accordingly?	<ul style="list-style-type: none"> <li>- % activities, projects, outputs or outcomes timely performed</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Donors</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Does the office comply with good project management principles?	<ul style="list-style-type: none"> <li>- % of projects audits with no mismanagement facts reported</li> <li>- Statements/Testimonies</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Donors</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> </ul>

Criterion	Questions	Indicators	Stakeholders	Tools
		from interviewees		- Direct observation
	Does the office take actions to minimize its overheads?	<ul style="list-style-type: none"> <li>- Evolution of overheads in the cycle</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Donors</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Does the office effectively manage risks?	<ul style="list-style-type: none"> <li>- Evidence of risks identified and mitigated</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Donors</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
Sustainability	Is there national ownership and are there national champions for different parts of the portfolio?	<ul style="list-style-type: none"> <li>- Evidence of national initiatives, actions in favor of SN implementation/leveraging results</li> <li>- Evidence of existence of national organizations/person with driving influence on the programme</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	<ul style="list-style-type: none"> <li>- Proportion of persons/institutions capacitated in sustainable issue</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	What local accountability and oversight systems have been established to support the continuation of activities?	<ul style="list-style-type: none"> <li>- Evidence of existence of local mechanisms/products of oversight/actions to ensure sustainability of the programme's achievements</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- Donors</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>

Criterion	Questions	Indicators	Stakeholders	Tools
Human Rights and Gender Equality	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?	<ul style="list-style-type: none"> <li>- Evidence of direct link of programme inputs to implementation of GEWE global norms in the country</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?	<ul style="list-style-type: none"> <li>- Evidence of programme inputs with impacts on the dynamic of power between the social groups</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>
	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency?	<ul style="list-style-type: none"> <li>- Evidence of human rights principles in the interventions under the SN</li> <li>- Statements/Testimonies from interviewees</li> </ul>	<ul style="list-style-type: none"> <li>- National partners</li> <li>- UN WOMEN CO staff</li> <li>- International development partners</li> <li>- Direct beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Documents review: hard &amp; online</li> <li>- Interviews of stakeholders</li> <li>- Direct observation</li> </ul>

## 10.7 Specific interview guides per category of informant

UN WOMEN MOZAMBIQUE CLUSTERS					
Country Portfolio Evaluation (CPE) purpose: This CPE is: (i) a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making including informing the next CO SN; (ii) a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. The Independent Evaluation Team: Cheikh FAYE (International Consultant) and Daina MUTINDI (national Consultant).					
N°	Specific Questions/points		Answers	Supportive evidences	Other comments
1.	Relevance	How would you describe the relevance of your thematic area component?			
2.	Effectiveness	What are your main achievements?	▪ Outputs?	-	
			• Outcome?	-	
3.		Are there unexpected results?	• Positive?	-	
			• Negative?	-	
4.	What are the enabling/hampering factors in the cluster	• Enabling?	-		
		• Hampering?	-		
5.	Efficiency	How would you describe the efficiency of the implementation of activities in this thematic area component?	Appropriateness of Staff?	-	
			Appropriateness of Resource	-	
			Appropriateness of processes?	-	
			Appropriateness of supporting functions: M&E, Communication, etc.?	-	
6.	Coherence	How far the activities in the thematic area are coherent between them, and with the other clusters' activities	Synergies between activities in the cluster?	-	
			Synergies the cluster's activities and the other clusters 'activities?	-	
			Synergies between the cluster's activities and any external interventions by UN or not?	-	
7.	Sustainability	What is the sustainability of the results achieved in the cluster?	Strengths?	-	
			Weakness?	-	
8.	Gender & HR	What do you do to ensure gender & human rights responsiveness in the cluster?	-		
9.	Resource Mob	What is done at this level with regard to resource mobilization?	-		
10.	Chall/Less L/Recom	Challenges-Lessons learned- Recommendations?	Key challenges in the Cluster?	-	
			Lessons learned?	-	
			Specific recommendations from Cluster	-	

**CO OPERATIONS TEAM**

Country Portfolio Evaluation (CPE) purpose: This CPE is: (i) a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making including informing the next CO SN; (ii) a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

The Independent Evaluation Team: Cheikh FAYE (International Consultant) and Daina MUTINDI (national consultant).

Thematic Area	Specific Questions/points		Answers	Supportive evidences	Other comments
OEEF	1.	Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment	Coordination, coherence and accountability of the UN system in Mozambique for commitments to GEWE strengthened?		
			Effective partnerships between UN WOMEN and major stakeholders, including C S O, private sector as well as national and international organizations?		
	2.	High quality of programmes through knowledge, innovation, results-based management and evaluation	CO practices results based management?		
			CO is a recognized hub of knowledge on achieving gender equality and women's empowerment in Mozambique?		
			Results based evaluation and research/studies are commissioned and managed for decision making, accountability and learning?		
	3.	Improved management of financial and human resources in pursuit of results	Effective leadership and direction to advance the mandate and mission of UN Women?		
			CO staff have the capacity and accountability for delivering results in Gender Equality and Women's Empowerment?		
	4.	Increased engagement of partners in support of UN-Women's mandate	CO promotes a culture of risk management, accountability, harmonization of business practices and transparency in its operations?		
			Resource base is expanded and diversified to meet the demand for UN WOMEN catalytic and technical support and strategic grant-making?		
	5.	Challenges Lessons learnt Recommendations	UN WOMEN Communications capacity and systems provide a foundation for effective advocacy of Gender Equality and Empowerment of Women		
			Key challenges		
			Lessons learned		
			Specific recommendations		

**CSO IMPLEMENTING PARTNERS**

Country Portfolio Evaluation (CPE) purpose: This CPE is: (i) a formative (forward-looking) evaluation to support the CO and national stakeholders’ strategic learning and decision-making including informing the next CO SN; (ii) a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

The Independent Evaluation Team: Cheikh FAYE (International Consultant) and Daina MUTINDI (national consultant).

Interviewees	Issues/Questions	Answers
IMPLEMENTING PARTNERS	1. Status of Implementing partner in the period 2017-2021: <ul style="list-style-type: none"> <li>▪ How did you access to this status?</li> <li>▪ Have you been assessed by UNW before admission?</li> <li>▪ Since admission how many assessments by UNW did you go through?</li> </ul>	
	2. Implementation process: <ul style="list-style-type: none"> <li>▪ How are designed/planned your activities: level of involvement of UNW/Your organization/Beneficiaries?</li> <li>▪ How are you monitored: by UNW? By the Government? By the Beneficiaries?</li> <li>▪ Resources management: Who is managing your budget when allocated (UNW vs your Organization) and why?</li> </ul>	
	3. Main achievements on your focus area?	
	4. Sustainability of the achievements?	
	5. What do you do to get your activities gender and human rights responsive?	
	6. Challenges?	
	7. Lessons learnt?	
	8. Key recommendations?	

**DIRECT BENEFICIARIES**

Country Portfolio Evaluation (CPE) purpose: This CPE is: (i) a formative (forward-looking) evaluation to support the CO and national stakeholders’ strategic learning and decision-making including informing the next CO SN; (ii) a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness

and learning from experience. The Independent Evaluation Team: Cheikh FAYE (International Consultant) and Daina MUTINDI (national consultant).
1. What have you benefited from UNW/Mozambique in the period 2017-2021?
2. How was prepared the activity you benefited from?
3. Who assessed the related needs (before the activity)?
4. Are you trained or accompanied to maintain and leverage this benefice?
5. Did this activity involve the local authorities or local organizations so that they can continue providing to you due oversight?
6. To your knowledge to what extent was this activity taking into account the prospect of women and marginalized groups?
7. Any Challenges, Lessons learned or recommendations about your partnership with UN WOMEN Mozambique?

STATE PARTNERS	
Country Portfolio Evaluation (CPE) purpose: This CPE is: (i) a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making including informing the next CO SN; (ii) a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. The Independent Evaluation Team: Cheikh FAYE (International Consultant) and Daina MUTINDI (national consultant).	
STATE PARTNERS	9. What have you done in cooperation with UNW/Mozambique in the period 2017-2021?
	10. Relevance? <ul style="list-style-type: none"> <li>▪ How is designed this cooperation?</li> <li>▪ Who assessed the related needs?</li> <li>▪ How does the cooperation align with your internal development planning/activities?</li> <li>▪ National ownership on the cooperation and its results?</li> </ul>
	11. Main achievements under this cooperation?
	12. To your knowledge to what extent is this cooperation gender and human rights sensitive?
	13. Sustainability of the achievements?
	14. Challenges?
	15. Lessons learnt?
	16. Key recommendations?

## UNWOMEN: CO SENIOR MANAGEMENT

1. The state of the triple mandate
  - Coordination
  - Normative
  - Programmatic
  - Balance between the three
2. The state of the partnerships
  - Transactional partners : Resource mobilization
  - Non transactional partners
  - Governmental partner
  - UNCT
3. The state of the Country Office
  - Comparative advantages of UNW/Mozambique
  - Key challenges of the Office
4. The state of the Programme
  - Key achievements
  - Specific results in changing the dynamics of power in relationships between different groups?
  - Key challenges
  - Key Lessons learnt
  - Key recommendations
5. Any other strategic considerations

## UN COUNTRY TEAM/MOZAMBIQUE

1. GEWE coordination by UN Women
  - GEWE Coordination within UNCT
  - GEWE coordination with the Government of Mozambique
2. Joint programming around GEWE
  - Appreciation of UNW partnership in joint programmes
  - Overall appreciation of joint programmes
  - Challenges with the joint programmes
3. Comparative advantage
  - Comparative advantages of UNW/Mozambique
4. Any other considerations with regard to partnering with UNW/Mozambique

## 10.8 Development Results Framework

<p>Impact3 All women and girls live a life free from all forms of violence</p>	<p>Related UN-Women SP Impact Area: SP Outcome 4 : All women and girls live a life free from all forms of violence Related UNDAF/ CCPD priority: OUTCOME 4: Disadvantaged women and girls benefit from comprehensive policies, norms and practices that guarantee their human rights; OUTPUT 4.2: Key actors at local level able to contribute to the transformation of discriminatory socio-cultural norms and harmful practices against women and girls; OUTPUT 4.3: Multi-sectoral integrated assistance to women and girls affected by gender based violence enhanced Related national development priorities:</p>	
<p>Outcome 3.1 Favourable social norms, attitudes and behaviours are promoted at community and individual levels to prevent VAW</p> <p>Related SP Outcome/Output: The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks</p> <p>Indicator 3.1A: N° of new laws, policies and plans in line with international standards adopted</p>	<p>Output 3.1.1 Women, girls, men and boys at the community and individual level are mobilized in favour of equal rights and non-violence against women (including HIV/AIDS)</p>	<p>Indicator 3.1.1A: Number of boys, girls with increased knowledge on discriminatory sociocultural practices against women and girls in selected districts</p> <p>Indicator 3.1.1B: Number of local leaders, including religious leaders and matronas, with increased knowledge on ways to address discriminatory socio-cultural practices against women and girls in selected districts</p> <p>Indicator 3.1.1C: N° of civil society organizations using gender transformative approaches to address discriminatory socio-cultural norms and harmful practices against women and girls in selected districts of Gaza, Maputo city and Nampula</p> <p>Indicator 3.1.1D: Number of media houses consistently disseminating gender transformative messages especially related to E-VAW and HIV/AIDS</p> <p>Indicator 3.1.1E: Number of campaigns challenging harmful social norms and gender stereotyping, including of women and girls facing intersecting and multiple forms of discrimination, developed and disseminated</p>
	<p>Output 3.1.2 Government institutions, organisations of women, young women, men and media have enhanced capacity to devise and implement gender transformative approach to prevention of SGBV and early marriage in a coordinated manner including for in and out of school settings</p>	<p>Indicator 3.1.2A: Number of young women and girls, young men and boys who participate in out-of-school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights (SLI Indicator 3.1.2)</p>
	<p>Output 3.1.3 Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities (SLI Output 3.2)</p>	<p>Indicator 3.1.3A: Number of communities with advocacy platforms established and/or strengthened to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction (SLI indicator 3.2.4)</p>
	<p>Output 3.1.4 Women's rights groups and relevant CSOs, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including SGBV/HP, and promoting SRHR, with relevant stakeholders at sub-national,</p>	<p>Indicator 3.1.4A: Number of jointly agreed recommendations produced because of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination. (SLI 6.1.1)</p>

	national, regional and global levels (SLI Output 6.1)	
	Output 3.1.5 Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG including SGBV/HP and GEWE more broadly (SLI Output 6.2)	Indicator 3.1.5A: Number of supported women's rights groups and relevant CSOs using the appropriate accountability mechanisms for advocacy.
Outcome 3.2 Women and girls who experience violence are empowered to use available, accessible and quality essential services and recover  Related SP Outcome/Output: More countries and stakeholders are better able to prevent violence against women and girls and deliver essential services to victims and survivors  Indicator 3.2A: N° of Centers for Integrated Assistance and Cabinetes for Services to Victims of Violence providing integrated assistance to women and girls victims of gender based violence	Output 3.2.1 Capacity of the service providers of multi-sectoral integrated assistance to women and girls affected by gender-based violence enhanced	Indicator 3.2.1A: N° of Integrated Service Centers and Cabinets for attending victims of violence providing integrated assistance to women and girls affected by gender based violence
Outcome 3.3 Gender responsive locally relevant and owned interventions identified (FPI 7)  Related SP Outcome/Output: More cities and other settings have safe and empowering public spaces for women and girls  Indicator 3.3A: A package of interventions to improve safety of women and girls in public spaces presented to the municipal council and other institutions for consideration	Output 3.3.1 Capacity of local authorities, women's and community groups to develop comprehensive interventions for the prevention and response to SVAWG in public spaces in coordination with other stakeholders enhanced (FPI 7)	Indicator 3.3.1A: A package of interventions to improve safety of women and girls in public spaces presented to the municipal council and other institutions for consideration into plans

Impact6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented	Related UN-Women SP Impact Area: SP Outcome 1 : A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented Related UNDAF/ CCPD priority: Related UNDAF priority: OUTCOME 4: Disadvantaged women and girls benefit from comprehensive policies, norms and practices that guarantee their human rights. OUTPUT4.1: Capacity of Ministries of Gender, Children and Social Action, Economy and Finance and Parliament strengthened to coordinate, monitor and oversee the implementation of commitments on gender equality. Related national development priorities:	
Outcome 6.1 The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks  Related SP Outcome/Output: The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks	Output 6.1.1 Capacity of the NSS strengthened to compile gender disaggregated data in accordance with the international standards	Indicator 6.1.1A: % of statistical operations which systematically collect data for the related international GEWE indicators (Minimum standards, Core Set and SDGs) Indicator 6.1.1B: Timely progress reports produced by government against national and international gender equality commitments Indicator 6.1.1C: Number of National Statistical Officers[2] who have enhanced capacities to produce data on the prevalence of VAWG including SGBV/HP, and incidence, where appropriate.
	Output 6.1.2 Capacity of Ministries of	Indicator 6.1.2A: Number of staff from Ministry of Gender Children and Social Action (MGCAS), Ministry

Indicator 6.1A: N° of sectors which consistently use gender disaggregated data in their annual planning	Gender, Children and Social Action (MGCAS), Economy and Finance (MEF) and of the Parliament to coordinate, monitor, oversee and report on the implementation of commitments on gender equality, including UNSCR 1325, strengthened	of Economy and Finance (MEF) and Parliament (AR) with increased knowledge on gender sensitive monitoring and oversight Indicator 6.1.2B: % of parliamentarians with increased knowledge on gender-sensitive oversight and gender-transformative leadership Indicator 6.1.2C: Number of sectors which implement NAP 1325 related actions Indicator 6.1.2D: Number of members of police and defense forces with increased knowledge and skills on the UN Normative Framework on WPS Indicator 6.1.2E: N° of participants to the UEM Gender Responsive Budgeting and Planning Course Indicator 6.1.2F: Number of Parliamentarians, civil servants and staff of human rights institutions with strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies on VAWG including SGBV/HP and/or gender equality and non-discrimination, including the promotion of women and girls SRHR, and implement the same. Indicator 6.1.2G: Number of supported multi-stakeholder coordination mechanisms established at the highest level and/or strengthened, composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans. Indicator 6.1.2H: Parliamentarians with strengthened knowledge and capacities to hold relevant state-level actors accountable for funding and implementation of multi-sectoral programmes to address SGBV.
Indicator 6.1B: Timely progress reports produced by government against national and international gender equality commitments		

Impact2 Women have income security, decent work and economic autonomy		<p>Related UN-Women SP Impact Area: SP Outcome 3 : Women have income security, decent work and economic autonomy</p> <p>Related UNDAF/ CCPD priority: OUTCOME 1: Vulnerable populations are more food secure and better nourished; OUTPUT 1.4: Communities (and women in particular) acquire the knowledge to adopt appropriate practices and behaviors to reduce chronic under nutrition;</p> <p>OUTCOME 2: Poor people benefit equitably from sustainable economic transformation;</p> <p>OUTPUT 2.1: National and sub-national systems and institutions enabled to enhance economic policy coherence and implementation;</p> <p>OUTCOME 10: Communities are more resilient to the impact of climate change and disasters;</p> <p>OUTPUT 10.2: Capacity of communities, government, and civil society to build resilience is strengthened</p> <p>Related national development priorities:</p>
Outcome 2.1 Strengthened economic and social participation of women farmers, those involved in EI and young women in promising value-chains	Output 2.1.1 Capacity of rural women on agribusiness management increased	Indicator 2.1.1A: Number of women managing MSMEs using time saving and green technologies
Related SP Outcome/Output: More rural women secure access to productive resources and engage in sustainable agriculture	Output 2.1.2 Stakeholders in the EI sector have the capacity and knowledge to promote gender-responsive policy measures	Indicator 2.1.2A: Number of women's organisations participating in local decision-making arenas in large and small-scale mining Indicator 2.1.2B: Number of ASM miners with better access to social protection and formal financing mechanisms
Indicator 2.1A: Number of arid and semi-arid districts and provinces that	Output 2.1.3 Women and girls have access to increased economic opportunities in the context of recovering from	Indicator 2.1.3A: % of women and girls in need who benefited from support to access to economic opportunities (facilitating access to training, financial services, decent job opportunities) Indicator 2.1.3B: % of specific resources allocated for economic empowerment at local level (such as District Funds, local financial mechanisms, public-private sector partnerships) which benefit women affected by conflicts in the selected districts

employ one or more specific strategies to enhance women's food security and climate-change related resilience Indicator 2.1B: % of women's participation in cooperatives Indicator 2.1C: % of women among farmers with access to extension services	conflict	
	Output 2.1.4 Capacity of young women to access decent work and economic autonomy opportunities increased	Indicator 2.1.4A: % girls and young women from safe spaces economically empowered Indicator 2.1.4B: Number of young women supported to engage in sustainable economic empowerment in Nampula province Indicator 2.1.4C: Number of young women supported to engage in sustainable economic empowerment in Zambezia Province

<b>Impact4</b> Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.	Related UN-Women SP Impact Area: SP Outcome 5 : Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action. Related UNDAF/ CCPD priority: OUTCOME 4: Disadvantaged women and girls benefit from comprehensive policies, norms and practices that guarantee their human rights; OUTPUT 4.1: Capacity of Ministries of Gender, Children and Social Action, Economy and Finance and Parliament strengthened to coordinate, monitor and oversee the implementation of commitments on gender equality Related national development priorities:	
Outcome 4.1 The enabling environment for sustainable implementation of WPS commitments is strengthened  Related SP Outcome/Output: More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes  Indicator 4.1A: Level of compliance with UN Res 1325 reporting obligations  Targets: Value: 100% Target Year: 2020 Value: 20% Notes: NAP on 1325 developed Target Year: 2018  Baseline: Value: 0% Year: 2017 Source: UN Women Progress Report	Output 4.1.1 Women and girls capacity to participate meaningfully in conflict/prevention and resolution strengthened	Indicator 4.1.1A: Number of women trained to engage in conflict prevention/resolution at community level
	Output 4.1.3 National capacity to implement and generate knowledge on WPS enhanced (Ministries of Gender, Children and Social Action; Defense; Interior; Academy, including UEM, Defense and Police Academy; Organizations of Women and gender equality activists)	Indicator 4.1.3A: Existence of a course in WPS in an academic institution
	Output 4.1.4 Evidence-based knowledge on gender responsive humanitarian action is available and used by humanitarian actors and beneficiaries	Indicator 4.1.4A: Number of gender responsive assessment tools and reports produced by Humanitarian Community and Government Indicator 4.1.4B: % of humanitarian interventions that apply and integrate recommendations from gender responsive tools and reports by national and international HA actors

## 10.9 Organizational Effectiveness and Efficiency Framework

Outputs	Indicators with targets for each year and baselines
Output cluster from SP:SP OEE Output 1 : Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment	
Output 1.1 Coordination, coherence and accountability of the UN system in Mozambique for commitments to GEWE is strengthened	Indicator 1.1A: Number of UN Agencies that implement performance indicators on GE (gender marker or similar accountability tools to track commitment under the UNDAF) Indicator 1.1B: Amount of One Fund allocated to joint initiatives on GEWE Indicator 1.1C: N° of initiatives where UN Women takes substantive leadership on a GEWE related issue
Output 1.2 Effective partnerships between UN WOMEN and major stakeholders, including CSOs, private sector as well as national and international organizations	Indicator 1.2A: No. of joint initiatives developed and implemented with CSAGs/CS-NRG Indicator 1.2B: Number of partnerships established with private sector
Output cluster from SP:SP OEE Output 3 : High quality of programmes through knowledge, innovation, results-based management and evaluation	
Output 2.1 CO practices results based management	Indicator 2.1A: 2.1.a: The percentage of CO projects/programmes demonstrating results chain and RBM principles and alignment with UNDAFs Indicator 2.1B: 2.1.b: Percentage of implementing partners that apply result based management approaches
Output 2.2 CO is a recognized hub of knowledge on achieving gender equality and women's empowerment in Mozambique	Indicator 2.2B: Indicator 2.2.b: Number of requests of support (including technical advice, information or KM products) received by the CO and responded to provide on demand support and assistance. Indicator 2.2C: N° of participants to the UEM Gender Responsive Budgeting and Planning Indicator 2.2E: Number of KM products developed and published by UN Women
Output 2.3 Results based evaluation and research/studies are commissioned and managed for decision making, accountability and learning	Indicator 2.3A: Number of staff and partners trained in gender-sensitive evaluations Indicator 2.3B: Percentage of programme budget earmarked for evaluations
Output cluster from SP:SP OEE Output 4 : Improved management of financial and human resources in pursuit of results	
Output 3.1 Effective leadership and direction to advance the mandate and mission of UN Women	Indicator 3.1A: Percentage of Strategic Note outputs on target
Output 3.2 CO staff have the capacity and accountability for delivering results in Gender Equality and Women's Empowerment	Indicator 3.2B: % of staff complying with organizational requirements (LMS and any corporate requirement) Indicator 3.2C: % of staff whose capacity is developed as per identified learning needs (through learning needs assessment, performance mechanism and whole office learning plan) Indicator 3.2D: % of staff fully conversant in ATLAS as per roles Indicator 3.2E: % of staff with completed performance goal setting and assessments in a timely manner Indicator 3.2F: Rate of staff satisfaction as per staff assessment .
Output 3.3 CO promotes a culture of risk management, accountability, harmonization of business practices and transparency in its operations	Indicator 3.3A: Extent to which the CO complies with all UN operations with the UN Security Management Indicator 3.3B: % of CO projects that link financial information to programmatic results Indicator 3.3C: % of CO Risk Register updated quarterly
Output cluster from SP:SP OEE Output 2 : Increased engagement of partners in support of UN-Women's mandate	
Output 4.2 Resource base is expanded and diversified to meet the demand for UN WOMEN catalytic and technical support and strategic grant-making	Indicator 4.2A: Amount of non-core resources raised Indicator 4.2B: N° of partnerships established with stakeholders
Output 4.3 UN WOMEN Communications capacity and systems provide a foundation for effective advocacy of Gender Equality and Empowerment of Women	Indicator 4.3A: N° of CO supported activities and programmatic work reported on by the national media. Indicator 4.3B: Number of likes on UN WOMEN Mozambique social media page

## 10.10 Boundary Partners around the portfolio

Table 1: Mozambique Country Portfolio Projects and implementing partners (2017-2021)

Partners	Portfolio
WEE	
Sweden	Action for Girls and Young Women's Sexual and Reproductive Health and Rights in Mozambique, (Rapariga Biz Program)
DFID	Rapariga Biz – DFID Joint programme
Canada	JP Mozambique – Rapariga Biz Canada
UNEP	Transforming Climate Action to Empower Women Entrepreneurs in the Energy sector: Lighting and Clean Cooking
UNDP	Post-cyclone reconstruction and resilience building efforts of the Idai affected communities and institutional strengthening of the Reconstruction Cabinet" in Mozambique.
UNAIDS	UBRAF – Gender and HIV intersectionality 2019/21; Global Partnership for Action to Eliminate all HIV-Related Stigma and Discrimination
Belgium	Expanding Women's Role in Agricultural Production and Natural Resource Management as a Strategy for Improved Food Security and Climate Change Resilience
The African Development Bank (AfDB) through the Ministry of Gender Children and Social Action (MGCAS)	Technical Support for the Development of PROMULHER - National Programme on Women's Economic Empowerment
WPS	
Iceland	Promoting Women and Girls' Effective Participation in Peace, Security and Recovery in Mozambique
Norway	Promoting Women and Girls' Effective Participation in Peace, Security and Recovery in Mozambique
EVAW	
EU Phase II, but funds not yet received	Spotlight Initiative: Accelerating the Prevention and Response to SGBV and Early Marriage for Adolescent Girls and Young Women (ages 10 - 24) in Mozambique
Spain - AECID	Maputo Safe City and Safe Public Spaces Programme
Spain – Madrid Convenio	Maputo Safe City and Safe Public Spaces Programme
UNFPA	Programme on essential services package for women and girls victims of violence
Ireland	Men and Boys stand by Women in a solidarity movement for Gender Equality and Women's Rights-

*Source: UN Women CO, July 2021*

## 10.11 SN Actual funding 2017- 2021

*Table 2: Country Portfolio Budget 2017-2021*

Amount (USD)	Sources
505633,0	Canada
78155,0	UNEP
193900,0	UNDP
260200,0	UNAIDS
1892794,8	Belgium
60000,0	AfDB
2300030,0	Iceland
2024862,0	Norway
8439885,0	EU
370370,4	Spain
138280,0	Spain
42823,0	UNFPA
125000,0	Ireland
19006665,2	Total donors
1 593 079,00	CO Core resource
20 599 744,19	SN Global Funding

*Source: UN Women CO, July 2021*

## 10.12 Evidence Table as per Prioritized evaluation questions

Table 3: Evidence Tables

Criterion	Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
Relevance	Is the portfolio aligned with international gender equality human rights norms?	The portfolio is aligned to the values and principles of human rights and gender equality and is committed to the principle of 'leaving no-one behind' (LNoB). From program inception, partnerships, program implementation, monitoring, reviews and learning; respected, addressed and promoted women's rights and gender equality, ensuring the LNoB.	<ul style="list-style-type: none"> <li>Interviewees confirmed consideration of marginalized groups, Poor women, Women with Disabilities, PLWHIV. Displaced women. The CO work was informed by CEDAW, and BPfA and other international norms.</li> </ul>	Through direct delivery of services, skills and multifaceted means to women and girls and to disadvantaged people, the programme contributed to increase their access to their rights, on one hand; on the other it developed targeted key duty bearers' capacities for more effective and efficient delivery to women, girls and marginalized groups. Illustration: 1251 displaced people around the conflict areas, and 100 women positive to HIV were reached by economic empowerment and GBV care services.
	Is the portfolio aligned with national policies?	Anchored in <i>the priorities of the Government of Mozambique particularly the current Five Year Programme 2015-2019 as well as the National Plan for the Advancement of Women</i>	<ul style="list-style-type: none"> <li>All interviews state alignment of SN with national priorities: the government and civil society participated in formulation and are parts of annual co-programming exercises</li> <li>But some interviewees mentioned need for adjustment in terms of greater focus on Women political participation/strategic leadership; and support for aged women; also covering of very remote areas</li> </ul>	Full alignment with national policy frameworks! (National Five-year Plan)
	Is the thematic focus across the portfolio appropriate (consider emerging issues such as the COVID-19, natural disaster, violent extremism and how were they integrated in the UN Women interventions)?	Portfolio focus: Women empowerment; Ending violence against women; women peace and security; norms and accountability; COVID 19 response present as well	Interviewees confirm relevance of the focus: but some suggest to insist more on elderly women and on political participation	The overall focus of the programme is appropriate; but some key target not reached well enough: elderly women; women in very remote area (not present in data); Women political participation and strategic leadership for female champions is also weakly addressed (not really visible in targets data)
	Was the technical design of the Strategic Note relevant?	DRF and OEEF present ToC elaborated	Interviewees recognize the quality of the design	Overall good programme design: activating the assumptions in the ToC resulted into strong achievements (statistics of achievements in the main text); but one design weakness: when WPS was added later, ToC was not revised accordingly to reflect WPS in the critical assumptions of the programme
	Are resources appropriately aligned with strategic objectives?	20 million USD brought in the portfolio: funding EVAW; WEE;		The breakdown is unbalanced: EVAW: 48%; WEE: 29%; WPS: 23% But this reflects the prioritization made by the CO, taking into

Criterion	Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
		and WPS (the other issue being treated as crosscutting themes)		account the accuracy of the GBV in the national context (65% of women confessed to face it in a 2018 study)
	Is there an effective process of prioritization of projects to objectives?	Operationalization through three main clusters; annual work plans agreed with the national stakeholders	Interviewees confirm quality of this process; but governmental partners still demand greater involvement in the day to day running of the programme	Projects are generally anchored in the initial DRF; but the pandemic brought the CO to adjust and be able to contribute to the national COVID 19 response.
	Is the choice of partners most relevant to the situation of women and marginalized groups?	Implementing partners are assessed to determine their capacity to deliver on the issues handled by the programme	Interviews confirm overall quality of IP; but one donor suggest that UW Women be more present on the ground for better monitoring of the IP	Overall good reach of programme targets evidences the quality IPs; but IPs do not go deep in the very remote area where there are isolated women in need of support!
	Is the choice of interventions most relevant to the situation in the target thematic areas?	Interventions framed at strategic level in the SN narrative; Annual work plans give them operational content	Choices of interventions overall well appreciated by the interviewees; but some suggest to adjust for more focus on specific issues: for instance reaching elderly women and those in the very remote area!	Strong choices of intervention (evidenced by the results obtained); but adjustment would enable reaching more issue not well covered (elderly women; women national leadership; access to remote area)
	Do interventions target the underlying causes of gender inequality?	The SN does have a theory of change displaying those critical factors!	Overall the interviewees confirm that the interventions go to the roots of issues!	Great focus on the capacity development as a key lever; great focus as well on changing mindsets through massive campaigning and advocating!
	What contribution is UN Women making to UN coordination on GEWE? Which roles is UN Women playing in this field?	Coordination within the UN System Coordination towards the national partners	Interviewees confirmed the two pillars of coordination!	In the UN System: maintreaming GEWE in UNDAF and Agencies programmers; With the government: great focus on the Gender machinery to the detriment of the socioeconomic sectors where women and girls have their day to day life
	To what extent have lessons learned been shared with or informed global normative work and other country offices?	Regular reporting on the programme Reports enclose draws lessons	Admitted by Interviewees.	Knowledge products shared across the UN Women region and with HQ, through corporate reporting
Effectiveness	To what extent have planned outputs been achieved on time?	About 20 million USD mobilized to fund the programme Annual works plans deliver outputs Outputs contribute to outcomes	Interviewees globally state high level of effectiveness for the programme; however some ones alert on need to more UN Women follow up on IP engagement on the ground for better impact	Effectiveness is robust (detailed achievements in main text) Pandemic and other unforeseen crisis such as cyclones and violent extremism forced the programme to adjust and consider other targets than those initially fixed in the DRF.
	Are interventions contributing to the expected outcomes? For who?	Annual work plans executed as the programme contributions to outcomes to the benefit of specific groups in the country	Interviewees attest good effectiveness to the women's benefit in general; while alerting that women in remote areas and elderly women are not well reached.	Contributions to outcomes are constants: over 30,000 people supported out of which a vast majority of women; But this benefit did not touch enough women in remote area and isolated aged women (evidenced by absence in statistics and confirmed at least by one category of informants)
	Were the outputs delivered to an appropriate specification?	Work plans negotiated between stakeholders to frame the annul substantial delivry	Interviewees attest commendable implementing and delivery, generally speaking; some suggest that that IP	Substantial delivery strong enough and well aligned with the initial targets; unless for adjusted interventions in response to new and unforeseen challenges in the environment: COVID 19, Cyclones and

Criterion	Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
			should be monitored more closely by CO to ensure a better delivery	Violent extremism
	Were the outputs delivered appropriate to resources used?	RBM materials available in the country Office (Operations)	Interviewees attest effort to optimize resources over the programme!	No misuse of resource noted; procurement innovations even tend to increase the value for money at constant cost (400,000 USD saved in 2020 despite the pandemic constraint)
	What unexpected outcomes (positive and negative) have been achieved? For whom?	The CO developed strategies to respond to unexpected challenges	Flexibility and ability for adjustment raised!	The need to advance the programmed despite the pandemic forced the programme to be innovative and as an unexpected result, the actors made huge steps in mastery of the communication technology: the CO staff; the IP personnel; the beneficiaries
	What has UN Women's contribution been to the progress of the achievement of outcomes?	Annual work plans executed as the programme contributions to outcomes to the benefit of specific groups in the country	Interviewees attest good effectiveness to the women's benefit in general; while alerting that women in remote areas and elderly women are not well reached.	Contributions to outcomes are constants: over 30,000 people supported out of which a vast majority of women; but this benefit should be better and more oriented towards women in remote area and isolated aged women
	Does the organization have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?	Capacity development processes provisioned in the annual work plans	The CO staff attest benefiting from regular training at country, regional or broader level	Robust substantial and financial delivery (evidence figures in main text!) indicate strong CO capacity; However staff deficit prevailing (evidences: 7 posts still on request by the management; donors indicate that the CO rely much on the IPs and may not have enough personnel to monitor them on the ground!)
	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming (such as UNDAF) and joint programmes during the SN cycle?	Coordination inputs provided by the CO	UN system agencies attest valuable inputs from the CO	CO engaged in the thematic UNDAF working group Part of three main joint programmes
	What are the main enabling and hindering factors to achieving planned outcomes?	Programme implemented in an uncertain and changing environment!	Partnerships were instrumental The crises ddi not help	Enabling factors: good design; winning resource mobilization strategy (104% of anticipated budget secured); effective implementation Personnel deficit: 7 posts requested still not filled Hindering factor: unforeseen crises: COVID 19; Cyclones; Violent extremism
Efficiency and Coherence	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	Programme anchored in the UNDAF	Interviewees (UN Women staff and UN sister agencies staff) say yes	Three main joint programmes engage the CO UN agencies are even funding sections of the portfolio: UNDP; UNAIDS; UNFPA; etc.
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	Triple mandate spread over the thematic area	Informants confirm the programme presence on the three fronts!	Programmatic weighing more; but results exist on all the three fronts: Normative: legal advancement (new laws adopted and ancient ones revised); Coordination: mainstreaming gender in planning and budgeting tools in the ministries; Programmatic: Over 30000 people skilled in various ways and awareness raised for hundreds of thousands

Criterion	Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
	What is UN Women's comparative advantage compared with other UN entities and key partners?	Programme designed and implemented in an environment where many other player are also present	The Voice n°1 of GEWE	CO recognized strong as the voice for GEWE in coordination, norms advancement and operational capacity building for people and organizations But at programmatic level the medium size of the CO and its means does not allow it to do everything
	To what extent do the interventions have added value while avoiding duplication of efforts?	Programme designed and implemented in an environment where many other player are also present	No undue duplication reported	Good interfaces with the UN entities within UNCT; and with the national Gender machinery prevent from wasting resource through undue duplications
	How can the workload across mandates be prioritized most effectively?	Programme articulated on the three mandates	No real imbalance reported!	Balance across the mandate is overall satisfactory (evidenced by reported results in Effectiveness section); But having a deputy to hold the programme; and filling 7 vacant positions should enable the Country Representative to more focus on strategic level
	To what extent does the UN Women management structure support efficiency for implementation?	Organization round key functions: Programme and Operations Programme divides into thematic and transversal clusters	Good extent overall; some suggest however more present on the ground for better oversight of the IPs	Organization effective, based on results; but the absence of a Deputy country Representative and the precarious contractual status of majority of the CO personnel; and the 7 vacant posts should be addressed to avoid drop of effectiveness
	Has a Results Based Management system been established and implemented?	Global RBM doctrine accompany the programme implementation	Yes from interviews (Operations)	Yes overall (evidenced by procurement innovations minimizing related overheads)
	How well have resources and risks been managed to ensure results?	Risks analysis and standardized management procedures present in the CO	Yes from interviews (Operations)	Regular review and updating of the risks Procedures for greater value for money observed (procurement innovations)
	Can the office demonstrate that it complies with good financial management practice?	Global RBM doctrine accompany the programme implementation	Yes from interviews (Operations)	Yes overall: evidenced by procurement innovations minimize related overheads
	Does the office manage delays effectively and revise its plans accordingly?	5 year SN Annual work plans Quarterly operational programming	Yes overall; But IP report time consuming bottlenecks	Delays in releasing quarterly funding observed; while time management overall satisfactory (based on substantial and budgetary delivery)
	Does the office comply with good project management principles?	Global RBM doctrine accompany the programme implementation	Yes from interviews (Operations)	Yes overall: evidenced by procurement innovations minimize related overheads
	Does the office take actions to minimize its overheads?	Global RBM doctrine accompany the programme implementation	Yes from interviews (Operations)	Yes overall: evidenced by procurement innovations minimize related overheads
	Does the office effectively manage risks?	Risks analysis present in the SN	Yes from interviews (Operations)	Regular review and updating of the risks
Sustainability	Is there national ownership and are there national champions for different parts of the portfolio?	Design and implementing involve nationals: governmental and civil society and beneficiaries Capacity development processes	Confirmation of national execution by the interviewees	Head of State and Speaker of Parliament engaged positioned as GEWE champions and boosted a dynamic against the GBC Some women victim of GBV were converted into flagship combatants of the phenomenon (case of Paola)

Criterion	Questions	A. Portfolio Analysis	B. Country Visits interviews and observations	Overall finding (on balance of evidence)
		conducted		The programme also invested in male community leaders as local champions No major and sustained invested for emergence of political and strategic leader at national level perceived.
	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	Capacity development is systematically present in the annual work plan and executed COVID 19 has however refrained it	Interviewees confirm execution of capacity development processes	Over 30,000 people (vast majority of women; disadvantaged included as well); 300,000 received direct awareness raising on different aspect of GEWE; Up to 20 million individual may have accessed GEWE communication inputs through social media
	What local accountability and oversight systems have been established to support the continuation of activities?	Oversight and accountability provisioned in the designing of the work plans	Good level of oversight reported from interviewees; still there is on donors side demand for ground follow up of IPs work by the CO Gov also ask for better involvement in the overall monitoring of the programme	Accountability for GEWE developed: incorporated in planning and budgeting tools at ministerial (some ministries only) and local levels (districts covered by the programmed)
Human Rights and Gender Equality	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?	Support to GEWE global norms and standards is key component of the programme	Interviewees report valuable contributions in this regard	Domestication of global norms advanced: 2 gender responsive laws adopted and two other revised to get them GWE responsive 5 Ministries and publics bodies moved their planning and budgeting gender responsive
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?	Programme developed activities for power dynamics changes	Informants attest that power dynamics between groups have been targeted	Male strongholds have been invested: especially in the economic sector and in WPS; Testimonies of men (in the Defense sector for example) admitting that involvement of women in their sector is a source of added value
	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency?	HR provisions present in the programmed: design and implementation	Informants confirm HR approaches	Design and implementation of activities participatory (national partners at frontline) Inclusiveness of benefit high (women, men, disadvantaged groups reached); but reaching of women in remote areas is weak; also isolated aged women not well targeted

### 10.13 Contribution Analysis Table

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
<p>1. <i>Women, especially the poorest and most excluded, are economically empowered and benefit from Development:</i> This programme support fostered for thousands of women improvement of productivity, access to market and gradual transition from informal to more structured economy</p>	<p>Developing policy tools, mainly at local level, and provided direct economic support to beneficiaries at the grassroots level: multifaceted capacity building which included training.</p>	<p>Partnership with CSO and governmental entities</p>	<p>Institutional will of local authorities, engagement of women and communities were instrumental this change, while UN Women brought initial impulsion, resources and knowhow as well</p>	<p>High</p>	<p>Strategic: Gender provisions mainstreamed in the Provincial Strategic Development Plan (2017 - 2022) Operational: Over 11,000<sup>40</sup> of women and girls (including 1251 displaced women and 100 women positive to HIV reached in 2020 and 2018, respectively) benefited of: access to production inputs such as seeds and small agricultural equipment, access to small funding, access to land property or use, access to formal legal business documents.</p>	<p>The change is sensitive and profitable to Gender and Human rights: duty holders, previously disadvantaged accessed to services and goods.</p>
<p>2. <i>Women and Girls live a life free from violence</i></p>		<p>Commitment of governmental entities and supporting CSO organizations</p>	<p>Political will of Government and donors support enabled this change, while UN Women brought initial impulsion, resources and knowhow</p>	<p>High</p>	<p>Over 10,000 people (women and men) engaged skilled for better understanding, and behavior change on addressing of the gender based violence. Police and military sector reported to have gained true assets on the issue (interviews). Direct support to victims consisted of access to justice and subsidies for recovery, Mass campaign has reached an estimate of 300,000 people.<sup>41</sup> Significant resonance on the legal framework which has been re renewed for better GEWE responsiveness: 2 new laws were adopted ( the Law against Early Unions and the Inheritance</p>	<p>The change is sensitive and profitable to Gender and Human rights: duty holders, previously disadvantaged accessed to services and goods.</p>

<sup>40</sup> Compilation of 2017-2020 data.

<sup>41</sup> The use of public transport and megaphones – 3 times a week, for 9 months in 10 districts (3 neighborhoods each) – reached around 200,000; the Radio programs in 10 districts and using local languages – aired twice a week during 10 months reached around 100,000 people

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
					Law); and 3 other revised (the Family Law; the Law of criminal code; and the Law of the criminal process code) 2 important plans developed, namely the National Plan for the implementation of the Resolution 1325 on Women, Peace and Security, and the National Plan to combat domestic Violence. High level championing against GBV: President of the republic + Speaker of House voiced loud As recognition of its support, UN Women was awarded a certificate and referred to in the description of the process, by the parliament on approval session of laws.	
<i>3. National planning and budgeting processes promote stronger institutional accountability to gender equality commitments</i>	Promoting national statistical capacities that give due place to gender equality and women empowerment: assessing the actual technical and operational status of the statistical apparatus; supporting the development of gender sensitive data production skills to dedicated organizations in public and civil society spaces; accompanying the production of the mandatory reporting process the country is committed to under international mechanisms.	Commitment of governmental entities and supporting CSO organizations	Political will of Government and donors support enabled this change, while UN Women brought initial impulsion, resources and knowhow	High	300 professionals from a wide spectrum of governmental and civil society organizations trained in Gender responsive statistics (including staff from following Ministries and Gov bodies: Gender, Children and Social Action; Health; Education; Interior (PRM); Justice; Industry and Commerce; Agriculture; Public Works; State Administration; environment; works and social security; National Statistical Institute (INE); provincial and district attorney's office and National Institute for Disaster Management (INGC). Resulting in: emerging use of gender disaggregated data in annual planning for 5 sectors ( Police, the Ministry of Economy, Health, Justice and Ministry of Gender); 4 sectors implementing the NAP 1325 actions (Ministry of Gender, Children and Social Action, Ministry of National Defense, the Ministry of Interior and the Ministry of Justice,	The change is sensitive and profitable to Gender and Human rights: duty holders will be better known through disaggregated data and better targeted in plicies for access to their rights

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
					Constitutional and Religious Affairs); 2 academic institutions <sup>42</sup> have introduced trainings on Gender Responsive Planning and Budgeting.	
4. <i>Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action</i>	The programme carried out actions in support to the institutionalization of the Women Peace and Security agenda and the building of its operational tools, targeting and reaching both the public organization, the civil society network and local leaders and individuals from the communities covered by the programme.	Commitment of governmental entities and supporting CSO organizations	Political will of Government and donors support enabled this change, while UN Women brought initial impulsion, resources and knowhow	High	Pack of 15 knowledge products developed and disseminated: including a Situational Analysis on Women, Peace and Security in the Context of Post-Conflict Recovery in Mozambique; a Study on the Opportunities for Women's Socioeconomic Recovery and Sustainable Livelihoods for Women Affected by Conflicts; and a Documentation on Good Practices in Women's Organizations for the Promotion Of the Women, Peace And Security Agenda and Socioeconomic Recovery In Mozambique. Over 11,000 people reached, out of which around 3,000 got specific skills for understanding and engaging in the WPS agenda, and 8,000 were sensitized on the National Action Plan. Steady support to the Gov NAP coordination, including support to the functioning of the created WPS Unit in MGCAS ( provided with office furniture, ICT equipment and supplies) National Civil Society Platform on Women, Peace, and Security established Partnership with the Academia resulted into institutionalization of specific course dedicated to WPS agenda, what should contribute to the sustainability of the skills gained on the issue. Towards the municipal elections, 100 women elaborated and signed a manifesto for political participation in political contests, and 500 others engaged in the last general election observation across the country	The change is sensitive and profitable to Gender and Human rights: advancement of WPS agenda eases Gender and Human rights as first domains to suffer from conflicts and crises.

<sup>42</sup> Univerosty of Eduardo Mondlane and the University of Joaquim Chissano.

## 10.14 Detailed table of achievements

Table 4: Findings

Outcomes	Programme's detailed achievements			
	2020	2019	2018	2017
(i) Women, especially the poorest and most excluded, are economically empowered and benefit from Development	<ul style="list-style-type: none"> <li>- 42 jobs women got decent jobs and businesses in Sustainable Energy sectors created (SDG # 7 on modern energy and SDG # 5 on gender ). The pilot is aligned with the UN Women Africa Strategy (2018 - 2021) that intends to ensure that “No Woman and Girl is left Behind” as Africa implements and strives to achieve the Sustainable Development Goals (SDGs) – particularly Goal 5: “Achieve gender equality and empower all women and girls”.</li> <li>- 1,251 women farmers from the resettlement centres accessed high yield certified seeds and agricultural tools for recovery of crop production in the 2020-2021 agricultural season.</li> <li>- Increased access by 176 women farmers to agricultural mechanization and labour-saving technologies in 100 hectares of land in cyclone Idai affected areas.</li> </ul>	<p>6,215 girls and young women were economically empowered through vocational training, financial literacy and small business set up in the provinces of Nampula and Zambézia.</p> <p>Rapariga Biz implementation has demonstrated a correlation between girls and young women’s risk of teenage pregnancy or child marriage and economic disempowerment. The joint UN programme - Rapariga Biz have proven how economic autonomy can be enabling to girls and young women to make informed and healthy choices about their SRHR once when they have income security and economic autonomy. To facilitate the economic autonomy, the programme empowering a selected number of girls and young women, mainly mentors, with vocational and technical skills to enable them to either enter into the labour market or start their own small business. The programme has also instilled young women capacity on financial literacy that resulted in establishment of 417 small businesses at community level in the province of Zambézia.</p>	<p>During the reporting period, UN Women contributed to closing gender gap in the access to civil documents, knowledge, technology and productive resources necessary to boost productivity, enhance food and nutrition security and enable adaptation to and mitigation of climate change effects, while gradually breaking gender stereotypes. The office has contributed to increased opportunities for rural women augmenting their income levels and possession of key productive assets. Women are currently playing a central role in the livestock value chain in the province of Gaza. This is also reinforcing their purchasing power and the access to and use of quality food within their households mitigating the negative effects of the protracted drought. Women involved on animal husbandry have reported a sustained stream of income as a result of their work in the communities. Young women have seen their agency in sexual and reproductive health and rights increased through gender transformative sessions and professionalization (TVET - technical and vocational training and education), presence in the formal labour market and business management. To allow for national ownership the CO supported the design of the first comprehensive National Programme on Women’s Economic Empowerment that will support the growth of women-owned enterprises, agribusiness, agro-processing and creation of the enabling environment (institutional and legal frameworks) for women’s entrepreneurs</p> <ul style="list-style-type: none"> <li>- Strengthened capacity of 250 women’s associations and women farmer’s entrepreneurs on commercial livestock farming: this fostered their transition to market-oriented and commercial livestock farming (goat, swine and poultry),</li> <li>- 100 of the entrepreneurs are women living with HIV.</li> <li>- Increased access to civil documents, financial education and land deeds application procedures to bridge the disproportionate gap faced by rural</li> </ul>	<p>Policy tools developed at local level: capacity development for gender sensitive provincial planning &amp; budgeting processes: as a result, the new Provincial Strategic Development Plan (2017 - 2022) is paying attention to gender mainstreaming which will assist in sustaining this result.</p>

Outcomes	Programme's detailed achievements			
	2020	2019	2018	2017
			<p>women in terms of knowledge and ability to exercise their social and economic rights: 2,000 women and girls received identification documents (IDs) and 1,500 birth certificates</p> <ul style="list-style-type: none"> <li>- 1002 girls and young women improved their technical skills after completing professional courses (electricity, carpenter, computing, kitchen chef, water plumbing, auto-mechanic, secretariat)</li> <li>- 700 mentors of sexual and reproductive health and rights (in the province of Nampula) enhanced capacity on gender Transformative Leadership - hence, mastering their knowledge on gender equality and where economic empowerment fits</li> <li>- Photographic Competition and its exhibition aimed to combine art with Sustainable Development Goals (SDGs). reached an estimate of 10,000 men and women</li> <li>- In the extractive sector, UN Women has developed a guideline on the access to land title and licensing for women in the artisanal and small-scale mining</li> </ul>	
<p>(ii) Women and Girls live a life free from violence</p> <p>Result: The issue of ERAW and sexual violence is being brought to the public agenda and cases have been denounced more often giving the impression that cases have increased.</p> <p>Approval of three laws In 2019: 2 new laws adopted</p> <ul style="list-style-type: none"> <li>- Law Against Early Unions</li> <li>- Lei 23 de 2019) Inheritance Law, was also approved by the parliament.</li> </ul> <p>3 law revised with pro gender inputs</p> <ul style="list-style-type: none"> <li>- Revised Family Law (Lei 22. 2019)</li> </ul>	<ul style="list-style-type: none"> <li>- 273 (142 of them women) informal and formal decision makers engaged in dialogues on the prevention of gender discriminatory social norms, attitudes and behaviours, SGBV and HP through the established 3 provincial (Nampula, Manica and Gaza)</li> <li>- 46 Traditional Leaders attended the 3 provincial forums of traditional leaders (17 women and 29 men).</li> <li>- 220 Women and girls acquired knowledge on how to develop own and sustainable business.</li> <li>- 3.178 People (1.670 women) improved their perception on early unions, GVB and COVID-19 prevention : as result of</li> </ul>	<p>The CO was actively involved in the discussions, providing technical and financial support (participated in the discussions with the Parliament and the CSOs, sponsored participation of CSOs representatives from provinces in the meetings held with the parliament, financial support for the workshop). Recognising the support provided by UN Women, the CO was awarded a certificate and mentioned (during the approval session in the parliament and in a document developed to describe the process).</p> <ul style="list-style-type: none"> <li>- Support operationalization of 23 integrated centre/Cabinets for victims of GBV.</li> </ul>	<ul style="list-style-type: none"> <li>- CO continued to roll out the HeForShe campaign as a cross-cutting theme across its various portfolios, mobilizing communities and individuals around social change. As a result of campaign activities, over 2500 people were directly reached with campaign messages in face-to face activities (919 men, 1048 women, 324 girls and 191 boys) and over 2200 signed up for the global movement. In addition, at least 4 CSOs autonomously replicated campaign activities to reach their communities with ERAW messages in Maputo, Tete, Sofala and Nampula provinces</li> <li>- 381 boys and 674 girls at community and individual levels in a range of activities implemented in the context of the Safe Cities Flagship Programme and of the HeForShe/Orange Day campaigns</li> <li>- 510 men and 1048 women mobilized: were part of social mobilization activities, through which their gained knowledge on GEWE and ERAWG.</li> <li>- 409 male community and opinion leaders in a range</li> </ul>	<ul style="list-style-type: none"> <li>- Due to the CO's efforts, the Municipal Council of Maputo is shifting to gender-responsive interventions to address violence in its public spaces. At the same time, crucial community and traditional leaders are joining the cause and actively participating in advocacy and sensitization campaigns across the country. At the individual level, thousands of men, boys, women and girls are being involved in the HeForShe campaign and</li> </ul>

Outcomes	Programme's detailed achievements			
	2020	2019	2018	2017
<ul style="list-style-type: none"> <li>- Revised - Law of criminal code (Lei 24 de 2019)</li> <li>- Revised Law of review of the criminal process code- (Lei 26 de 2019)</li> <li>- Two new plans were adopted, namely: National Plan for the implementation of the Res 1325 on Women, Peace and Security and the National Plan to Combat domestic Violence</li> <li>- In 2018 national leadership committed: president and speaker pathed the way:</li> <li>- An assessment on the quality of the services for victims of violence was conducted in Tete province and showed some improvements in the quality of the services, 90% out of the 65 people that participated in the questionnaire shared that their and other people's denounces were correctly handled by the police, hospital and court</li> <li>- 5 national civil society organizations are using gender transformative approaches and/or joining and replicating EAW campaigns with a view to address discriminatory socio-cultural norms and harmful practices against women and girls.</li> <li>- 4 media houses consistently disseminated EAW/GEWE messages throughout the year. National TV stations and</li> </ul>	<ul style="list-style-type: none"> <li>ongoing campaign using mobile vehicle platform to raise awareness in public places (markets, entrance of schools, hospitals, bus stations)</li> <li>- 282 (83 women and 199 men) planners, budgeters and gender focal points trained in gender sensitive budgeting/planning: from the ministries of Gender, Children and Social Action; Health; Education; Interior (PRM); Justice; Industry and Commerce; Agriculture; Public Works; State Administration; environment; works and social security; National Statistical Institute (INE); provincial and district attorney's office and National Institute for Disaster Management (INGC)</li> <li>- Despite the COVID-19 that have reduced social mobilization interventions, with the use of community radios, use of public transport and megaphones it was possible to reach around 300,000 people in 2020: estimates, based on the use of public transport and megaphones – 3 times a week, for 9 months in the 10 districts (3 neighborhoods each) – reached around 200,000. Radio programs in 10 districts and using local languages – aired twice a week during 10 months reached around 100,000 people</li> </ul>		<ul style="list-style-type: none"> <li>of awareness raising, training and social mobilization activities on EAW and transformation of social norms and harmful practices against women and girls in public spaces, establishing the link with HIV/AIDS. These activities were conducted in the context of the Safe Cities Flagship Program and of campaigns such as HeForShe and Orange Days.</li> <li>- Women animated sensitization sessions/events with: the Presidency of the Republic, National Parliament, all 11 Provincial Governors, the representatives of the sovereignty bodies, the Maputo Municipal Council, Universidade Eduardo Mondlane, the Ministry of Agriculture and Food Security, the Ministry of Gender, Child and Social Action, the Ministry of Defense and the Inhambane Provincial authorities.</li> <li>- 4 media houses consistently disseminated EAW/GEWE messages throughout the year. National TV stations and newspaper (TVM, TV Miramar and Jornal Notícias) were the main vehicle of key messages, followed by STV channel and Rádio Moçambique.</li> <li>- School-based prevention programme over 800 individuals, including over 300 community/opinion leaders through a sustained package of awareness raising, training and community engagement activities on EAW and transformation of social norms, establishing its intersectionalities with HIV/AIDS</li> <li>- over 540 students (350 girls and 190 boys) from 8 different schools in Maputo neighborhoods (7 secondary schools covered by the Safe Cities FPI Project and 1 primary school).</li> </ul>	<ul style="list-style-type: none"> <li>specific EAW campaigns.</li> <li>- CO trained only 65 service providers were trained. The service providers are working in all four sectors of the multisectorial mechanism of attendance</li> </ul>

Outcomes	Programme's detailed achievements			
	2020	2019	2018	2017
newspaper (TVM, TV Miramar and Jornal Notícias) were the main vehicle of key messages, followed by STV channel and Rádio Moçambique				
(iii) National planning and budgeting processes promote stronger institutional accountability to gender equality commitments.				
<p>(iv) Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.</p> <p>increased opportunities for women to participate in peace, security and recovery processes. Women are currently playing a more active role in conflict prevention, mediation and resolution especially at community level</p> <p>WPS Unit created in MGCAS + Team in MGCAS that is knowledgeable and committed to implement and monitor NAP at national level</p> <p>Greater ownership of the WPS agenda by the Government</p> <p>100 women, through the Women's National Assembly made the women's election demands through a women's election manifesto</p>	<ul style="list-style-type: none"> <li>- Capacity building of Gov and CSO bodies on WPS through partnership with the Academia (UJC): A 2-month short course focused on the UN normative framework on women, peace and security with global and national perspective was created and facilitated and several Women, Peace and Security Cafés were realized; 29 women representatives of women's organizations were trained in conflict prevention, mediation, and resolution.</li> <li>- Developed and disseminated to the general public 15 knowledge products and advocacy materials on WPS, including: a Situational Analysis on Women, Peace and Security in the Context of Post-Conflict Recovery in Mozambique, a Study on the Opportunities for Women's Socioeconomic Recovery and Sustainable Livelihoods for Women Affected by Conflicts, and a Documentation on Good Practices in Women's Organizations for the Promotion</li> </ul>	<ul style="list-style-type: none"> <li>- UN Women contributed to the creation of a more united women's voice on peace and security issues by supporting the establishment of the National Civil Society Platform on Women, Peace, and Security, which was launched in April 2019</li> <li>- 71 representatives of civil society and women's organizations increased their knowledge on conflict prevention, mediation and resolution.</li> <li>- Continuous support to the coordination of the NAP by Government, through the Ministry of Gender, Children and Social Action (MGCAS), at all levels. Moreover, the CO has provided office furniture, ICT equipment and supplies to the created WPS Unit in MGCAS in order to facilitate the operationalization of the WPS.</li> <li>- National dissemination and popularization of National Action Plan on Women, Peace and Security (NAP) (2018-2022) with different stakeholders including government officials, grassroots, women's and civil society organizations, and development agencies at central,</li> </ul>	<ul style="list-style-type: none"> <li>- supporting women's engagement with the electoral process. More than 500 women from two women's organizations participated as election observers during the municipal elections in October 2018.</li> <li>- Another 100 women, through the Women's National Assembly made the women's election demands through a women's election manifesto</li> <li>- There was increased awareness on the WPS agenda on the part of 190 senior military officers who participated in 2 awareness raising sessions conducted by UN Women and the Ministry of Defense.</li> <li>- 189 Women from NGOs, Political parties and community trained on WPS agenda and raised their awareness</li> <li>- 200 women participated in the South-South conference on WPS agenda</li> </ul>	

Outcomes	Programme's detailed achievements			
	2020	2019	2018	2017
	<p>Of the Women, Peace And Security Agenda and Socioeconomic Recovery In Mozambique.</p> <ul style="list-style-type: none"> <li>- Engagement of 175 people (82 men and 93 women) on the role of men on the promotion of the active participation of women in conflict resolution and peace building and consolidation at the local level through community dialogues that were recorded and disseminated on national platforms raising public awareness on Resolution 1325 and the NAP.</li> <li>- 13 civil society and women's organizations networks to have a greater influence in peace and security processes:</li> </ul>	<p>provincial, district and local levels: over 8,000 representatives from government, development agencies, CSOs and women's grass-root organizations were familiarized to the NAP</p> <ul style="list-style-type: none"> <li>- 27 police and military staff capacitated on WPS agenda</li> <li>- 300 police agents from Mozambique and SDC</li> <li>- Over 1,500 representatives from grass-roots and civil society organizations were trained on the WPS agenda and on how to effectively advocate and promote women's ability to become empowered and secure decent income generating opportunities in the context of recovery.</li> </ul>		
<p>(v) A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented</p> <p>Baseline analysis: According to the National Collection of Gender Statistics, published by UN Women in collaboration with the Ministry of Gender (MGCAS) and the National Institute of Statistics (INE), 71% of the data required to monitor a selected set of national and international commitments is not available, and 13% does not have sufficient disaggregation (see "indice geral" attached).</p>	<ul style="list-style-type: none"> <li>- The CO provided advisory, technical and financial support to key stakeholders for preparation of and participation at CSW64.</li> <li>- UN Women has recently embarked in assessing the national capacity on gender statistics that will inform capacity building plan on the national statistics community.</li> <li>- 282 (83 women and 199 men) People trained: planners, budgeters and gender focal points from Ministries: Gender, Children and Social Action; Health; Education; Interior (PRM); Justice; Industry and</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthening the capacity of 4 data producers from NSO and the Ministry of gender, through facilitating access to training on statistics related issues. The CO also contributed to production of a data statistics on the presence of women in leadership positions in Mozambique, a study conducted by Gender Links with financial and technical support of the CO (inputs to the study, revision of the manual)</li> <li>- CO facilitated access for 2 National Statistical Officers to enhance their capacity to produce data on prevalence of VAW. It was possible through 2 trainings. The first held in Tanzania with the participation of 1 NSO officer (training on Prevalence</li> </ul>	<ul style="list-style-type: none"> <li>- In terms of gender-responsive budgeting and planning, it fortified and contributed to increase the skills of government planners on gender-responsive budgeting and planning. The CO also contributed to make available statics on gender based violence desagregated data.</li> <li>- CO in partnership with Eduardo Mondlane University/Center of Gender Studies conducted a survey on Violence against women: which indicated that up of 65% of women admitted suffering from violence.</li> <li>- Training on GRB: involved 4 from MGCAS and 4 from parliament constitutional (budgeting and planning commisiion, and gender commission). In the International Conference were present 2 representatives of MEF and 2 from MGCAS.</li> <li>- 10 local gov planners trained: The overall goal of the training is to provide hands on capacity for district level Government planners on integrating the</li> </ul>	<p>The CO first contribution towards that was to support in 2017, the production of the gender statistics handbook as a baseline.</p>

Outcomes	Programme's detailed achievements			
	2020	2019	2018	2017
<p>Results: The CO contributed to the implementation of CEDAW and the UNSCRES1325 particularly at the local level through increased engagement with CSOs/CBOs including as implementing partners and women's movements</p> <p>5 sectors consistently used gender disaggregated data: Police, the Ministry of Economy, Health, Justice and Ministry of Gender in their annual planning</p> <p>the 2019 Beijing+25 report submitted. (Preparation of UN Res. 1325 also started and will be submitted in 2021.)</p> <p>4 sectors in Mozambique that implement NAP 1325 actions on a regularly basis; namely, the Ministry of Gender, Children and Social Action, Ministry of National Defence, the Ministry of Interior and the Ministry of Justice, Constitutional and Religious Affairs.</p> <p>two academic institutions have introduced trainings on Gender Responsive Planning and Budgeting</p> <p>Number of parliamentarians that have increased their knowledge on gender-sensitive oversight and gender-transgormative approach have increased in 2%. (UNW)</p>	<p>Commerce; Agriculture; Public Works; State Administration; environment; works and social security; National Statistical Institute (INE); provincial and district attorney's office and National Institute for Disaster Management (INGC), attended</p>	<p>of VAW), and the second was a workshop on Assessment on Gender Statistic System held in Senegal. It is important to mention that besides the 2 NSO officers 4 more people were trained (2 from the Ministry of Gender and 2 from UN Women).</p>	<p>needs and interests of women and men in sectorial and district plans</p>	

### 10.15 Country Office Organogram

