



Department  
for International  
Development

# **Operational Plan 2011-2016**

## **Mozambique**

**Updated December 2014**



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## Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

## Context

Mozambique experienced an unrivalled development take-off after the end of its civil war in 1992. It has been the fastest-growing, non-oil economy in sub-Saharan Africa in the last 15 years. The government of Mozambique has doubled its own revenue from 10% to 19.5% of GDP in the last decade. At this rate, it could become independent of aid in 2023. It enjoys huge, untapped potential, abundant natural resources (minerals, gas, coal and now oil) and 30 million hectares of unused arable land. Its location, linking five landlocked countries to global shipping routes, gives it strategic regional importance. The Tete corridor in the north is the main trade route between Malawi, Zimbabwe and South Africa and the shortest route from Zambia to the sea. A world class coalfield in Tete is being developed. By 2015, the volume of exports could be greater than anywhere else in Central Africa. The railways and roads being constructed to serve the mines could fundamentally change the economic geography of the region, creating new trade routes from Mozambican ports to inland regions and facilitating trade with other industrial zones in the region. By 2025, Mozambique aims to complete its transformation from a poor, post-conflict nation to a thriving, regional trade and investment gateway.

However, growth to date has been highly concentrated on large, capital-intensive 'mega-projects' which have brought relatively few jobs and little poverty reduction. Land use is minimal and access to land difficult: only 12% of arable land is in use. Economic opportunity is limited: only 10% of the population is formally employed. Population growth outstrips job creation and traditional exports are falling. Women's access to assets is highly unequal. Its ranking in the World Bank Doing Business survey remains low at 127 out of 189, having increased only modestly in recent years. Infrastructure is currently basic - it is the 14th least internally-connected country in the world, and realising the regional benefits of the transport corridors will require well-planned investment and good regional coordination and cooperation.

Growth has led to proportionately little poverty reduction – and, on one measure, no progress on MDG1 in rural areas since 2002/3. Mozambique remains one of the poorest countries in the world: 75% of the population live in poverty. Female-headed households are at a particular disadvantage. Close to 50% of these households are in the poorest third of the population. 44% of children under five suffer from chronic malnutrition. The poverty gap is increasing. To address these challenges, the government of Mozambique is making agricultural productivity and job creation its priorities in its next poverty reduction strategy.

On many other MDGs, progress has continued, but current need remains huge. In spite of remarkable progress on primary school enrolment, Mozambique trails Sub-Saharan African comparators in terms of primary completion and secondary enrolment, particularly for girls. Quality of education is a significant challenge with one of the highest pupil teacher ratios in the world and insufficient classrooms. On health, Mozambique still has only 874 doctors, placing it in the bottom five countries in the world in terms of health worker ratios. HIV remains a major challenge (16% prevalence) with the majority of the infected in the productive age group, but needs are substantially funded by other donors. Water and sanitation MDGs are off-track. Indeed, Mozambique has some of Africa's lowest figures in terms of access to improved sanitation facilities – 4% in rural areas. Poor hygiene exacerbates the problem. Diarrhoea is the fourth largest cause of death among children under five.

On governance, Mozambique made early gains following the end of the war. It held competitive elections, increased media freedom and introduced a new constitution. Peace and stability were consolidated. Good performance in economic and financial management continues. But the 2009 elections tightened the ruling party's grip on power. For much of 2014, RENAMO and FRELIMO engaged in fighting, but the two parties recently signed a temporary agreement to suspend hostilities in the run up to national elections which took place mid-October.

## Vision

### Overview

Mozambique remains one of the least developed countries in the world but its natural resource endowments represent an opportunity to change that. They also present risks: to the macro economy; to the governance environment; and to the non-resource economy, to which the majority of Mozambicans will look to earn their living. Now is the time to act to help the government build the systems to safeguard and manage future wealth, while supporting the delivery of critical services in the interim. It is also the time to actively seek to address some of the constraints to broader economic development to ensure that benefits can be widely shared. Whilst natural resource endowments present an opportunity to self-finance an exit from poverty, this is unlikely to happen before the second half of the next decade, even under the most optimistic scenario.

In response to this, DFID Mozambique will deliver a programme portfolio built around three interrelated themes that will aim to better prepare Mozambique to deliver inclusive growth and poverty reduction.

**(1) Governance and State Capability:** This will focus on strengthening government systems, policies and implementation (e.g. financial management, procurement, tax, and business environment) to enable future natural resource revenue to deliver development gains. Support to civil society will strengthen transparency and accountability. We will work in municipalities to support more competitive politics and responsive models of governance.

**(2) Economic Development and Growth Transmission:** This will centre on promoting more inclusive growth by supporting diversity beyond the natural resource sector. There will be a focus on Micro, Small and Medium Enterprises (MSMEs) in labour intensive sectors (e.g. rural development, agriculture, services, and informal enterprises) working across a range of issues. These will include access to finance, land/property rights), and seeking to leverage FDI investment to link natural resource companies to local suppliers, regional trade and broader corridor development. We will work with government and the private sector to support and achieve investments which benefit all Mozambicans. To ensure 'no-one is left behind' there will be a strong gender focus throughout our programming and a social protection and resilience agenda focused on building systems and policy that can effectively absorb future revenues.

**(3) Human Development:** This will focus on working to build human capital through improvements in basic services, including in health, family planning, education and water and sanitation. We will increase emphasis on service quality, including through testing new approaches and using our influence to ensure central investments through multilaterals are effectively targeted, support evidence building, and increase the demand for effective, inclusive services.

### Alignment to DFID and wider UK Government priorities

Poverty reduction, with a particular focus on women and girls, security, trade and investment remain HMG priorities. We have worked closely together in developing the FCO Mozambique Business Plan and aligning its thematic and sector priorities and focus with this Operational Plan. The Plan reflects our joint interests in progress with human development indicators, political and financial governance, and supporting inclusive growth in Mozambique. Much of this is reflected in the UK-Mozambique High Level Partnership for Prosperity which brings together various HMG activities with the objective of promoting improved economic development in Mozambique, including through improved bilateral trade and investment between the two countries.

**Headline results** (those with a \* directly attributable to DFID. In all other cases, DFID is contributing to the results)

Pillar/ Strategic Priority	Indicator	Baseline	Progress towards results (including year)	Expected (2014/15)	Expected (2015/16)
<b>Poverty</b>	Number of people benefitting from basic social protection programmes.	454,000 people (2010), of which 56,000 are attributable to DFID	An average of 61,000 people per year have benefited (2011 to 2013)	604,000 people (2014 only) An average of 43,000 people per year attributable to DFID between 2011 and 2014.	32,000 people attributable to DFID in 2015
	Number of families assisted with relief stocks during emergency response	0 (2013)	<i>New Indicator</i>		36,000 families attributable to DFID
<b>Education</b>	Number of children completing primary education	341,000 of which 155,000 girls (2010) DFID share 11,800 children; 5,400 girls (2010)	33,000 children, of which 15,000 were girls (2011 to 2013)	438,000 children, of which 200,000 girls (2014 only) DFID share: 44,000 children; 20,000 girls (2011 to 2014)	
	Number of children attending lower secondary (8 <sup>th</sup> to 10 <sup>th</sup> grade)	529,000 children, of which 244,000 girls (2010) DFID share: 18,400; 8,500 girls	An average of 21,000 children per year, of which 10,000 were girls (2011 to 2013)	717,000 children, of which 338,000 girls (2014 only) An average of 18,000 children (6,500 girls) per year attributable to DFID between 2011 and 2014	
<b>Governance</b>	Number of people supported to have choice and control over their own development and hold decision makers to account	0 (2010)	An average of 21,000 people per year (2011 to 2013)	75,000 people (2014 only) An average of 15,000 per year are attributable to DFID between 2011 and 2014	25,000 people attributable to DFID in 2015
	Number of people who vote in elections supported by DFID	0 (2010) 0 (2010)	1,400,000 people (municipal elections 2013)  4,000,000 people (national elections Oct 2014)	1,400,000 people (municipal elections 2013)  4,000,000 people (national elections Oct 2014)	1,500,000 (municipal elections - achieved 2013)  5,035,695 people (November 2014)
<b>Health</b>	Number of births delivered with the help of nurses, doctors and midwives	405,000 births (2009) of which 23,000 are attributable to DFID	89,000 births (2011 to 2014)	590,000 births (2014 only) of which 98,000 are attributable to DFID (2011 to 2014)	6,000 attributable to DFID in 2015

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Pillar/ Strategic Priority	Indicator	Baseline	Progress towards results (including year)	Expected (2014/15)	Expected (2015/16)
	Number of pregnant women receiving anti-malarial drugs	347,000 women (2009) of which 18,000 attributable to DFID	30,000 women (2011 to 2013)	825,000 women (2011 to 2014) 30,000 women attributable to DFID (2011 to 2014)	3,000 attributable to DFID in 2015
	Number of malnourished under 5s supported with access to Plumpynut	0	<i>New indicator</i>		57,000 children attributable to DFID
<b>Water and Sanitation</b>	Number of additional rural people with access to improved sanitation facilities	270,000 people (2010) of which 3,300 attributable to DFID	168,000 people (2011 to 2013)	1.5 million additional people (2011 to 2014) of which 111,000 attributable to DFID	70,000 attributable to DFID in 2015
<b>Wealth Creation</b>	Number of people supported to improve their rights to land and property	186,000 people (2010) of which 83,000 attributable to DFID	67,000 people, of which 33,000 are female (2011 to 2013)	699,000 people (2011 to 2014) of which 314,500 are attributable to DFID and 173,000 are female	20,000-40,000 people gain access to land.* **
	Number of people with access to at least one financial service supported by DFID	XX**	<i>New indicator</i>		XX**

\* \_ a new multi-year programme of support for land rights is under design. The expected number of beneficiaries from access to land will be identified in the approved Business Case.

\*\*: Baseline awaited from FINSCOPE, from which a target will be derived. Finscope is a trust set up by the Finmark Initiative to make financial markets work for the poor.

# Headline Results

## Economic Development

Our approach to promoting economic development will include a strong focus on working with SMEs to create jobs and support enterprise development, and to take advantage of the opportunities created by large foreign investment. We will also help to address critical bottlenecks in the operating environment such as land administration, skills, and access to finance.

Existing programming will continue to:

- help people to secure their property rights over land;
- help individuals and companies to access appropriate financial services and products; and
- facilitate agri-business investments that can improve livelihoods of farmers in the Beira corridor.

In addition, new programmes are in design which will aim to have the following impacts in 2015-16:

- Provide relevant vocational training which leads to increases in employment and entrepreneurship amongst participants.
- Increase access to economic information and opportunities amongst urban girls and women.
- Increase in productivity and wages for targeted groups.

## Basic Service Delivery

Our approach to supporting service delivery in Mozambique is evolving in line with the current context of increasing domestic revenues and a rapid expansion of services in recent years, but with enormous remaining gaps in coverage, quality and results from basic service delivery. In 2015/16 we will transition from supporting service delivery outputs through common fund mechanisms, to a more strategic, targeted push to address bottlenecks and barriers to improvement in key human development areas; such as maternal mortality, family planning, learning outcomes and sanitation. Programmes are in design which will have a positive impact on service delivery outcomes in 2015/16 such as:

- % increase in new users of contraceptives
- % increase in births attended by qualified personnel
- % increase in rural population in target districts with quality water supply and improved sanitation practices
- increase in percentage of households below the poverty line receiving a cash transfer

Results will also be measured by policy and institutional reforms required to increase effectiveness, equity and value for money in service delivery. Indicative examples would include:

'Value for money metrics agreed and baseline established to improve effectiveness in national education system planning';

'evidence building strategy in place to assess existing SP instruments and the scope for reform'.

## Governance & State Capability

Our approach to strengthening governance and state capability is focussed on supporting the development and implementation of effective policies for economic development and inclusive growth, on continuing to build government systems and capacity in critical areas, and on improving transparency and accountability.

Expected results include:

- more efficient and effective systems for tax administration (including for the extractive industries) reducing compliance costs for businesses and increasing the tax base;

- increased and more efficient public procurement processes;
- improved regulation, management and oversight of the mining and gas sectors; and
- a stronger and more diverse civil society demanding increased government transparency and accountability on important issues such as service delivery and corruption.

A new Economic Development Policy Grant will combine results based financial aid, with policy dialogue and Technical Assistance focussed on critical economic governance and development issues to help build government systems for managing the natural resource boom and to develop an enabling environment for inclusive growth.

## **Evidence supporting results**

The evidence basis of this plan is drawn from the country poverty reduction diagnostic we conducted in 2013-14. Evidence underpinning the plan is drawn from proven internationally recognised sources that analyse the main constraints to development and growth: e.g. World Development and Governance Indicators, Country Economic Memoranda and World Bank Country Policy and Institutional Assessment (CIPA) scores. This is complemented by DFID country level political economy and fiduciary risk assessments undertaken for each programme. These are supported by the Mozambican government's 2008/09 national poverty assessment confirming income poverty and inequality remain high, and the 2011 Demographic and Health Survey which highlights progress but from a very low base on indicators of human development.

We have funded a wide range of research and evaluation in current and past programmes to inform the design and delivery of new programmes. We are currently funding the next household survey to improve the evidence on which policy decisions are made by government and donors in Mozambique. We have used the evidence and success of different types of interventions to inform our planning, forecasting of results and decisions on appropriate aid modalities-for example, our move away from investment in common funds in education.

## **Delivery and Resources**

The 2014 Operational Plans include budget updates for financial years 2014/15 and 2015/16. In-country allocations have been determined based on the current context, and to reflect lessons learned and individual programme performance.

### **Instruments of delivery**

We are developing a new Economic Development Policy Grant, to replace general budget support, which ended in June 2014. The objective is to incentivise and support the delivery of policy change and implementation of key policy and administrative reform in these areas. This will allow our approach to financial aid to evolve in line with the changing development context in Mozambique. It will be more focussed than the previous programme by promoting sector reforms needed for increased quality. Financial aid will be 100% linked to delivery of policy actions and output targets in key areas: economic development; economic governance; readiness for the natural resource boom; and preparation for the transition from aid dependence. The targeted areas will be identified through policy dialogue and supported with Technical Assistance as needed.

Support for service delivery will feature strategically targeted capacity building and institutional development in service delivery of basic goods and services, including through the private sector, grants to not-for-profit organisations and competitive funds for innovative ideas that benefit poor people, particularly women and girls.

### **Other Delivery Mechanisms and Partners**

We will leverage benefits from our relationships with multilateral bodies and global funds, at country and HQ levels. We will continue sector policy discussions to help promote reforms in policy and institutional arrangements for service delivery e.g. with the World Bank and Global Partnership for Education (GPE), to promote increased efficiency in education.

### **Maximising the impact of our people**

We will mainstream work with Smart Rules throughout the programme. We have set up an implementation team, whose role will be to support colleagues and use social media to highlight cases and our experiences, and offer tips on how better value and quality was achieved, or where bureaucracy added time without value.

We are piloting the roll out of the Senior Responsible Officer initiative testing different models across the various programmes and teams. Our aim is to ensure that we implement the most effective solution in January 2015 when all programmes will formally be allocated an SRO.

We are refining our Learning and Development Strategy to a coherent way to face changing business requirements and meet corporate and individual skills development needs. We will reflect the Civil Service Learning priorities, cross-office consultation, and our People Survey. Following the 70:20:10 approach we will maximise opportunities for in-house and on the job learning; for instance through skills sharing and project assignments; as well as through mentoring and coaching.

## 12 Planned Programme Spend

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional*)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total Resource and Capital £'000
Education	21,949	0	17,210	0	13,651	0	12,619	0	
Wealth creation (Economic Development)	4,693	4,500	3,735		4,121	9,350	6,860	2,950	
Health (includes Reproductive, Maternal and New Born Health (family planning))	20,733	0	15,020	0	20,262	0	16,457	0	
Governance and Security	19,429	0	19,684	0	17,285	360	17,987	499	
Water and Sanitation	0	7,500	46	5,001	21	3,700	103	3,649	
Poverty, Hunger and Vulnerability	6,524	0	2,511	0	2,499	0	4,225	0	
Climate Change	837	0	1,936	0	2,872	3,150	1,194	1,050	
Humanitarian	750	0			0	0	0	0	
Global Partnerships	556	0	69		129		157		
Other Human Development									
<b>Total</b>	<b>75,470</b>	<b>12,000</b>	<b>60,209</b>	<b>5,001</b>	<b>60,839,260</b>	<b>16,560</b>	<b>59,602</b>	<b>8,148</b>	<b>56,000</b>

\* This includes the Economic Development Policy Grant which is allocated against Economic Development Input Sector Codes. This is because this reflects where our policy dialogue and Technical Assistance engagement with GoM will be. However, funds are expected to flow through the single Mozambican government treasury account. They would continue to fund broad public expenditure and help deliver wider results including on health, education, water and sanitation etc. and to pay for results in these areas. This is not captured in the above (input based reporting) but it is reflected in the results tables (output based reporting)

\*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

## Planned Operating Costs

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	1,145	1,674	1,782	1,795	
Frontline Delivery Costs – Non Pay	925	795	943	1,230	
Administrative costs - Pay	336	399	276	251	
Administrative costs – Non Pay	220	122	114	94	
	<b>2,626</b>	<b>2,990</b>	<b>3,115</b>	<b>3,370</b>	<b>3,214</b>

\*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

## Delivering Value for Money

### Progress to date:

We have mainstreamed our Value for Money (VfM) Action Plan, and improved how we monitor and assess Value for Money through the use of Annual Reviews (ARs) and Project Completion Reports (PCRs), ensuring that there is a robust economic and VfM analysis in place for each project. This has included analysis of project expenditures, cost drivers and the links between spending and results. Recently developed projects have been subject to more rigorous economic appraisal. VfM indicators – both quantitative and qualitative – were developed, or are under design, for all projects. This has been supported by the delivery of training to the programme team.

We conducted a stocktake of project logframes to identify if the outputs and outcomes were appropriate to monitor VfM systematically. The principles of VfM are applied equally to Programmes and Corporate Services although the mechanisms for delivery often differ. VfM for our Corporate Services is obtained through sound decisions over whether to manage things ourselves or out-source, acquiring things competitively that provide assurance over quality, timeliness, and whole life cost. This has been supported by training the programme teams.

We have achieved five times more in efficiency benefits and savings so far in 2014/15 than we managed in the whole of 2013/14. We achieved this through tighter terms of reference that left less uncertainty over what we required, smarter tender evaluation and contract management, and negotiated savings.

### Looking ahead:

**Strategy:** We will implement a refined VFM Strategy, which sets out roles for all staff, the SRO, and how we will expand our VfM focus with our key suppliers.

**Staff:** We will maintain the quality of economic and VfM analysis in our business cases and in project reviews. We will consolidate progress in strengthening staff capacity and confidence to engage on VfM issues.

**Operating Costs:** The new 1HMG strategy will provide us with more opportunities to work closely with BHC colleagues to continue to work collaboratively on Corporate Service requirements, to utilise combined spend leverage and to share supplier and best-practise sourcing approaches.

**Programme Spend:** To improve VfM from programme spend, we will continue to regularly meet our key supplier partners. We will collaborate to achieve better results and aid effectiveness with other donors. We will improve contract management through strategic commercial relationships, shared VfM metrics, and output-focussed terms of reference. We also plan to bring VfM issues to a wider audience, e.g. public expenditure (where projects are with government) or managed funds (through implementing suppliers.)

**Examples of good practice** are (a) the National Health Weeks (supporting immunisations) programme that provided an excellent VfM analysis confirming a benefit cost ratio of 7:1 and confirmation that the programme had reached more than the originally targeted population; (b) effective negotiation that obtained a project evaluation paid for by a supplier; and (c) pre-tender meetings leading to high quality bidding for work with the Centre for Public Integrity.

# Monitoring and Evaluation

## Monitoring

**How** – We will build on our existing monitoring and evaluation (M & E) activities, to embed best practice across the portfolio and ensure that monitoring takes place at all levels (inputs, outputs, outcome and impact). All projects and programmes will allow sufficient budget and expertise for monitoring. The design and inception phases of all programmes will include development of appropriate monitoring systems, baselines, and plan any impact assessment approaches to be used. More rigorous monitoring and evaluation plans will be designed for innovative projects in order to capture lessons learned and inform future programming. Monitoring against logical frameworks for individual programmes will feed in to our portfolio wide Results Framework.

**Who** – Primary responsibility rests with programme partners. We will work with the government and its line ministries to strengthen national monitoring and evaluation systems. We will ensure adequate attention is given to M&E and will feed data from partners into Performance and Annual Reviews as well as the performance update on the Results Framework. A Statistics, Results and Evaluation Adviser directs our programme monitoring work, builds staff skills within the office and strengthens the capacity of implementing partners where it is needed. We will ensure higher quality, rigour and consistency of reviews, while driving down costs, by involving peer reviewers from within DFID.

**When** – Monitoring will be continuous with the frequency of partner reporting varying across programmes. We will align our reporting needs with national monitoring and planning cycles whenever possible. The programme teams will meet twice a year to report on and discuss progress against the Operational Plan and Results Framework and recommend to the Head of Office actions where performance needs to improve.

**What** – Performance and Annual Reviews will capture progress against outputs, to feed into the Results Framework performance update. Where trends are off track, remedial actions will be designed with partners, based on an analysis of changes in context and programme assumptions.

## Evaluation

We have a Results and Evaluation Strategy. This envisages that we will use evidence effectively for programme decisions, buy goods and services as economically and use them as efficiently as possible, and that effectiveness is demonstrated in poverty reduction. Implementation of the strategy is led by a Statistics, Results and Evaluation Adviser.

We are committed to ensuring that high quality evaluations are delivered that generate useful evidence at country, global and thematic levels. All new programmes will consider the case for independent evaluation, embed them within projects and programmes, and ensure they start at the same time as the project to allow adequate baseline data collection where appropriate. We will publish and widely disseminate the results. The 2013 Operational Plan stated our aim that 25% of the programme budget should be subject to independent evaluation. We achieved this. We sourced independent evaluations of our budget support, citizens' engagement on service delivery, the Health Common Fund, Dialogo (promoting citizen and media engagement and public accountability), preparation for land entitlement, and regional small and medium-scale enterprises supporting smallholders. Building capacity of partners

We are committed to building the capacity of partners, particularly government, to carry out effective monitoring and evaluation. M&E capacity is integrated into all operations. The Mozambique Institute of Statistics has a critical role in national monitoring and evaluation. We will fund the household income and expenditure survey and ensure that the analysis is used to inform government and donor policy on poverty reduction.

## Transparency

### **Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee**

Transparency is one of the top priorities for the UK government. We will ensure that we continue to meet our commitments under the Open Government Partnership UK National Action Plan 2013 to 2015, developed with civil society, that sets out a series of commitments the UK government is making to improve transparency, participation and accountability. DFID Mozambique regards transparency as fundamental to improving its accountability to UK and Mozambican citizens.

#### **Publication of Information**

We will support DFID's transparency commitments by ensuring that all project documentation is published on the Development Tracker. <http://devtracker.dfid.gov.uk>. We will ensure the quality of aid information we provide to the government aid database (ODAMOZ) [www.odamoz.org.mz](http://www.odamoz.org.mz), and the DFID Project database [www.pap.org.mz](http://www.pap.org.mz) are consistent with the agreed International Aid Transparency Initiative standards.

We will ensure the information we publish is quality checked and have introduced management incentives. to ensure that it is comprehensive, accessible, accurate, timely, written in plain English, and free of acronyms. We will review all translations into Portuguese for accuracy. We will translate our Operational Plans into Portuguese and make them widely available in electronic form and in hard copy to implementing partners. We will map our programmes so that we can visualise where our support is targeted

#### **Supporting transparency in our work**

We will increase opportunities for those directly affected by our projects to provide feedback on project performance. We will encourage our partners (donors, civil society, and government) to similar levels of transparency, and help government and citizens to use data. Improving transparency and accountability in Mozambique is also a key theme within our programme activities, for example: We will monitor and support continued compliance with the Extractives Industry Transparency Initiative and continued publication of extractives sector projects; we will push for further improvements in budget and fiscal transparency, including to make data available in more user friendly formats; and we will work to improve the transparency of land administration and management.

## Annex A: Changes to Operational Plan

<b>Page Number</b>	<b>Change made to operational Plan</b>	<b>Reason for change</b>
5	Revised Context	Proximity of OP Refresh to Mozambique elections, and our refined approach to provision of financial aid
7	Revised Vision	Explanation of programme portfolio built around three inter-related themes, lessons learned, and need to address broad economic development constraints..
7	Updated Alignment to DFID and wider UK government priorities	Notably to include reference to the cross-government High Level Prosperity Partnership
8/9	Updated Headline Results	Inclusion of new forecast results to 2015/16, retaining existing 2014 results.
10	Updated Headline Results	Narrative to support the 2015/16 forecast results
11	Revised text: Evidence supporting Results	Updated narrative on approach to evidence and analysis
13/14	Revised and updated text on Delivery and Resources	Sets out evolving aid instruments and relations with partners, and how workforce planning and capacity will be effectively utilised.
15/17	Updated planned programme and operating costs spend	Latest forecasts
18	Revised and updated text on Value for Money	Updated progress and new plans
20	Updated text on Transparency	Updated to reflect plans to influence partner transparency

## Annex B: Human Rights Assessment

### Human Rights Context:

**Economic and social rights:** Mozambique is ranked 178th of 187 countries in the 2013 Human Development Index -, but the country experienced higher HDI growth than average in Sub Saharan Africa in recent years. Mozambique's performance on the MDGs is mixed, and the country is on track to meet some of the goals. The right to adequate standard of living is supported by an increase in the provision of basic services across the country, but poverty levels have remained stagnant since 2003: the national poverty ratio was estimated at 54.7% in 2009, as opposed to 54.1% in 2003. Access to health and education has seen mixed progress. According to preliminary government statistics (2011 DHS), the under-five mortality rate decreased from 141 per 1000 in 2008 to 97 per 1000 in 2011; the contraceptive prevalence rate fell from 16.5% in 2003 to 11.6% in 2011. Chronic malnutrition amongst children under five is significant at 43% according to the 2011 DHS. Also according to government statistics, net enrolment ratio in primary education slightly increased in recent years from 92% in 2008 to 93.5% in 2012. However, according to United Nations statistics, only 36% of pupils who start grade 1 will reach the final grade of primary school (2012).

**Non-discrimination:** Mozambique has ratified the Convention on the Elimination of All Forms of Discrimination against Women and adopted a law against domestic violence against women. It ranks 146th out 152 countries on the Gender Inequality Index (2014). Women are well represented in democratic institutions, comprising 39% of parliamentarians, and in primary schools there is almost parity between girls and boys (0.9 *ratio* of girls to boys). However, women have much lower literacy rates than men (33% women and 63% men, MICS 2008). Maternal mortality remains very high at 490 per 100,000 live births (United Nations 2010). There are also inequalities between rural and urban areas: children in rural areas are less likely to complete primary education than those in urban areas (71% urban, 53% rural, MICS 2008), and there are differences in literacy rates between women living in urban and rural areas (58% urban; 20% rural, MICS 2008). The government rejected the Universal Periodic Review (UPR) 2011 recommendation to repeal criminal sanctions against consensual same-sex relations. Pro-LGBT organisations, though, are allowed to work, even if authorities do not grant them legal registration and there is no explicit law against homosexual acts. The LGBT community has not been targeted by the government. People with disabilities face considerable challenges to their human rights; for instance, in recent elections, observers noted that many polling stations did not offer adequate conditions for people with disabilities to be able to vote. Mozambique has ratified the Convention on the Elimination of all forms of Racial Discrimination. However the Human Rights Committee (HRC) raised concerns about reports of racial discrimination.

**Civil and political rights:** Mozambique is rated as 'partly free' on civil and political rights by Freedom House (2014). In the 2009 General Elections, the Frelimo party won 191 of 250 national parliamentary seats. European Union observers concluded that there were problems throughout the electoral process, but that, despite complaints from the opposition parties, the final results reflected the will of a vast majority of Mozambicans. Municipal elections in 2013 also saw significant problems, including the disproportionate use of force by the police, leading to a re-run of the election in one municipality. HRC and others have raised concerns around police behaviour more broadly including unlawful killings, arbitrary executions, torture, arrest without legal basis and overcrowding of prisons. Press freedoms are legally protected, and the press is largely free. Religious and academic freedoms are well respected, and association rights are broadly guaranteed (Freedom House 2014). The Universal Periodic Review reported in March 2011 and the government accepted 131 of the 169 recommendations put forward, but rejected 10 (following the June 2011 plenary a further 30 recommendations were accepted, and a total of 8 rejected). Implementation of recommendations will be reviewed at the next UPR process in 2016.

## Direction of travel

**Social and economic rights** show no clear trend. The country has seen consistent economic growth but poverty levels have stagnated. Access to public services, including health and education, has improved yet high levels of chronic malnourishment continue, and the quality of education is weak.

**Inequalities** persist and result in uneven progress across rural-urban and regional lines. Women are increasingly active politically, but gender discrimination remains an issue, and women and girls fare worse in several social indicators.

**Civil and political rights** also show no clear trend. Legal and institutional frameworks to promote and protect human rights have improved, but their actual impact has been limited.

## UK approach and focus

The UK government promotes social, economic, civil and political rights through our aid programmes and diplomatic efforts. DFID/FCO/UKTI are working closely with the government to promote economic growth within four areas, natural resources, finance, agriculture and business enabling environment. We also provided support to electoral observation missions to come and observe Mozambique's municipal (2013) and general (2014) elections in the country.

DFID will continue to work with the government, the private sector and civil society to secure property rights and enable economic transactions for the poor. This includes collaboration with the government, private sector, financial institutions and development partners to improve the access of poor people in rural area to formal financial services and products; as well as working on land issues to improve the sharing of benefits from natural resources.

We support programmes aimed at reducing inequalities, and are increasing our work at sub-national level and working with civil society organisations to reduce violence against girls. A new programme aims to reduce gender inequality, especially in the economy.

We will continue to strengthen voice and accountability and empower citizens to drive their own development and hold decision makers to account including through programmes working at the district, municipal and national levels supporting civil society organisations monitor government performance in service delivery in rural and urban areas.

The UK will continue to work closely with the government, non-governmental organisations and international development partners to promote and safeguard human rights, including placing a strong focus on respecting human rights in the underlying principles governing donor aid to the government.



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