

# Evaluation Brief: ICPE Mozambique

The Independent Evaluation Office of the United Nations Development Programme (UNDP) conducted an Independent Country Programme Evaluation (ICPE) in Mozambique in 2019, covering the period between 2017 and early 2019 of the 2017-2020 programme cycle.

In the last decade, the Republic of Mozambique registered positive GDP growth fuelled by the expansion of extractive industries and foreign capital investment. However, positive economic development has not translated into substantive improvements in standards of living, employment and poverty alleviation. Mozambique is also often vulnerable to tropical cyclones, floods, droughts and

seawater intrusion, making the country one of the most vulnerable to climate change in Africa.

UNDP has been working in the country since 1976. Its current programme has focused efforts on sustainable and inclusive economic transformation; resilience and natural resources management; and good governance, peace and social cohesion. The major contributors to non-core resources have been the Global Environment Facility (GEF), the European Commission, the United Nations Environment Programme, the Government of Norway, the Mozambique One UN Fund and the Government of Germany. Total programme expenditure during 2017-2018 stood at \$15.6 million.

**FIGURE 1. Funding sources, 2017-2018**



Source: UNDP Atlas Power Bi, February 2019

**FIGURE 2. Programme expenditure by thematic area, 2017-2018 (million US\$)**



Source: UNDP Atlas Power Bi, February 2019

## Findings and Conclusions

UNDP Mozambique has faced significant challenges relating to programme effectiveness, leadership, management and financing during this programme cycle. It has received multiple missions from headquarters and the Regional Bureau for Africa, which have provided numerous recommendations. UNDP has failed to show progress sufficiently on the implementation of its management responses.

UNDP's programmatic efforts in Mozambique have been fragmented and did not offer holistic and effective solutions to help address the most critical national needs in alignment with the organization's key mandate to reduce poverty and promote human development and resilience. UNDP has been unable to find integrated working solutions that would lead to economic transformation, poverty reduction and resilience.

UNDP has not yet been able to operationalize a coherent programme portfolio and is unlikely to

timely deliver on the expected country programme document results. UNDP needs to prioritize areas of work and investments to reposition and reassert itself as a strategic development partner.

The change management and restructuring of the office have so far generated insufficient cost savings to address the expected country office (CO) financial deficit. They have increased the workload but failed to improve the working environment significantly. Nor have they efficiently put in place adequate leadership, management and innovative technical skills needed to implement the committed transformation plan and respond to the country context.

UNDP has worked on gender equality and human rights but has missed opportunities to engage in more transformative work to accelerate the Sustainable Development Goals (SDGs) for changes in social determinants and to build synergies integrating economic transformation for poverty reduction, resilience building and social cohesion through the lenses of leaving no one behind.

## Recommendations

**RECOMMENDATION 1.** The Regional Bureau for Africa should prioritize understanding and supporting CO needs and particularities by ensuring it has effective and culturally sensitive leadership and the staff it needs to implement what was already recommended in the committed transformation plan.

**RECOMMENDATION 2.** UNDP should accelerate the operationalization of the new CO structure and ways of working recommended in the transformation plan and prioritize areas of work and core resources where the CO is able to deliver more effective solutions to complex development problems – learning from successes and failures with proper knowledge management. The CO needs to consolidate its fragmented interventions into more focused areas where national ownership, commitment and systemic approaches can be guaranteed to ensure the sustainability of results.

**RECOMMENDATION 3.** UNDP should focus on fewer key issues affecting the country and develop a coherent programmatic vision targeted at helping the country reduce poverty through economic transformation, mainstreaming climate and disaster resilience. This will require ensuring greater integration of these themes leveraging UNDP's global network for policy advice on SDG acceleration solutions. With half of Mozambique's population under the poverty line and millions facing climate vulnerability, UNDP needs to put poverty reduction and resilience building at the core of its agenda and integrate them into all its initiatives.

**RECOMMENDATION 4.** UNDP needs to operationalize a new and more effective communication and partnership/resource mobilization approach to manifest a more coherent (not just opportunistic), pipeline

of projects by developing incentives and empowering all staff in a coordinated manner. It should more proactively and strategically engage partners in joint resource mobilization and ensure timely follow-up with potential donors.

**RECOMMENDATION 5.** Building upon the openness of the Government and the interest of donors to work on the SDGs, UNDP should further promote leaving no one behind in order to better address gender equality and human rights issues, including conflict-sensitive programming for SDG acceleration.