

Evaluation report title	Year	Responsible Office	Eval. report type	Region	Period covered	Level	Recommendation title	Recommendation text	Recommendation status (accepted, partially accepted or rejected)	Priority (high, medium or low)	To be implemented in the short, medium or long term	Action point title	Action point text (evaluation)
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Strategic	1.1a Operational processes streamlining	1.1a The office structure and realignment need to ensure capacity to deliver at high normative and programming levels, and with more streamlined operational processes.	Accepted	High	Short term	1.1a Strengthened and streamlined staffing complement	1.1a The staffing complement is strengthened and streamlined through more strategic post designation that allows for more competitive salaries to attract and retain staff with the full technical and operational skills required. Communications is more systematised to reduce time spent in meetings (on line or face to face), to promote synergies and collaboration between teams, and to share strategic information more effectively. In
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Strategic	1.1b Systematisation of internal and external communication	1.1b There is need to systematize communications and ensure synergies between the thematic teams, the country office and provincial offices, and with collaborating and implementing partners to strengthen programme efficiency and coordination.	Accepted	High	Short term	1.1b Communication between teams, country office and provincial offices is streamlined and sufficient time resources allocated to it	1.1b Sufficient time is ensured for collaboration between teams, and jointly to plan, monitor and provide support to implementing partners. An annual joint planning meeting bringing implementing partners together to explore synergies between programmes is a constructive way forward.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Strategic	1.1c Holistic approach and geographical focus	1.1.c UNFPA should explore whether it is feasible to seek stronger implementing partners with whom the office might engage to strengthen a holistic approach to achieving strategic results, and at the same time consider whether to narrow the number or geographical coverage of programmes to ensure more efficient programming.	Accepted	High	Short / medium term	1.1c Streamlined programming in fewer geographical areas where UNFPA is supported by stronger and larger IP	1.1c The office benefits from more streamlined programming and avoids spreading itself too thin, with stronger implementing partners and a narrower geographical focus
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Strategic	1.2 An overarching Theory of Change encompassing individual thematic outcome areas covered by RB indicators	1.2 The preliminary work undertaken to develop thematic theories of change should be continued in line with the revised outcomes and outputs of the 10CP, with strategic indicators and an overarching theory of change to link the thematic ones and ensure measurement of transformative results.	Accepted	High	Short term	1.2 Overarching Theory of Change with complementary and synergy between outcome areas	1.2 A robust thematic and overarching theory of change is an integral part of the development process of the 10CP, with management assisting thematic teams and ensuring complementarity and synergies, as well as the development of SMART indicators that measure transformational and sustainable results against which to monitor progress.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Strategic	1.3 A Nexus strategy with a designated humanitarian team	1.3 UNFPA needs to develop a cohesive, nexus strategy to engage in humanitarian preparedness, and to coordinate responses across all areas of its mandate in support of government, and of stakeholders on the ground, with a designated humanitarian team to contribute to both emergency and long-term recovery and development phases.	Accepted	High	Short / medium term	1.3 Overarching Theory of Change with complementary and synergy between outcome areas	1.3 UNFPA/HD establishes and funds core staff posts to implement a cohesive nexus strategy on humanitarian preparedness, addressing both emerging crises and post-emergency recovery and development processes with multi-year funding. A designated team for humanitarian issues is integrated by the CO across all thematic areas to ensure a collaborative and holistic response. Partnerships with all relevant stakeholders on the ground and at national level are strengthened, and current gaps in coordination, service provision, primary and secondary beneficiary engagement and monitoring and evaluation are addressed, with robust systems in place for commodity procurement, distribution and demand creation.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Strategic	1.4 Prioritization of vulnerable groups for HIV prevention	1.4 In the next CP, UNFPA should strengthen staffing capacity to give more priority to key and vulnerable populations regarding HIV prevention, including female sex workers and vulnerable adolescents and young women and their partners, and in relation to gender based violence, within support for the new HIV policy PEN V.	Accepted	High	Short term	1.4 Ad-hoc HIV prevention strategies and projects in relation to vulnerable groups are implemented	1.4 A minimum of one full time programme lead addresses HIV prevention, with sufficient capacity to contribute effectively to coordination between sexual and reproductive health and gender programmes, and to results based programming with female sex workers and with vulnerable adolescent girls and young women, and with others at heightened risk for infection.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Strategic	1.5 UNFPA's five modes of engagement for groups of all vulnerabilities	1.5 UNFPA should continue to implement all five modes of engagement and should specifically review and address gaps in programming for the most vulnerable and marginalized across all areas of its mandate, including with respect to HIV prevention, marginalized adolescents, and gender based violence.	Accepted	Medium	Ongoing	1.5 Enhanced inclusion of marginalised groups into current projects utilising the five modes of engagement	1.5 Gaps in responding to the needs of the most vulnerable and marginalized are addressed. UNFPA identifies the main barriers to reaching the most vulnerable, and the ways to strengthen outreach in an effective and sustainable way.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Strategic	1.6 Strengthened synergies between UNFPA, UNSDCF-HCT and UNJT programmes	1.6 UNFPA should sustain its UNCT, UNDOF and HCT commitments and explore how to contribute more extensively to UNJT on AIDS coordination or convening in the areas of its mandate, as well as strengthening the complementarity and connectedness of joint programmes.	Accepted	Medium	Ongoing	1.6 Enhanced inclusion of marginalised groups into current projects utilising the five modes of engagement	1.6 Gaps in responding to the needs of the most vulnerable and marginalized are addressed. UNFPA identifies the main barriers to reaching the most vulnerable, and the ways to strengthen outreach in an effective and sustainable way.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Sexual and Reproductive health and rights	2.1 Quality assurance	2.1 Ensure that the future programme will include effective quality assurance as a priority within all sexual and reproductive health interventions.	Accepted	High	Short term	2.1 Processes and tools to measure quality of projects and programmes are implemented	2.1 In the design phase of the country programme, UNFPA ensured that clear processes and indicators for quality assurance are included and that resources are allocated to operationalize this effectively.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Sexual and Reproductive health and rights	2.2 Continued action to provide contraception and strengthened, multi-actor coordination and delivery of community-based family planning solutions and health services	2.2 UNFPA should continue its support to procure and distribute contraceptives, and to strengthen community distribution for family planning through supporting the development of national guidelines, as well as strengthening health unit capacity regarding supply chain management.	Accepted	High	Ongoing	2.2 Coordination with MoH to develop national guidelines that regulate the supply and management of contraceptives, especially at the community level	2.2 UNFPA builds on the lessons learned in current programming for community distribution in its advocacy with and support for MoH to develop national guidelines on community distribution, and gives priority to strengthening health unit capacity on supply chain management, including for forecasting.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Sexual and Reproductive health and rights	2.3 Continued action to diagnose and treat obstetric fistulas in institutional and community health facilities	2.3 UNFPA should continue to advocate for and support institutionalisation of obstetric fistula repair, for example in capacitated district hospitals with stronger referral centres used for training, and support the integration of a holistic approach to link prevention and treatment.	Accepted	High	Ongoing	2.3 Strong linkages between medical and community actors in the management of fistulae and enhanced support to affected women	2.3 UNFPA teams collaborate to strengthen the linkage of medical and community responses to fistula prevention and treatment, with the empowerment of women with fistula (under an MGCS grant) integrated with MoH service provision.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Sexual and Reproductive health and rights	2.4 Rapid reporting and referral mechanisms for GBV emergencies in camps	2.4 UNFPA should advocate for and support the strengthening of rapid reporting mechanisms and referral for obstetric and GBV emergencies in resettlement camps. The replication of protection desks should be considered in Cabo Delgado, based on experience in districts affected by cyclones.	Partially accepted	High	Short term	2.4 Sufficient capacity to coordinate and implement service delivery in emergency areas, especially for what concerns referrals	2.4 UNFPA operated only in few camps/organised shelter areas/ accommodation centers. Many IDP sites where UNFPA works are actually self settled sites and not camps. Protection desks would be challenging to develop, although UNFPA is attempting to establish Gender Desks within police stations for support to GBV cases. The OCCM unit has established women groups within established camps and sites (that is serving as a protection group), so it would not be for UNFPA to establish a parallel system. UNFPA at the field level is working through integrated SRH mobile brigades. 2023 will really see this integration happening as we are now accompanying the SRH brigades with a PSS officer where rapid reporting can occur.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Sexual and Reproductive health and rights	2.5 Sustainable and strategic approach to EmCNC, with an enhanced delivery of technical capacity-building, especially in emergencies	2.5 UNFPA should advocate for a sustainable and strategic approach to EmCNC through prioritising facilities that have the highest utilization rates, supporting effective referral systems in obstetric emergencies, and promoting in-service training and mentoring.	Partially accepted	Medium	Short term	2.5 Ensuring that the UN recommended minimal coverage and standards of EmCNC is achieved	2.5 A prioritization exercise took place in the last quarter of 2022 through workshop organised in three regions. The initial findings were presented to the Public health director of the Ministry of Health. The validation of prioritized health facilities is planned for May 2023.

GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Adolescents and Youth	3.1 UNFPA's continued role as catalyst and reinforcer of multi-actor partnerships and working groups on Youth and the demographic dividend	3.1 UNFPA should continue to convene and strengthen the Youth Partner Group, and assist relevant technical working groups, to strengthen the national response to address youth needs and the demographic dividend through a coordinated, coherent approach that ensures complementary programming.	Accepted	High	Ongoing	3.1 Ensuring that the UN recommended minimal coverage and standards of EmONV is achieved	3.1 Ensuring that UNFPA sustains strong leadership of the youth group and streamlines programmatic engagement to areas of its expertise. Ensuring effective communication and collaboration between the thematic teams within UNFPA so that all contribute from their areas of focus. UNFPA is reviewing and sharing with members the terms of references and the responsibilities of the Youth Partners Group as well as advocating for His Excellency the Secretary of State of Youth and Employment to co-chair the Youth Partners Group Sessions. UNFPA is also organising quarterly Youth Partners Groups Sessions.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Adolescents and Youth	3.2 Intensification of Rapariga Biz and expansion of its reach and approach to the most vulnerable	3.2 Intensity Rapariga Biz programming for the second phase in the same geographical areas, adopting the RB evaluation recommendations, seeking more granular understanding of the facilitating and impeding factors for its success, and strengthening reach to the most vulnerable.	Accepted	High	Ongoing	3.2 Coordination of multiple youth programmes, with strong monitoring of the activities and of the inclusion of vulnerable groups	3.2 Sufficient staffing capacity allows UNFPA to achieve the improved efficiencies and coordination with other youth programmes, following a stronger theory of change and results chain logic with SMART indicators that include capturing reach to the most vulnerable.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Gender equality and women's empowerment	4.1 Endorsement and assistance to CAIs with the integration of community-based mechanisms to support GBV survivors	4.1 UNFPA should continue to provide technical and financial support to CAIs and the transitional safe space at the CAI in Nampula, while exploring more sustainable alternatives such as community watch dogs, and assessing the viability of host families supporting GBV survivors, ensuring confidentiality and their safety. It is recommended that UNFPA discuss potential options for safe places with communities as well as with their operational partners in the Spotlight Initiative, and with beneficiaries.	Accepted	High	Ongoing	4.1 Continuity and sustainability of support to CAIs	4.1 Ensuring that sufficient human, technical and financial resources are available to continue this engagement with and towards CAIs.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Gender equality and women's empowerment	4.2 Providers' trainings for integrated services with gender transformative approaches and tools	4.2 UNFPA should continue to undertake service provider training for integrated services within the areas of its mandate, and should include within this training transformative approaches and tools to address providers' acceptance of the underlying cultural norms and values that disempower women and justify gender based violence.	Accepted	High	Short / medium term	4.2 Continued training with a more transformational approach	4.2 Ensuring that sufficient human, technical and financial resources are made available to provide training that includes a more transformational approach, and that results are closely monitored and evaluated.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Gender equality and women's empowerment	4.3 Strengthened collaboration with MGCAS pursuing an integrated and synergistic approach	4.3 UNFPA should continue providing support to strengthen MGCAS coordination under the integrated mechanism through creating opportunities for sharing good practice and considering staff motivation.	Accepted	Medium	Ongoing	4.3 Continuity and sustainability of human, technical and financial resources to support CAIs and the MGCAS network.	4.3 Ensuring the availability of sufficient human, technical and financial resources to continue the provision of support. Upskilling and capacity building for CAIs through exchange visits with the CAIs that have effective coordinators, documenting and sharing good practice case studies.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Population Dynamics	5.1 Technical and financial support to INE and sharing of key population data in user friendly formats using accessible tools	5.1 UNFPA should continue to provide technical and financial support to INE capacity to produce and disseminate official statistics; web based dissemination platforms for easy access to population data, and data dissemination in user-friendly formats; and the consolidation and full functioning of the national and provincial gender reference groups to produce, monitor and share gender statistics; and UNFPA needs to address the barriers causing delays in programme implementation.	Accepted	High	Ongoing	5.1 UNFPA supports INE in delivering statistics and assists IP in sharing quality and timely data	5.1 Continual technical and financial support by UNFPA plays a major role in increasing INE capacity to deliver statistics for country development. UNFPA has sufficient qualified staff to provide such support effectively and efficiently, including efforts to streamline its assistance to implementing partners to avoid unnecessary delays. Ongoing communication and coordination between UNFPA and its implementing partners wants to achieve the data required, and wide and user-friendly data dissemination to multisectoral partners is in progress.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Population Dynamics	5.2 Continued advocacy and policy work to implement the roadmap for the demographic dividend	5.2 UNFPA should continue policy dialogue and advocacy for the implementation of the roadmap for the demographic dividend, particularly among political leaders, including considering the establishment of a Demographic Dividend Observatory. UNFPA could also build alliances with high political figures to be pioneers or to become champions in using data for decision-making, and consider advocating for the observatory, which may include relevant government staff, prominent academics and civil society, to monitor the implementation of the roadmap.	Accepted	High	Ongoing	5.2 Advocacy and engagement of high-ranking political figures to engage in the debate around population dynamics and the demographic dividend	5.2 UNFPA has taken advantage of the revision of the National Development Strategy has been approved by the National Parliament to engage high ranked national political figures in the population dynamics and debate on the demographic dividend.
GoMUNFPA 9th Country Programme Evaluation: Mozambique	2021	Mozambique CO	Country Programme Evaluation (CPE)	ESAR	2017-2020	Programme: Population Dynamics	5.3 Capacity building in data analysis for IP staff and data users in general through an enhanced collaboration with academic bodies	5.3 UNFPA should continue to build capacity in data analysis by funding training of implementing partner staff, including at post-graduate level, training of data users, and increasing the involvement of local academic institutions to build sustainable long-term capacity. Approaches might include short-term courses and data analysis workshops led by international experts and local academics, and analysis of census and survey data to produce high quality analytical reports for use by policy-makers.	Accepted	Medium	Short / medium term	5.3 Appropriate financial and technical resources are allocated to analyse data and a data culture promoted internally and externally	5.3 Sufficient funds are allocated to build capacity for in-depth data processing and analysis; UNFPA promotes a statistical culture, among implementing partners, academia and data users.