



This action is funded by the European Union

ANNEX 2

of the Commission Decision on the Annual Action Programme 2015 in favour of the Republic of Mozambique to be financed from the 11th European Development Fund

Action Document for: Support Measures for management of EU Resources

1. Title/basic act/ CRIS number	Support Measures for management of EU Resources CRIS number: MZ/FED/038-487 financed under the 11 th European Development Fund			
2. Zone benefiting from the action/location	Republic of Mozambique The action shall be carried out at the following location: Mozambique at national level			
3. Programming document	National Indicative Programme (NIP) for Mozambique 2014-2020 – 11 th EDF			
4. Sector of concentration/ thematic area	Cross-cutting: support measures			
5. Amounts concerned	Total estimated cost: EUR 7 500 000 Total amount of EDF contribution: EUR 7 500 000			
6. Aid modality(ies) and implementation modality(ies)	Project Modality Indirect management with the Government of Mozambique			
7. DAC code(s)	15110 - Public sector policy and administrative management			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	X	<input type="checkbox"/>
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	<input type="checkbox"/>	X	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>

9. SGDs	17- Strengthen the means of implementation and revitalize the global partnership for sustainable development
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SUMMARY

The overall objective of this action is to support the Government's development strategy through the implementation of sound development programmes and policies and to foster a more coherent and informed approach to policy dialogue and to development cooperation.

The action aims to provide the National Authorising Officer (NAO) and the European Union (EU) with a flexible instrument to facilitate preparation, implementation, communication, monitoring and evaluation of new projects and programmes identified in the framework of the EU-Mozambique cooperation. The action also aims to support the NAO's office to fully discharge its role in the management of EU resources and to provide the tools for the coordination of development aid resources and their visibility.

This action follows previous supports to the NAO and the Technical Cooperation Facility (TCF). These two supports are both identified as support measures under the Non-Focal sector of the 11th EDF National Indicative Programme 2014-2020 (NIP). The action is designed to increase ownership by the Government of Mozambique in the management of cooperation with the EU and to continue to nurture the existing longstanding partnership.

The action has two components: a TCF and a Support to the NAO component.

The **Technical Cooperation Facility** is meant to provide flexibility in responding to different needs related to short term technical assistance, organisation of seminars/trainings/conferences and facilitation of dialogue between the partner country and the EU and other donors. It will cover as well diagnostic studies and consultations to assist in the identification and formulation of programmes including in the formulation of government policy to ensure efficient application of development aid resources. It will also help to strengthen the Government of Mozambique's involvement vis-a-vis joint actions and results. Finally, it will improve awareness among key actors in Mozambique of issues related to development and the visibility of European Union actions (including trade, development, policy cooperation etc.).

The **Support to NAO component** will provide technical support to the NAO in programming, identification, implementation, communication, monitoring and evaluations of EU programmes including the coordination of development assistance in general. The resources under this component will also cover training on EDF procedures, seminars and workshops related to implementation of EDF programmes, as well as smooth implementation of Cotonou obligations (e.g. under Article 8 or trade provisions).

1 CONTEXT

1.1 Sector and Country context

Over the past decade Mozambique has achieved high rates of economic growth, coupled with prudent and stable macro-economic environment, despite the external shocks the country faced such as the global economic crisis and the food and fuel crisis. The impact of this growth, however, has not been visible for the majority of the population and living standards remain extremely low, especially for small-scale farmers, the majority of which are women. Additionally, the country is now facing an economic transformation as the result of the full

exploitation of its natural resources which reinforce the concern on the equitable distribution and the inclusive growth, mainly because institutional and human capacity remains weak.

As per the NIP for Mozambique, this has been the starting point for the EU support over the period 2014-2020, which remains a key economic and commercial partner and within the largest donor group in Mozambique. In this context, institutional and human capacity remains the key issue, both considering the expectations on potential future revenues and its consequent high demand from the government authorities (control and monitoring mechanisms, domestic accountability and macroeconomic management) and the current period of formulation of projects financed by the 11th EDF NIP.

Thus, through this project, the government authorities will be supported to properly perform the functions and responsibilities assigned to it by the Cotonou Agreement. Article 33 of the Cotonou Agreement (institutional development and capacity development) underlines the need to improve the critical capacity of the public sector namely to manage and coordinate external aid. It is an extremely useful instrument to provide support to the preparation and implementation of the EU programmes and projects, and to contribute to a more efficient and visible EU aid delivery.

1.2 Public Policy Assessment and EU Policy Framework

The strategic planning framework consists of a package of documents, complementing each other in terms of objectives/time horizons. They include:

- the revised 'Agenda 2025', which takes into account the rapidly changing development context of Mozambique (e.g. extractives);
- the National Development Strategy 2015-2035 (Estrategia Nacional de Desenvolvimento – ENDE) adopted by the Council of Ministers in July 2014, a sort of implementation strategy for the Agenda 2025, with a more explicit and relevant objective of economic transformation and diversification of the production base (even though more emphasis could have been put on the transformation of the agricultural subsistence sector, where currently 70% of the population is active);
- the "**PARP**" (**Plano de Acção para a Redução da Pobreza**) covering 2010 to 2014 (only approved by Council of Ministers). So far the PARP has been the most prominent document in the regular policy dialogue with Government as it addresses more explicitly the objective of poverty reduction, hence being in line with the Cotonou Agreement and the Agenda for Change.
- the **Five-Year Government Plan (Plano Quinquenal do Governo, (PQG))**, a document that is foreseen by the Constitution and covers the period 2015-2019, will replace the PARP. The new PQG has been approved by Parliament in April 2015 and it is implemented year after year through the Social and Economic Plans and the State Budgets. The PQG can be assessed as a broadly relevant plan. It identifies as overall objective the improvement of living conditions of Mozambicans, increasing jobs, productivity, competitiveness and creating wealth and inclusive development, in a context of peace and security. Relevant areas (similar to the PARP) identified are: i) human/social development; ii) promotion of employment, productivity, competitiveness; iii) developing social and economic infrastructure; iv) ensuring a sustainable management of natural resources and the environment. Supporting pillars including good governance, rule of law and a sustainable macro-economic environment. On the monitoring side, the PQG includes more systematic indicators for

the various priority areas identified, which should enhance credibility and ownership of the policy document.

The Mozambique public policy that includes the Five-Year Government Plan, the PARP and the National Development Strategy is fully consistent with the 11th EDF NIP and fully in line with the Agenda for Change, by focusing on governance and inclusive and sustainable growth, including job creation.

1.2.1 Stakeholder analysis

The project will focus on all key stakeholders implementing EU programmes or that may intervene in order to ensure ownership and alignment of the EU support to the country's strategies and plans.

One of the direct target groups will be key governmental institutions involved in the formulation and implementation of the EU development and political cooperation. Those will include sector Ministries, Departments, Agencies and Local Authorities (de-concentrated or decentralised) whose activities are impacted by the EU funding instruments and need to be more directly involved to improve the quality of projects, their monitoring and evaluation systems, coherence with the country's policies as well their lead of policy/sector dialogue.

Another key direct target group will be the NAO office, also called Gabinete do Ordenador Nacional (GON), placed in the Ministry of Foreign Affairs and Cooperation. As the main interlocutor for the EDF and other EU funding instruments, the NAO office plays an essential role in the co-management process and incorporates many technical, operational and political functions and responsibilities assigned in the Cotonou Agreement and ensures the required institutional memory. The NAO office is composed of a Director, who is the deputy NAO for the day to day management of the office, seconded by diplomats and project managers locally recruited.

Other EU's partners such, as national public institutions, as well as Non State Actors (NSAs), are also important stakeholders in as far as they will be supported in their participation and contribution to interventions under this action where relevant. Thus, they will also directly benefit and contribute to conferences, seminars, workshops and other visibility actions on key policy/issues related to development, trade and cross-cutting themes, as well as from training on EU-ACP cooperation procedures and principles. This should ensure complementarity between the EU actions in Mozambique and reinforce the demand side for accountability of policies and programmes.

1.2.2 Priority areas for support/problem analysis

The support measures will be essential to the successful implementation of the programmes and objectives of the 11th EDF NIP (2014-2020) which focuses on two sectors of cooperation, namely: i) "Good Governance and Development", and ii) Rural Development, and envisages a specific support to Civil Society Organisations (CSO), to be complemented by EU thematic budget lines support.

The general framework of the EU-Mozambique cooperation relies mainly on the capacity of the NAO to implement the EDF and intervene in other EU funding instruments more strategically and efficiently, and on the line ministries and other relevant stakeholders and their capacity of programming and implementing programmes as well as for policy dialogue. Thus, this project will provide direct support to NAO as well as the provision of the TCF

instrument to assist, facilitate and support in delineating all EU interventions by improving the capacity, participation and coordination of all key stakeholders of the EU cooperation.

With regards to the NAO, despite some expanded human resources and their improvement in terms of administrative and financial management capacity as a result of the EU interventions over time, there are still weaknesses related to the internal structure and human resources management. These include lack of functional organizational structure, lack or unclear definition of functional profiles, roles and responsibilities, capacity development plan and staff performance assessment, decision processes, etc. A direct support to the NAO is crucial to address these issues, maintain and improve the already existing technical capabilities for administrative and financial management and thus properly perform all functions of the NAO as foreseen in the Cotonou Agreement (including programming). Moreover, the NAO will reinforce its role of interface in relation to the key stakeholders responsible for the implementation of the NIP and others that may intervene or benefit from EU programmes.

Another important element is the need to ensure a more direct involvement of key governmental institutions and other beneficiaries to effectively become empowered interlocutors of the EU and be able to manage directly certain elements of the project cycle as well lead policy/sector dialogue. Additionally, the demand side for accountability of these policies and programmes needs to be reinforced by the participation of NSAs where relevant, increasing at the same time complementarity between EU actions in Mozambique and the projects implemented by NSAs directly. The TCF will be used to address the existing limited capacity in this regard, more generally with diagnostic and feasibility studies, the identification, formulation and evaluation of projects, as well as capacity building and information dissemination measures when required.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Low absorption capacity /NAO fails to commit funds within the planned commitment period.	M	Approval of the new organigram of NAO (estatuto organico do GON) aiming at recommending an optimal structure and profiles of required personnel. Training and advisory support provided by the programme
Programme/projects documents are not produced in time to meet the timelines set	M	Mobilisation of ad-hoc and timely expertise through Technical Assistance – when deemed necessary Intensified sectoral policy dialogue may also mitigate this risk
EU contractual and financial procedures and rules are not adhered to	M	Training is given to NAO, line ministries, NSAs and other relevant stakeholders personnel assigned to the management of programme estimates, service and supply contacts
Non-availability of short-term technical assistance	M	Terms of reference will be prepared and assignments will be monitored continuously.

		Requests for services should be issued early enough to ensure the availability of experts.
Inadequate ownership of the technical assistance provided	M	Regular dialogue with NAO, sector ministries and key agencies in the management and implementation of actions and also in view to enhance demand-driven technical assistance.
Capacity building support undermined due to the departure of trained staff.	M	This risk is to be mitigated by involving concerned bodies at both institution and individual levels.
Assumptions		
<ul style="list-style-type: none"> • The political and economic stability of the country is preserved and the public management of financial resources continues to improve. 		
<ul style="list-style-type: none"> • Government of Mozambique remains committed to reform, to improve governance and economic management and particularly to establishing rigorous management and accountability procedures for the EDF 		
<ul style="list-style-type: none"> • Adequate staff with the right skills and competences are assigned to the management of EU programmes 		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

Lessons learned so far show that both TCF and institutional support to the NAO are complementary tools which can significantly improve the effectiveness of the EU Development Cooperation and its impact on capacity development of government institutions.

The role of the NAO is reinforced by the TCF which is a very useful instrument to support the identification and the implementation of the EU programmes and projects and to support policy dialogue and communication through the funding of analytical work, studies, conferences and events related to EU interventions. Particularly, significant joint NAO/EU efforts have been put in place recently to ensure complementarity between different capacity development components of EU development programmes which are crucial for the development of a strong long term partnership with Mozambique and to ensure government ownership and effectiveness of the delivery of aid.

During the last five years, the TCF and the NAO operations have consumed a total of approximately EUR 5 500 000 of the EU aid to Mozambique, from which the total for the TCF operations amounts to EUR 3 800 000, and the total for the NAO amounts to EUR 1 700 000. These are still indicative amounts as several contracts are still under implementation.

The institutional support to the NAO has been very useful in increasing and improving the role of the NAO in the co-management process such as annual reviews of the Country Strategy Paper (CSP)/NIP, mid-term and end of term reviews, preparation of terms of reference, drafting action fiches, submission of tender dossiers/calls for proposals, preparation of contracts/riders and closures, clearance and authorisation of expenditure and all related process, effectiveness of control on supervising and monitoring contracts and financial monitoring systems.

In terms of operational capacity, it is evident that the NAO has increased and expanded its technical capabilities for administrative and financial management as a result of the last interventions of EU support. But as there are still several shortcomings, the support on operational capacity of the NAO is still pertinent and should continue in future programmes as recommended by the Results-Oriented Monitoring (ROM) of the ongoing NAO institutional support (Sept 2013).

In general, the combination of these two support measures (TCF and NAO Support) contributed for the strengthening of the involvement of the Government of Mozambique in identification and implementation of EU-funded projects in focal and non-focal sectors, and monitoring of levels of governance and political dialogue in the context of the 10th EDF in order to ensure that Mozambique takes full advantage of Cotonou.

3.2 Complementarity, synergy and donor coordination

A wide donor coordination group covering all modalities does not exist in Mozambique. Specific donor coordination is organized at sector level, for the most 'aided' and/or priority sectors (health, education, roads, agriculture, water/sanitation, social protection...). A general budget support (GBS) donor coordination mechanism is in place since the year 2000, the so-called G19¹, regulated by various Memoranda of Understanding (MoUs).

The G19 created a mechanism for structured dialogue with the Government of Mozambique, built around a common results framework (Performance Assessment Framework), sector and cross-cutting working groups, with a multi-layered management structure (Economists, Heads of Cooperation, Heads of Missions), a Troika+ system (where EU is a permanent member, together with the World Bank) and culminating in regular 'Political Dialogue' between Heads of Missions and Ministers.

It is expected that, in addition to specific EU activities, the TCF will contribute to policy dialogue, donor harmonisation, joined/coordinated donor activities, such as analytical studies. Whenever relevant, specific TCF activities will be vetted with the relevant Sector Working Group and/or with the concerned development partner agencies. TC support from other donors will be mapped, synergies and harmonisation options explored and where relevant actively pursued with partners and other donors, to ensure that proposed activities are consistent with sector priorities and that optimal complementarity can be achieved.

The TCF and NAO support under this programme will also contribute to increase coherency of EU programmes, particularly those with a relevant capacity development component. As such, the framework for consultation and regular exchanges between key stakeholders (government, donors and NSAs) will be strengthened for the most effective management and use of the EU aid.

3.3 Cross-cutting issues

The TCF component of this action provides the means to undertake activities aimed at mainstreaming cross cutting issues such as gender, environment, human rights and the participation of disadvantaged groups such as women and children in EU funded programmes.

¹ The G19 evolved from a small group of four, to 15 in 2004, and 19 in 2009. Since then some members have left the group, currently made up of 15 GBS providers.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

The **overall objective** of this action is "to support the Government's development strategy through the implementation of sound development programmes and policies and to foster a more coherent and informed approach to policy dialogue and to development cooperation, political cooperation and trade related issues".

To achieve the above objective, this action is strategically split into two specific objectives:

Specific objective 1 - To enhance government and other key stakeholders' capacities to ensure effective cooperation between government and the EU:

Result 1.1: Programmes and projects funded from EU resources (national and regional allocations) are properly identified, formulated, implemented, monitored and evaluated with participation of Government and NSAs;

Result 1.2: Skills and capacities of staff from the NAO and line ministries on programming, formulation, implementation of national and regional EU resources (including EDF rules and procedures) are upgraded;

Result 1.3: Results-oriented monitoring, financial management and control systems capacity of staff from the government, including the NAO and line ministries, and implementing partners is improved.

Specific objective 2: To promote an effective policy dialogue and visibility of the EU-Mozambique cooperation:

Result 2.1: Capacity development events and activities are fostered, targeting primarily - but not exclusively – Government, public institutions, Independent Government Institutions (IGIs), think-tank organisations, and Non State Actors (NSAs);

Result 2.2: Dialogue between the government of Mozambique, the EU and other development partners and actors (including NSAs and IGIs) is ensured and coherency of EU programmes is increased;

Result 2.3: Transparency and publicity of the use of EU resources is ensured through visibility and communication of EU actions.

4.2 Main activities

The main activities of this action may include, among others:

Under Specific objective 1 - To enhance government and other key stakeholders' capacities to ensure effective cooperation between government and the EU:

- Mobilisation of consultants to assist with specific tasks related to: project identification, formulation and implementation, including assistance with tender procedures, evaluation and monitoring;
- Mobilisation of consultants to support the Government in undertaking feasibility studies, surveys, assessments, analytical and diagnostic studies to assist in the formulation of sector specific government policies and to ensure that aid programmes achieve the desired impact;
- Any technical assistance deemed relevant aiming at supporting effectively the implementation of Mozambique's new national development strategy, EU's current

and future national and regional indicative programmes (NIPs/RIPs) as well the wider political dialogue, human rights, governance and aid effectiveness commitments;

- Audits and evaluations of programmes /projects whenever they cannot be financed out of the project itself or where it is convenient or efficient to combine a number of audit/evaluations of related interventions;
- Activities and field visits aiming at ensuring satisfactory monitoring and evaluation by NAO and line ministries of EU programmes and project. Procurement of resources to facilitate this activity can be carried out if deemed necessary;
- Training of staff from the NAO and other stakeholders where relevant on EU rules and procedures as well as project cycle management;
- Mobilisation of TA to support the monitoring of programmes/projects;
- Preparation and implementation of activities in other sectors relevant to the EU development cooperation in Mozambique and Southern Africa, which may not be directly related to the 11th EDF National Indicative Programme (NIP);
- Implementation of activities devoted to the smooth implementation of Cotonou obligations (including under Article 8).

Under Specific objective 2 – To promote an effective policy dialogue and visibility of the EU-Mozambique cooperation:

- Conferences, workshops and seminars organised for Mozambique and ACP countries on EU-ACP development cooperation, policy and trade related issues, including platforms for exchange with all stakeholders (Government, civil society and the private sector) on these issues;
- Activities and events to promote dialogue between Government of Mozambique, EU and other development partners and actors (including NSAs and IGI) on issues relevant to the EU in Mozambique and beyond;
- Activities aiming at increasing awareness visibility and communication of EU actions to ensure transparency and publicity of the use of EU resources made available to Mozambique (amongst others: project launch ceremonies, promotional materials, press conferences, and publication of advertisements);
- Participation and organisation of training and capacity development activities on development and trade related issues for the benefit of key stakeholders, particularly NAO and line ministries;
- Participation by NAO staff, Government officials and other relevant stakeholders to conferences and seminars on EU-ACP development cooperation, aid effectiveness initiatives and trade priorities.

4.3 Intervention logic

The identified results will be organised under the following 4 categories :

- **Technical Assistance Facility (TAF)** – this facility will support the engagement of ad-hoc technical expertise to assist **policy/advisory, preparatory and implementation technical cooperation** as indicated above. Such assistance will support effective implementation of Mozambique's new national development strategy, EU's current and future NIPs/RIPs and other EU initiative in favour of the country's development strategy, in keeping with the objectives of the ACP-EU Partnership Agreement; as well the wider evidence based policy development, political dialogue, human rights, governance and aid effectiveness commitments. This component will also strengthen the EU, the Government of Mozambique and implementing partners' results oriented monitoring, financial management and control systems.
- **Capacity Development Facility through Training Support for Projects and Programmes (TSPP) and Conferences and Seminars (CS)** - support will be provided to Capacity Development of organisations or individuals from the Government, EU Delegation and Non State Actors on topics related either to (i) the priorities of the ACP-EU Partnership Agreement (sustainable development, peace and security, stable and democratic political environment); (ii) global development priorities, cross-cutting Development objectives and human rights initiatives; (iii) structural/organisational strengthening for improved resource utilisation, financial management and governance. Capacity Development programmes, training and conferences can be provided by private companies and/or individual experts, international organisations and Non State Actors (NSAs) in accordance with EDF procedures. It covers the participation of Government of Mozambique officials (including parliamentarians), and members of Independent Government Institutions and NSAs in national, EU or ACP meetings, seminars or training activities organised by the Commission or by entities other than the Commission on topics of interest related to the EU-Mozambique partnership.
- **Support to NAO operating costs** – it covers activities, investment and general operating costs to strength the institutional capacities of the NAO office to ensure that the NAO can fully and effectively discharge its role and function in the coordination and management of EU resources.
- **Communication and visibility (CV)** – it finances communication activities aiming at increasing the visibility, dialogue and awareness of EC/EU political and technical cooperation in Mozambique and support to trade and private sector, regional integration, governance and human rights issues. It will also finance activities and events to promote dialogue between Government of Mozambique, EU and other development partners and actors (including NSAs and Independent Government Institutions (IGIs)) on issues relevant to the EU in Mozambique and beyond.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is **60 months** from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3 Implementation modalities

5.3.1 Indirect management with the Government of Mozambique

This action may be implemented in indirect management with the Government of Mozambique in accordance with Article 58(1)(c) of the Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) 2015/323, according to the following modalities:

The partner country will act as the contracting authority for the procurement and grant procedures. The Commission will control ex ante all the procurement procedures except in cases where programme estimates are applied, under which the Commission applies ex ante control for procurement contracts above EUR 50 000 (or lower, based on a risk assessment) and may apply ex post control for procurement contracts up to that threshold. The Commission will control ex ante the contracting procedures for all grant contracts.

Payments are executed by the Commission except in cases where programmes estimates are applied, under which payments are executed by the partner country for ordinary operating costs, direct labour and contracts below EUR 300 000 for procurement and up to EUR 100,000 for grants.

The financial contribution partially covers, for an indicative amount of EUR 1 000 000 the ordinary operating costs incurred under the programme estimates.

In accordance with Article 190(2)(b) of Regulation (EU, Euratom) No 966/2012 and Article 262(3) of Delegated Regulation (EU) No 1268/2012 applicable by virtue of Article 36 of Regulation (EU) 2015/323 and Article 19c(1) of Annex IV to the ACP-EU Partnership Agreement, the partner country shall apply procurement rules of Chapter 3 of Title IV of Part Two of Regulation (EU, Euratom) No 966/2012. These rules, as well as rules on grant procedures in accordance with Article 193 of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) 2015/323, will be laid down in the financing agreement concluded with the Government of Mozambique.

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1) (b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.5 Indicative budget

Budget headings	EU contribution (EUR)	Third party contribution (EUR)
5.3.1 Indirect management with the Government of Mozambique		
5.3.1.1 Technical Assistance Facility - TAF (policy/advisory, identification, formulation, monitoring and evaluation)	3 050 000	0
5.3.1.2 Capacity Development Facility - TSPP + CS (Training Support for Projects and Programmes, Conferences and Seminars)	1 000 000	0
5.3.1.3 Support to NAO operating costs (activities, investment and operating cost)	2 500 000	0
5.10 Communication and Visibility - CV	500 000	
5.8 Evaluation, 5.9 Audit	150 000	0
Contingencies	300 000	0
TOTAL	7 500 000	-

5.6 Organisational set-up and responsibilities

The overall responsibility for the implementation of the programme lies with the National Authorising Officer, who may request the Commission to implement technical assistance contracts on his/her behalf under Article 19 (c) 4 of Annex IV to the ACP-EU Partnership Agreement.

Activities could be implemented through service contracts or Programme Estimates.

The National Authorising Officer and the European Commission, represented by the EU Delegation to Mozambique, will meet regularly to ascertain what services and actions need to be contracted and how best to do this to support the objectives of this project.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.8 Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. It will be carried out for accountability and learning purposes at various levels (including for policy revision).

The Commission shall inform the implementing partner at least 3 months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, one contract for evaluation services will be concluded at the end of the project.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, 1 contract for audit services will be concluded at the end of the project.

5.10 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a indicative Communication and Visibility Plan, to be elaborated at the start of implementation and supported with the budget indicated in section 5.5 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

Appendix:

Logical Framework – 11th EDF Support Measures for management of EDF Resources

Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall Objective			
To support the Government’s development strategy through the implementation of sound development programmes and policies and to foster a more coherent and informed approach to policy dialogue and to development cooperation, political cooperation and trade related issues			Political climate remains favourable
Specific Objective 1			
Project Purpose			
To enhance government and other key stakeholders’ capacities to ensure effective cooperation between government and the EU	<ul style="list-style-type: none"> • Programming and implementation of EDF resources carried out according to plans with full participation of all relevant stakeholders • 100% Commitment of 11th EDF resources by 2020 	<ul style="list-style-type: none"> • Joint Annual Reports • NAO implementation Reports • NIP Mid Term Review Report • External Assistance Management Report (EAMR) (EU Delegation report) 	The Government and the Delegation are provided with the necessary resources (staff, logistical, budget) to carry out the tasks under their respective responsibilities
Result 1.1: Programmes and projects funded from EDF resources (national and regional allocations) are properly identified, formulated, implemented, monitored and evaluated with participation of Government and NSAs	<ul style="list-style-type: none"> • Timely formulation and implementation of the 11th EDF NIP and commitments • Timely closure of 10th EDF Commitments 	<ul style="list-style-type: none"> • 10th and 11th EDF NIP • Annual action plans • External review reports/evaluations 	Government's commitment to the objectives of the NIP

<p>Result 1.2: Skills and capacities of staff from the NAO and line ministries on programming, formulation, implementation of national and regional EU resources (including EDF rules and procedures) are upgraded</p>	<ul style="list-style-type: none"> • Majority of projects with very good or good performance • Increasing in execution rate, mainly on successive programme estimates • Low findings in Audits of successive NAO Programme Estimates 	<ul style="list-style-type: none"> • NAO implementation reports • Joint Annual Review • EAMR • ROM reports • External review reports/evaluations • Budget Support Joint annual review reports • Audit reports 	<p>The Government provides the necessary resources (staff, logistical, budget) to carry out the tasks under the responsibility of the NAO</p> <p>Line ministries capacity is strengthened and maintained</p> <p>NAO and line ministries staff is exposed to relevant training and staffing levels remain adequate</p>
<p>Result 1.3: Results-oriented monitoring, financial management and control systems capacity of staff from the government, including the NAO and line ministries, and implementing partners is improved</p>	<ul style="list-style-type: none"> • Comprehensive monitoring system in place • Increased number of result oriented monitoring missions conducted (incl. joint missions NAO-EC-line ministries-NSAs) 	<ul style="list-style-type: none"> • Implementation reports containing measurable information on project's results and objective achievements • Monitoring reports • Programme documents 	
<p>Specific Objective 2</p>			
<p>Project Purpose</p>			
<p>To promote an effective policy dialogue and visibility of the EU-Mozambique cooperation.</p>	<ul style="list-style-type: none"> • Quality of policy dialogue with relevant stakeholders is improved, including communication • EU-Mozambique cooperation communication and visibility plan in place 	<ul style="list-style-type: none"> • EAMR • NAO implementation reports • ROM reports 	
<p>Result 2.1: Capacity development events and activities are fostered, targeting primarily - but not exclusively – Government, public institutions, Independent Government Institutions (IGIs), and think-tank organisations (including NSAs)</p>	<ul style="list-style-type: none"> • Number of events held (conferences, seminars, training, etc.), with participants from NSA, Government officials and public institutions 	<ul style="list-style-type: none"> • Evaluation reports of participants on events • M&E reports 	<p>Stakeholders commitment to effective policy dialogue</p>

<p>Result 2.2: Dialogue between the government of Mozambique, the EU and other development partners and actors (including NSAs and IGI) is ensured and coherency of EU programmes is increased</p>	<ul style="list-style-type: none"> • Regular events destined to inform and promote EU-Mozambique partnership • Quality of policy dialogue with the Government is improved, including communication 	<ul style="list-style-type: none"> • Press Releases, newspapers etc. • Information material produced • Communication and visibility budget fully absorbed for events and communications materials 	<p>Utilisation of the Communication and Visibility budget</p>
<p>Result 2.3: Transparency and publicity of the use of EU resources is ensured through visibility and communication of EU actions.</p>	<ul style="list-style-type: none"> • 80% of EDF projects/programmes with clear communication/visibility plan in accordance with EU visibility guidelines 	<ul style="list-style-type: none"> • EDF Projects communication/visibility plans collected 	