United Nations Population Fund
Country: Mozambique Project Document

Project Title:	Support to population and evidence-based environments for decision-making.
UNDAF/CPD Outcome:	UNDAF outcome 2: Poor people benefit equitably from sustainable economic transformation, output 2.3: National capacity to collect, analyze and use high quality data on poverty, deprivation and inequalities to inform economic policy is strengthened. CPD outcome 4: Population dynamics strengthened national policies and international development agendas through integration of evidence-based analysis on population dynamics and their links to sustainable development, sexual and reproductive health and reproductive rights, HIV and gender equality.
Expected Output(s):	**Output 1:** Human and institutional capacity strengthened ensuring quality collection and data analysis. **Output 2:** Increased capabilities of national and provincial agencies to plan, prepare and generate quality population census data on households, women and men. **Output 3:** Strengthened communication, confidence building and data culture promoting an inclusive census.
Implementing Partner:	The National Institute of Statistics-INE.

Brief Description

The 2017 population and housing census represents the single largest source of population data collected in Mozambique providing the state, public bodies and the private sector a full and detailed profile of the population and households down to the smallest geographical unit. It also provides the master sample frame for data collection during inter-census periods and will be central to setting and measuring targets developed as part of the Sustainable Development Goals. This project will contribute to the national census programme that has a total budget of USD 75 million and it responds to a specific gap in the national budget. Thus the project will focus on three outputs that support these wider outcomes. It will 1) strengthen human and institutional resources ensuring quality collection and data analysis 2) increase the capabilities of national agencies to plan, prepare and generate quality population census data; and 3) strengthen communication, confidence building and data culture promoting an inclusive census. This will lead to a better environment for evidence based decision-making and data collection supporting the main agencies mandated to collect population data improve human and material resources, analysis and dissemination of population data and widen the data and analysis available to policymakers.

Strategic plan outcome 4: Strengthened national policies and international development agendas through integration of evidence-based analysis on population dynamics and their links to sustainable development, sexual and reproductive health and reproductive rights, HIV and gender equality. Programming Period: 2016-2019 Start Date: December 2016 End Date: June 2019	Total resources required 2016-2019: USD 16,195,495.80 Total allocated resources: _____ UNFPA Regular: USD 1,000,000 Other: Government of Norway : NOK 35,000,000 Donor: _____
Agreed by (Government)	Date
Agreed by (Implementing Partner)	Date
Agreed by (UNFPA)	Date

DEVELOPMENT CHALLENGE / CONTEXT

A population and housing census represents the single largest source of population data collected in Mozambique providing the state, public bodies and the private sector a full and detailed profile of the population and households down to the smallest geographical unit. It also provides geographic mapping of the country. Current national data used to inform public policy decision-making and development decisions is over nine years out of date and fails to capture the exponential population growth and demographic changes witnessed in the country potentially undermining the value of informed decision-making. The census also provides the master sample frame for data collection during inter-census periods and will be central to setting and measuring targets developed as part of the Sustainable Development Goals (SDGs).

The census is the only tool available to collect small area population data covering the entire country and as such is central to policymaking over the next decade. It will be instrumental in supporting evidence-based decision-making and tracking SDGs, key to planning and social service provision, and critical in the drawing or confirmation of electoral district boundaries and planning for forthcoming elections due to the limited reach/coverage of the civil register. A need to understand population trends and support public policy with disaggregated data including data on women and girls is crucial to informing how decision-makers respond to shape future policies around a strong population evidence base. Results of the census allow accurate and updated information to be produced that informs public policies, planning and is central to assisting the government manage and develop public services including education and social services and allocate funding to regions. Wider use of the population census feeds into mapping out of electoral districts so they are of equal weight, informs questions of government decentralization, emergency and disaster management and is employed by planners to make better decisions on investments in manufacturing, products and services.

Currently population data and administrative registers are produced using a number of different platforms and agencies, not sufficiently shared between government ministries and departments and lacking effective cross platform communication protocols and uniformity. These work in silos despite the government's targets to create a single, universal and functional integrated data collection and management system that can support citizen services.[1] The number of citizens on Mozambique's civil registry is very low and there are extremely low levels of registration for basic life events such as births and deaths. Despite recent targeting only 48 percent of 0-5 years have been issued birth certificates. In all age groups a much higher percentage of the population are not registered at all on the civil registry. There is also a significant gap in capacity to generate vital statistics nationally as well as locally and paper-based records are employed for archives that are not fully functional.[2] The level of Mozambique's

[1] United Nations Department of Economic and Social Affairs Statistics Division. 2010. Status of Civil Registration and Vital Statistics in the SADC Region Technical Report, pp.39-44.
[2] Instituto Nacional de Estatistica. 2011. Demographic Health Survey. 2011.
United Nations Department of Economic and Social Affairs Statistics Division. 2010. Status of Civil Registration and Vital Statistics in the SADC Region Technical Report, pp.39-44.

population data system integration is not high with a lack of long-term investment in developing universal systems.[3]

The next national population census will be conducted in 2017 and after a decade it will capture essential and key (small area) population data for Mozambique in a rapidly changing society that will be unprecedented in depth and width. In 2015 the population of Mozambique was estimated to be 26.5 million with forecasts that this will reach 46 million by 2040. Annual population growth rates of 2.7 percent reflect high fertility rates of 5.9 and declining mortality levels. The under five mortality rate decreased from 153 per 1,000 births in 2003 to 97 per live births in 2011. As a consequence there is a growing percentage of the population that are classified as young with 65 percent of the general population below the age of 25 and of these 46 percent are minors under the age of 15 years.[4] The census will for the first time in a decade provide reliable population and household statistics identifying how society is evolving and population trends.

The 2017 census will be a conventional door-to-door initiative reaching out to all households in Mozambique. Using approximately 100,000 trained staff to manage, collect and analyze data from households the census is a unique national event. The National Institute of Statistics (INE) with a mandate to conduct population census has mapped out key milestones. A status update in November 2016 concluded the schedule for the preparation of the census is broadly on track although the timelines going forward are extremely tight.[5] The pilot exercise appears to have gone well and cartography is on track to be completed according to the revised schedule in April 2017. This census will also be the first to employ scanning technology that should provide faster, more accurate data processing. Optical scanning is expected to reduce the time for data collection by 50 percent saving time and money and importantly making population data available more quickly and with greater integrity safeguards producing increased accuracy.

At the same time whilst the capability of the INE has increased particularly in areas such as statistical analysis according to the US census bureau tool for assessing statistical capacity[6] in other areas there are gaps in capacity and funding that require important assistance to ensure the census is conducted in line with international standards. Timing of the census also coincides with the global adoption of the SDGs establishing development goals over the next 15 years. In order to measure baselines, set meaningful targets and measure progress this will require each country to introduce a comprehensive monitoring framework that will be central to framing national responses to the goals outlined in the SDGs. Reliable population and socio-economic information systems will be crucial in identifying key development challenges within the goals and pinpointing priorities, specific areas for engagement or areas lagging behind for targeted efforts. Strengthening the generation and use of evidence including

[3] The World Bank classifies greenfield as its lowest category countries with 'rudimentary or no registry integration either directly through custom interchanges, or through service orientated architecture.' See World Bank, 2015. Identification for Development Integration Approach Study. The World Bank 2015.
[4] UNFPA. 2016. Country Programme Document. DP/FPA/CPD/MOZ/9. 2016.
[5] UNFPA. 2016. Status update on the 2017 census. Consultant report. 2016.
[6] INE. 2014. Results of exercise to apply the tool for assessing statistical capacity developed by US Census Bureau. 2014.

population statistics disaggregated by sex and better employing evidence in the public policy process and using it for accountability purposes is central to good decision making and implementation of social and economic policies going forward for Mozambique.

THEORY OF CHANGE AND STRATEGY

The project strategy further builds capacity of the INE to support key census functions and works on a number of levels including 1) strengthening human and institutional resources ensuring quality collection and data analysis 2) increasing the capabilities of national agencies to plan, prepare and generate quality population census data; and 3) strengthening communication, confidence building and data culture promoting an inclusive census. This will lead to a better environment for evidence based decision-making and data collection supporting the main agencies mandated to collect population data improve human and material resources, analysis and dissemination of population data and widen the data and analysis available to policymakers. This planned population census will act also as a catalyst to further a wider policy agenda related to creating a stronger data based policy culture.

A number of assumptions and lessons learnt are identified to inform the theory of change (see annex): a first assumption is increased recognition of the importance of evidence based population data at policymaking and public administration levels can lead to better decision making.[7] Past experience has not fully factored in the need to build evidence and data systems to inform public policy decisions in a wide range of social and economic areas and there is an absence of institutionalization of evidence collection and usage as well as capacity for data analysis.[8]

A second assumption is whilst capacity in the INE has increased particularly in the area of statistical analysis support to provide key technical expertise and human capital strengthening as well as planning and operational support is required to ensure an accurate and transparent population census.[9] Human, intellectual and capital resources targeting these areas is limited and could undermine the impact and value of the census framework leading to a lack of quality evidence for decision making in the future.[10] Greater emphasis needs to be placed on employing population data both on a demand and supply side with increased ability to produce thematic analysis to further public policy agendas. The census complements other major programmes including the births and deaths and the civil registry for vital statistics that support a shift to a stronger population data environment.[11] Whilst these initiatives collectively enhance data generation in the longer term in the short term there are significant data gaps that can only be filled by a national census.

[7] OECD. 2009. Evaluation of the implementation of the Paris declaration. Thematic study of support to statistical capacity building. Pg. 4.
[8] UNFPA. Census report. 2007. Project report on support to the 2007 census in Mozambique.
[9] UNFPA. Consultant report. 2015. The 2017 population and housing census: the way forward.
[10] INE. 2014. Results of exercise to apply the tool for assessing statistical capacity developed by the US Census Bureau. 2014.
[11] UNFPA. 2016. Concept note: wider linkages between the census and future population data systems. July 2016.

A further assumption is support for the census process from political actors is crucial both in respect to providing free access to enumerators to areas where there are security challenges and maintaining the full confidence of the population for full participation to be assured. In the past agreements brokered by the INE has allowed census staff access. It is in the interest of all major political actors to have an accurate census for drawing electoral boundaries and since independence the census has not been contested by political actors with apparent high levels of trust and all disputing parties recognizing the national interest in census delivery and the INE has continued to strengthen the consensus behind the census.

Another key assumption is a funding gap the INE is presently anticipating risks fundamentally undermining the integrity of both the 2017 census as well as create long-term damage to the credibility of the institutions responsible for conducting the exercise. It also risks leaving policymakers and decision makers without adequate data on population dynamics on men, women and children for an extended period. This will affect investment decisions in the public and private sectors and across all industries.

The budget for the census is a total of USD75 million. Of this amount the Government of Mozambique will have spent a total of USD19.2 million by the end of 2016 and development partners USD5.5 million since 2015 which is sufficient for work on the census until the end of 2016. For the financial year 2017 the government also has committed a further USD10 million. However, in 2017 and subsequent years relevant to this census it has a funding gap of USD40 million. Although not formally agreed there is the potential for a loan to cover some of this shortfall. The budget going forward spread over the next three years is as follows: 2017, USD45 million; 2018, 5.5 million and 2019, USD180,000.[12]

If development partners do not support part of the census there is significant risk this shortfall will not be filled. In this scenario the census could be conducted without adequate institutional and human resource arrangements that could lead to population data being poorly collected and subsequently impacting on the quality of analysis. Without a good quality national census the sample frame for other major surveys over the next decade would as a result be undermined. Alternative pathways including employing third sources such as civil society to support the census process are of limited impact and would fail to produce satisfactory census data collection and census products.

The project works within the broader context of census delivery. Taking into account the funding gap it supports three outputs within the wider delivery of the census by INE with a focus on strengthening human and institutional resources, increasing the capability of INE to deliver the census and strengthening transparency, outreach and data culture.

Results chain

[12] UNFPA. 2016. Status update on the 2017 census. Consultant report. 2016.

Outputs	Outcome	Impact
1 Human and institutional resources strengthened ensuring quality collection and data analysis. 2 Increased capabilities of national agencies to plan, prepare and generate quality population census data. 3 Strengthened communication, confidence building and data culture promoting an inclusive census.	The government, public and private sectors and civil society and business have access and use reliable and consistent population data and analysis.	Improved capabilities for state planning, accountable government evidence based decision-making and monitoring of development progress.

The results chain leads to an impact that policymakers will have access to accurate and reliable population data on households, women and men to inform decision making, planning and development decisions. These data sets generated by the census identify population trends down to the lowest levels as well as key challenges including *inter alia* poverty levels, inequality including inequalities between men and women, education, employment and access to health indicators and family planning. The census data fills a gap in national and local evidence that policymakers can draw on for decision-making. It is a key entry point to support behavioural change of policymaking institutions across a range of state and non-state actors filling considerable data and analysis gaps on a wide spectrum of issues. These relate to development, quality between men and women and poverty, education and access to basic services including health. And also employment, population growth trends and family planning. Census data will also provide strong indicators of the future trajectory of social and economic conditions right down to local and up to national level.

RESULTS AND PARTNERSHIPS

Expected results

Outcome: The government, public and private sectors and civil society and business have access to and use reliable and consistent population data and analysis.

Outputs: Three outputs are designed to work in support of the outcome:

a. **Output 1:** Human and institutional capacity strengthened ensuring quality collection and data analysis.

b. Output 2: Increased capabilities of national and provincial agencies to plan, prepare and generate quality population census data on households, women and men.

c. **Output 3:** Strengthened communication, confidence building and data culture promoting an inclusive census.

Output 1: Human and institutional capacity strengthened ensuring quality collection and data analysis.

Training programmes for 70,000 enumerators and 30,000 supervisors will be conducted to ensure fieldwork and the collection of data from households is consistent and of high quality. A cascade system of training will be built on initial training of 3,000 trainers that hold undergraduate degrees. These trainers in turn will train the 100,000 enumerators and supervisors that are selected following a competitive process of recruitment in enumeration techniques, form filling and procedures. As part of the training a gender awareness and HIV modules will be delivered to mainstream gender issues and reduce bias in data collection and promote the confidence of women to participate in the census. The training of provincial officers and field staff trainers will take place in Maputo, while the training of supervisors and enumerators will be conducted in the provinces and districts. Targets for women recruits will be put in place by INE.

Output 2: Increased capabilities of national and provincial agencies to plan, prepare and generate quality population census data on households, women and men.

Advanced planning and delivery of the population census will be strengthened through a technical advisor that will act as a principal advisor to the INE. Ad hoc expertise in areas key to the census exercise including communication and public outreach will be provided in the design and delivery phases. Training manuals for enumerators and supervisors that cover 11 elements of the census outlining procedures and providing reference material for staff, examination forms, administrative forms and the questionnaire forms that will produce disaggregated data on men and women will be printed. Design layout and printing of census results will also be supported. Support will also extend to strengthening the census coordination offices situated in provinces and districts with the procurement of essential equipment and equipment for enumerators to conduct the census survey in the field. A data processing facility will be established on a temporary basis to efficiently process field data and allow aggregation (disaggregated by sex and age).

Output 3: Strengthened communication, confidence building and data culture promoting an inclusive census.

The capability of the INE to promote a data based environment, deliver communications and outreach and confidence building in census results will be strengthened on two levels. On a first level INE will be supported develop an advertising campaign across radio and television with national coverage that will be part of a broader public information campaign to promote awareness including gender sensitive awareness of the census and its aims and objectives across communities. Civil society will be supported to develop grass roots initiatives that promote open participation and understanding of the census. Corporate products for enumerators and public awareness raising will be part of a grass roots census campaign targeting

communities including women to promote positive branding of the exercise. This public information campaign will be complemented with a third level of strategic media communications to strengthen the capacity of the INE to provide consistent updates on the census process through regular media coverage in a targeted media strategy.

On a second level transparency and confidence building measures including the deployment of peer-based technical observers will be conducted as part of a strategy to ensure data integrity, transparency and effective oversight. On release of the final data by the INE a set of thematic studies including on gender and women and men, will be commissioned from national and international research partnerships to provide analysis to set public policy agendas around. These will be part of a campaign to promote an increase in evidence-based policymaking that will provide a number of platforms for data to be employed in policy documents and plans.

Partnerships

The UNFPA with its unique mandate has assisted partners conduct census across the world. As a central part of its mandate it works in all aspects of the preparation, delivery and dissemination of census results helping to assist decision-makers interpret population and census data. UNFPA is supporting work on the census in Mozambique, from the planning phase to implementation of the census, data analysis, the dissemination of results and thematic studies. It provides financial assistance and support to the INE through a pooled funding mechanism and in the past UNFPA managed 63 percent of the census budget in 2007, managed the contributions of donors and coordinated agencies and donors, providing for coordinated support of INE. Experience from the 2007 census demonstrates the pool funding of donor support acted as a complementary and effective mechanism to facilitate support to census logistics and the integrity of financial management.

The INE works in line with the law 7/96 that creates the national statistic system. Its mandate is to guarantee the collection, treatment, analysis and dissemination of the necessary statistical information to the country, to guide its socio-economic development in its different levels. In pursuit of this remit INE is responsible for developing national statistical capacity, promoting national statistics and promotes the analysis and use of official statistical information between public and private institutions and the community at large. At national and regional level, INE has a strong reputation for independence and its work in statistics field. The partnership with UN system, particularly UNFPA has existed for a long period focusing on support to the census process and other operational surveys. Partnerships with civil society, academic institutions and the community and national media for this project are also strong and will be employed at national and local levels.

PROJECT MANAGEMENT

Cost, efficiency and effectiveness

UNFPA has a good track record in population management and supporting census processes and an eight percent administration fee represents good value for money according to the DFID Multilateral Aid Review and Multilateral Development Review with UNFPA scoring 'good' overall for performance and achieving results and very good on efficiency and transparency.[13] It has extensive experience managing censuses across the world and is able to provide best practice and technical expertise in the area. It has recently supported the census in Myanmar and Tanzania and is currently supporting the census in Sierra Leone.

Value for money will be ensured through a combination of transparent and benchmarked competitive purchasing processes for goods and services and a monitoring framework applied to guarantee inputs and outputs remain relevant and realistic within the time framework of the project to achieve the outcome targets. In the economy area savings are envisaged through combined use of resources under a single UN framework employing state physical infrastructure including offices and services. The cost of the census will be benchmarked against international comparisons (training costs, overall costs per person) to demonstrate good value for money. Price unit monitoring will be applied by using like for like outputs of national interventions and external programmes to benchmark deliverables to ensure cost value for money is achieved.

PROJECT MANAGEMENT

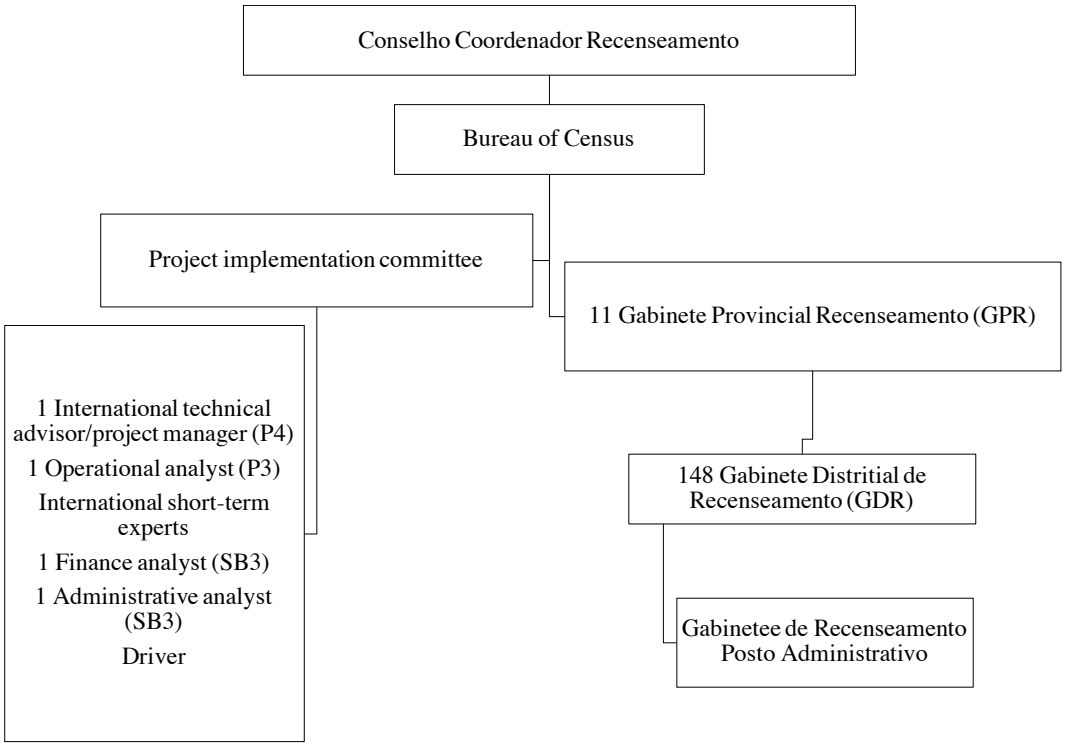
The project management structure follows the legal basis for the 2017 Mozambique census that is the Statistical Act Law of the National Statistical System Framework (Law No. 7/96 of 5 June) which legislates the executive structure of the coordinating council of the general population and housing census is under the responsibility of the National Statistical System (SEN) and INE is the executing body. The government has established within SEN a Conselho Coordenador do Recenseamento, which is operational and responsible for coordination and implementation of the census. It is an inter-sectoral committee with members drawn from various ministries (planning and development, finance, education, health, labour, agriculture, public administration, defense, information, and public works), the INE and Eduardo Mondlane University.

In each of the 11 provinces, including the Maputo capital area a Gabinete Provincial de Recenseamento (GPR) will be established. Similarly, a Gabinete Distrital de Recenseamento (GDR) will be set up in each of the country's 148 districts to advise and assist the Gabinete Central do Recenseamento (GCR) in the planning and implementation of the census activities and to support the execution of the census in the field. The composition of the GPR and GDR will be almost parallel that of the GCR, and will include civil society and other private organizations. At the local level, in each Posto Administrativo, the census organization will create a Gabinete de Recenseamento for that area. The technical field unit will consist of the provincial census officer heading the district census officers of his/her province; the district census officer heading the census supervisors of his/her district; the census supervisor heading

[13] Department for International Development. 2013. Multilateral Aid Review UNFPA summary assessment. Department for International Development. 2016. Multilateral Development Review. Review of UNFPA assessment. 2016.

the enumerators of his/her area of supervision; and the enumerators, each of whom is responsible for one enumeration area.

Organizational chart and governance structure



A project implementation committee consisting of INE, relevant ministries, development partners and UNFPA will provide direction and oversight to a technical project support unit established inside the INE that will include an international technical adviser/project manager and operational analyst both with experience in census delivery. The project manager will be responsible for the day-to-day management and performance reporting of the project. It will provide technical expertise to the INE and perform monitoring of the project outputs and budget. A national finance officer and administrative officer are part of the implementation of this project and specific short-term expertise to ensure timely delivery of census outputs will support them. The implementation model will be national execution (NEX).

PROJECT ASSURANCE

The UN HACT guidelines provide the framework for UNFPA quality assurances and are designed to guarantee the funds transferred to implementing partners are used for their intended purpose and in accordance with the work plan. HACT framework relies on a 'dynamic' or 'continuous feedback' approach. This includes the development of a comprehensive agency assurance plan, which considers: timely execution of assurance activities; updates to planned assurance activities based on the results of assessment and assurance activities; and monitoring of implementation progress by management at country and headquarter levels. Planning of assurance activities is guided by: 1) HACT capacity assessments, which identify risks at the macroeconomic level (macro

assessment) and implementing partner level (micro assessment); 2) agency business model and capacity to implement assurance activities; and 3) total budgeted programme cycle funding and total implementing partner population.

The HACT framework provides the following three mechanisms to obtain assurance of transferred funds to implementing partners: 1) periodic on-site reviews (spot checks) of the implementing partner's financial records of cash transfers. These may be performed by qualified agency staff or third party service providers; 2) programmatic monitoring of activities supported by cash transfers, which provides evidence regarding the state of programme implementation and use of agency resources; and 3) scheduled and special audits (financial or internal control) of the implementing partner's financial records and financial management systems of internal controls related to the programme.

MONITORING AND EVALUATION

In accordance with UNFPA's programming policies and procedures, the project will be monitored through the following:

Within the annual cycle

- **Track project progress.** Progress data against the results indicators will be collected and analyzed to assess the progress of the project in achieving the agreed outputs. Quarterly progress reports will be completed.

- **Evaluate and learn.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons will be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project.

- **Review.** The project management will review the data and evidence collected on a regular basis within the project cycle, and make course corrections as needed. The frequency of review will be quarterly. Any significant course corrections that require a decision by the project implementation committee should be raised at the next project committee meeting.

Annually

- **Annual project review and report**. The project implementation committee shall hold a project review bi-annually to assess the performance of the project and appraise the workplans. An annual report will be presented to the project committee for review, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is

driven by the project implementation committee and may involve other stakeholders as required.

Closure

- In the project's final year, the project implementation committee shall hold an end-of project review with an independent evaluation to capture lessons learned. A final report will be submitted.

RESULTS AND RESOURCES FRAMEWORK

Intended outcomes UNDAF/Country programme/results and resources framework	
UNDAF outcome 2: Poor people benefit equitably from sustainable economic transformation. Output 2.3: National capacity to collect, analyze and use high quality data on poverty, deprivation and inequalities to inform economic policy is strengthened. **Strategic plan outcome 4**: Strengthened national policies and international development agendas through integration of evidence-based analysis on population dynamics and their links to sustainable development, sexual and reproductive health and reproductive rights, HIV and gender equality. **Project outcome**: The government, public and private sectors and civil society and business have access to and use reliable and consistent population data and analysis.	
	Outcome indicators
UNDAF indicator: 2.3.2: Number of vulnerability analyses that reflect key population dynamics used for policy development. **Strategic plan indicators:** 1) Proportion of national statistical publications with disaggregated data on sexual reproductive health by age, sex and wealth quintiles. B: TBD T: TBD 2) Number of national development plans and sector policies incorporating population dynamics. B:0; T: 5. **Project indicators**: 1) External census observers report concludes the census is conducted inclusively and according to international standards. B: No; T: Yes. 2) Percentage census undercount is in the category 'very good' according to United Nations' criteria for international benchmarks. B:0; T:4%. 3) Number of census data sets and products used by the government to inform the 2019 five year plan. B: 0; T16.	
Project title: Support to population and evidence-based environments for decision-making.	

OUTPUTS	OUTPUT INDICATORS	ACTIVITIES AND ASSUMPTIONS	PARTNERS	INPUTS
Output 1: Human and institutional capacity strengthened ensuring quality collection and data analysis. **Output Result** Number of staff and supervisors with improved technical census skills including gender awareness (disaggregated by sex). Data source: staff survey. Frequency: annual. Baseline 2016 0. Target: 2017: 100,000.	**Results Indicator 1.1** Number of trainers that graduate following training including gender awareness (disaggregated by sex) with increased training skills. Data source: staff survey. Frequency: post training. Baseline 2016 0. Target: 2017: 3,000. **Results Indicator 1.2** Number of enumerators that pass training modules including on gender awareness (disaggregated by sex) with increased technical skills. Data source: INE training records.	Activity: Training of 3,000 trainers and controllers for cascade training purposes including gender awareness training. Assumptions: Cascade provides trainers with national coverage for training of enumerators in limited time period required for training enumerators. 20% of trained master trainers will be trained to ensure backup reserves. Activity: Cascade training on census procedures and data collection including a gender sensitive module for 100,000 enumerators on data collection.	INE; Universidade Eduardo Mondlane; Ministry of Education and Human Development; Ministry of Public works, Housing and Water Resources; Ministry of Health; UNFPA.	USD 1,272,375.00 USD 2,775,000.00

OUTPUTS	OUTPUT INDICATORS	ACTIVITIES AND ASSUMPTIONS	PARTNERS	INPUTS
	Frequency: closing of training sessions. Baseline 0: Target 2017 100,000. **Results Indicator 1.3** Number of staff that pass training modules including on gender awareness (disaggregated by sex) with increased technical skills. Data source: INE training records. Frequency: closing of training sessions. Baseline 0: Target 2017 160. **Results Indicator 1.4** Assessments of quality of enumerators by external census observers. Data source: census observers report. Frequency: ad hoc. Baseline Nil. Target: 'well trained' 2017. **Results Indicator 1.5** Accuracy of census data. Data source: INE post enumeration survey. Frequency: post census. Baseline 2016, 0. Target: 2018, below 4% undercount (UN benchmark classification as very good). **Results Indicator 1.6** Reach of census data. Data source: INE post enumeration survey. Frequency: post census. Baseline 2016, 0. Target: 2018, below 4% undercount (UN benchmark classification as very good).	Assumptions: Training provides better quality data collection according to the rules and within the deadlines. Gender awareness training will lead to a more inclusive and accurate census with a reduction of data bias. Assumptions: Well-trained enumerators produce more consistent and accurate data.		
			Subtotal	USD 4,047,375.00
Output 2: Increased capabilities of national and provincial agencies to plan, prepare and generate quality population census data on households, women and men. **Output Result**	**Results Indicator 2.1** INE have access to technical and operational expertise to ensure international best practice is followed. Data source: INE. Frequency: 1. Baseline No: Target: Yes. **Results Indicator 2.2** 100,000 census field staff have guides, census forms and tools to work as reference points	Activity: International technical advisor provides technical assistance and results reporting expertise in the planning, delivery and analysis parts of the census process. Assumptions: Technical expertise in census areas will provide comparative experience and awareness of international best practice.	INE; UNFPA; Ministry of Transportation and Communication; Ministry of Interior.	USD 301,431.50

OUTPUTS	OUTPUT INDICATORS	ACTIVITIES AND ASSUMPTIONS	PARTNERS	INPUTS
INE has human and material resources to generate and publish census data and results. Data source: INE; census observer report. Frequency: 1. Baseline No: Target: Yes.	providing consistency in data collection methods (disaggregated by sex). Data source: INE delivery records. Frequency: 1. Baseline 0: Target: 30,000 women; 70,000 men. **Result Indicator 2.3** Temporary staff costs for central operations and logistics. Data source: INE. Frequency: 1. Baseline No: Target: Yes. **Results Indicator 2.4** Field level staff support offices are functional and enumerators equipped. Data source: INE. Frequency:1. Baseline No: Target 100%. **Result Indicator 2.5** Census results publicly distributed. Data source: INE Frequency: 1 Baseline 0: Target in 2017 500 copies. **Results Indicator 2.6** Census data processing office operational. Data source: INE Frequency: 1 Baseline 0: Target: 100% operational.	Activity: Training guides and instructions for 100,000 field level census staff printed (including gender awareness). Assumptions: Training material and delivery provides consistent levels of skillsets and improved professionalism. Activity: Production of forms, records, tags, training plans, training course material, exams, registration forms, certificates of participation. Activity: Equipment procured to support data collection and logistics including field office supplies, transport, and stationary. Activity: Printing and dissemination of publication and monographs with preliminary and final census results. Assumptions: Results require a diffusion strategy to target communities and increase public insight into the data. Activity: Facilities for data processing including office rent and public utilities.		USD 1,192,440.00 USD 1,163,420.00 USD 178,100.00 USD 1,019,000.00
			Subtotal	USD 3,854,391.50
Output 3: Strengthened communication, confidence building and data culture promoting an inclusive census. **Output Result** Inclusive and accurate census data informing evidence based decision-making. **Results Indicator 3.3**	**Results Indicator 3.1** Level of public awareness of the census process. Data source: public survey. Frequency: annual. Baseline 2016, 0. Target: 2017, 95% (disaggregated by sex). **Results Indicator 3.2** Percentage of public reached by census outreach and communications. Data source: survey. Frequency: annual. Baseline 2016, 0. Target: 2017, 90% (disaggregated by sex).	Activity: Technical advice on design and delivery of a campaign strategy to increase public awareness of census and its results. Activity: Develop and deliver corporate products for public identification of census enumerators, supervisors and mobilization agents.	INE; UNFPA; private sector; international and national academic community (partnership); policymakers; civil society organizations.	USD 20,000.00 USD 800,000.00.

OUTPUTS	OUTPUT INDICATORS	ACTIVITIES AND ASSUMPTIONS	PARTNERS	INPUTS
Level of public inclusion in census process. Data source: post enumeration survey. Frequency: annual. Baseline 2016, 0. Target: 2018 96%. **Results Indicator 3.6** Number of analytical census 2017 analytical products produced and debated at policy level. Data source: UNFPA monitoring report. Frequency: annual. Baseline 2015, 0 products. Target: 2019, 16 products.	**Results Indicator 3.3** Level of public inclusion in census process. Data source: post enumeration survey. Frequency: annual. Baseline 2016, 0. Target: 2018 96% (disaggregated by sex). **Results Indicator 3.4** Census expert observers assessment completed and promoted in the public domain during preparation and at end of delivery phases of census. Data source: expert census observer group. Frequency: 1. Baseline 2016, 0. Target: 2017, 1. **Results Indicator 3.5** Number of analytical census 2017 analytical products produced and debated at policy level. Data source: UNFPA monitoring report. Frequency: annual. Baseline 2015, 0 products. Target: 2019, 16 products.	Assumptions: Corporate products assist public identify census staff and build trust and awareness. Activity: Design and deliver of national outreach campaign informing the public of the census process (strategies targeting women and men). Assumptions: Grass roots campaigns are essential to reaching down into communities as a complement to mass media. Activity: Production and airing of broadcasting content to increase public understanding of the census' purpose and process (strategies targeting women and men). Assumptions: Television and radio are the most frequently used media consumed in Mozambique. Activity: High-level census expert observers (50 percent women) deployed to monitor the census process and report findings in the public domain. Assumptions: Peer group observation enhances public confidence and provides recommendations for future population data collection. Activity: 16 thematic studies commissioned including on gender and girls using census data as a basis to provide public policy analysis. Activity: Post census strategy delivered to create increased demand from decision-makers for data (including on women and girls) informed research including campaign		USD 1,880,000.00 USD 375,424,00 USD 334,576,00 USD 120,000.00 USD 800,000.00 USD 794,621.00

OUTPUTS	OUTPUT INDICATORS	ACTIVITIES AND ASSUMPTIONS	PARTNERS	INPUTS
		designed to promote thematic studies in the public and policy domains enhancing their policy impact. Assumptions: A clear strategy is required to ensure data is translated into policymaking analysis and decisions.		
			Subtotal	USD 5,124,621.00
			Total additional items	USD 3,949,197.00
			Total 1+2+3	USD 13,026,387.50
			Subtotal excluding additional items	USD 9,077,190.50
			INE sundry, audit, bank services etc.	USD 272,315.72
			SUBTOTAL including sundries and additional items	USD 13,298,703.22
			Contingency 5%	USD 664,935.16
			Monitoring and evaluation 2%	USD 265,974.06
			Staff and project unit	USD 766,217.00
			Total	USD 14,995,829.44
			UNFPA General Management Support (8% of the direct costs)	USD 1,199,666.36
			Total	USD 16,195,495.80

MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 1 - 2017 (by month)												Year 2 (by quarter)				Year 3		PLANNED BUDGET		
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Q1	Q2	Responsible party	Budget Description	Amount
Output 1: Human and institutional capacity strengthened ensuring quality collection and data analysis.	Activity: Training of 3,000 trainers and controllers for cascade training purposes including gender awareness training.																				INE, UNFPA	Salaries, DSA, training facilities.	USD 1,272,375
	Activity: Cascade training on census procedures and data collection including a gender sensitive module for 100,000 enumerators on data collection.																				INE, UNFPA	Salaries, DSA, training facilities.	USD 2,775,000
																						Subtotal output 1	USD 4,047,375
Output 2: Increased capabilities of national agencies to plan, prepare and generate quality population census data.	Activity: International technical advisor provides technical assistance and results reporting expertise in the planning, delivery and analysis parts of the census process.																				INE, UNFPA	Salary for international project manager.	USD 301,431
	Activity: Training guides and instructions for 100,000 field level census staff printed (including gender awareness).																				INE, UNFPA	Printing of manuals with instructions, questionnaire and form printing.	USD 1,192,440
	Activity: Equipment procured to support data collection and logistics including field office supplies, transport, and stationary.																				INE, UNFPA	Support office supplies for enumeration and management oversight.	USD 1,163,420

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 1 - 2017 (by month)													Year 2 (by quarter)				Year 3		PLANNED BUDGET		
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Q1	Q2	Responsible party	Budget Description	Amount
	Activity: Printing and dissemination of publication and monographs with preliminary and final census results.																				INE, UNFPA	Printing costs to produce census results documentation.	USD 178,100
	Activity: Facilities for data processing including office rent and public utilities.																				INE, UNFPA	Rent and public utilities for data processing facilities.	USD 1,019,000
																						Subtotal output 2	USD 3,854,391
Output 3: Strengthened communication, confidence building and data culture promoting an inclusive census.	Activity: Technical advice on design and delivery of a campaign strategy to increase public awareness of census and its results.																				INE, UNFPA	Expertise to assist draft campaign and communication strategy.	USD 20,000
	Activity: Develop and produce corporate products for public identification of census enumerators, supervisors and mobilization agents.																				INE, UNFPA	Merchandising and branded corporate identity products.	USD 800,000
	Activity: Design and delivery of national outreach campaign informing the public of the census process (strategies targeting women and men).																				INE, UNFPA	Public campaign products and distribution platforms (CSOs, local media).	USD 1,880,000
	Activity: Production and airing of broadcasting content to increase public understanding of the census' purpose and process (strategies																				INE, UNFPA	Advertising spots on national radio and television.	USD 375,424

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 1 - 2017 (by month)													Year 2 (by quarter)				Year 3		PLANNED BUDGET		
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Q1	Q2	Responsible party	Budget Description	Amount
	targeting women and men).																						
	Activity: Production and airing of broadcasting content to increase public understanding of the census' purpose and process (strategies targeting women and men).																				INE, UNFPA	Advertising spots on national radio and television. (Additional UNFPA Budget)	USD 334,576
	Activity: High-level census expert observers (50 percent women) deployed to monitor the census process and report findings in the public domain.																				INE, UNFPA	Team of peer based regional census experts to assess the census process.	USD 120,000
	Activity: 16 thematic studies commissioned including on gender and girls using census data as a basis to provide public policy analysis.																				INE, UNFPA, research community	Research commissioned from academic and research community.	USD 800,000
	Activity: Post census strategy delivered to create increased demand from decision-makers for data (including on women and girls) informed research including campaign designed to promote thematic studies in the public and policy domains																				INE, UNFPA, research community	Campaign material and agenda setting spaces.	USD 794,621

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 1 - 2017 (by month)												Year 2 (by quarter)				Year 3		PLANNED BUDGET		
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Q1	Q2	Responsible party	Budget Description	Amount
	enhancing their policy impact.																						
																						Subtotal output 3	USD 5,124,621
																						Total 1+2+3	USD 13,026,387
																						Subtotal excluding additional items	USD 9,077,190
																						INE sundry, audit, bank services etc.	USD 272,315
																						SUBTOTAL including sundries and additional items	USD 13,298,703
																						Contingency 5%	USD 664,935
																						Monitoring and evaluation 2%	USD 265,974
																						Staff and project unit	USD 766,217
																						Total	USD 14,995,829
																						UNFPA General Management Support (8% of the direct costs)	USD 1,199,666
																						Total	USD 16,195,495

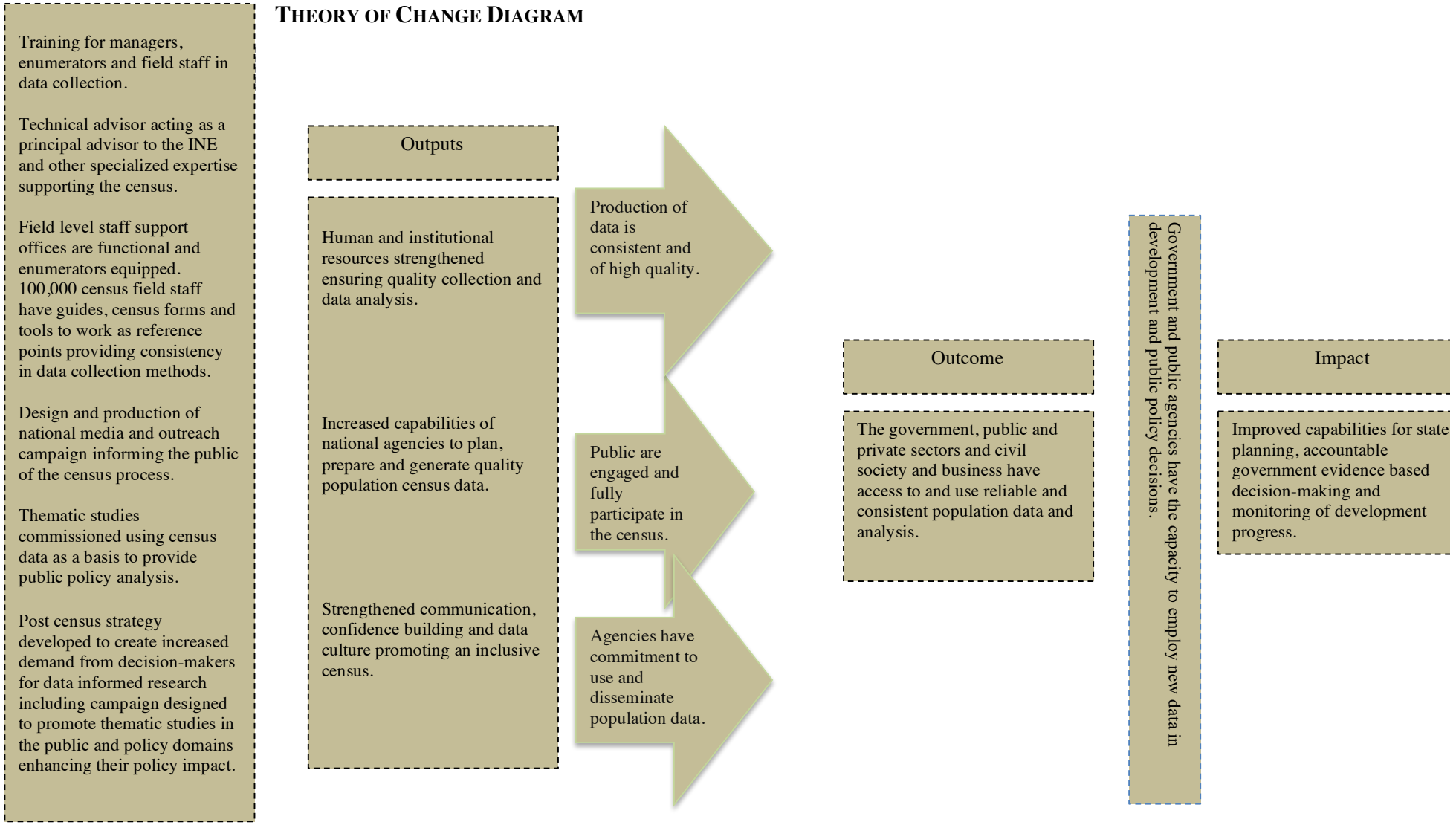
RISK LOG

#	Description	Date identified	Type	Impact & probability	Countermeasures / management response
Types of risk: Environmental; Financial; Operational; Organizational; Political; Regulatory; Strategic; Other. P= probability I=impact					
1	Delays in disbursement of funds for census leading to delays or cancellation of census.	Nov 2016	Financial	P=3 I=5	Build collective strategy to provide financial and technical support to the census project. Clear planning and budgeting ahead of key procurement is in place. Project management unit coordinates closely with all stakeholders to ensure timely disbursements.
2	Security situation in the country restricts access to enumerators for training and census purposes.	Nov 2016	Operational	P=3 I=5	Continuous risk monitoring and risk assessment conducted by UNDSS informs project decisions. INE is supported to develop a clear risk strategy and puts in place mitigation levels as responses to potential risks. Communications strategy promotes a 'non-political' space for the census that reaches out to all communities.
3	Fiduciary risk.	Nov 2016	Financial	P=2 I=5	This project will be mostly implemented by the INE some complex items will be procured by UNFPA directly. UNFPA Mozambique applies the Harmonized Approach to Cash Transfer (HACT) in working with the national implementing partners. As part of HACT UNFPA has in place the implementing partner (IP) micro-assessment which provides an overall assessment of the Implementing Partner's programme, financial and operations management policies, procedures, systems and internal controls. It includes a review of the IP legal status, governance structures and financial viability; programme management, organizational structure and staffing, accounting policies and procedures, fixed assets and inventory, financial reporting and monitoring, and procurement. It focuses on compliance with policies, procedures, regulations and institutional arrangements that are issued both by the Government and the Implementing Partner. It results in a risk rating (low, moderate, significant or high). The risk rating determines the type and frequency of assurance activities, e.g. spot checks and audits. Implementing partners report on funds received every quarter. The implementing partner agreement contains all the appropriate clauses with respect to accounting, reporting, termination, subcontractors, indemnities, intellectual property etc. The agreement is signed by the Representative and a senior person in the partner organization.

#	Description	Date identified	Type	Impact & probability	Countermeasures / management response
					There is an HACT Assurance Plan in place that includes regular spot checks visits to the implementing partners to review the supporting documentation of payments done against UNFPA funds to ensure their appropriateness, integrity and compliance of policies and procedures. These and other assurances activities help to keep track of the funds advanced to the implementing partners and how they implement it. Also, UNFPA employs independent auditors, to provide assurance on implementing partner activity. Each partner should be subject to audit once every 4 years or every year if they receive US$ 100,000 or above on yearly basis. The mandatory quarterly Workplan Progress Report must be prepared by the implementing partner for the IP-implemented work plans. The report must be submitted to the respective UNFPA office and should contain: (a) Expenses incurred against activities and their agreed budgets; (b) Status of the implementation of activities, including justification for delays; (c) A brief description of the progress towards achieving the workplan annual target(s), using the target indicator(s). Additionally, the 4th quarter workplan progress report should reflect on the overall achievement of results during the full calendar year. UNFPA programme managers are responsible for carrying out quality assurance of the reports prepared by the implementing partner, i.e., through subsequent follow-up conversation, or through conducting financial or programmatic spot checks, if deemed necessary. The UNFPA Mozambique office, as part of its existing HR structure, has an International Operations Manager. He/she operates under delegated authority from the UNFPA Representative. The functions of the Operations Manager covers a broad range of issues ranging from financial and human resources management; procurement; IT; general administration; travel and logistics; common services; to security of UNFPA premises and staff. Under him/her there are three duly trained Finance Associates/Assistants, one international procurement analyst and one procurement associate. For the implementation of this programme, and in order to guarantee proper monitoring and assurance activities of the partner's financial and operational performance, the operations team will be strengthened by hiring additional operations support staff. UNFPA envisages to hire the following: one international operations analyst, one national finance officers and one national procurement officer. These new operations support staff will be overseen and guided by the UNFPA international operations manager.

#	Description	Date identified	Type	Impact & probability	Countermeasures / management response
4	Reputational risk.	Nov 2016	Organizational	P=1 I=3	UNFPA have a risk management system called, My Risk, in which a reputational risk has been identified and regularly monitored. Corresponding Mitigation actions are also developed and implementation is being monitored. Every quarter or when required, risks are updated. In addition there is a monthly environmental scanning where we analyze all kinds of risks affecting the operation of UNFPA and programmes. UNFPA has a communication strategy to mitigate reputational risk of donors and the UN system. Ensuring financial transparency and delivery remain on track will safeguard reputational risks of donors. Results based monitoring will ensure inputs remain aligned to outputs. Political monitoring will include identifying any moves to politicize the census and identify areas of concern in order to flag these up at an early stage for mitigation actions to be put in place.
5	Population fail to engage with population census process.	Nov 2016	Strategic	P=2 I=4	A strengthened communication and advocacy strategy is in place to ensure a positive and inclusive census 2017 'brand.' Civil society at grass roots level will partner on the public outreach to ensure hard to reach communities are covered by the campaign. Employing local teachers to work as enumerators will encourage trust and participation in the exercise.
6	Natural disaster and flooding.	Nov 2016	Operational	P=3 I=3	Appropriate planning and contingency plans put in place to mitigate the affect of disasters or flooding during the data collection process.
7	Distrust of state services in specific communities.	Nov 2016	Strategic	P=2 I=3	An inclusive communication and census policy to ensure the equal participation of all communities is in place. Local government staff and teachers employed as enumerators that are familiar with their communities assist build trust in the exercise.

#	Description	Date identified	Type	Impact & probability	Countermeasures / management response
8	Lack of cooperation between agencies undermines logistical coordination.	Nov 2016	Regulatory	P=2 I=3	Coordination mechanism established to ensure clear terms of references and mandates outlined for coordination.
9	Low quality intellectual resources leads to poor quality thematic analysis.	Nov 2016	Organizational	P=3 I=4	International partnerships will be sought with key international academic and research departments able to bring international expertise and high analytical tools to the partnership with national academic and research departments.
10	Government ministries and public agencies do not utilize population census data to inform their decision-making.	Nov 2016	Organizational	P=2 I=3	A distribution and communication strategy employing a number of different platforms will be in place. Demand side pressures will be provided with engagement of civil society to raise issues in the public sphere related to policy issues highlighted in the data.
11	Low quality enumerators do not provide consistent data collection methods.	Nov 2016	Organizational	P=1 I=4	Training and improved use of piloting and quality assurances including monitoring of enumerators work developed. Training will be monitored by UNFPA.
12	Access of enumerators to remote areas restricted.	Nov 2016	Organizational	P=3 I=3	Clear planning and coordination ensures national coverage and adequate deployment of resources and assets to all regions of the country. Additional resources and time plans drawn up to ensure comprehensive planning in advance. A logistic plan covering this access to remote area issue is developed in INE. Adequate financial resources and vehicles are well budgeted. Enumerators are mobilized from their own communities providing good accessibility.

#	Description	Date identified	Type	Impact & probability	Countermeasures / management response
13	Lack of accurate and updated cartographic information for the deployment plan of enumerators.	Nov 2016	Organizational	P=2 I=4	The cartography schedule is broadly on track to meet a revised schedule for completion in April 2017. Close monitoring of this deadline will be undertaken to ensure timely production and packing of maps for enumerators.

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