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# **UNDP-OUTCOME EVALUATION IN THE PRACTICE OF ENVIRONMENT AND DISASTER RISK REDUCTION**

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## **FINAL REPORT**

December 13, 2017

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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>ADB</b>	African Development Bank
<b>AU</b>	African Union
<b>AWP</b>	Annual Work Plan
<b>BCLME</b>	Benguela Current Large Marine Ecosystem
<b>CBD</b>	Convention on Biological Diversity
<b>CCO</b>	Operations Coordination Center
<b>CDP</b>	United Nations Committee for Development Policy
<b>CNPC</b>	National Civil Protection Commission
<b>CPAP</b>	Country Programme Action Plan
<b>CPD</b>	Country Programme Document
<b>DNA</b>	Designated National Authority
<b>ENAC</b>	National Strategy for Climate Change
<b>EU</b>	European Union
<b>FAO</b>	United Nations Food and Agriculture Organisation
<b>GCF</b>	Green Climate Fund
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environment Facility
<b>LDC</b>	Low Development Country
<b>IDF</b>	Institute for Forestry Development
<b>IHD</b>	Human Development Index
<b>ILO</b>	International Labour Organisation
<b>IMF</b>	International Monetary Fund
<b>INBAC</b>	The National Institute of Biodiversity and Conservation Areas
<b>INC</b>	Initial National Communication
<b>INDC</b>	Intended Nationally Determined Contribution
<b>INE</b>	National Statistics Institute
<b>IOM</b>	International Organization for Migration
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>MDGs</b>	Millennium Development Goals
<b>MIC</b>	Medium Income Country
<b>MINAGRI</b>	Ministry of Agriculture and Rural Development
<b>MINAMB</b>	Ministry of the Environment
<b>MINEA</b>	Ministry of Energy and Water
<b>MINFAMU</b>	Ministry of Family and Protection of Women
<b>MINGEO</b>	Ministry for Geology and Mining
<b>MINHOTUR</b>	Ministry of Hospitality and Tourism
<b>MININT</b>	Ministry of the Interior
<b>MINPET</b>	Ministry of Petroleum
<b>MPDT</b>	Ministry of Planning and Territorial Development

<b>M &amp; E</b>	Monitoring and Evaluation
<b>NAPA</b>	National Adaptation Program of Action
<b>NBSAP</b>	Strategy and National Action Plans for Biodiversity
<b>NTFS</b>	Non-Timber Forest Products
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs
<b>ODS</b>	Sustainable Development Objectives
<b>OHCHR</b>	United Nations Office of the High Commissioner for Human Rights
<b>PA</b>	Protected Areas
<b>PLERNACA</b>	Strategic Plan of the National Network of Conservation Areas of Angola
<b>PND</b>	National Development Plan
<b>UN</b>	United Nations Organization
<b>UNAIDS</b>	Joint United Nations Programme for HIV/AIDS
<b>UNDG</b>	United Nations Development Group
<b>UNCT</b>	United Nations Country Team
<b>UNCT</b>	Team of agencies of the UN in Angola
<b>UNCTAD</b>	United Nations Trade and Development
<b>UNDAF</b>	United Nations Development Assistance Framework for Angola
<b>UNDO</b>	United Nations Development Organization
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UNEP</b>	United Nations Environment Programme
<b>UNFCC</b>	United Nations Framework Convention on Climate Change
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Childrens' Fund
<b>UNPAF</b>	Partnership Framework between the Government of Angola and the United Nations System
<b>UNPFA</b>	United Nations Population Fund
<b>UNS</b>	United Nations System in Angola
<b>UN Women</b>	United Nations Organisation for Gender Equality and Empowerment of Women
<b>SADC</b>	Southern African Development Community
<b>SDC</b>	Sustainable Development Goals
<b>SNPCB</b>	National Civil Protection and Fire Fighting Service
<b>SPCB</b>	Civil Protection and Fire Fighting Service
<b>WB</b>	World Bank
<b>WHO</b>	World Health Organisation

## ACKNOWLEDGEMENTS

This report was prepared by Mrs. Carla Serrão, International Evaluator (serrao.carla@hotmail.com). The Evaluator would like to express its gratitude and appreciation to all stakeholders interviewed. Their contributions were most valued, and the facts and opinions they shared played a critical part in the conduct of this outcome evaluation.

The Evaluator would also like to extend special thanks to the personnel of the United Nations Development Programme (UNDP) who supplied key information and key contacts: José Félix, Henrik Fredborg Larsen, Claudia Fernandes, Zeferino Teka, Goetz Schroth, Gabriela Nascimento, Olivia Felício Pereira, Vanessa Falkowsk, Maria Casal, Aguiar Cuiundana, Nelson Domingos, Avelina Lopes, Ruth Talaia and Lorenzo Mancini, and helped in organizing the one week field mission in Angola, including setting up an agenda and the collection of key documents. They all provided invaluable support that contributed to the successful fact-finding mission.

A special thank you to Paula Ravara, who provided invaluable support in project analysis and overall quality control of the final report.

## 1. EXECUTIVE SUMMARY

### 1.1. Background - Introduction

This report presents the findings of the Mid-Term Outcome Evaluation of the UNDP Environment and Disaster Risk Reduction in Angola from 2015 to 2017. This outcome evaluation was performed by an Independent International Evaluator, Mrs. Carla Serrão on behalf of the United Nations Development Programme (UNDP).

Angola has one of the largest ecosystem diversities in Africa and immense biodiversity in terms of aquatic ecosystems (including inland, marine and coastal waters).<sup>1</sup> There is an urgent need to reinforce protection of the terrestrial, marine and coastal ecosystems. Deforestation driven by agriculture, livestock rearing and domestic energy production (with 80% dependence on firewood and charcoal) has led to widespread degradation of forest and ecosystems. Deforestation of tropical rain forest represents a major challenge, due to both international demand for tropical timber and to domestic use as fuel, resulting in loss of biodiversity. More than 8 out of 10 households in rural areas live in energy poverty without access to modern energy services.

According to one USAID/Southern Africa report <sup>2</sup>, the Cuvelai Basin is likely to be more vulnerable to climate disasters (mainly increased flooding) than any other area in the entire SADC region.

<sup>3</sup>From 2011 to 2015, the southern and littoral zones of Angola have been affected by recurrent climate irregularities, prolonged droughts, which negatively impacted agricultural production and the rural livelihoods.

In Angola, gender equality and the empowerment of women are fundamental elements in the reduction of vulnerability. The high rates of poverty indicate that it is necessary to continue to promote the full realization of human rights and women empowerment towards equal access and full enjoyment of social and economic rights for gender.

The National Development Plan (PND-2013-2017) articulates long-term and medium-term objectives. The Ministry of Environment (MINAMB) is the entity responsible for this sector in Angola and the focal point of the Global Environmental Facility (GEF). The PND considers the Environment as cross-sectoral and gives relevance to sustainable management of natural resources, but in what concerns climate change the policy is vague.

<sup>4</sup>The Government of Angola has demonstrated concern and commitments over climate change over the last decade. Recently Angola initiated the National Communication to the UNFCCC. In November 2015 the country submitted its national contribution - Intended Nationally Determined Contribution (INDC) for emission reduction of greenhouse gases (GHGs) - to the UNFCCC, where it proposes to reduce unconditionally their GHG emissions by 35% by 2030 comparatively to the business as usual scenario (base year 2005), and also through financing to reduce further 15% of its GHG by 2030.

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<sup>1</sup> 6051 Angola MPAs GEF6 240117 for consultation

<sup>2</sup>Global Climate Change Integration Pilot Proposal. NGO Strengthening for Improved Resilience and Climate governance in Angola's Cuvelai Basin. Submitted by USAID/Angola on November 4, 2011. 11p

<sup>3</sup> Angola Agricultural Recovery and Resilience Project CN 09 March 2017

<sup>4</sup> Proposal ENAC Angola\_27Jul2016 (2)



In 2014, the Government of Angola identified the Disaster Risk management in the country as a priority. The National Civil Protection and Fire Fighting Service (SNPCB) has been established under the Ministry of Interior and is the designated national disaster risk management coordinator.

MINEA<sup>5</sup>, MINAGRI's<sup>6</sup> and the Institute for Forestry Development (IDF) are in the process of developing a national biomass strategy and inventory of forestry resources. Traditional biomass as such is not covered by the national energy policy as yet, but its importance and impact on deforestation, desertification and loss of soils and biodiversity have been mentioned by the Ministry of Agriculture.

Regarding gender, the Government of Angola established a set of strategies to promote gender equality. MINFAMU (Ministry of Family and Promotion of Women) has the political mandate and to continue supporting NGOs working in the area of gender and in the realization of projects related to women's empowerment and women's contribution in the processes of development. The National Office for Gender Equity and Equality that operates under MINFAMU supervises the implementation of the gender equity and equality policy.

CPAP refers that "UNDP environmental interventions will strengthen national capacities to mainstream climate into national policies and strategies as well as to effectively implement international commitments and bring vulnerable groups into the centre of National Sustainable Development agenda".

The midterm outcome evaluation covers a total of fifteen projects grouped in two main areas, Environment and Disaster Risk Reduction. Ten of these projects are under the scope of this evaluation (2015-2017), and the remaining five are in pipeline (2018-2025) and are addressed under the efficiency section as a result achievement (growth of portfolio). The portfolio has an overall budget of over USD 45,537,680, It also includes a pipeline of 5 projects in the process of being developed with an indicative budget of USD 13,320,752.

UNDP is the privileged partner of the Ministry of Environment to achieve sector priorities in the field of environment and climate change adaptation as the sector focal point of GEF. The achievements of MINANB within this partnership have certainly influenced the increase in the portfolio for the coming years. At a sub-level, UNDP is recognized as a premium technical advisor to guide effective implementation.

In Risk and Disaster projects, UNDP is the key partner of CNPC under the Ministry of Interior and is recognized by the Inter-Ministerial Commission as a relevant partner at the advocacy level having, since 2013, influenced these issues into the national agenda, with a vision to promote disaster risk management preparedness and response in counterpoint to exclusively emergency response.

Regarding Gender and Human Rights approach, through the "Promotion of Angolan Women through CSOs" project, UNDP has helped women become more active participants, more integrated and relevant in socio-family life, impacting the quality of life in their communities. In this way, the project has strengthened the importance of the role of CSOs in Angola's development effort and strengthened UNDP's positioning as a privileged facilitator.

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<sup>5</sup> Ministry of Energy and Water

<sup>6</sup> Ministry of Agriculture and Rural Development

With the existing portfolio, UNDP has provided a mix of policy advice, project development and implementation services, knowledge management and advocacy through projects, benefitting from UNDP global initiatives and from synergies with other programmes.

This outcome evaluation report documents the achievements of the Environment and Disaster Risk Reduction portfolio in Angola over the period from 2015-2017 and includes seven sessions. Session 1 is structured as an Executive Summary and a stand-alone section presenting the highlights of this outcome evaluation; session 2 briefly describes the objective, scope, methodology and limitations of the evaluation; session 3 presents an overview of the challenges in the environment and risk areas in Angola; session 4 presents the UNDP response; session 5 presents the contribution of the UNDP Environment and Risk portfolio to results. Lessons learned are presented in session 6 and relevant appendixes are found at the back end of the report.

## 1.2. Conclusions

### Relevance

#### **a) UNDP Environment and Disaster Risk Reduction portfolio is very relevant in the context of Angola's national priorities to development.**

UNDP Environment and Disaster Risk Reduction portfolio indicates clear linkage and a coherent response to PND priorities and to UNDAF, CPD and CPAP framework. The UNDP projects expected outcomes are very consistent to UN response, as their focus and results are improving the management of natural resources, implementing strategies and policy framework to address climate change, strengthening the conservation of biodiversity, reinforcing policy strategies, operational plans and information systems for risk and disaster reduction, transferring knowledge and expertise and reinforcing the implementation of international conventions within the projects influences. The remaining projects under this portfolio (still not in implementation stage) will reinforce these priorities and improve management of energy, provide access to green technology, and Inclusive economic development.

At a strategic level some of the relevant achievements are:

- The National Plan for Preparedness, Contingencies, Response and Recovery from Calamities and Disasters waiting to be approved by the Council of Ministries;
- The approval from the Council of the Ministries of two Strategic Plans prepared by the National Civil Protection Commission (CNPC);
- The new ENAC (National Climate Change Strategy addressing national policy on the horizon 2030), articulating Angola's policy in terms of adaptation to the impacts of climate change, the new Paris Agreement National Emission Plan;
- The National Adaptation Plan for Climate Change - PNAAC, the second pillar of ENAC, that aims to improve the level of knowledge about climate change and promote adaptation to climate change in Angola's various public policies;
- The development of Strategic Plan for INBAC (National Institute of Biodiversity and Conservation Areas).

Regarding data, DesInventar, a data collection/entry form was adopted for use by sector ministries, to facilitate entry of disaster loss data into the national database administered by CNPC / SPCB), providing evidence for a better planning and decision making in addressing Risk and Disaster.

#### **b) UNDP is a privileged partner of the Government of Angola**

**The recent growth of the Environment and Disaster Risk Reduction funded projects currently under implementation and pipeline totalling over USD 45,537,680.**

UNDP close partnership with the Government in the development and implementation of disaster mitigation policies and the recent formal request by the Government for UNDP's support in new areas including accessing funding from the Green Climate Fund (GCF) and the expansion of its renewable energy portfolio are evidences of UNDP's privileged partnership with the Government.

**c) UNDP Environment and Disaster Risk Reduction portfolio is complementary to other Donors interventions in Angola.**

UNDP Environment and Disaster Risk Reduction portfolio is also relevant towards other Donors supported programmes, such as the Japan-UNDP Partnership Fund and UNISDR in the area of Disaster; FAO and IFAD in the areas of gender empowerment, food security and climate resilience; LDCF and UNEP for climate adaptation of coastal communities.

**d) Gender issues have not been consistently addressed throughout project reports**

**Gender equality** mainstreaming is generally weak and needs to be reinforced to achieve the results required in the projects and in accordance to GEF and UN planning tools. The evaluation shows that gender is not being addressed as a cross-cutting topic within UNDP Angola environment and disaster portfolio.

## Effectiveness

**e) The programmes under both portfolios were generally effective in meeting expected outcomes and outputs as well as most of its targets with less effectiveness in activities at sub-national level, such as municipalities (risk projects) and communities (environment projects). This fact undermined the outreach of the programmes, mainly in what concerns the outcomes involving communities and, necessarily, gender empowerment.**

Achievements and progress towards CPAP outcomes on environment and risk disaster and climate change have been attained, in collaboration with the government and the program supported the development to manage multisectoral coordination, to implement international conventions, to develop national strategies plans towards sustainable use of natural resources and resilient to risk and disaster, community empowerment, transference of knowledge and vulnerability reduction.

## Efficiency

**g) The analysis of the two portfolios reveals that resources allocation was efficient and adequately addressed in Disaster projects and less so in Environment projects, although progress achievements are visible since 2016.**

Environment projects, general projects concepts, formulation of projects, preliminary negotiations, agreements, design, projects approvals and implementation seems to have suffered delays, mostly attributable to the implementing partner. Operational problems such as slow procurement process and payments, selection of non-qualified contractors by implementing partner and insufficient internal communication within partner's institution caused delays in the Environment's portfolio implementation. As a consequence of the constraints related to the Environment portfolio management cycle, the financial execution rate reveals a low level of projects disbursements, even though there is evidence of annual progress from 2015 to 2017.

The cooperation with UNEP is not being efficient in what concerns the starting of the project *Addressing urgent Coastal Adaptation needs and capacity gaps in Angola*, where UNDP needs take action to guarantee the start up of implementation. In what concerns GEF, time between concept phase and implementation was too long. However, even though national priorities often changed from project conception to start up, adaptations were made without changing the projects structures, due to UNDP advocacy. GEF new procedures, introducing time limits between project approval and start of implementation is a positive factor, forcing implementing partner and UN agencies involved to be more efficient in respecting timeline of project cycle.

**h) The review of the Disaster portfolio shows that activities are in accordance with the planning. The management approach seems to be efficient. Projects are in accordance with planning resources and project cycle timeline.**

**i) Due to Angola's LDC graduation previewed for 2022, UNDP financial resources are decreasing, thus diminishing the agency's capacity to contract the human resources necessary for programmatic development.**

However, the relationship with GEF is highly efficient and a unique worldwide GEF procedure is being implemented in the Environment portfolio, where UN Volunteers salaries are being paid by GEF.

**j) Overall, evidence of national ownership is good**

All stakeholders interviewed recognize the capacity of UNDP to build a structured management approach. Nevertheless, UNDP needs to focus more in developing project management capacities at central level to reinforce the ability of IP to better coordinate and decentralize implementation.

**k) Stakeholders state that UNDP works closely with key partners in what concerns programme design, implementation, monitoring, and evaluation.**

According to UNDP guidelines, M&E of the CPAP is in line with UNDAF results matrix and monitoring evaluation plan. It is clear that both the Government and UNDP are responsible for setting up the M&E mechanisms and tools and for conducting continuing monitoring and review activities when needed. Implementing partners provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation, as well as resources utilization, as articulated with AWP and Donors guidelines. Partners are involved in the AWP reviews. All cash transfers to an implementing partner are based on the activities detailed in the AWP. The reporting is in accordance with UN procedures and harmonized with UN agencies. the projects review adopts a portfolio approach, with "SMART7" indicators, to inform results-based management outcome reporting, management and tracking of projects risks.

## Sustainability

**l) The prospect for the long-term sustainability of the Environment and Disaster Risk Reduction portfolio achievements is good but may be hampered by the limited government investment capacity in these areas.**

Angola's government is understandably focused on the rehabilitation of the country's infrastructure and the provision of basic social services. Sound environmental and disaster management is important, but still secondary.

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<sup>7</sup> Specific, measurable, attainable, relevant, and timely.

**m) UNDP CO core resources have been cut in more than 40% for 2016, limiting the UNDP CO possibilities to maintain a basic high level professional structure for fully guaranteeing the enforcement of UNDP mandate in the country.**

**n) The macro-economic environment in Angola is not too promising.**

The review recognized the capacity of UNDP-Angola to raise donor resources to fund Environment and Disaster Risk Reduction projects, but the country is not investing financially. All GEF projects must have sustainability strategies (exit strategies), but this is a potential vulnerability, as sustainability of projects needs to be ensured by the government and UNDP has limited control over this issue.

**o) The national financial resources allocated to monitoring and evaluations of projects under both portfolios is minimal. If this situation doesn't change, there is a risk that evidences will not be the pillars for public investments, impeding to ensure long-term sustainability.**

**p) UNDP has been strengthening institutions and governance – including policy and regulatory frameworks and capacity building - that will support the continuation of benefits, and ensuring the (possible) sustainability of projects achievements.**

The national capacity is low and there are not education programs (all levels) established neither in the Education system neither in Public Administration Capacity Building institutions (Central and Sub-Level administration). The situation is not too favourable for the government to maintain management, technical knowledge, monitoring and evaluation for the continuity of the achievements within a sustainability approach.

### 1.3. Recommendations

Based on the findings of this outcome evaluation, the following recommendations are suggested:

**1. It is recommended to include gender and human rights considerations in programme and project strategies in order for it to become part of the implementation of the project and an institutional cross-cutting approach.**

#### ***Issue to Address***

It is noteworthy that reporting of gender considerations through projects progress reports has not been consistent throughout the environment portfolio, revealing that, although part of GEF projects, gender is not being correctly addressed at the implementation stage.

What is lacking is better recognizing gender as a cross-cutting issue that needs to be systematically incorporated into all project cycle (planning, implementation, monitoring and evaluation) and through it capacitate all involved. UNDP strategy should improve the capacities of all partners and overall stakeholders of environment and risk portfolio to integrate gender principles into their day-to-day operations.

Also, in order to ensure the mainstreaming of gender considerations in a programme or project, it is important that gender-based expected results, indicators and targets identified during the formulation of the programme or project become part of the implementation of the project as well as part of reporting project progress.

**2. It is recommended that new programmes reinforce the need for coordination and decentralized implementation.**

#### ***Issue to Address***

The review of achievements indicates that the programmes were effective in meeting expected outcomes and outputs as well as most of its targets with less effectiveness in activities at sub-national level, such as municipalities (risk projects) and communities (environment projects).

This fact undermined the outreach of the programmes, mainly in what concerns the outcomes involving communities and, necessarily, gender empowerment.

**3. It is recommended to improve (proactive) coordination between sector ministries and strengthen governance to guarantee projects implementation and sustainability.**

***Issue to Address***

Political governance is weak in intersectoral coordination and decentralization procedures. Environment projects, general projects concepts, formulation of projects, preliminary negotiations, agreements, design, projects approvals and implementation seems to have suffered delays, mostly attributable to the implementing partner. Operational problems such as slow procurement process and payments, selection of non-qualified contractors by implementing partner and insufficient internal communication within partner's institution caused delays in the Environment's portfolio implementation. UNDP's advisory role in the structuring and streamlining of procedures could play an important part in reducing the start-up of projects.

**4. It is recommended that UNDP uses innovative approaches to demonstrate that UNDP can deliver integrated programming within a multi-sectoral format of implementation.**

***Issue to Address***

Coordination difficulty tends to grow exponentially with the number of stakeholders involved and environment projects are multi-sectoral. Strong policy advocacy skills and experience are necessary for UNDP to work within a context of multi-sectoral coordination.

UNDP should play the role as convener and promoter of building bridges between the various government departments, thereby creating synergies.

**5. It is recommended that project conception/design takes into consideration stakeholders capacities to effectively correspond to their attributed responsibilities**

***Issue to Address***

Municipalities don't possess the autonomy to include the Municipal Strategies for Building Resilience in their yearly budgets. Taking these factors into account at the design level phase is fundamental to ensure both effectiveness (at the results level) and efficiency (from a resources allocation perspective). Cuvelai's Project and others – extreme difficulty in advancing funds as many of the entities involved don't have legal autonomy and therefore don't have a bank account, nor are part of the contracting entities (do not sign the PRODOC).

**6. It is recommended to develop an effective communication strategy to promote advocacy and divulge achievements in the environment and disaster areas**

***Issue to Address***

UNDP does not capitalize on results achievement to foster the environment and disaster causes, by using evidence from project results to nourish its positioning as a key partner for these topics and to increase fundraising capacity. Also, a communication strategy for UNDP Angola "as a whole" appears to be missing, the communication strategy rather relying on projects achievement than in UNDP achievements in whole.

This communication strategy is essential both to generate awareness and promote advocacy and to gauge further support from Government, donors and stakeholders in general.

Although any communication strategy is limited by budget, there is still a lot to be done in order to leverage the selected media to its full potential. Examples can be found in more engaging ways to interact with stakeholders and beneficiaries, such as gamification and challenges, using the same channels.

**7. It is recommended to create routine information systems to provide regular data on key sector indicators for environment and disaster risk reduction.**

***Issue to Address***

Environmental data is scarce. UNDP is in a privileged position to work with the government to create or strengthen existing data collection mechanisms, providing data from projects and including issues related to bottlenecks/barriers that undermine the sustainable management of natural resources and disaster risk reduction, providing support to policy decisions.

## **2. INTRODUCTION**

This outcome evaluation has been initiated by UNDP Angola. It provides an assessment on how UNDP's environment and disaster risk program results have contributed and are contributing to sustainable development in Angola. This outcome evaluation addresses the progress and achievements towards expected goal and outcomes over the period 2015-2017 and provides recommendations for the next cycle aligned with the UN planning frameworks such as UNDAF and CPD.

### **2.1. Objectives**

This outcome evaluation assessed UNDP's contribution with a view to fine-tune the current UNDP environment and disaster risk programs for the current and future programming cycles. It provides recommendations on how UNDP should adjust its partnership arrangements, resource mobilization strategies, working methods and/or management structures to ensure that the environment and disaster risk related portfolio fully achieves its outcomes in the current programming period (2015-2019). It provides an assessment of progress towards the outcome, factors affecting the outcome, key UNDP contributions to outcomes and partnership strategy, as well as the internal alignment of the projects within the portfolio and with other parts of the UNDP country program.

The evaluation reviewed the intended "chain of results" and assessed the contribution of the portfolio of projects toward the expected development results at the national level in Angola (UNDP outcome 4; Output 4.1 and 4.2), aligned with SP Outcome 5, for the current CPAP/UNPAF period (2015-2019).

The findings and recommendations of this outcome evaluation will be used to help UNDP utilize its available resources and capacities more effectively and efficiently in the remainder of the programming cycle and in the process of developing the work program for the subsequent cycle.

### **2.2. Scope**

As per the TORs (see appendix 1), the evaluation is based on the criteria of relevance, effectiveness, efficiency and sustainability and includes findings, lessons learned, and recommendations. The key areas covered by this evaluation included:

- Whether the outcome as stated in the CPAP has been achieved or what is the progress made towards its achievement. The outcome is assessed within the context of the overall national development priorities in the areas of environment and disaster risk reduction;
- Identify contribution of key UNDP outputs to achievement of the outcome;
- Identify the contribution of the outcome towards the attainment of targets set in the Millennium Development Goals and CPD/CPAP and national strategic goals according to UNDAF and sectoral national programmes and action plans;



- An analysis of the underlying factors within and beyond UNDP's control that affect the outcome (including analysis of strengths, weaknesses, opportunities and threats affecting the achievement of the outcome);
- Whether UNDP's outputs and other interventions can be credibly linked to the achievement of the outcome, including the key outputs from programmes, projects and soft (i.e. policy advice and dialogue, advocacy and coordination services) and hard assistance that contributed to the outcome.
- Whether UNDP's partnership strategy has been appropriate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, the private sector and whether these have contributed to improved programme delivery. The degree of stakeholder and partner involvement in the various processes related to the outcome will also be analyzed.
- Whether gender and human rights dimensions are being adequately addressed in UNDP programming and have contributed to the achievement of the outcome.

## 2.3. Methodology

The methodology used to conduct this outcome evaluation complies with international criteria and professional norms and standards; including the norms and standards adopted by the UN Evaluation Group (UNEG).

### 2.3.1. Overall Approach

The evaluation has been conducted in accordance with the guidance, rules and procedures established by UNDP, including the UNDP Evaluation Policy and the UNEG Standards and Norms for Evaluation in the UN System. It abided by principles such as: independence, impartiality, transparency, disclosure, ethical, partnership, competencies/capacities, credibility and utility.

The Evaluator developed evaluation tools in accordance with UNDP policies and guidelines to ensure an effective evaluation. The evaluation was conducted and findings were structured around four major evaluation criteria<sup>8</sup>:

- Relevance relates to an overall assessment of whether the portfolio of projects being under assessment is in keeping with donors and partner policies, with national and local needs and priorities as well as with its design.
- Effectiveness is a measure of the extent to which formally agreed expected programme results (outcomes) have been achieved, or can be expected to be achieved.
- Efficiency is a measure of the productivity of the programme intervention process, i.e. to what degree the outcomes achieved derive from efficient use of financial, human and material resources.
- Sustainability is an indication of whether the outcomes (end of programme results) are likely to be maintained after the programme ends.

In addition to the UNDP guidance for outcome evaluations, the Evaluator applied several methodological principles such as (i) Validity of information: multiple measures and sources were sought out to ensure that the results are accurate and valid; (ii) Integrity: any issues with respect to conflict of interest, lack of professional conduct or misrepresentation were immediately referred to the client; and (iii) Respect and anonymity: all participants had the right to provide information in confidence.

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<sup>8</sup> These are also internationally accepted evaluation criteria set out by the Development Assistance Committee of the Organization for Economic Co-operation and Development,



Finally, the Evaluator conducts evaluation activities which are independent, impartial and rigorous. This outcome evaluation clearly contributed to learning and accountability and the Evaluator has personal and professional integrity and was guided by propriety in the conduct of his business. The evaluation was conducted following the phases outlined in the figure below:

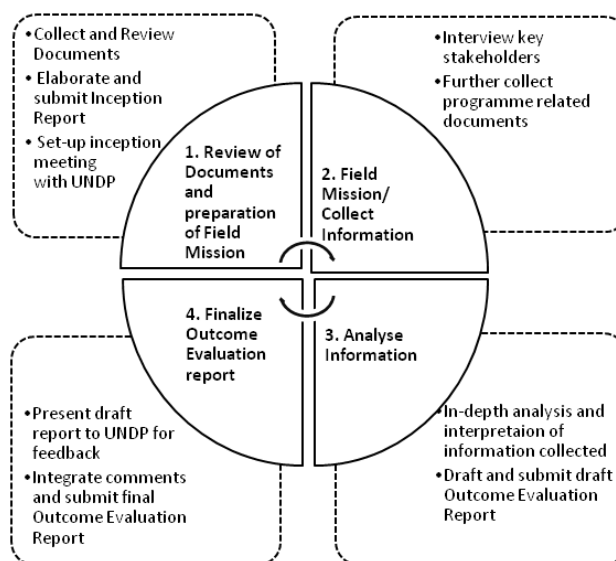


Illustration 1: Evaluation phases

### 2.3.2. Evaluation Instruments

The evaluation provides evidence-based information that is credible, reliable and useful. Findings were triangulated through the concept of “multiple lines of evidence” using several evaluation tools and gathering information from different types of stakeholders and different levels of management. The following evaluation instruments were used to conduct this evaluation:

- **Evaluation Matrix:** An evaluation matrix was developed based on the evaluation scope presented in the TOR, the programme expected results and the review of key documents (see appendix 2). This matrix is structured along the four evaluation criteria and includes all evaluation questions; including the scope presented in the guidance. The matrix provided overall directions for the evaluation and was used as a basis for interviewing people and reviewing documents.
- **Documentation Reviewed:** The Evaluator conducted a documentation review in Portugal and in Angola (see appendix 3). In addition to being a main source of information, documents were also used to prepare the mission of the Evaluator in Angola. A list of documents was provided with the ToR and further searches were done through the web and contacts. The list of documents to be reviewed was completed during the mission.
- **Interview Guide:** The evaluation matrix was designed to also serve as an interview guide (see appendix 2) to solicit information from stakeholders.
- **Mission Agenda:** An agenda for the mission of the International Evaluator to Angola was developed at the inception meeting (see appendix 4). The list of Stakeholders to be interviewed was reviewed with UNDP Angola, ensuring it represented all relevant Stakeholders of the programme. Subsequently, interviews were scheduled to ensure a broad scan of Stakeholders’ views during the limited time allocated to the mission. Interviews: Stakeholders were interviewed (see appendix 5). The semi-structured interviews were conducted using the interview guide adapted for each interview. All interviews were

conducted in person with some follow up using emails when needed. Confidentiality was guaranteed to the interviewees and the findings were incorporated in the final report.

### 2.3.3. Limitations and Constraints

The approach for this outcome evaluation was based on a planned level of effort of 15 days. It comprised a 5 days mission to Angola to interview key stakeholders and collect evaluative evidence. Within the context of these resources, the independent Evaluator was able to conduct an assessment of actual results against expected results and successfully ascertain whether UNDP Angola portfolio of projects within the Environment and Risk Reduction areas met its main objectives and whether the programme initiatives are, or are likely to be, sustainable in the long term. The report also contains lessons learned, which could be further taken into consideration during the remainder of the programming cycle and in the process of developing the work program for the subsequent cycle in Angola.

## 3. DEVELOPMENT CHALLENGES IN ANGOLA

In the first 15 years of peace (2002-2015), considerable progress was made in relation to the MDGs (Millennium Development Goals), in particular in universal primary education and in the promotion of gender equality, as a result of the investment made by the executive in these areas, reflecting the high priority given by the government to strengthening its programme of social protection and poverty reduction, in line with the Angola Development Strategy 2025.

In 2012 the Government of Angola approved the National Development Plan 2013-2017 (PND) a medium term planning instrument that signalled a new phase in the development of Angola, characterized by the priority given to human and economic development based on the three political pillars: stability, growth and job creation.

According to national and international sources (ECP<sup>9</sup> 2004, MDGs Report 2015), between 2002 and 2014 there was significant progress in terms of primary education (47% of students finish primary school). However, despite the increased number of available schools (reconstructed or new) there are still numerous children outside the education system, and this constitutes the reason why Angola didn't achieve universal access to primary education (MDG, goal number 2). In 2015, 44% of Angolan population didn't have access to water and only 26% had access to sanitation (MINEA, UNICEF, 2015), the country remaining off-track to meet the MDG target (Goal 10). CENSUS (2014) revealed that 87% of rural households and 59% of urban one's dump the waste in unauthorized sites, as a consequence of a lack of containers and a behavior attitude. The MDG Report (2015) and World Bank report (2015), agree that between 2005 and 2015 maternal mortality was reduced by 32 percent. This result was not enough to reach MDG 6 (reducing the maternal mortality rate by 75 percent by 2015). Although the international community recognizes government efforts to improve social and economic growth, access to basic public services (water, sanitation, energy, health, education, and housing) remains limited.

Even though social progress achievements in some areas, official data<sup>10</sup> (IBEP, 2008-2009, CENSO 2014) shows that between 2009 and 2014, poverty remained with the same national ratio, 37%, and the incidence of poverty was higher (58%) in rural areas when compared to urban areas (19%). The main causes for the geographic disparity lie in weaker basic social services and deficient access to social infrastructure. Moreover, rural household struggle to reverse low productivity level and to have access to markets. The same sources showed that 40% of children

<sup>9</sup> Poverty Reduction Strategy

<sup>10</sup> The evidence is shown when we compare official data published by IBEP (Integrated Population Welfare Survey, IBEP 2008-2009) (INE, 2010) with the one from Censo 2014 (INE, 2016)

under 15 were living in poverty, and this age category comprised 53% of the total number of poor. In spite of the considerable progress that has been made at the level of infrastructure, the development of the quality of human resources and services remains a long term challenge.

The dynamics of Angola's economic growth is associated with the exploitation of natural resources, where petroleum represents almost 60% of tax revenues, more than 90% of exports and around 45% of GDP. This leaves the country very much at risk from exogenous shocks. The contribution of agriculture, livestock, and forestry to the GDP is still quite small, although these sectors represent 42% of the total workforce. Industrial production and tourism do not make a significant contribution towards national wealth. Economic growth remains insufficient and there are accentuated imbalances between the urban and the rural areas. Insufficient institutional capacity, human resources and financial means made available have led to very low levels of implementation of policies and programmes of redistribution. The high indexes of the informal labour market plus the dispersion of the population and massive internal migration have been additional factors conditioning sustainable economic growth.

<sup>11</sup>In March 2012, the United Nations Committee for Development Policy (CDP) found Angola eligible for graduation from LDC status by virtue of the exceptional ("income only") graduation criterion. The Human Asset Criteria and the Economic Vulnerability Criteria were not met by the country. This would have implied that Angola would, in principle, qualify for graduation from LDC status in the end of 2015 and have a transition period until 2018. However, at the end 2015, Angolan Government requested to the UN an extension of the graduation transition period from 2018 to 2020, based on the downfall of the international prices of oil. The extension was approved.

Angola has made significant progress for monitoring country development goals and the undergoing LDC Graduation process. Investments have been made to improve both internal and external capacities for collection, utilization and monitoring of disaggregated information. With the production of the 2014 Census, the population forecast until 2050, the health survey and with an agricultural and employments surveys in pipeline, more updated information will be available to report and monitoring SDGs (Sustainable Development Goals) and LDC Graduation implementation.

According to UNDP site<sup>12</sup>, the Ministry of Planning has conducted a Rapid Assessment Analysis (RIA), to assess to which degree SDGs can be included into the new policy framework - National Development Plan 2018-2022 and in the revision of the Angola Vision 2030 to 2050. Given the fact that Angola is undergoing an LDC Graduation process, the Angolan Government has decided to consider this process in a full coordinated way with the SDGs. In fact, in the First National Report on Graduation, the Government committed with the creation of a National Committee. This National Committee will guide the process of graduation and sustainable development. A technical cooperation has been established between the Ministry of Economy and Planning and UNDP regarding the SDGs monitoring and follow up, towards a process for identifying the data sources for the SDGs indicators. At the sectorial level, the UN Agencies jointly with several sectorial ministries are already having preliminary approaches to the SDGs. Several actions are being taken on SDGs advocacy, such as workshops with Parliamentarians Commissions, as well as with a network of National Universities in the country. And a series of presentations in several universities are also planned for 2017.

<sup>11</sup> UNDP Angola Co Road Map For The Development Of A Resource Mobilization Plan 2016-2019

<sup>12</sup> <http://www.ao.undp.org/content/angola/en/home/ourwork/sustainable-development-goals-in-angola-.html>

Even though Angola has not yet reached the end of the LDC graduation transition period, the country is already being treated as MIC Country by International lending Organizations, such as the African Development Bank, World Bank, IMF, etc. This has implied a reduction of the net official development assistance from US\$ 1,144 million in 2004 to US\$ 288 million in 2013. Also, UNDP CO core resources have been cut in more than 40% for 2016, limiting the UNDP CO possibilities to maintain a basic high level professional structure for fully guaranteeing the enforcement of UNDP mandate in the country.

### 3.1. Environment, Risk Disaster and Climate Change Challenges

<sup>13</sup>Angola has global importance in terms of biodiversity significance. With a land surface of 1,246,000 sq km, it boasts the greatest diversity of biomes and eco-regions in any single African country—from the desert biome of the southwest, through arid savannas of the south, extensive miombo woodlands of the interior plateau, to the rainforests of Cabinda, Zaire, Uige and Lunda Norte Provinces. Relict Afro-montane forests of considerable bio-geographic importance occur in isolated valleys of the high mountains in Huambo, Cuanza Sul, Huila and Benguela provinces. The sheer size of the country and its inter-tropical geographical location result in high faunal and floral diversity, displaying a reasonable level of endemism<sup>14</sup>. The rich bird fauna includes 915 species, while 266 freshwater fish species have been recorded. Accurate checklists for the country's reptile and amphibian fauna are yet to be compiled, but at least 78 amphibian and 227 reptile species are known to occur. Over 6,650 species of plants have been recorded, including the unique *Welwitschia mirabilis* – a 'living fossil' representing one of the earliest known plant families. Angola's terrestrial biodiversity faces growing threats linked to habitat, land use change and overexploitation of natural resources.<sup>15</sup>PA (Protected Areas) network (represents around 12% of the total territory) faces challenges including lack of up-to-date management plans, weak administration, minimum personnel and equipment relative to their management needs and is characterised today by degraded infrastructure, thus exposing the majority of the protected species to extinction.

The core causes of the poaching and illegal wildlife trade are related to poverty and to high demand and relatively good income in bush meat and wildlife trade through cross-border illegal wildlife trade traffic networks. Government efforts to better manage the PA estate over the past decade have resulted in increased awareness among stakeholders about the importance of conserving biodiversity and in investment in the infrastructure of some key PAs. However the challenge has just started: the sustainability of P.A network needs to continue and to be reinforced by the government.

Angola also has one of the highest ecosystem diversities in Africa and immense biodiversity in terms of aquatic ecosystems (including inland, marine and coastal waters). The highly productive waters of the Benguela Current Large Marine Ecosystem (BCLME) span some 30 degrees of latitude, extending from Angola's Cabinda Province in the north, to just east of Port Elizabeth in South Africa. It is one of the world's major eastern-boundary current systems, and is rich in pelagic and demersal fish populations, supported by plankton production driven by intense coastal upwelling. It is one of the world's richest cold marine ecosystems and supports an abundance of life from zooplankton, fish, and sea birds to marine mammals. Mangroves and estuaries occur along the Angolan coastline and constitute transition ecosystems of important

<sup>13</sup> PIF\_4464 Angola PA Rehab and Expansion

<sup>14</sup> Quoting the 2006 NBSAP: "Of the estimated over 5.000 plant species that are believed to exist in the country (without mentioning the vast flora wealth of Cabinda Province), 1.260 are endemic – making Angola the second richest country in Africa in endemic plants. The diversity of mammals is also one of the richest on the continent, with 275 recorded species. Bird resources are diversified. Angola has 872 catalogued species. About 92% of the avifauna of southern Africa occurs in Angola."

<sup>15</sup> 5993 Angola GEF6 IWT 250117

biological and ecological importance, providing harbor and nurseries for aquatic species of economic, biodiversity and tourist importance (including the West African manatee) to the country. Of the 57 cartilaginous fish species (sharks and rays) that occur in Angolan coastal waters, about 12 are classified as species that require special conservation measures.

<sup>16</sup>There is an urgent need to reinforce protection of the marine and coastal ecosystems that lie adjacent to Quiçama and Iona National Parks. Much is yet to be discovered and described in terms of marine and coastal biodiversity in Angola, particularly the importance of biodiversity resources to ecological balance, economic and social development, and the fair and equitable sharing of the benefits arising from these resources. Angola's marine and coastal ecosystems sustain both artisanal and large-scale fishery activities which contribute to local food security and employment for thousands of people in areas of limited alternatives in Angola; these fisheries activities serve as important drivers for sustainable development. It supports also an important reserve of oil and gas, which is an important source of income through foreign currency.

Deforestation driven by agriculture, livestock rearing and domestic energy production (with 80% dependence on firewood and charcoal) has led to widespread degradation of forest and ecosystems. The FAO estimated Angola's deforestation rates in 2003 as being 0.2% per annum – a rate believed to have gone up since. Deforestation of tropical rain forest represents a major challenge, due to both international demand for tropical timber and to domestic use as fuel, resulting in loss of biodiversity. According to FAO's Global Forest Resources Assessment<sup>17</sup>, over the past 25 years Angola has lost nearly 125,000 hectares of forest per year. Angola's indigenous forests and biomass stocks face significant pressure due to a number of factors: (i) the need for biomass stocks for energy, both in the rural and urban areas; (ii) forest clearing for expanding agriculture and to compensate for infertile soils; (iii) forest fires, partly for clearing land for cultivation and partly for creating grazing lands to compensate for the overgrazing in pasturelands; and logging for timber or NTFS (Non-Timber Forest Products) in selected areas.

<sup>18</sup>Much of Angola's electricity infrastructure was damaged during the 27-year civil war that ended in 2002, when population growth expanded and demand for electricity services increased significantly. Demand for electricity has been growing by as much as 15% per year<sup>19</sup>. As a result, blackouts and energy shortages are a common occurrence where the grid is able to provide. Two-thirds of Angolan businesses are estimated to rely on their own stand-by generators, which greatly increases production costs.<sup>20</sup> Those households that can afford to also run their own backup generation supplied by diesel, to make up for unreliable or in some cases non-existent public electricity services. Improving access to modern, reliable and affordable energy services is essential for Angola's economic and human development. More than 8 out of 10 households in rural areas live in energy poverty without access to modern energy services.

Future climate change models run in connection with the Initial National Communication (INC) to the UNFCCC<sup>21</sup> and the NAPA<sup>22</sup> suggest that an increase in temperature of up to 3°C and 4°C can be expected by 2100 in the east, and a slightest smaller increase in the coastal and northern regions of the country. Furthermore, IPCC (Intergovernmental Panel on Climate Change)

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<sup>16</sup> 6051 Angola MPAs GEF6 240117 for consultation

<sup>17</sup> FAO Global Forest Resources Assessment 2015, Rome.

<sup>18</sup> Angola Rural Energy Access PIF 3 March 2017

<sup>19</sup> Angola Energy 2025: Power Sector Long Term Vision

<sup>20</sup> African Development Bank Private Sector Country Profile, September 2012

<sup>21</sup> Ministry of Environment. Angola Initial National Communication. (2011) Under the United Nations Framework Convention on Climate Change (UNFCCC). 194 p.

<sup>22</sup> Ministry of Environment. (2011). National Adaptation Programme of Action (NAPA). Under the United Nations Framework Convention on Climate Change (UNFCCC).

scenarios has projected an increase of mean annual temperature by 1.2 to 3.2°C by the 2060s, and 1.7 to 5.1°C by the 2090s. Decreased precipitation in Angola (particularly in the Upper Cunene where up to 75 % of the flow is generated) will have a marked effect on the entire Cunene Basin<sup>23</sup>. According to one USAID/Southern Africa report <sup>24</sup>, the Cuvelai Basin is likely to be more vulnerable to climate disasters (mainly increased flooding) than any other area in the entire SADC region.

<sup>25</sup>During the period between 2011 and 2015, the southern and littoral zones of Angola have been affected by recurrent climate irregularities. The provinces of Cunene, Namibe, south of Cuando Cubango, south of Huila, littoral of Benguela and Cuanza Sul were affected by droughts and prolonged dry spells, which negatively impacted agricultural production and the rural livelihoods. As a result of the irregular rainfall patterns the households' capacity to access basic staple food has been undermined, aggravating the food insecurity situation of the population especially for children under five, youth and women of reproductive age. The level of food insecurity can be observed in the caseload of malnutrition cases, which show a clear increase in the provinces of Cunene and Huila between 2012 and 2015, when compared to 2011, prior to the droughts. Most of the rural families have lost their agricultural production capacity, their main source of income, as well as access to basic seed and other inputs (e.g. animal-drawn ploughs) for the resumption of production.

In Angola gender equality and the empowerment of women are fundamental elements in the reduction of vulnerability. The high rates of poverty indicate that it is necessary to continue to promote the full realization of human rights and women empowerment towards equal access and full enjoyment of social and economic rights for gender.

Angola faces main challenges such as poverty reduction, LDC Graduation, reduction in the external vulnerability of the Angolan economy, increased diversification of the economy and reintegration of the informal economy, correction of social and regional imbalances and inequalities in access to income, institutional and technical capacity training, government investments and commitments in the social and environmental sectors, gradual reduction of the net official development assistance until 2022, international commitments' signed, an efficiency model of co-ordination and policies integration. All of these are of overwhelming importance for sustainable development appropriateness by the country.

#### 4. NATIONAL PRIORITIES

In 2005, Angola adopted a long-term national strategy called "*Angola 2025. Angola a country with a future*", which sets the guidelines for the country's development. The document highlights as national objectives the consolidation of peace, the building of a democratic and participatory society as a guarantor of the fundamental freedoms and rights of Angolans, the promotion of human development and well-being, and the fight against hunger and extreme poverty. In 2012 the government presented a new planning instrument concerning the medium term development strategy.

The National Development Plan (2013-2017) articulates long-term and medium-term objectives. Thus, the enumeration of National Policies and their specific objectives are intrinsically linked to the objectives set out in the PND. As mentioned above this national planning tool gives priority

<sup>23</sup><http://www.kunenerak.org/en/river/climate+and+weather/climate+change/climate+change+in+the+Basin.aspx>

<sup>24</sup>Global Climate Change Integration Pilot Proposal. NGO Strengthening for Improved Resilience and Climate governance in Angola's Cuvelai Basin. Submitted by USAID/Angola on November 4, 2011. 11p

<sup>25</sup> Angola Agricultural Recovery and Resilience Project CN 09 March 2017

to human and economic development. The table below presents the six national objectives that underlined the national priorities.

<b>National Plan 2013-2019, Objectives</b>	
Objective 1: Preservation of national unity and cohesion	At the level of the population
	. At the level of public administration and management
	At the level of the balanced development of the territory
Objective 2: Guarantee of the basic conditions necessary for development	At the level of the promotion of economic growth, increase in job availability and economic diversification
Objective 3: Support to national business	At the level of support to business
Objective 4: Improvement in the quality of life	At the level of the distribution of national income and social protection
Objective 5: Integration of youth in active life	At the level of youth
Objective 6: Competitive integration of Angola in the international context	At the level of the reinforcement of the positioning of Angola in the regional and international context, in particular in de Au and SADC

Table 1: National Development Plan (2013-2017) Objectives

## 4.1. Environmental Sector

### 4.1.1. National Planning Tools

In the PND the Environment is considered to be cross-sectoral, meaning that it needs to be included in the policies. With this political principle adopted by a national planning tool the pathway to build effective multisectoral strategies to address environment is nationally recognized. The same document gives relevance to the need to an integrated and sustainable management of natural resources as one of the pathways to achieve sustainable development as part of the baseline for territorial development. At the policy level the goals are linked to biodiversity conservation with results associated to an increase in the number of protected areas. In what concerns climate change the policy is vague, as there is one outcome linked to charcoal management and to carbon emissions with the same indicators.

The Ministry of Environment (MINAMB) is the entity responsible for this sector in Angola and the focal point of the Global Environmental Facility (GEF). PND states that the main focus of the sector is to contribute to sustainable development ensuring that the preservation of the environment is linked to the improvement of population's living standards. Among the various political priorities, the national planning instrument highlights two, relevant to understand UNDP response to the sector: the first one emphasizes the importance of implementing Angolan protected area management strategy, and the second one focuses on the need to address climate change throughout national programmes implementation. To face the above mentioned priorities, two political domains were defined, of which one constitutes the basis for National Biodiversity Conservation and Protected Areas policies and programmes, and the second one the basis for Promoting Sustainable Production, including the areas of energy efficiency and carbon sequestration, combating drought and desertification and increasing the contribution of renewable energy sources.

### 4.1.2. Biodiversity

The government of Angola signed the Convention on Biological Diversity (CBD) on 4 July 1997 and became a member of the Conference of the Parties on April 1, 1998. Since then, Angola has been participating at various Convention activities, particularly at the Conferences of Parties to the Convention on Biological Diversity.



In the area of Biodiversity, MINAMB is directing a strategy based on management and oversight of the Angolan Protected Area System where the prime responsibility to determine the policy belongs to the National Directorate for Biodiversity. The National Institute for Biodiversity and Conservation Areas (INBAC) assumes operational responsibilities for PA management, but it struggles with several vulnerabilities, such as weak capacity and lack of efficiency in terms of human capital, financial resources and operational decentralization.

Much more is needed to raise the conservation effectiveness of Angola's PA system. Pursuing this goal is a priority to the extent that biodiversity conservation has become a national priority, in part due to increased recognition amongst policy makers of the importance of ecosystem goods and services to the economy.

<sup>26</sup>The Sustainable Management of Natural Resources Program provides the framework under which MINAMB facilitates the line ministries MINAGRI (Ministry of Agriculture and Rural Development), MINGEO (Ministry for Geology and Mining), and MINPET (Ministry of Petroleum) in their efforts to include natural resource conservation principles and practices in sector policies and programs. In what concerns responsibilities for Management Angolan Protected Area System, MINAMB needs to reinforce a better coordination with the Ministry of Agriculture<sup>27</sup>, responsible for Angola's forest and most of the land surrounding the protected areas, and the Ministry of Fisheries with legal responsibilities along the coastline. The National Directorate for Biodiversity and INBAC works closely with UNDP to achieve management and oversight of the Angolan Protected Area System.

#### 4.1.3. Climate Change

The Ministry of Environment created a Unit for Climate Change in 2011, but it was only in 2014 (with the new organic statutes of MINAMB) that this unit changed to a National Cabinet for Climate Change and started functioning as a National Directorate. The Cabinet works with UNDP to strengthen climate change framework policies and projects implementation in Angola.

<sup>28</sup>The Government of Angola has demonstrated concern and commitments over climate change over the last decade. In May 2000, the Government ratified the United Nations Framework Convention on Climate Change (UNFCCC), and in May 2007 the Kyoto Protocol, assuming an international and public commitment to the fulfillment of these two instruments. In 2007, the first ENAC<sup>29</sup> (2007-2012) was approved to "establish the framework of intervention in legal, technical and human terms to contribute to the stabilization of greenhouse gas emissions and the technological development of the country". This framework of Angola's climate policy was followed shortly afterwards, in 2009, by the establishment of the Designated National Authority (DNA) for the mechanisms of the Kyoto Protocol. At the same time, Angola initiated the development of its National Adaptation Program of Action (NAPA), submitted to the UNFCCC Secretariat in 2011, and to the First National Communication in 2012.

Recently, Angola initiated the National Communication to the UNFCCC. In November 2015 the country submitted its national contribution - Intended Nationally Determined Contribution (INDC) for emission reduction of greenhouse gases (GHGs) - to the UNFCCC, where it proposes to reduce unconditionally their GHG emissions by 35% by 2030 comparatively to the business as

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<sup>26</sup> PIMS 5331\_Angola\_PRODOC\_final\_22Julho2016

<sup>27</sup> Institute for Forestry Development (MINAGRI –IDF)

<sup>28</sup> Proposal ENAC Angola\_27Jul2016 (2)

<sup>29</sup> National Climate Change Strategy



usual scenario (base year 2005), and also through financing to reduce further 15% of its GHG by 2030.

According to the NAPA, there is "an urgent and immediate need to adapt to climate change, with a view to increasing resilience climate variability and ensure Poverty Reduction, the Sustainable Development Objectives and the Millennium Development Goals adopted by the Government ". The specific objectives stated are the strengthening of the "national capacity of Angola's specialists in the area of vulnerability and adaptation to climate change "to" facilitate capacity building for the elaboration and implementation of related to adaptation ". In April 2016 Angola was among the countries subscribing the new Paris Agreement.

#### 4.1.4. Risk and Disaster

Angola is exposed to a large range of natural disasters including floods, coastal erosion, and droughts. Over the past few years, Angola has suffered from prolonged droughts or floods, especially in the Southern part of the country. <sup>30</sup>The aftermath of the severe drought that hit the country beginning in 2012 continued to impact Southern provinces, especially Cunene, Huila and Namibe in 2016. Of 1.2 million people directly affected by the El Niño induced drought, 1.1 million were found in these 3 provinces.

In 2014, the Government of Angola identified five main priorities at the highest political level for the National Civil Protection Commission (CNPC) in advancing the Disaster Risk management in the country: (i) Implementing the National Plan for Preparedness, Contingency, Response and Recovery 2015-2017, emphasizing on its adaptation at provincial level; (ii) Micro-localization of vulnerable infrastructure; (iii) Improving hazard and risk information at national level, in particular meteorological and climate information; (iv) Reinforcing sectorial involvement in disaster risk reduction, contingency response and recovery; (v) Improving SPCB's knowledge of disaster causes and specific resilience needs.

The National Civil Protection and Fire Fighting Service (SNPCB) has been established under the Ministry of Interior and is the designated national disaster risk management coordinator. It is responsible for coordinating and promoting activities relating to disaster preparedness and response throughout the country, both at national and local levels. Since 2013, UNDP Angola has been assisting the Government in strengthening its capacity to reduce disaster risk.

#### 4.2. Energy Sector

<sup>31</sup>The PND defines four priority clusters: (i) food production and agro-industries; (ii) energy and water; (iii) housing; and (iv) transport and logistics. The PND envisages programs to address these issues and multi-sectorial committees to improve coordination and governance of environmental-related issues. The Action Plan for the Energy and Water Sector 2013-2017, outlines various initiatives including : (i) investment of US\$ 3.3 million for rural electrification (targeting municipalities and community centres); (ii) utilization of renewable energy resources (specifically small hydropower, PV systems, wind generators, and biomass from forestry and residues for rural electrification, to be developed under public-private partnerships to generate local impact). Angola's First National Communication (2011) to the UNFCCC highlights the importance of biomass utilization, predicted to exponentially increase up to 2030.

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<sup>30</sup> DRR Project Annual Report 2016

<sup>31</sup> PIMS 5331\_Angola\_PRODOC\_final\_22Julho 2016

MINEA<sup>32</sup>, MINAGRI's<sup>33</sup> and the Institute for Forestry Development (IDF) are in the process of developing a national biomass strategy and inventory of forestry resources. Traditional biomass as such is not covered by the national energy policy as yet, but its importance and impact on deforestation, desertification and loss of soils and biodiversity have been mentioned by the Ministry of Agriculture.

<sup>34</sup>MINEA finalized its national renewable energy strategy in June 2014. The Strategy aims to articulate the overarching principles outlined in Law 256/11, i.e. energy diversification, energy security and environmental sustainability, preference for domestic energy resources, and more equitable social and territorial development of the country.

### 4.3. Gender

<sup>35</sup>As already addressed, the Government of Angola has defined a number of priorities towards the promotion of inclusive and sustainable human development based on stability, economic growth and job creation. Regarding gender, the Government of Angola established a set of strategies to promote gender equality. These are: (i) the strengthening of the institutional capacity of the Ministry of Family and Promotion of Women (MINFAMU), (ii) cross-sectoral focus on gender and family, (iii) combat against domestic violence and protection of victims of violence, (iv) cross-sectoral commitment to gender budget, (v) improvement of production of data on the status and condition of women and vulnerable families, and (VI) promotion of socioeconomic development of women and rural and farming communities.

MINFAMU (Ministry of Family and Promotion of Women) has the political mandate to pursue two of the six priorities of the NDP 2013-2017, namely, the Preservation of National Cohesion and Unity and Improvement of Quality of Life.

Therefore, MINFAMU seeks to deepen the understanding of the dynamics of social constructs behind inequitable access to sources of income by men and women. MINFAMU also seeks to continue supporting NGOs working in the area of gender and in the realization of projects related to women's empowerment and women's contribution in the processes of development. The National Office for Gender Equity and Equality that operates under MINFAMU supervises the implementation of the gender equity and equality policy passed in 2013, which ratifies equality in opportunity, rights and responsibilities for men and women in all domains of economic, political and social lives. This office was created in 2012 to lead the national gender policy.

### 4.4. Governance Model

Regarding the Environment and Climate Change portfolio, and besides the State Department, the National Directorate for Biodiversity and the Cabinet of Climate Change work as two Multi-sectoral Commissions: the first linked to the Environment and the second linked to Climate Change and Biodiversity. Although these two multi-sectoral commissions have been formally constituted, there is no evidence of their contribution in the implementation of UNDP projects.

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<sup>32</sup> Ministry of Energy and Water

<sup>33</sup> Ministry of Agriculture and Rural Development

<sup>34</sup> PIMS 5331\_Angola\_PRODOC\_final\_22Julho2016

<sup>35</sup> United Nations Development Programme for Angola - Promoting Angolan Women's Empowerment Through CSO's, Project Document

#### 4.5. The government's annual budgetary allocation for the 'environment sector'

The national budget for the sector, administered by the Ministry of the Environment, has been less than 1% of the total national budget. However, the government's annual budgetary allocation for the 'environment sector' in general is substantial, taking into account the public investment managed through other line ministries in charge of different sectors and sub-sectors (environment, agriculture, fisheries, land use, planning and energy, to name a few).

### 5. UN PLANNING INSTRUMENTS

The Republic of Angola is a member of the United Nations Organization (UN). The relationship between the Government of Angola and the Agencies of the United Nations System was formalized on December 1, 1976. In Angola, the UN is composed of the Office of the Resident Coordinator, 10 specialized agencies, funds and programmes that make up the UNCT (United Nations Country Team), namely: UNDP, UNICEF, UNFPA, UNAIDS, WHO, FAO, IOM, UNHCR, World Bank and IMF. The respective regional offices of the agencies facilitate the monitoring and linkage between programmes. The UN in Angola adheres to the principle "Delivering as One" as a basis for capitalizing on its strong points and the comparative advantages of the different members of the United Nations family. This is achieved through more coordinated, complementary, efficient, and coherent programmes which allow for the lowering of transaction costs for the governments and the United Nations System.

The support of the United Nations to the process of development in Angola is guided by the strategic national documents, namely the Constitutional Law of Angola, the Strategy Angola 2025 and the National Development Plan (PND) 2013-2017, which guarantees an inclusive approach to all citizens on the basis of human rights and the reduction of poverty, and pays particular attention to the most vulnerable groups in society. The content of UNPAF 2015-2019 clearly demonstrates the articulation between the problems involved in consolidating peace and the promotion of sustainable economic development, which are the principal statements of the PND 2015-2019. Its budget framework reaffirms the ambition and commitment of the United Nations System to supporting the national development agenda. The Partnership Framework between the Government of Angola and the United Nations System (UNPAF) represents the guiding framework for the interventions of the UN agencies, both resident and non-resident, which constitute the Team of agencies of the UN in Angola (UNCT).

With a shared understanding of the situation and challenges of the country, and in line with the cycle of national programmes to guarantee the optimum support for the Government, the UNPAF identified a group of priorities designed to contribute towards the consolidation of equal, inclusive and integrated development of the country, whose legitimate ambition is to graduate from being least developed country (LDC) and reach a Medium Index of Human Development (IHD). These priorities are centered on three strategic areas of partnership (AEP):

- 1 Human, Social and Equal Development;
- 2 Rule of Law and National Cohesion;
- 3 Inclusive and Sustainable Economic Development.

The results set out for each of these three strategic areas of partnership were established in accordance with the national priorities identified by the PND 2013-2017, with the international commitments assumed by Angola and with interrelated principles of United Nations programming: results based management and an approach based on human rights, gender equality and the sustainability of environmental and development resources. Based on this, the UN in Angola seeks to align its activities with five programmatic principles: i) a human rights

based approach, ii) results based management, iii) gender equality iv) environmental sustainability and v) capacity building (see table below).

National Plan 2013-2019. Objectives		UN Strategic Partnership Areas (AEP)		
		Areas (3)	Focus Area	Results
Objective 2: Guarantee of the basic conditions necessary for development	At the level of the promotion of economic growth, increase in job availability and economic diversification	1. Human, Social and Equitable development.  2. Rule of Law and National Cohesion.  <b>3. Inclusive and Sustainable Economic Development</b>	<b>3. Inclusive and Sustainable Economic Development</b>	<b>Results 3.1: Inclusive Growth, Economic Diversification, Production and Job Creation.</b>  By 2019, Angola has, and is in the process of implementing, policies and strategies for the reduction of poverty, hunger and imbalances through an increase in production, productivity, economic growth and diversification, which facilitates employment for women and youth and will lead to improvement in Angola's international standing.
Objective 3: Support to national business	At the level of support to business			<b>Results 3.2: Environmental Sustainability, Climate Change and Reduction of Risks and Disasters.</b>  By 2019, environmental sustainability is reinforced through better management of energy, natural resources, access to green energy, strategies for climate change, the conservation of biodiversity and plans and systems for the reduction of risks and disasters.
Objective 4: Improvement in the quality of life	At the level of the distribution of national income and social protection			
Objective 5: Integration of youth in active life	At the level of youth			
Objective 6: Competitive integration of Angola in the international context	At the level of the reinforcement of the positioning of Angola in the regional and international context, in particular in AU and SADC			

Table 2: UN strategic partnership area

In the Results Matrix UNPAF 2015-2019, the strategic area of intervention related to Environment and Risk Disaster is Sustainable and Inclusive Economic Development, presented as Result 3.2, linked to the above national priorities (i) Guarantee of the basic necessities for development and the positioning of a competitive Angola in the international context; (ii) Promotion of growth and economic diversification, national business, job creation (including the integration of youth in active life); (iii) reinforcement of the positioning of Angola in the regional and international context, in particular in SADC and the African Union.

UNPAF Outcome No. 4: By 2019, environmental stability is reinforced by an improvement in management of energy, natural resources, access to green technology, strategies for climate change, conservation of biodiversity and plans and systems for risk and disaster reduction (AGO\_OUTCOME63).

The following table presents the Results Matrix UNPAF 2015-2019 for Environmental Sustainability, Climate Change and Reduction of Risks and Disasters with two indicators.

Outcome 4	Indicators, Baseline and Goal
<p>Results 3.2. Environmental Sustainability, Climate Change and Reduction of Risks and Disasters.</p> <p><b>By 2019, environmental sustainability is reinforced through better management of energy, natural resources, access to green energy, strategies for climate change, the conservation of biodiversity and plans and systems for the reduction of risks and disasters reduction.</b></p> <p>Contributing agencies: FAO, OIM, OCHA, UNDP, UNFPA, UNICEF, UNISDR, WHO, UNEP, IAEA, UN Habitat, UNIDO</p>	<p><b>Indicator 1:</b> Number of safety initiatives related to climate change, biodiversity, green economy and energy security  <b>Baseline:</b> An initiative linked to biodiversity (Iona National Park).  <b>Goal:</b> At least 5 initiatives</p> <hr/> <p><b>Indicator 2:</b> Number of national and provincial institutions capable of identifying and monitoring disasters, risks and implementing the National Contingency Plan 2014-2019  <b>Baseline:</b> Only one province has a Contingency Plan (Cunene)  <b>Goal:</b> At least 10 have provincial contingency plans</p>

Table 3: Results Matrix UNPAF 2015-2019: Indicators to Monitor Environment and Risk Disaster

Under the area of results 3.2. the indicative financial resources requirements are USD 35.000 M of which USD 29.500,000 to be provided by UNDP and USD 5.500,000 to be provided by IOM. Other contributing agencies are (as stated in table 3 above) FAO, OIM, OCHA, UNDP, UNFPA, UNICEF, UNISDR, WHO, UNEP, IAEA, UN Habitat and UNIDO.

### 5.1. UNDP Response

UNDP has been working in Angola since 1977<sup>36</sup>. The 2012 assessment of development results acknowledged that UNDP contributions through the 2009-2013 country programme cycle were important in terms of responding to the changing national context, particularly the shift along the continuum from post-conflict to development.

The ultimate goal of UNDP is to improve the lives of the people of Angola, especially the poorest and most vulnerable, and to ensure a future that offers equality, dignity and opportunity for all. UNDP has aligned its programme cycle with the Government planning cycle within the United Nations Development Assistance Framework (UNDAF). UNDP technical support to the Government aims to strengthen institutional development and enhance policy formulation, particularly in gender, national biodiversity, risks and disaster reduction, mine action, domestic violence, response to HIV and AIDS, and science, technology and innovation. UNDP has been a key partner of the government to advance the global sustainable development agenda in the country, by supporting the preparation of the new National Development Plan 2019-2022.

In February 2013, the Strategic Program to Support the Environment was signed between the Minister of the Environment of Angola and the United Nations Development Program Resident in Angola. The Program document establishes key strategic areas of support and partnership between UNDP and the Government of Angola, specifically in supporting the Ministry of the Environment for National Environmental Management Program and associated initiatives.

In adopting a plan of action and key deliverables for the current programme cycle, UNDP focuses on the strategic areas where it has comparative advantage within the United Nations system in Angola, as defined in the Country Programme Document (CPD) and Country Programme Action Plan (CPAP) for 2015-2019.

In Angola, UNDP supports its development activities through a variety of sources of funding. These funds can be divided into regular resources, known as core resources, and other

<sup>36</sup> UNDP\_AO\_CPD\_2015-2019\_EN

resources, often called non-core resources. Core funds are internal funding whereas non-core funds are generated from bi-laterals, multilaterals and private agencies.

### 5.1.1. Country Programme Document (CPD) 2015-2019

In an integrated manner, UNDP CPD (2015-2019) is the programmatic extension of UNDAF. Taking into consideration the results and lessons learned from the previous programmatic cycle and responding to the country new challenges, UNDP is supporting Angola in the following priorities: (a) policies and strategies to promote inclusive, sustainable growth, leading to 'graduation' from the least developed countries group; (b) participatory governance and the modernization of public institutions for effective service delivery; (c) human rights, access to justice by all citizens, and accelerated progress on women's empowerment; **and (d) environmental sustainability for disaster risk reduction and economic advancement.** The table below presents the expected results in the areas of environment and disaster.

National priority or goal (MDG(s) 1,2,3,6,7,8:		
<b>1. Contribute to sustainable development by ensuring the preservation of the environment and the quality of life of citizens.</b>		
<b>2. Promote growth and economic diversification, national enterprises and employment (including the insertion of the youth into active life)</b>		
UNDAF OUTCOME involving UNDP N4: By 2019, environmental sustainability is reinforced through better management of energy, natural resources, access to green energy, strategies for climate change, the conservation of biodiversity and plans and systems for the reduction of risks and disasters.		
Related strategic plan OUTCOME: Countries are able to reduce the livelihood of conflict, and lower the risk of natural disasters, including from climate change.		
UNDAF OUTCOME Indicator(s), baseline and targets	Data Source and frequency of data collection and responsibilities	Country Programme (CPD) outputs
<b>Indicator 4.1)</b> Disaster and Climate risk management plan fully funded through national, local and sectorial development budgets. <b>Baseline:</b> One plan funded. <b>Target:</b> 18 plans funded	. Relevant United Nations conventions and framework reports; National programme and strategy for energy for all (SE4ALL); Government and UN reports.	4.1. Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislation . <b>Indicator 4.1.1:</b> Nº of responsive legal, policy and institutional frameworks supported for sustainable management of environment resources. <b>Baseline:</b> Weak institutional capacities and policy frameworks. <b>Target:</b> At least 2 policy framework enable. <b>Data Source:</b> MINAMB. <b>Frequency:</b> Annual
<b>Indicator 4.2)</b> nº of national and provincial institutions capable of identifying and monitoring disasters and risks, and implementing the National Contingency Plan, 2014-2019. <b>Baseline:</b> Only one province has a contingency plan (Cunene). <b>Target:</b> At least 10 provinces with contingency plan	NAPA reports; MININT reports; National Hyogo framework reports; Annual reports on the Mine Ban conventions, Government reports; UN reports; OCHA reports	4.2. Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community. <b>Indicator 4.2.1:</b> Nº of effective systems for prevention, early warning and preparedness to address disasters and risks. <b>Baseline:</b> One provincial Contingency Plans operational. <b>Target:</b> At least 5 gender-responsive Provincial Contingency Plans prepared and operational. <b>Data source:</b> MININT, MINARS. <b>Frequency:</b> Annual <b>Indicator 4.2.2:</b> Nº of newly established early warning systems. <b>Baseline:</b> 0 <b>Target:</b> 2 <b>Data Sources:</b> MININT, MINAGRO, MINARS. <b>Frequency:</b> Annual

Table 4: CPD Expected Results in Environment and Risk Disaster

<sup>37</sup>The **environmental sustainability for disaster risk reduction and economic advancement** programme intends to reinforce the links between sustainable environment, disaster risk management and gender equality, to reduce multi-dimensional poverty. This entails engaging at the national level through the Global Environment Facility (GEF) and other modalities to ensure that environmental policies, strategies, and screening safeguards are effectively implemented ‘downstream’ to protect the environment, while promoting livelihoods and increasing ‘green’ job opportunities.

UNDP supports the preparation and implementation of gender-responsive provincial contingency, resilience and disaster risk reduction plans and seeks to continue its work on disaster risk reduction with the International Organization for Migration (IOM) and others through joint programming. UNDP works in partnership with the Government of Angola, development partners, UN agencies, civil society and local communities to help identify local solutions to meet global and national development challenges through a range of interventions that combine UNDP’s expertise and comparative advantage in the areas of Poverty Reduction, Democratic Governance, Gender, Human Rights, HIV/AIDS, Environment and Crisis Prevention and Recovery.

### 5.1.2. Country Programme Action Plan (CPAP) 2015-2019

UNDP CPAP (2015-2019) is an extension of CPD and was formulated following a review of Angola progress to attain MDGs<sup>38</sup>. Albeit the diagnostic, development efforts must continue in the Development Agenda Post 2015, within the Sustainable Development Objectives (ODS). The ODS, valid until 2030, as well as the challenges identified and the recommendations suggested, played an important role in the formulation of CPAP and specifically in the objectives set out in the PND concerning Environmental Sustainability, Climate Change and Reduction of Risks and Disasters and in the selection of projects to be implemented.

The UNDAF outcome 4 is aligned with Strategic Plan (S.P) Outcome 5 : *Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change*. This outcome is contributing to Strategic Plan Results (IIRF) through the following three outputs: Output 5.1) Mechanisms in place to assess natural and man-made risks at national and sub-national levels; Output 5.2) Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels; Output 5.4) Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community.

The programmatic area of the CPAP concerning priority 4 links the above outcomes (UNDAF, SP), mirrors the intervention areas identified in the CPD and aims to contribute to the national outcome “*Strengthened Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources*” . Under the environment and risk areas the expected outcome was developed under two outputs measured with two indicators, as illustrated in the following table.

<sup>37</sup> UNDP\_AO\_CPD\_2015-2019\_EN

<sup>38</sup> The review revealed that some targets (1,2,3,6,7,8) would be achieve but it was unlikely to achieve others (4, 5).



<b>UNPAF/CPD outcome #4.</b> By 2019, the environmental sustainability is strengthened through the improvement of management of energy, natural resources, access to green technology, climate change strategies, conservation of biodiversity, and systems and plans to reduce disasters and risks ( <u>SP Outcome 5 embedding sustainable environment</u> ).	
<b>Relevant UNDP Strategic Plan result:</b> Outcome 5. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.	
<b>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</b>	<b>Country Programme outputs</b>
<p><b>Indicator 4.1:</b> Disaster and climate risk management plans fully funded through national, local and sectorial development budgets.  <b>Baseline:</b> 1 plan funded.  <b>Target:</b> 18 plans funded.</p> <hr/> <p><b>Indicator 4.2:</b> # of national and provincial institutions capable of identifying and monitoring disasters, risks, and implementing the National Contingency Plan 2015-2019.  <b>Baseline:</b> Only one province has a Contingency Plan (Cunene).  <b>Target:</b> At least 10 provinces with a Contingency Plan.</p>	<p><b>Output 4.1:</b> Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.  <b>Indicator 4.1.1:</b> No of responsive legal, policy and institutional frameworks supported for sustainable management of environment resources. <b>Baseline:</b> weak institutional capacities and policy frameworks; <b>Target:</b> At least 2 policy frameworks enabled.  <b>Indicator 4.1.2:</b> No of ratified international conventions implemented and reported on. <b>Baseline:</b> non-implemented conventions. <b>Target:</b> 2 (conventions implemented).  <b>Annual Targets 2015:</b> New National Climate Change Strategy formulated. Capacities for implementation of REDD (Reduction of Emissions from Deforestation and Forest Degradation) reinforced.  <b>Annual Targets 2016:</b> Climate Change Environmental Information System (CC-EINSA) established. National capacity to manage at least 1 protected area strengthened.  <b>Annual Targets 2017:</b> Capacity for early warning systems strengthened in Cunene province. Communities within Pas are able to sustainably manage and conserve biodiversity.-  <b>Annual Targets 2018</b> -Increased resilience of smallholders farmer communities to withstand climate-induced risks. - Appropriate technologies adopted for enhanced energy efficiency in 2 provinces.- Certified green charcoal scheme established.- - Renewable energy schemes promoted.  <b>Output 4.2:</b> Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community.</p> <hr/> <p><b>Indicator 4.2.1:</b> # of innovative systems for prevention, early warning and preparedness to effectively address disasters and risks.  <b>Baseline:</b> One Provincial Contingency Plan operational. <b>Target:</b> At least 5 gender-responsive Provincial Contingency Plans prepared and operational.  <b>Indicator 4.2.2:</b> # of newly established EWS. <b>Baseline:</b> 0. <b>Target:</b> 2.  <b>Annual Targets 2016:</b> Preparedness, Contingency, and Response plan elaborated in the 2nd pilot province.- SNPCB HQS and 2 pilot provinces equipped with CCO procedures and protocols, and the 1st National CCO exercise conducted. National Risk Information System designed and implemented. Pre-disaster resilient recovery plans elaborated in 2 pilot provinces.  <b>Annual Targets 2017:-</b> CCO management and procedures training provided for 2 pilot provinces and the 2nd National CCO exercise conducted. Pre-disaster resilient recovery common framework established.- 2 EWS piloted in 1 priority province.  <b>Annual Targets 2018:-</b> Preparedness, Contingency, and Response plans elaborated in the other provinces along with CCO installation / strengthening. Pre-disaster resilient recovery plans replicated in 6 priority provinces.- Urban risk reduction methodology developed.  <b>Annual Targets 2019:-</b> Preparedness, Contingency, and Response plans assessed. Pre-disaster resilient recovery plans effectiveness evaluated. EWS operational capacities in pilot province assessed.</p>

Table 5: CPAP Expected Results in Environment and Disaster

CPAP refers that “UNDP environmental interventions will strengthen national capacities to mainstream climate into national policies and strategies as well as to effectively implement international commitments and bring vulnerable groups into the centre of National Sustainable Development agenda: (i) support of cross-cutting national policies and strategies; (ii) effectively implemented international conventions: the UN convention on biological diversity (CBD), UN Framework Convention on Climate Change (UNFCCC); (iii) additionally a number of strategies will be used to combine transfer of clean technologies, improvement of energy efficiency and sustainable management of ecosystems; (iv) In collaboration with other UN partners, UNDP will support the national efforts for disaster risk reduction (DRR) and bring resilience for vulnerable people living in areas threatened by climate change and environmental disasters. The focus will be on strengthening institutions and communities, information management, internal coordination, and support for innovative alternative livelihood options to diversify risks and promulgating them”.

The indicative financial resources to implement the referred outputs were of USD 34.215 M, of which USD 31.500 M allocated to output 4.1 (regular resources USD 4.500 M, other resources USD 27.000 M) and to output 4.2. (USD 2.715 M -regular resources). The indicative investment for each output shows that the main focus area is environment in the field of biodiversity and climate change. In the area of disaster, projects are focused in prevention and preparedness to address disasters and risk.

### 5.1.3. Environment and Risk Disaster Portfolio Overview

The midterm outcome evaluation covers a total of fifteen projects grouped in two main areas, Environment and Disaster. Ten of these projects are under the scope of this evaluation (2015-2017), and the remaining five are in pipeline (2018-2025) and will be addressed under the efficiency section in the management sub-section as a result achievement (growth of portfolio).

The referred ten projects started in 2013 and are planned to go until 2021. In the Environment portfolio six projects represent 60% of the ongoing projects under implementation, followed by 20% of Disaster portfolio projects and International Waters and Women Empowerment projects, each accounting for 10% of the total of projects under implementation.

The Environment portfolio integrates two focus areas: Biodiversity (with 2 projects – *National Biodiversity Project – Conservation of Iona National Park and Expansion of Angola Protected Areas System*), and Climate Change (with 3 projects – *Promoting climate resilient development and enhanced adaptive capacity to withstand disaster risk in Angola’s Cuvelai River basin, Addressing urgent coastal adaptation needs and capacity gaps in Angola, Promotion of sustainable charcoal in Angola through a value chain approach*).

Under the area of biodiversity, projects address terrestrial conservation and protected area system. Under climate change projects support adaption and mitigation (communities resilience and adaptation, government capacity building, reduction of the GHG emissions). In the area of Disaster both projects cover disaster risk reduction and resilience building, plus preparedness to resilience recovery. Within International Waters, the existing project supports the Cubango-Okavango River Basin strategic action plan. The Women empowerment project – “Promoting Angolan Women’s Empowerment Through CSO’s” was launched in 2011 and, as a stand-alone project in the Gender area “aims to promote a strategic response to the strengthening of women’s knowledge and capacities that enables them to exercise their political, economic and social rights, particularly in peri-urban and rural areas. This project focuses on 3 thematic areas: (i) affirmation of women’s political rights and strengthening of their capacity for civic participation; (ii) protection against gender based violence; and (iii) promotion of women’s empowerment and economic and social rights.” In the period from June 2016 to June 2017 this

project focused on the drought-affected regions of the south, incorporating resilience building into its objectives and thus assuming a cross-cutting role vis-à-vis the Risk and Disaster Projects.

The project status of implementation within the portfolio differ:

- 20% of the projects started before 2015 and will end in 2018,
- 10% started in 2015 and will end in 2018,
- 20% are closed or will be closing in the end of 2017,
- 40% started in 2016 and will indicatively close between 2020 and 2022 and
- 10% started the current year with an expected ending date of 2021.

In 2018, 50% of the current projects will be closed. However, projects in pipeline will sustain both portfolios, the one of Disaster Risk Reduction until 2021 and the one of Environment until 2025 (see appendix 6).

A review of the geographical coverage of the portfolio of UNDP projects reveals that the majority of them include actions both at a national level (policy capacity building) and at a sub-level (provinces), covering around 72% of the national territory of Angola, with projects being implemented in thirteen of the eighteen provinces (Luanda, Malange, Bengo, Cabinda, Uíge, Kuando- Kubango, Cunene, Namibe, Huila, Bié, Huambo, Kwanza Sul and Benguela). The illustration below represents UNDP geographic influence.

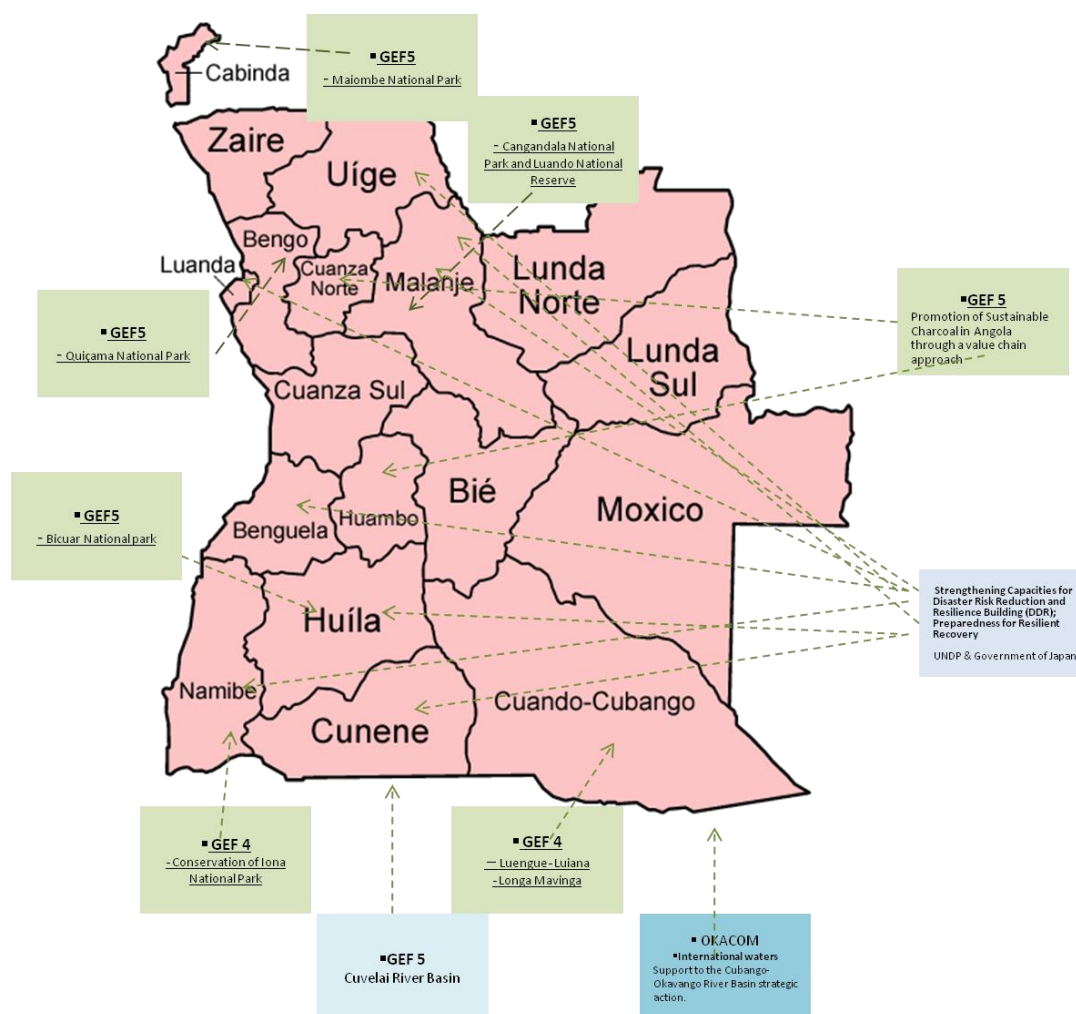


Illustration 2: UNDP Angola Geographical Influence

UNDP supports the Implementing Partner (IP) in the coordination and implementation of the activities under the projects portfolios (Environment and Disaster Risk Reduction) with other government ministries, NGOs and CSO(s). The National Coordinator Agency nominates the Government Co-operating Agency responsible for the Government's participation in each UNDP Annual Work Plan (AWP).

The total budget allocated to the **Environment and Disaster Risk Reduction portfolio from 2013 to 2025 amounted to USD 45,537,680** of which USD38,996,052 allocated to Environment (2013-2025), and USD 6,541,628.00 to Disaster Risk Reduction (2015 to 2021). UNDP supports its development activities through regular resources, GEF resources, Donors resources and cost sharing with implementing partners.

The size of the projects differ, 50% of the projects under the Environment portfolio are under USD 5M and the remaining 50% between USD 5M and USD 10M. In Disaster Risk Reduction portfolio, projects are under USD 3M.

The estimated budget UNDAF and CPAP (2015-2019) for the Outcome n°4 was around USD 35 M. The table below shows that in 2017 the real budget (guaranteed funds) for the period between 2015 and 2025 is around USD 45 M, illustrating a positive tendency to achieve the estimated budget. Fundraising needs to continue.

Estimate/baseline		Real Budget
UNDAF	CPAP	Environment & Disaster Risk Reduction Portfolio
2015-2019		2015-2025
34,215	35,000	45,000
		<b>results in 2017</b>

Table 6: Estimate budget (UNDAF-CPAP) and real budget in 2017 (M USD)

#### 5.1.4. UNDP Angola Partnership Strategy

Angola's national context of development is very complex and the present economic crisis, plus the country LDC Graduation process render difficult the implementation of a partnership strategy towards UNDP programmatic results. However, an effective partnership in the country is a critical factor for UNDP success.

The UNDP partnership strategy in Angola is guided by the Joint Country Partnership Strategy. As per CPAP document, UNDP has been building a partnership network with local, national and international partners. Although MDTP (Ministry of Planning and Territorial Development) is the lead Government partner, UNDP is working intensely with MINAMB (GEF focal point, and with CNPC under the umbrella of the two portfolios As projects demand for intersectoral political coordination and decentralized implementation, UNDP works with other ministries and agencies and has established close ties with civil society organizations, academic networks, and the private sector, taking advantage of programme synergies to strengthen partnership strategy (see appendix 7 for list of partners, stakeholders and beneficiaries of programmes).

In addition, the UN agency joint-programme synergies and planning is held with the following agencies and areas:

- ✓ Climate Change with FAO and UNEP;
- ✓ Disaster and Risk Reduction with IOM, FAO, OCHA
- ✓ Data for Development with UNICEF and UNCTAD
- ✓ SE4all with UNDO

- ✓ Economic Empowerment with ILO and FAO
- ✓ Human Rights with OHCHR
- ✓ Gender with UN Women and UNCT

### 5.1.5. UNDP Angola CO Comparative Advantage

UNDP has been working in Angola for the last 40 years and has been a key partner to the Government for changing national context from post-conflict to development. This long relationship is the evidence of the reliance that government has with UNDP. As a result of this comparative advantage, UNDP plays an important role in fostering democratic space for rights-based processes and institutions, based on country adherence to international human rights conventions and greater women's empowerment.

<sup>39</sup> UNDP Angola's Country Programme is guided by UNDP's comparative advantage in three of the UNDAF strategic pillars. The overarching strategic thrust is strengthening capacities of national actors, systems and institutions, through targeted and catalytic interventions that accelerate broad-based development and safeguard development gains against endogenous and exogenous shocks. UNDP works with the government to achieve four strategic priorities that are: supporting country's efforts for 'graduation', for the modernization of public institutions, for participatory governance within an human rights and women's empowerment approach, for prevention and reduction of HIV/AIDs, plus environmental sustainability for disaster risk reduction and economic advancement.

UNDP is the privileged partner of the Ministry of Environment to achieve sector priorities in the field of environment and climate change adaptation as the sector focal point of GEF. The achievements of MINANB within this partnership have certainly influenced the increase in the portfolio for the coming years. At a sub-level, UNDP is recognized as a premium technical advisor to guide effective implementation.

In Risk and Disaster projects, UNDP is the key partner of CNPC under the Ministry of Interior and is recognized by the Inter-Ministerial Commission as a relevant partner at the advocacy level having, since 2013, influenced these issues into the national agenda, with a vision to promote disaster risk management preparedness and response in counterpoint to exclusively emergency response.

Regarding Gender and Human Rights approach, through the "Promotion of Angolan Women through CSOs" project (launched in 2011) UNDP has contributed to the creation of a new social conscience particularly in women. It has helped women become more active participants, more integrated and relevant in socio-family life, impacting the quality of life in their communities. One of the main achievements of this project has been the significant exchange of experiences among the CSOs and between the CSOs and MINFAMU during the course of the project implementation. In this way, the project has strengthened the importance of the role of CSOs in Angola's development effort and strengthened UNDP's positioning as a privileged facilitator.

Therefore, UNDP has conquered a strategic position that enables it to generate impact in the National Agenda on its various areas of intervention. The strength of UNDP as coordinator of the UN support has solid proof in the process for developing the Angola Millennium Development Goal Report 2015, where all UN Agencies participated with most of governmental Ministries and CSOs, under the lead of MPDT, with UNDP support.

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<sup>39</sup> UNDP ANGOLA CO ROAD MAP FOR THE DEVELOPMENT OF A RESOURCE MOBILIZATION PLAN 2016-2019

UNDP also acts as a facilitator and umbrella for grants for the CSO's. Drawing on its global reach, convening power and partnerships with the Government, United Nations organizations, the private sector, civil society, academia and local communities, UNDP is being able to provide policy, technical and implementation support to address the inter-related dimensions of sustainable development.

UNDP is also the Host of the Angola Aid Effectiveness Architecture. Through its role as host of the Development Assistance Group (DAG) secretariat, UNDP is in an advantageous position when it comes to facilitating development dialogue with the Government. To enhance delivery, UNDP can use traditional partnerships with bilateral and multilateral development partners and the United Nations country team and expand partnerships with the private sector and civil society in all areas of the UNPAF. UNDP is also set to continue to broaden its donor partnership base, expand non-core resource base – including government cost-sharing – and focus on developing national institutional and human capabilities and building resilience capacity to offset potential shocks associated with natural disasters, or a decline in resource-based income.

Since May 2016, in the framework established by the Regional Inter-Agency Standing Committee (RIASCO) for the Southern African region, both at regional and country levels, UNDP along with FAO leads the Pillar II, Resilience Pillar of the RIASCO Action Plan for El Niño. UNDP along with other UN agencies completed the preparation of a 36-month Action Plan for Resilience Building in June 2016. The RIASCO Action Plan, comprising humanitarian, resilience and macroeconomic pillars, is expected to contribute to the implementation of the short to medium term Action Plan contained in the SADC Appeal developed by the government of Angola to address needs of the El Niño-induced drought affected people in the country's Southern region.

UNDP is the Host of the UN Resident Coordinator System and Pillar for the Delivering as One Agenda. As host of the Resident Coordinator system, UNDP plays a special role with regards to the coordination of other UN agencies and the work of the UN as a whole in Angola. Through the dual role as Resident Representative (RR) and Resident Coordinator (RC), the Head of UNDP ensures inter-agency coordination and represents the interests of the UN in general and of UNDP in particular, in the country. Therefore, UNDP, under the leadership of the RR, plays a special role on UNDAF Action Plan implementation as well as UN Joint Resource mobilization efforts that are coordinated through the RC's Office. In addition, UNDP has taken the lead role in the Governance UNDAF pillar, coordinating the respective working group and spearheading governance reform efforts in the country.

## 6. CONTRIBUTION TO RESULTS

The Environment and Disaster portfolio contains projects in different phases. From the thirteen under the scope of this evaluation, approximately 30% (4) didn't start (concept approval, project signature), 15% (2) are closed and 53% (7) are on course. Throughout 2017 the political activity has slowed down in result of a complex political transition, due to the election of a new President and the constitution of a new government, that came out of the legislative elections held last August. However, the ministries leading the Environment sector and the Risk and Disaster area have been leading these national priorities issues at the highest political level. This contribution analysis seeks a reasonable association between the achievements of the portfolio and the national development progress made in Angola.

### 6.1. Relevance

This section addresses the Relevance of the Projects against Angola's national priorities, overall UNDP and UN mandate, donor's strategies and within the context of mainstreaming gender observations.



### 6.1.1. Towards National Priorities and UN Planning Framework

- Within the first year of the three-year Disaster Risk Reduction (DRR) and capacity building project, the Council of Ministers approved two Strategic Plans prepared by the National Civil Protection Commission (CNPC) with UNDP's technical advisory support. Within the strategic frameworks established by the National Preparedness, Contingency, Response and Recovery Plan (PNPCR) and the Strategic Plan for Prevention and Disaster Risk Reduction in the framework of the National Development Plan (2013-2017), from 2015 to 2017, the CNPC decentralized contingency planning to provincial level, while advancing DRR mainstreaming in sectorial works across relevant ministries at national level. Within the executive framework established by the PNPGR 2015-2017, six disaster-prone provinces, including the capital of Luanda, were newly equipped with Provincial Contingency Plans. The Provincial Contingency Plans that comprise preparedness and response plans were all informed by multi-hazard sub-national disaster and climate risk assessments. The participatory contingency planning process offered simulation exercises and basic DRR training to overcome immediate local capacity challenges in planning and operations. Provincial Contingency Plans developed in the six provinces have established necessary strategic frameworks, leading the Provincial Civil Protection Commissions (CPPC) to allocate budgets and facilitate effective disaster preparedness and response for the coming years.
- In 2016, the National Civil Protection Commission (CNPC) advanced in developing preparedness systems to address consequences of and response to disasters. In the framework established by the National Plan for Preparedness, Contingency, Response, and Recovery (PNPCR) 2015-2017, the provinces of Malanje and Benguela were newly equipped with contingency plans, bringing the total number from 6 to 8. The provincial contingency plans, comprising preparedness and response plans, established frameworks, leading the provincial governments to allocate budgets and facilitate disaster preparedness and response at local level. The aftermath of the severe drought that hit the country beginning in 2012 continued to impact the Southern provinces, especially Cunene, Huila and Namibe in 2016. Of 1.2 million people directly affected by the El Niño induced drought, 1.1 million were found in the 3 provinces. The drought affected provinces developed respective response plans based on the provincial contingency plans prepared in 2015, and their implementation was assisted by the CNPC and UN's emergency response action along with the coordination and information management support throughout the year.
- <sup>40</sup>The new ENAC will establish the vision of the Angolan national policy on the horizon 2030, taking into account the need to articulate Angolan policy in terms of adaptation to the impacts of climate change and to the new Paris Agreement.
  - National Emission Plan – PNE - one of the pillars of ENAC, aims to ensure a sustainable trajectory of reduction of national GHG emissions, ensuring compliance with the national mitigation commitments registered in Angola's ENAC.
  - National Adaptation Plan for Climate Change - PNAAC - the second pillar of ENAC, aims to improve the level of knowledge about climate change and promote adaptation to climate change in Angola's various public policies. The NAPA should also contribute to reducing vulnerability and increasing Angola's response capacity, with a view to minimizing the effects of climate change, by implementing adaptation.
  - Training and involvement of different parts of the ENAC, stakeholders training and involvement of the different Ministries and national entities will be done through the implementation of three workshops and a mission to prepare PNE and NAPA.
- The IONA project set the foundations for the establishment of a more comprehensive programme to rehabilitate, strengthen and expand Angola's system of protected areas. In its second component (strengthen institutional capacity to manage the protected areas

<sup>40</sup> ENAC Angola Proposal \_27Jul2016 (2)

network), this project envisaged creating the appropriate conditions for the effective implementation of PLERNACA (Strategic Plan of the National Network of Conservation Areas of Angola) in the establishment of the national network of Conservation Areas, the development of capacities for effective management of the network of CAs, at national level and regarding each CA, and the collection of information on all NPs and Luanda RNE; the prioritization of interventions for the study and management of CAs and the preparation of the reports on the state of the parks with respect to 6 selected CAs.<sup>41</sup> Both projects provide a relevant response to the intensification of environmental degradation and biodiversity loss due to the country's rapid economic growth and support the extra demand placed on the capacity of the government, in particular on the Ministry of Environment, to ensure that the environmental impacts of economic activities are adequately addressed. These projects (in its components of alternative income generation for neighbouring communities) also address the problem of the insufficient employment opportunities generated by the export of non-renewable resources such as oil and diamonds, that force a large proportion of the population to make a living from the exploitation of natural resources: cutting down forests for fuel wood and charcoal production; poaching of wild animals for subsistence and commercial purposes; slash-and-burn agricultural practices; and illegal logging of valuable timber. And the same applies to the remaining projects focusing on biodiversity - *"Creation of Marine Protected Areas in Angola"*, *"Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola"* and to some related to climate change, such as *"Promotion of Sustainable Charcoal in Angola through a Value Chain Approach"* and *"Support to the Cubango-Okavango River Basin strategic action"*.

Based on the National development priorities:

- i. UNDP Environment and Disaster portfolio indicates clear linkage and a coherent response to UNDAF, CPD and CPAP framework. The overall portfolio in terms of project design, interventions and results, interrelate principles of United Nations programming, results based management, approach based on gender equality, human rights and the sustainability of environmental and development resources.
- ii. The UNDP projects results are very consistent to UN response, as their focus and results are improving the management of natural resources, implementing strategies and policy framework to address climate change, strengthening the conservation of biodiversity, reinforcing policy strategies, operational plans and information systems for risk and disaster reduction, transferring knowledge and expertise and reinforcing the implementation of international conventions within the projects influences. The Projects that will start will reinforce these priorities plus improvement in management of energy, access to green technology, and Inclusive economic development. As already stated in Section 5, the interventions related to Environment and Risk Disaster are part of the *Results Matrix UNPAF 2015-2019 within the outcome n4*, CPD outputs, and cover CPAP programmatic priority 4 "Environmental Sustainability for Risk Reduction and economic Advancement (SP Outcome 5-embedding sustainable environment).
- iii. Regarding national priorities as identified by the PND 2013-2017 (section 4), UNDP is actively engaged in strengthening sustainability of natural resources and poverty reduction by a better biodiversity management, use and conservation, training key players and improving Risk Disaster and resilient management, and swift projects portfolio towards climate change and energy issues, helping ultimately implementing

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<sup>41</sup> PRODOC 4464 Angola PA Expansion, v. 27 April 2016 – EN



partners to bring vulnerable groups into the centre of National Sustainable Development agenda, and to build effective multisectoral strategies and international commitments to address economic advancement towards the improvement of population's standard of living. Section 4 of this evaluation demonstrated that among the various political priorities the national planning instrument highlights two relevant to understand UNDP response to the sector: the first emphasizes the importance of implementing Angola's protected area management strategy, and the second focuses on the need to address climate change throughout national programmes implementation.

### 6.1.2. Towards Other Donors

UNDP Environment and Disaster portfolio is also relevant towards other Donors supported programmes, such as:

- **Japan-UNDP Partnership Fund** - “Enhancing disaster preparedness for effective response, and to “Build Back Better” in recovery, rehabilitation and reconstruction” project was supported within the Japan-UNDP Partnership Fund to address Priority 4 of the Sendai Framework of Action for DRR 2015-2030.
- **UNISDR** - The EU and the UN Office for Disaster Risk Reduction (UNISDR) supported DesInventar, a disaster loss database, and the UNISDR Nairobi reconfirmed with UNDP Angola that Angola is the 1<sup>st</sup> priority country for their support in 2015 and only Portuguese speaking country.

In the areas of Gender plus Disaster:

- **FAO** signed a cooperation agreement that aims at creating an opportunity for the development of a honey value chain in the southern region of the country. The main objective of the agreement is the empowerment of women and young people, who constitute the majority of the beneficiaries in the area. The implementation of the project counts on the institutional support of the Government, and financial and technical of the FAO and of the United Nations Development Program (UNDP).
- **IFAD**
  - Agriculture recovery project - The Project goal is to “contribute to improved food and nutrition security of targeted communities”. This underlines the central importance of ensuring food and nutrition security as a prerequisite to enable them to participate in development activities. The Project's Development Objective is the “restoration of productive assets and capacity of households affected by recurrent droughts”. This is to be achieved through the provision of agricultural and livestock support packages that include both inputs and technical capacity building and construction of basic supporting infrastructure.
  - Smallholder Agricultural Development and Commercialization Project in Cuanza Sul and Huila Provinces - SADCP is designed to address two critical constraints to agricultural development in Angola. First, it will increase institutional capacity through capacity building, both nationally and in the project areas. Second, it will upgrade smallholder agricultural production and improve market linkages. It will address critical bottlenecks in the agricultural supply and value chains, including extension, irrigation, productivity enhancement, conservation agriculture and climate change adaptation, post-harvest management, value addition, and market linkages of selected crops.

- Artisanal Fisheries and Aquaculture Project - The project's goal is to reduce poverty in artisanal inland fishing and small-scale fish-farming households in target communities. It will improve food security and nutrition among artisanal inland fishing and fish farming households while addressing climate change issues that affect fisheries and aquaculture sectors.
- **Least Developed Country Fund (LDCF) and UNEP** - UNDP's project "*Addressing urgent coastal adaptation needs and capacity gaps in Angola*" is partly funded by LDCF and UNEP to increase the capacity of Angola's government and coastal communities to adapt to climate change.

### 6.1.3. Towards Gender Mainstreaming

The National Office for Gender Equity and Equality that operates under MINFAMU supervises the implementation of the gender equity and equality policy passed in 2013. This office was created in 2012 to lead the national gender policy and has since had a close working relationship with UNDP through the implementation of the project "Promotion of Angolan Women through CSOs".

UNPAF 2015-2019 outlines three main strategic areas from the gender related challenges identified in Angola's six main and medium-term development priorities: i) Human, social and equitable development; ii) Rule of law and national cohesion and iii) Inclusive and sustainable economic development.

UNDP's second Strategic Plan for Gender Equity 2014-2017 is entitled *The Future We Want: Rights and Empowerment* and focuses on promotion and empowerment of women based on the principles of equity and sustainability, and provides strategic guidelines of actions and results that align with UNDP's Strategic Plan 2014-2017. Both plans have three operational lines: i) Sustainable Development: opportunity to reformulate and support new policies, empower women and mould women into agents of change; ii) Democratic Governance: to ensure equal participation of men and women at all levels of governance and iii) Resilience: to build the capacity of women and include women in all institutional and social sectors.

Within this context, "Promotion of Angolan Women through CSOs" project was launched in 2011 and is now in the final stage of its 3rd phase, having since involved 16 CSOs in its implementation. Project activities have been taking place across various provinces and included awareness workshops with communities, seminars, training courses and dissemination of information on gender equality and women's rights, capacity building on the law against domestic violence and civic association, small business management, literacy, radio programs and research projects.

<sup>42</sup>This project focused the 2<sup>nd</sup> year intervention of the 2<sup>nd</sup> cycle on the drought-affected southern region, particularly considering the adverse impact of *El Nino*-induced drought in Cunene, Namibe, and Huila provinces to provide urgent support to women's economic empowerment in those affected provinces and make a needed contribution to the resilience building of their families and communities in the critical transition phase from humanitarian to a sustainable and resilient recovery and development.

The southern region of Angola is characterized by agro-pastoralist communities based on the cattle rearing and agricultural production mainly for self-consumption. Since 2008, this region has been affected by a cycle of droughts and floods. In 2015/16, El Niño-induced drought has reportedly affected 1.4 million people in 7 southern provinces with 1.1 million in Cunene, Huila

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<sup>42</sup> UNDP 1 pager for Norway\_Emb\_June 2016

and Namibe. Cunene is the most affected province, with 800,000 people impacted in January 2016 (compared to 500,000 in June 2015), which represents 56% of total affected people. About 1 million people continues to be food insecure. In Cunene, women are the most affected, according to the Situation Report issued by the UN in Angola, 13 May 2016 (it is estimated that 67% of the population under 15 years is female).

The project provided support to 5 CSO's micro-projects, designed to provide a strategic response to the issues affecting rural women in the provinces of Cunene, Huila and Namibe, strengthening women's capacity to mitigate, withstand, and recover from disaster shocks, reinforcing the resilience of communities affected by drought, through economic empowerment and participation support.

Despite the relevance of this project, gender equality implementation is generally weak and needs to be reinforced to achieve the results required in the projects and in accordance to GEF and UN planning tools.

## 6.2. Effectiveness

This analysis seeks to articulate the achievements of the programme portfolio with the national development progress. Achievements and progress towards CPAP outcomes on environment and risk disaster and climate change have been attained, in collaboration with the government, and the program supported the development to manage multisectoral coordination, to implement international conventions, to develop national strategies plans towards sustainable use of natural resources and resilient to risk and disaster, community empowerment, transference of knowledge and vulnerability reduction.

UNDP's portfolio is structured around two outputs, streamlining to projects with a set of indicative activities and targets for the 2015-2017 period. A table summarizing the targets and key achievements of UNDP's portfolio of Environment and Disaster Risk management over the last two (2) years can be found in appendixes 8 and 9.

### 6.2.1. Achievements and Progress Towards Outcomes

In the framework of the National Development Plan (2013-2017) and with UNDP's technical advisory support, some of the evidences from projects results that sustain the above mentioned are:

- a. The National Plan for Preparedness, Contingencies, Response and Recovery from Calamities and Disasters waiting to be approved by the Council of Ministries; the approval from the Council of the Ministries of two Strategic Plans prepared by the National Civil Protection Commission (CNPC); the CNPC decentralization of contingency planning to provincial level, while advancing DRR mainstreaming in sectorial works across relevant ministries at national level. In 2016, the provinces of Malanje and Benguela were newly equipped with contingency plans, bringing the total number to 8. The provincial contingency plans, comprising preparedness and response plans, established frameworks, leading the provincial governments to allocate budgets and facilitate disaster preparedness and response at local level.
- b. In 2016, the provinces affected by drought (since 2012) developed their respective response plans based on the provincial contingency plans prepared in 2015, and their implementation was assisted by the CNPC and UN's emergency response action. Coordination and information management support was given throughout the year;
- c. In 2017, one response simulation and SOP was developed for CCO in Cunene. As part of the UNISDR information management support, in April 2016 data collection/entry form was adopted for use by sector ministries, to facilitate entry of disaster loss data into the

national database (DesInventar) administered by CNPC / SPCB). SPCB established data collection system and trained provincial staff on the use of DesInventar Disaster Recovery Framework (DRF), drafted in June 2017 and submitted for CNPC review in August.

- d. Within South-South and Triangular Cooperation, 38 Disaster Risk Management (DRM) officials from 18 countries including Angola gathered at the International Training Centre of the International Labour Organization (ILO). Participation of the three CNPC officials in the 7-month training course was supported under this project. Through lectures, debates, group works and simulation exercises, Angolan DRM practitioners deepened their understanding on DRR for sustainable local development and acquired practical tools for risk assessment and mainstreaming DRR in development planning. The course also featured a number of DRR experience-sharing sessions between participating countries. Angola's project on Disaster Prevention at Schools and Communities was presented along with lessons learnt for possible replication in other countries;
- e. Capacity for early warning systems is being strengthened in Cunene (through Cuvelai's River Basin Project). Training of technicians in the area of meteorology has already started;
- f. The new ENAC (National Climate Change Strategy addressing national policy on the horizon 2030), was formulated in 2016 and is waiting to be promulgated by the new Council of Ministries. The document articulates Angola's policy in terms of adaptation to the impacts of climate change, the new Paris Agreement National Emission Plan, and aims to ensure a sustainable trajectory of reduction of national GHG emissions, ensuring compliance with the national mitigation commitments assumed by the Government of Angola. Another result is the National Adaptation Plan for Climate Change - PNAAC, the second pillar of ENAC, that aims to improve the level of knowledge about climate change and promote adaptation to climate change in Angola's various public policies. The NAPA should also contribute to reducing vulnerability and increasing Angola's response capacity, with a view to minimizing the effects of climate change, by implementing adaptation;
- g. In terms of biodiversity management and conservation, Angola's Protected Areas Network was strengthened with the settlement of new protected areas covering approximately 12,8% of all territory with the objective to achieve a total of 22%. Within the pilot project Iona, seen as key catalyst to improve management of globally significant biodiversity, one park management plan was developed and another five are being concluded; the infrastructures destroyed during the civil war were rehabilitated and new ones were constructed; vehicles were acquired and the communication and radio system for the administration of the Iona Park was installed to support the park operation. In terms of strengthening of institutional capacity, the strategic Plan for INBAC (National Institute of Biodiversity and Conservation Areas) was developed. Regarding south-south exchanges, an exchange with Namibia happened focusing on lessons learned in tourism development with traditional communities, resulting in the development of community tourism in the Iona Park (in progress). Training was administered to park rangers in Iona.
- h. From March to August 2016, with administrative and financial management support provided by the UNDP to the management of the CERF (US\$ 150,000), the UNFPA successfully completed the implementation of its emergency programme in reproductive health emergency, resulting in the overall achievement exceeding the original targets. 35 social mobilizers from the local Red Cross and Civil Protection (25 in Huila and 10 in Cunene) trained by the UNFPA effectively provided Sexual Reproductive Health Information to 10,303 people, of whom 5,622 were adolescent girls, against the target of 5,800 affected by drought in Cunene and Huila provinces and distributed 2,460

Sanitary Kits to women and adolescent girls (against target 1,600) in the areas affected by drought in Cunene.

- i. UNDP's "Promoting Angolan Women's Empowerment through CSOs" project reached a total of 30,173 beneficiaries from June 2016 to June 2017, of which 7565 are women, not to mention the catalytic effect on their families and communities. 36 promoters of gender equality were identified and equipped in 19 communities, 10 members of 5 CSOs increased their capacities in Project Planning and Monitoring, 28 CSOs personnel from CSOs, MINFAMU Provincial Offices (DINFAMUs), Angolan Civil Protection Services and Huila Provincial Government gained increased knowledge in gender equality, 233 women and 68 men gained increased competence on women's rights, 82 Police officers were trained on law enforcement on domestic violence, 147 cases of Domestic Violence were mapped and reported, 234 young females accessed Social Protection Services, 409 sex workers were empowered on their rights and in self-esteem, a study entitled 'Women's Integration in Production Processes: The legal socio route in the exercise of economic and social rights in Angola' was conducted, business management skills of 310 women from informal sector was strengthened, 52 saving groups were created (522 women beneficiaries), 3 Community centers for CACS were created and led by women, 40 women members of communal CACS were capacitated with knowledge and leadership skills on CACS policies, 183 women and 117 men were beneficiaries of food security from 10 School Fields of vegetable gardens, women's groups were formed to strengthen women's productive and organizational capacity and 375 women are currently benefiting and 12 Drought resistant crops were organized and coordinated by women, benefiting 360 women. Also, responding to both the need to obtain reliable and up-to-date information with a focus on gender and promoting advocacy, UNDP supported the following 4 publications: "The integration of women in production processes in Angola", "National Action Plan for the Implementation of Resolution 1325 of the United Nations Security Council on Women, Peace and Security, 2016-2018", "ABC of Gender" and "First Gender Analytical Report, Angola 2017".

The review of achievements indicates that the programmes were effective in meeting expected outcomes and outputs as well as most of its targets with less effectiveness in activities at sub-national level, such as municipalities (risk projects) and communities (environment projects). This fact undermined the outreach of the programmes, mainly in what concerns the outcomes involving communities and, necessarily, gender empowerment.

### 6.3. Efficiency

This section measures the productivity of the programme. It assesses to which degree achievements are derived from an efficient use of financial, human and material resources. It reviews the overall management approach and the use of adaptive management when implementing projects, as well as the modality used and the participation of stakeholders.

#### 6.3.1. Management Approach

The analysis of the two portfolios reveals that resources allocation was efficient and adequately addressed in Disaster projects and less so in Environment projects, although progress achievements are visible since 2016.

Even though there have been delays in the environment projects, UNDP management flexibility to address it has induced a gradually better use of resources and increased efficiency of IP timely implementation response. This flexibility includes the use of adaptive management to secure project deliverables while maintaining adherence to the overall design projects and structure. It is particularly important to Angola and to MINAMB, where political governance is weak in

intersectoral coordination and decentralization procedures, and where a limited number of professionals with environment expertise and experience are available. Environment projects, general projects concepts, formulation of projects, preliminary negotiations, agreements, design, projects approvals and implementation seems to have suffered delays, mostly attributable to the implementing partner. Operational problems such as slow procurement process and payments, selection of non-qualified contractors by implementing partner and insufficient internal communication within partner's institution caused delays in the Environment's portfolio implementation. The cooperation with UNEP is not being efficient in what concerns the starting of the project *Addressing urgent Coastal Adaptation needs and capacity gaps in Angola*, where UNDP needs take action to guarantee the start up of implementation. In what concerns GEF, time between concept phase and implementation was too long. However, even though national priorities often changed from project conception to start up, adaptations were made without changing the projects structures, due to UNDP advocacy. GEF new procedures, introducing time limits between project approval and start of implementation is a positive factor, forcing implementing partner and UN agencies involved to be more efficient in respecting timeline of project cycle.

The review of the Disaster portfolio shows that activities are in accordance with the planning. The management approach seems to be efficient. Projects are in accordance with planning resources and project cycle timeline.

Focus area	Projects	Project cycle
<b>Disaster</b>	DRR - Strengthening Capacities for Disaster Risk Reduction and Resilience Building	No delays
	Resilient Recovery Project - Preparedness for Resilient Recovery	No delays
<b>Environment</b>	Addressing urgent Coastal Adaptation needs and capacity gaps in Angola	Delayed start due to waiting for UNEP to initiate activities
	Climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin	Severely delayed due to lack of authority within IP
	Conservation Biodiversity Iona National Park	Many reasons for delays both internal and external (IP)
	Expansion and strengthening Angola Protected Area System	Delays in PPG due to insufficient coordination with IP

Table 7: Allocation resources, operational problems

At the project level, the above mentioned factors affected the results achievement of environment projects. Environment portfolio projects are all NIM implemented, therefore UNDP cannot assume responsibility for implementation, irrespective of implementing partner's capacity. Still, UNDP works closely and constantly with implementing partner to address issues causing slow implementation. In particular, the productivity of Iona project (GEF4) is low, with results achievements below planned and the risk of not spending all the allocated funds. The European Union has been a donor of the Iona project through the Delegated Agreement Mode signed with UNDP and states (stakeholder interview) that the definition of roles and activities that could not be implemented through UNDP technical assistance and those that were exclusively government responsibilities took longer than expected to be accepted by all parts.

The objective of UNDP is to maximize the use of NIM (approach to implement projects), as this approach allows implementing partners to gain more experience in managing and overseeing projects following international project management standards and fosters a more responsible and timely efficient implementation of projects, while developing a strongest ownership of projects achievements. A project considered to be "high risk" implementation wise is the

*Cuvelai River- Basin*, due to several delays originating in the lack of authority within MINAMB. The low efficiency of MINAMB as an implementing partner was influenced by high level centralized decisions from the previous leadership. However, a more efficient approach, respecting timeline decision making and decentralized implementation was informally announced to UNDP by the new leadership. At the central level, GEF procedures need to be part of INBAC daily routine, and started with the extension of Iona project (GEF 4/2016).

Still at the project level, under the Disaster portfolio, the Preparedness for Resilient Recovery project was approved in the Social and Environmental Screening Procedure of UNDP and was financed by the Japan-UNDP Partnership Fund. Technical and management support provided by UNDP was assessed as showing high standards of professionalism in its working methods and capacity for building harmonized approach for national political awareness and capacity to deal with Disaster in the interviews held with National Civil Protection Commission (CNPC) and Japan Embassy. Under Disaster projects, UNDP's modality of implementation is NIM, but DIM (Direct Implementation Modality) keeps the Implementing partner- CNPC - on a leadership role, fostering ownership. Financial management of the portfolio is a responsibility of UNDP, but in planning, implementing and monitoring UNDP worked closely with IP CNPC and all was conducted jointly. The interventions focused developing the system, based on the already existent public administration structure.

Project management structure used by each portfolio seems to be different, as Environment uses Steering Committees to oversee implementation for all GEF projects, and Disaster uses Project boards.

As a consequence of the constraints related to the Environment portfolio management cycle, the financial execution rate reveals a low level of projects disbursements, even though there is evidence of annual progress from 2015 to 2017. The financial execution rate of the Disaster Risk Reduction portfolio reveals a high level of project disbursement.

Environment Projects	Programmatic status	GEF			Trac			EU			MLF			CERF/UNDSS			CERF/UNICEF			JPN		
		2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
National Biodiversity Project: Conservation of Iona National Park	On course since 2013. Close 2018 (april)	15%	23%	40%	89.37%	94.40%	99.59%	26.89%	43.17%	52.90%												
Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin	February 2016 - Project signature. End: 2020. On course		12%	28%	NA	53.91%	64.43%															
Expansion and Strengthening of Angola's Protected Area system	May 2016 - Project signature. End: 2021		22.51%	22.84%			30%															
Promotion of Sustainable Charcoal in Angola through a Value Chain Approach	October 2016 - Project signature. End: 2022. On course			51.80%			96.59%															
Addressing urgent coastal adaptation needs and capacity gaps in Angola	October 2016 - Project signature. Started: 2017. End: 2020. On course																					
HYDROCHLOROFUOROARB	Closing										37.87%	96.91%	98.77%									
DDR					99%	99%	99%		47.44%							62.7%		99.9%		100%	100%	100%

Table 8: Financial execution rates

Due to Angola's LDC graduation previewed for 2022, UNDP financial resources are decreasing, thus diminishing the agency's capacity to contract the human resources necessary for programmatic development. However, the relationship with GEF is highly efficient and a unique worldwide GEF procedure is being implemented in the Environment portfolio, where UN Volunteers salaries are being paid by GEF.



Overall, evidence of national ownership is good as all stakeholders interviewed recognize the capacity of UNDP to build a structured management approach. Nevertheless, UNDP needs to focus more in developing project management capacities at central level to reinforce the ability of IP to better coordinate and decentralize implementation.

### 6.3.2. Resources Mobilization

UNDAF indicative financial resources to implement the outputs under the OUTCOME 4 was USD 34.215 M, of which USD 31.500 M (regular resources USD 4.500 M, other resources USD 27.000 M) allocated to output 4.1 and USD 2.715 M (regular resources) allocated to output 4.2. The indicative investment for each output indicates the main focus area to be that of environment in the field of biodiversity and climate change. In the area of disaster the focus lies in prevention and preparedness to address disasters and risk.

CPAP total budget allocated to the Environment and Disaster portfolio from 2013 to 2025 is USD 45.537.653 M, where 86% (USD 38,996,052 M) is allocated to Environment (2013-2025), and 14% to Disaster (USD 6,541,628.00 M) from 2015 to 2021. The programmatic priorities are aligned with UNDAF strategy. To achieve the intended alignment, UNDP took advantage of its strong political capital to mobilize resources. This efficiency can be further seen in the pipeline of projects from 2013 to 2025, revealing an effective capacity for fundraising.

The main external donors of the projects under the Environment portfolio from 2015 to 2017 are the Global Environment Facilities (GEF) and EU; and under Disaster portfolio the Embassy of Japan. Rates of funding from donors concerning environment projects during the 2015-2021 period are GEF with 73%, and EU with 15% of allocated funds. For projects in pipeline (2018-2025) the funds are exclusively from GEF (information available in December 2017). Disaster's new projects (2018-2021) are funded by EU and IFAD (International Fund for Agriculture Development), EU being responsible for 92% of the allocated funds for the entire project.

This evaluation also focused on the timeline of each project (starting and ending years). Between 2015 and 2025, the projects flowchart shows ongoing projects under implementation and in pipeline. The referred (15) projects started on 2013 and are planned to go until 2025. In the environment area there are nine projects focusing in two fields of action, Biodiversity (4), and Climate Change (5). The first one is acting in the areas of terrestrial and marine conservation and prevention of terrestrial species extinction. The second one covers communities sustainable energy use, communities resilience and adaptation, enhancing national government capacities, contributing to the reduction of the GHG emission by promoting charcoal value chain approach and helping the government to implement the obligations assumed as a Party to the Montreal Protocol. In the area of Disaster there are two projects covering disaster risk reduction and resilience building, plus preparedness to resilience recovery. Within International Waters, the existing project aims to support the Cubango-Okavango River Basin strategic action plan.



Environment	YEAR													
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
National Biodiversity Project: Conservation of Iona National Park														
Expansion and Strengthening of Angola's Protected Area system														
NEW - Creation of Marine Protected Areas in Angola (pipeline project)														
NEW - Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola (pipeline project)														
Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin														
Addressing urgent coastal adaptation needs and capacity gaps in Angola														
Promotion of Sustainable Charcoal in Angola through a Value Chain Approach														
Promoting sustainable energy access for rural communities in South-Eastern Angola (pipeline project)														
Support to the Cubango-Okavango River Basin strategic action.														
SE4ALL														
Hydrochlorofluorocarbon (HCFC) Phase-Out Management Plan for Angola (HMPM) MP (Montreal Protocol)														
Disaster (DRM)														
Promoting Angolan Women's empowerment through CSOs														

Table 9: Projects flowchart, 2013-2025

### 6.3.3. Monitoring and Evaluation

According to UNDP guidelines, M&E of the CPAP is in line with UNDAF results matrix and monitoring evaluation plan. It is clear that both the Government and UNDP are responsible for setting up the M&E mechanisms and tools and for conducting continuing monitoring and review activities when needed. Implementing partners provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation, as well as resources utilization, as articulated with AWP and Donors guidelines. Partners are involved in the AWP reviews. This planning tool describes the specific results to be achieved under the CPAP, and is the basis for UNDP agreements with each implementing partner on the use of resources. All cash transfers to an implementing partner are based on the activities detailed in the AWP.

The interviews reveal that UNDP works closely with key partners in what concerns programme design, implementation, monitoring, and evaluation. The reporting is in accordance with UN procedures and harmonized with UN agencies. The country access to disaggregated data is very limited. However, the projects review adopts a portfolio approach, with “SMART43” indicators, to inform results-based management outcome reporting, management and tracking of projects risks.

A comprehensive set of Monitoring and Evaluation activities was developed for the projects under the Environment portfolio from 2015 to 2017 for the Global Environment Facilities (GEF) and EU; and under Disaster portfolio, in accordance with standard UNDP and Japan Embassy procedures.

For each M&E activity, the responsible party(ies) was/were identified, as well as a budget and schedule. The plan was based on the logical framework matrix that included a set of performance monitoring indicators along with their corresponding targets and means of verification. Operating modalities of the M&E activities include performance indicators, inception workshop, inception report, quarterly progress reports, annual project reviews/project implementation review (APR/PIR), periodic monitoring through site visits, external mid-term and evaluations, learning and knowledge sharing and Audits.

However, in what concerns the Environment portfolio, and despite all M&E activities, there is little evidence of these mechanisms playing a relevant role in what concerns outcome achievement regarding the IONA project. In fact, it seems that measures to bring the project back on track were only taken following the mid-term evaluation (MTR). This report clearly highlights major shortcomings regarding implementation and provides clear recommendations as to the minimum requirements for a project extension to be granted. In addition, there is also little evidence of a higher level M&E role focusing on the outcome, by gathering contributions made by individual projects and bringing them together towards the major outcome achievement.

In Disaster and Risk Reduction projects, M&E appears to have been systematically and effectively implemented (annual reports) and some of the constraints regarding implementation (such as the autonomy of municipalities to include contingency plans in their yearly budgets) were correctly highlighted, as were their implications in the expected results.

It is also noteworthy that environment projects implementation was severely delayed, and therefore it is premature to assess the efficiency the M&E activities regarding the environmental portfolio.

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<sup>43</sup> Specific, measurable, attainable, relevant, and timely.

#### 6.3.4. Communication and Visibility

A communication strategy was developed and actions were taken by the projects to communicate development results, targeting stakeholders and beneficiaries at the project level. This strategy aims to: (i) enhance project visibility by communicating projects results; and (ii) build and strengthen relationship with the media. The projects produced a 2-page factsheet at the beginning of their implementation, that were published in UNDP Angola web page and included in UNDP Angola Newsletter to inform partners regarding projects activities.

This communication strategy relied mostly in electronic channels (e.g. social media, website). Some pieces were developed for television/radio and printed materials were also developed.

Some examples of the above communication actions are a short documentary produced for the Iona National Park (still in production), a billboard campaign (also for IONA) a roll up with UNDP and Japan Embassy logos for DDR, as well as flyers to distribute among the population. There was also evidence of press clipping.

Despite of all the above, a communication strategy for UNDP Angola “as a whole” appears to be missing, the communication strategy rather relying on projects achievement than in UNDP achievements in whole. Such a communication strategy is essential both to generate awareness and promote advocacy and to gauge further support from Government, donors and stakeholders in general.

Also, although any communication strategy is limited by budget, more can be done with the same budget, by using more engaging ways to interact with stakeholders and beneficiaries, such as gamification and challenges.

#### 6.4. Sustainability

This session analyses the long-term sustainability of Environment and Disaster portfolio. The methodology chosen is the identification of the potential risks to programmatic results (outcome) that will not sustain long –term positive impact. The focus it’s a risk context analysis on three pillars, socio-economic, financial context, institutional capacity and governance. The awareness of risks by UNDP and stakeholders will allow for the discussion and implementation of action plans to mitigate those and consolidate sustainability approach.

##### 6.4.1. Socio-economic Risk to Sustainability

The primary emphasis of the Angolan government is understandably focused on the rehabilitation of the country’s infrastructure and the provision of basic social services. Sound environmental management is important, but still secondary.

Angola’s main risks are poverty massification, LDC Graduation<sup>44</sup>, vulnerability of the economy, the majority of the population with incomes from informal economy, social imbalances and inequalities in access to income, institutional and technical capacity, decrease of government

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<sup>44</sup> “Angola context of economic crisis and political changes was (to the present date) a barrier for the government to be fully engaged in the process of LDC, as it diminished its capacities to engage with partners in order to reduce the impacts of graduation, ensuring the continued development progress supported by development assistance” - THE LEAST DEVELOPED COUNTRIES REPORT 2016. The path to graduation and beyond: Making the most of the process. CHAPTER4 Post-Graduation Processes and Challenges UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT 2016

investments and commitments in the social and environmental sectors, gradual reduction of the net official development assistance until 2022, an inefficient model of co-ordination and policies integration.

Angola lacks national CSO and NGOs efficient and effective in development programs, as technical capacity is still an issue. This situation is further aggravated in domains of disaster and environment. Local work with communities should be based on development principles and on a practical approach on how to integrate them in the mechanisms to reduce pressure over other resources and over resilience, yet upgrading their livelihoods and quality of life.

#### **6.4.2. Financial Risk to Sustainability**

UNDP CO core resources have been in decline since 2014 limiting the UNDP CO possibilities to maintain a basic high level professional structure for fully guaranteeing the enforcement of UNDP mandate in the country.

As discussed above, the macro-economic environment in Angola is not too promising. However, the review recognized the capacity of UNDP-Angola to raise donor resources to fund Environment and Disaster projects. This is a good indicator, but for UNDP to gain financial sustainability, funds increasing and diversification needs to be a priority. Financial sustainability of UNDP's environment and disaster programme will depend upon the ongoing contributions of its main partners in the donor community and hopefully upon increases of government co-financing over the long-term to address critical national priorities.

Due to a gradual decrease (irreversibly) of internal financial resources, UN V- Environment Official Programmers are paid by GEF projects. This is a unique worldwide procedure that GEF agreed to implement in the country. This particular solution needs to be followed with attention, as sustainability of human resources within the portfolio depends exclusively from GEF.

All GEF projects must have sustainability strategies (exit strategies), but this is a potential vulnerability, as sustainability of projects needs to be ensured by the government and UNDP has limited control over this issue. For example, the sustainability of the Iona project will largely depend on the government assuming the costs of park management after once the project has ended and this is not under project control. In the disaster Portfolio, if Provincial Contingency Plans are not provincially budgeted the plans will not be implemented.

The low financial execution rate of Environment portfolio implies low projects disbursements. Although there is evidence of gradual annual progress from 2015 to 2017, there is still need for further improvement and to pay special attention to the ones in closing phase /2018 (HCFC, Promoting Angolan Women's empowerment through CSOs, Iona).

The national financial resources allocated to monitoring and evaluations of projects under both portfolios is minimal. If this situation doesn't change, there is a risk that evidences will not be the pillars for public investments, impending to ensure long-term sustainability. Although UNDP enjoys a strong political capital within the government of Angola from a financial perspective, due to a not too favorable macro-economic environment, some achievements may face some risk when it comes to their sustainability over the long-term.

#### **6.4.3. Institutional Capacity and Governance Risk to Sustainability**

As seen in the Effectiveness section, UNDP has been strengthening institutions and governance – including policy and regulatory frameworks and capacity building - that will support the continuation of benefits, and ensuring the (possible) sustainability of projects achievements. Some examples express the above mentioned:

#### Examples at high level policy

- Council of Ministers approved two Strategic Plans: the National Preparedness, Contingency, Response and Recovery Plan (PNPCR) and the Strategic Plan for Prevention and Disaster Risk Reduction in the framework of the National Development Plan (2013-2017), from 2015 to 2017;
- The new ENAC (National Strategy for Climate Change) will establish the vision of the Angola's national policy on the horizon 2030, taking into account the need to articulate Angola's policy in terms of and adaptation to the impacts of climate change, the new Paris Agreement (waiting to be promulgated by the new Council of Ministries).

#### National Institutions

- In terms of strengthening of institutional capacity, the strategic Plan for INBAC (National Institute of Biodiversity and Conservation Areas) was developed;
- Within South-South and Triangular Cooperation 38 Disaster Risk Management (DRM) officials from 18 countries including Angola gathered at the International Training Center of the International Labor Organization (ILO). Participation of the three CNPC officials in the 7-month training course.

#### Examples at sub-level

- Eight disaster-prone provinces, including the capital of Luanda, were newly equipped with Provincial Contingency Plans. The provincial contingency plans, comprising preparedness and response plans, established frameworks, leading the provincial governments to allocate budgets and facilitate disaster preparedness and response at local level;
- Provincial Contingency Plans developed in the six provinces have established necessary strategic frameworks, leading the Provincial Civil Protection Commissions (CPPC) to allocate budgets and facilitate effective disaster preparedness and response in the coming year;
- Cunene, Huila and Namibe (drought affected provinces) developed respective response plans based on the provincial contingency plans;
- Capacity for early warning systems is being strengthened in Cunene (through Cuvelai's River Basin Project). Training of technicians in the area of meteorology has already started;
- Within the pilot project Iona seen as key catalyst to improve management of globally significant biodiversity, one park management plan was developed and five are in conclusion;
- The training of park guards happen in Iona and seventeen of one hundred rangers will be contracted as public servants.
- Regarding south-south exchange tourism management within community empowerment an exchange with Namibia happened focus on lessons learned in tourism development with traditional communities, resulting in the development of community tourism in the Iona Park (in progress).
- UNDP's "Promoting Angolan Women's Empowerment through CSOs" project reached a total of 30,173 beneficiaries from June 2016 to June 2017, of which 7565 are women.

#### 6.4.4. Governance risk to sustainability

Environment sector in the field of Climate Change and Adaption and Disaster approach needs to be considered cross- sectoral in the policies with specific outcomes achievements. The new National Plan 2019-2022 (in discussion) should adopt these political principles to build effective strategies to address national appropriation. For government to take over of the achievements from the two portfolios the high level commitment needs to be reinforced in order to earn a leadership capable to win national budgeting to implement multisectoral coordination and an efficient decentralized implementation process. Negative examples are the Cuvelai project where IP way of governance is impeaching ongoing programme, the National Plan for

Preparedness, Contingencies, Response and Recovery from Calamities and Disasters waiting to be approved by the Council of Ministries and the same for the implementation of the new ENAC (National strategy of Climate Change-2030), that takes into account the need to articulate Angolan policy in terms of adaptation to the impacts of climate change and aligns it with the new Paris Agreement.

The national capacity is low and there are not education programs (all levels) established neither in the Education system neither in Public Administration Capacity Building institutions (Central and Sub-Level administration). The situation is not too favourable for the government to maintain management, technical knowledge, monitoring and evaluation for the continuity of the achievements within a sustainability approach.

Some examples:

- The project *Expansion and Strengthening of Angola's Protected Area systems* (GEF5) is addressing the capacity of INBAC (National Institute for Conservation Areas) with financial sustainability skills which will allow the institution to have a sustainable financial strategy for the system. However, if the Institute doesn't gain political weight the impact of the project will not be achieved compromising his sustainability;
- To sustain the efforts achieved by both national and provincial governments and their UN and NGO partners, continuing data entry is crucial for effective operationalization of the National Disaster Loss Database

The review of achievements indicates that the programmes were less effective in activities at sub national level, municipalities, translating it into low capacity to implement projects and activities within municipality administration, i.e. those involving communities and gender empowerment. The new programmes should reinforce the need for coordination and decentralized implementation.

## 7. NEW RESOURCES MOBILIZATION OPPORTUNITIES

Bilateral and multilateral funding to Angola have been decreasing substantially due to the perception that the country has enough resources thanks to increasing revenues from extractive industries.

**UNDP has been a partner of choice to engage extractive companies approach to CSR** (Corporate Social Responsibility) engagement to develop a Global Compact network in Angola. Even through the economic crisis UNDP has had a premium position to look for funds within a more corporate engagement to integrate all types of opportunities (resource mobilization, programme and innovation, CSR) to present to corporate partners. Most of the private partners within extractive sector and financial sector support programmes to reduce poverty at national and sub national level. And there are opportunities to mobilize funders to the Gender project.

The interview held with the **Embassy of Japan revealed a high level of satisfaction with UNDP partnership** signalling opportunities to strengthen the relationship within the Disaster Portfolio.

In the field of **Climate Change** some global funds are already established, opening an opportunity to gather more resources aligned with the programmatic areas of Environment:

- **The Adaptation Fund<sup>45</sup>** was established under the Kyoto Protocol of the UN Framework Convention on Climate Change, and has committed US\$ 462 million in 73 countries since 2010 to climate adaptation and resilience activities. The Fund is financed partly by government and private donors, and also from a two percent share of proceeds of Certified

<sup>45</sup> <https://www.adaptation-fund.org>

Emission Reductions (CERs) issued under the Protocol's Clean Development Mechanism projects;

- **The Green Climate Fund (GCF)**<sup>46</sup> is a new global fund created to support the efforts of developing countries to respond to the challenge of climate change. GCF helps developing countries to limit or reduce their greenhouse gas (GHG) emissions and adapt to climate change. It seeks to promote a paradigm shift to low-emission and climate-resilient development, taking into account the needs of nations particularly vulnerable to climate change impacts.

In the field of **Biodiversity Conservation** some global funds and bilateral opportunities are:

- **The International Institute of Environment and Development (IIED)**<sup>47</sup> is a policy and action research organisation that promotes sustainable development to improve livelihoods and protect the environments on which these livelihoods are built;
- **Global Conservation Fund (GCF)**<sup>48</sup> protect critically important natural areas, benefiting communities around the globe that rely on nature for clean air, fresh water and food. Many protected areas, once created, lack the funding and management structure to be effective. The GCF helps design and support innovative sustainable financing mechanisms for delivering a steady flow of funds to protected areas;
- **The JRS Biodiversity Foundation**<sup>49</sup> is an independent grant making foundation based in Seattle, Washington, with assets of \$42 million, that awards grants to increase the access to and use of biodiversity information in sub-Saharan Africa;
- **China Global Conservation Fund (CGCF)**<sup>50</sup>, focuses on addressing global environmental challenges beyond China's borders. It supports Conservation in Africa and in 2017 is funding a new plan to protect the water around the Seychelles;
- **World Wildlife Foundation**<sup>51</sup> WWF's work has evolved from saving species and landscapes to addressing the larger global threats and forces that impact them.

## 8. LESSONS LEARNED

A summary of lessons learned is presented below. These are based on the review of documents, interviews with key informants and analysis of the information collected for this outcome evaluation:

- In the current socio-economic environment, biodiversity conservation requires the support of international donors. The Government of Angola is making progress towards improving its capacity to support biodiversity conservation. However, there will be a continuing need for external inputs for several years and UNDP is emerging among the primary donors in the field of biodiversity, particularly in terms of its ability to successfully capture and program GEF funds.
- Most activities implemented under the Environment and Disaster portfolio require a multi-agency/stakeholder approach, including different government entities at different levels: national, regional and local. They require perspectives and involvement of multiple sectors. This is a challenge, given the traditional boundaries between ministries and between government and civil society, and has originated delays in implementation. However, there

<sup>46</sup> [www.greenclimate.fund](http://www.greenclimate.fund)

<sup>47</sup> <https://www.iied.org/>

<sup>48</sup> [www.conservation.org/projects/.../gl](http://www.conservation.org/projects/.../gl)

<sup>49</sup> [jrsbiodiversity.org/](http://jrsbiodiversity.org/)

<sup>50</sup> <https://www.nature.org/ourinitiatives/regions/asiaandthepacific/china/china-global-conservation-fund/index.htm>

<sup>51</sup> <https://www.worldwildlife.org/>



is some evidence of a learning curve, translated in a diminishment of delays in subsequent projects, through a built ownership. According to GEF focal point *“In the Cuvelai project, what we have is a clear ownership of the partner institutions regarding this approach. The project is coordinated by the Ministry of the Environment, but it involves 6 sectors (energy and water, agriculture, civil protection and fire services, CETAC (Center for Tropical Ecology and Climate Change of Huambo) and the Ministry of Telecommunications and Information Technologies, due to INAMET - Meteorology and Geophysics Institute), as well as 13 actors.”*

- UNDP integrated programming requires innovation. Innovative approaches are necessary to demonstrate that UNDP can deliver integrated programming within a multi-sectoral format of implementation.
- Projects success is directly linked to ownership in design and implementation and to immediate and tangible benefits to the communities (beneficiaries). This has been the case with UNDP’s gender project “Promoting the Empowering of Women through CSOs”, with added relevance in the 2016-2017 phase, addressing the drought-affected southern provinces.
- When full ownership or accountability appears lacking during project implementation UNDP should take this up with the relevant implementing partner and be ready to put the project on hold or cancel it, even though the project may be addressing a key “governance deficit”, as was the case with the Iona Project, especially in what concerns its second component and the starting of implementation of Cuvelai’s programme.
- In order to ensure the mainstreaming of gender considerations in a programme or project, it is important that gender-based expected results, indicators and targets identified during the formulation of the programme or project become part of the implementation of the project as well as part of reporting project progress.
- Administrative procedures can cause significant delays in projects, namely at their start, compromising their effectiveness from a timeliness perspective. Key informant interviews revealed this to be the case with *“Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan’s Cuvelai River Basin”*, *“Addressing urgent Coastal Adaptation needs and capacity gaps in Angola”* and *“Promotion of Sustainable Charcoal in Angola through a Value Chain Approach”* projects, where the decreasing delay in projects implementation confirms the learning curve assumed by the stakeholders interviewed. UNDP’s advisory role in the structuring and streamlining of procedures could play an important part in reducing the start-up of projects.
- Project design can be overly ambitious, and it appears to have been the case in regards to the Municipal Strategies for Building Resilience, as Municipalities don’t possess the autonomy to include them in their yearly budgets. Taking these factors into account at the design level phase is fundamental to ensure both effectiveness (at the results level) and efficiency (from a resources allocation perspective).
- UNDP strategy (and achievements) in the environment and disaster areas lacks an effective communication strategy. This communication strategy is essential both to generate awareness and promote advocacy and to gauge further support from Government, Donors and stakeholders in general.
- Governments are mostly sensitive to economic arguments, therefore it is fundamental for UNDP Angola Environment and Risk Programme to use “numbers” for advocacy. This is especially relevant for environmental and disaster programmes. The Environment and Risk Programme in Angola must emphasize the economic chain-value of sustainable natural resources to induce government to budget the necessary funds to address climate change and environment issues.
- In most cases, achieving success involves changing human behaviour. Again, this has been the case with UNDP’s gender project “Promoting the Empowering of Women through CSOs”, whereby 12 drought resistant crops were organized and coordinated by women benefiting



a total of 360 women<sup>52</sup>, confirming that an approach that generates immediate benefits to the beneficiaries is the most effective one in changing their attitudes.

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<sup>52</sup> Average number of family members in a rural family is 8,2.

## Appendix 1: Terms of Reference

### OUTCOME EVALUATION IN THE PRACTICE AREA OF ENVIRONMENT AND DISASTER RISK REDUCTION



Empowered lives.  
Resilient nations.

Duty station: Home-based with mission to Angola

Duration: 30 days

Type of contract: IC

Language required: English and Portuguese

APPLICATION DEADLINE: 03 OCTOBER 2017

#### 1. BACKGROUND

According to the Evaluation Plan of UNDP Angola for 2017, an outcome evaluation is to be conducted to assess the impact of UNDP's development assistance in the Practice Area of Environment and Disaster Risk Reduction, specifically UNPAF Outcome No. 4 (Partnership Framework between the Government of Angola and the United Nations System (UNPAF) 2015-2019; Country Programme Document for Angola 2015-2019 (CPD) and Country Programme Action Plan 2015-2019:

"By 2019, the environmental sustainability is strengthened through the improvement of management of energy, natural resources, access to green technology, climate change strategies, conservation of biodiversity, and systems and plans to reduce disasters and risks (AGO\_OUTCOME63).

This Outcome is aligned with SP Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change". Also, related to SP Outcome 5, this outcome is contributing to Strategic Plan Results (IIRF) through the Outputs: Output 5.1: Mechanisms in place to assess natural and man-made risks at national and sub-national levels; Output 5.2: Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels; Output 5.4: Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community.

Under this Outcome, UNDP supports the Government of Angola in achieving the following Indicative Country Programme Outputs: 4.1) Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislation; and 4.2) Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community (Country Programme Document for Angola 2015-19). More specifically, UNDP is helping the Government of Angola in the implementation of a portfolio of projects and actions that have the objective of increasing environmental sustainability, with focus on biodiversity conservation, climate change mitigation and adaptation, and reducing the vulnerability of the country and its communities to disasters including flooding and drought. To achieve this, UNDP is working with the Government at several levels to develop and implement policies and programs in the areas of environmental sustainability and disaster risk reduction, with focus on the Ministry of the Environment and the Ministry of the Interior, respectively, as well as a range of other Ministries.

Within this context, the Outcome Evaluation should show what has been and what has not been achieved, what the reasons for success or underperformance are and what improvements could be recommended for use in the next round of programmatic activities. The role of UNDP in assisting Angola in its development agenda, also in the context of the Sustainable Development Goals and the imminent graduation of the country from Least Developed Country to Medium-Income Country, should be particularly attenuated.

The outcome evaluation is conducted in 2017 for the programming cycle 2015-19 with a view to applying any lessons learned in the remaining two years of the program.

## 2. BRIEF NATIONAL CONTEXT

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UNDP's cooperation with the Government of Angola is based on the National Development Plan (2013-17) and other key policy documents that are listed in Annex D of this Term of Reference.

Angola has been in peace since 2002 when its long civil war ended. The economy of the country is highly dependent on the production and export of mineral oil, of which it is one of the largest producers in Africa. While oil revenues have raised the per capita income of Angola sufficiently for the country to qualify for graduation by 2022 from Least Developed Country to Middle-Income Country, poverty is still widespread both in rural and urban populations. The current oil price crisis has severely affected the country's economy and has motivated a strong move towards economic diversification, including through promoting commercial agriculture, forestry and tourism.

Angola's wide range of ecosystems, with tropical rainforest in Cabinda Province in the north to desert in Iona National Park in the southeast, offers important opportunities for conservation but also challenges. Much of the infrastructure of the protected areas network has been destroyed in the civil war and is only gradually being rebuilt. Wildlife populations almost everywhere in the country have suffered from indiscriminate hunting during the civil war. Formerly an important producer of agricultural exports including coffee and cotton, Angola's commercial agriculture sector has largely collapsed, while fishing in the cold Benguela stream along the coast remains an important source of revenue for coastal communities. Especially the south is highly vulnerable to natural disasters such as drought, while parts of the south and the coastal regions are subject to periodic flooding.

The UNDP Country Office has emerged as a 'partner of choice' in supporting the Government in many of its development priorities, and especially in the areas of biodiversity conservation, climate change, and disaster risk reduction. This is evident from the recent growth of the environment portfolio (currently implementing five full-size GEF and EU funded projects totalling over US\$ 20 million) and its close partnership with the Government in the development and implementation of disaster mitigation policies. The Government has recently formally requested UNDP's support in new areas including accessing funding from the Green Climate Fund (GCF) and the expansion of its renewable energy portfolio.

The aftermath of the severe drought that hit the country beginning in 2012 continued to impact 6 Southern provinces, especially Cunene, Huila and Namibe in 2016. Of 1.2 million people directly affected by the El Niño-induced drought, 1.1 million were found in the 3 provinces. The drought-affected provinces developed respective response plans based on the Provincial Contingency Plans prepared with the support of the UNDP in 2015, and their implementation was assisted by the GoA and UN's emergency response action along with the coordination and information management support provided by UNDP/RCO throughout 2016.



By utilizing disaster recovery planning capacity built from 2015 to 2016 with support of Japan and the UNDP, in 2016 the GoA effectively led the 2012-2016 Droughts Post-Disaster Needs Assessment (PDNA) in the 3 provinces in partnership with the UN, the EU and the World Bank to facilitate a critical transition from emergency to development. Based on the PDNA results, in June/July 2017 the GoA plans to develop a Disaster Recovery Framework (DRF) and a programme for resilient recovery, in particular for the operationalization of a dedicated Resilience Fund to support the drought-affected people in need of income diversification, livelihood support beyond agriculture, basic services, and small infrastructure development. The operationalization of the Resilience Fund is planned by the Angolan government in the SADC Regional Humanitarian Appeal that was launched in June 2016.

In the area of decentralized contingency planning for enhanced preparedness and response, in the framework established by the National Plan for Preparedness, Contingency, Response, and Recovery 2015-2017, from 2015 to 2016, 8 provinces were assisted by the UNDP in developing their contingency plans. The provincial contingency plans, comprising preparedness and response plans, established frameworks, leading the provincial governments to allocate budgets and facilitate disaster preparedness and response at local level. 8 provinces equipped with contingency plans include Cunene, Huila, Namibe, Cuanza Norte, Uige, Luanda, Malanje, and Benguela. In anticipation of La Nina-induced floods, in February 2017 the UNDP has assisted the Cunene province with a flood response simulation exercise to test and improve its contingency planning and response standard operating procedures (SOPs) in close collaboration with other UN agencies.

Furthermore, a process to develop the national risk knowledge system in Angola started in 2016 by the launching of the National Disaster Loss Database – DesInventar. The DesInventar was launched by the GoA in April 2016 with the support of the EU and the UNISDR/UNDP to build an evidence base for risk-informed policy and development planning decisions internally, but also reporting internationally against the targets set in the Sendai Framework on Disaster Risk Reduction (DRR) 2015-2030 and the Sustainable Development Goals (SDG). Angola's database was validated and published online for public use in May 2017 prior to the Global Platform for DRR in Mexico. The Sendai Framework for DRR, adopted in March 2015, is a holistic approach to ensure that disaster risk reduction is integrated into all public policy including health, education, transportation, agriculture, investment and development. Tracking of disaster losses and other technical analysis will help Angola to create the country's risk and vulnerability profiles, and to identify cost-effective and evidence-based policy and financial options to reduce the country's disaster and climate risk in the coming years.

The Strategic Plan for Prevention and Disaster Risk Reduction (DRR) 2015-2017 developed with the UN support was launched in 2016 to advance mainstreaming Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) into sectorial works across relevant ministries. As envisaged by the plan, the GoA established 4 thematic groups of relevant sectorial ministries around the 4 Priorities for Action established in the Sendai Framework for DRR. GoA staff have been trained by the UN to roll out the national training programme on the Mainstreaming DRR into Sustainable Local Development Planning in Angola in 2017.

Since Angola is currently at a cross-road of its development through the drive to diversify its economy and the graduation to middle income country, the demands on UNDP in terms of climate resilient development, natural resource based development including tourism, sustainable energy access, and effective and inclusive strategies to avoid and respond to natural disaster risks are likely to increase. An independent analysis will help UNDP to utilize its available resources and capacities more effectively and efficiently in the remainder of the programming cycle and the process of developing the work program for the subsequent cycle.

### 3. EVALUATION PURPOSE

The overall objective of the outcome evaluation will be to assess how UNDP's environment and disaster risk program results have contributed and are contributing to sustainable development in Angola. The purpose of the proposed evaluation is to measure UNDP's contribution to the outcome outlined above with a view to fine-tune the current UNDP environment and disaster risk programs for the current and future programming cycles.

### 4. EVALUATION SCOPE

The evaluation will cover UNDP outcome 4 (Table 1) for the current CPAP/UNPAF period 2015-2019. This outcome evaluation will assess progress towards the outcome, the factors affecting the outcome, key UNDP contributions to outcomes and assess the partnership strategy. The evaluation will also assess the internal alignment of the projects within the portfolio, with other parts of the UNDP country program.

Table 1

<b>Outcome 4:</b> By 2019, the environmental sustainability is strengthened through the improvement of management of energy, natural resources, access to green technology, climate change strategies, conservation of biodiversity, and systems and plans to reduce disasters and risks (AGO_OUTCOME63).	
Projects to be evaluated under the Outcome	
Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislation	
1.	Conservation Biodiversity Iona National Park
2.	Expansion & Strengthening Angola Protect Areas System
3.	Promotion of Sustainable Charcoal in Angola
4.	Climate-resilience Angola's Cuvelai River Basin
5.	Address Urgent Coastal Adapt Needs & Capacit Gaps Angola
6.	Support to Climate Change (including New National Climate Change Strategy)
7.	Support to Sustainable Energy for All Initiative
8.	Environment Strategic Programme
9.	Support to the Cubango-Okavango River Basin Strategic Action
10.	Hydrochlorofluorocarbon (HCFC) Management Plan for Angola
Output 4.2: Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community	
11.	Preparedness for Resilient Recovery
12.	Strengthening Capacities for Disaster Risk Reduction and Resilience Building
13.	Promoting Angolan Women's Empowerment Through CSOs

**Outcome status:** Determine whether there has been progress made towards achieving the targets in Outcome 4 and identify the challenges to the attainment thereof. Identify innovative approaches and capacities developed through UNDP assistance. Assess the relevance of UNDP outputs to the Outcome.

**Underlying factors:** Analyze the underlying factors beyond UNDP's control that influenced the Outcome. Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the



relevance and nature of outputs, degree of stakeholders' and partners' involvement in the completion of outputs, and implementation strategies employed by the projects and UNDP.

**Strategic Positioning of UNDP:** Examine the distinctive characteristics and features of UNDP's environment and disaster risk programs and how they have shaped UNDP's relevance as a reliable partner. UNDP's position will be analyzed in terms of communication, i.e. how UNDP articulates the need for its presence in the country, how UNDP meets partner needs by offering specific, tailored services to these partners, how UNDP mobilizes resources for the benefit of the partners. A specific attention should be given to the UNDP's comparative advantages over other development organizations in Angola.

**Partnership strategy:** Ascertain whether UNDP's partnership strategy has been appropriate and effective. Specific attention should be given to how new partnerships were formed, level of stakeholders' participation and efficiency of the partnerships. Examine the partnership among the UN Agencies and other donor organizations in the relevant field. The Evaluation will also aim at validating the appropriateness and relevance of the Outcome to the country needs, hence enhancing development effectiveness and/or decision making on UNDP future role in environment and disaster risk management.

**Lessons learnt:** Identify lessons learnt, best practices and related innovative ideas and approaches in relation to the management and implementation of activities. Lessons learnt is the critical aspect of the Outcome Evaluation as it will be used to design a better implementation strategy for the programmatic cycle.

The consultants will pay particular attention to the following:

**a) Relevance**

- Extent to which UNDP support is relevant to Angola's current economic diversification objectives, Sustainable Development Goals, and Graduation process, as well as its sectoral programs of relevant line ministries;
- Relevance of program and project design in addressing the identified priority needs in CPAP 2015-2019;
- Extent of the progress towards the achievement of the targets in the Outcome;
- Extent of UNDP's contribution to mainstreaming the Outcome's targets in the national programs.

**b) Efficiency**

- How much time, resources and effort it takes to manage the portfolio, what could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect the performance of the Portfolio;
- Roles, engagement and coordination among the stakeholders;
- Synergies and leveraging with other programs and development agencies in Angola;
- Extent of synergies among UNCT programming and implementation.

**c) Effectiveness, results and sustainability**

- Extent of UNDP's effectiveness in producing results aligned with CPAP;
- Extent of UNDP achievement in national partners' capacity development, advocacy on environmental including climate change issues and issues related to disaster risk reduction;
- Contributing factors and impediments and extent of the UNDP contribution to the achievement of the outcomes through related project outputs;
- Extent of UNDP partnership with civil society and local communities to promote environmental and disaster risk awareness in Angola.

**d) Sustainability**

- Extent to which UNDP established mechanisms ensure sustainability of the policymaking interventions;
- Extent of the viability and effectiveness of partnership strategies in relation to the achievement of the outcomes;
- Effective use of the portfolio to support appropriate central and local authorities, local communities and civil society in the environment and disaster risk related agendas with a long term perspective;
- Possible areas of partnerships with other national institutions, NGOs, UN Agencies, private sector and development partners.

Based on the above analysis, provide recommendations on how UNDP should adjust its partnership arrangements, resource mobilization strategies, working methods and/or management structures to ensure that the environment and disaster risk related portfolio fully achieves its outcomes in the current programming period (2015-2019).

**5. METHODOLOGY**

The Outcome Evaluation will involve all relevant stakeholders including but not limited to the UN, the governmental institutions, CSOs, private sector, multilateral and bilateral donors, and beneficiaries.

An Outcome Evaluator will convene briefing sessions with the UN and Government officials, as well as with donors and partners. All relevant data should be disaggregated (by sex, age and location) where possible.

Based on the objectives mentioned above, the Outcome Evaluator will propose a methodology and plan for the assignment that will be approved by UNDP senior management. It is recommended that the methodology should take into account the following:

**3.1. Desk Review**

- a) Study National Development Plan (NDP) 2013-17 and other relevant government strategies, policies and interventions (to be provided by UNDP) to understand the country context.
- b) Study UNDAF and the CPD/CPAP for a description of the intended outcome, the baseline for the outcome and the indicators and benchmarks used. Obtain information from the country office gathered through monitoring and reporting on the outcome. This will help to define whether change has taken place.
- c) Validate information about the status of the outcome from contextual sources such as project evaluation reports. To do this, the consultant may use interviews or questionnaires during the evaluation that seek key respondents' perceptions on a number of issues, including their perception of whether an outcome has changed.
- d) Base the evaluation on a review of relevant analytical documents, including the UN progress reports. The current status of and degree of change in the outcomes shall be assessed against the baselines for the outcome and the indicators and benchmarks used in relation to UNDAF, CPD and CPAP, relevant project/program documents, progress and monitoring reports of projects/programs, contextual information from partners.
- e) Study all relevant project reports, with a particular focus. The project reports include the annual reports, respective project documents, Terminal and Mid Term evaluation reports, Annual Progress Report (APR)/Project Implementation Report (PIR). In addition, the evaluator could review project budget revisions, progress

reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment.

- f) Undertake a constructive analysis of the outcome formulation itself (and the associated indicators). This is integral to the scope of outcome evaluation. The consultant can and should make recommendations on how the outcome statement can be improved in terms of conceptual clarity, credibility of association with UNDP operations and prospects for gathering of evidence.
- g) Conduct interviews with key informants including gathering the information on what the partners have achieved with regard to the outcome and what strategies they have used including focus group discussions.
- h) Meet with all relevant UNDP staff and the Government officials, donors and partners.

### **3.2. Primary Data collection**

Data will be mainly collected from the existing information sources through a desk review that will include the comprehensive desk review and analysis of relevant documents, information, data/statistics, triangulation of different studies etc. This phase will be comprised of:

- Interviews with all Key Informants and Players
- Questionnaires where appropriate
- Visits to partner institutions where appropriate

### **3.3. Key Stakeholders**

The evaluator will meet the following main development actors involved in the implementation of the Outcome 4:

- UNDP Angola
- Ministry for Environment
- Ministry of the Interior
- Ministry of Planning
- Ministry of Family and Women's Affairs
- Development partners: EU, JICA, AfDB.
- National universities
- Non-governmental organizations
- CSOs

## **6. OUTPUTS DELIVERABLES OF THE EVALUATION**

The Outcome Evaluator is expected to deliver the following:

- Initial Work Plan
- Evaluation Inception Report
- Draft Outcome Evaluation Report
- Final Outcome Evaluation Report



Deliverable	Content	Timing	Responsibilities
<b>Initial Work Plan</b>	Proposed schedule of evaluation mission's tasks, activities and deliverables	To be submitted with expression of interest	Outcome Evaluator to address the UNDP's comments  UNDP CO to accept the Initial Work Plan if satisfied with the quality of deliverable.
<b>Evaluation Inception Report</b>	Should be prepared by the evaluator before going into the full-fledged data collection exercise (proposed methods, proposed sources of data, schedule of work)	Beginning of evaluation mission	Outcome Evaluator to address the UNDP's comments  UNDP CO to accept the Evaluation Inception Report if satisfied with the quality of deliverable.
<b>Draft Evaluation Report</b>	Full report (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Outcome Evaluator to address the UNDP's comments  UNDP CO to provide comments on the Draft Evaluation Report
<b>Final Evaluation Outcome Report</b>	Revised report	Within 1 week of receiving UNDP comments on draft	Outcome Evaluator to address the UNDP's comments  UNDP CO to accept the Final Evaluation Outcome Report if satisfied with the quality of deliverable.

#### EVALUATION DELIVERABLES

The Evaluator will conduct a preliminary scoping exercise and come up with a short agenda (containing an evaluation matrix, evaluation protocols for different stakeholders, and a description of the methodology), to be discussed with the UNDP Country office and other stakeholders, before s/he start the evaluation itself.

The key product expected from each outcome evaluation is a comprehensive analytical report that includes, but is not limited to, the following components:

- Title and Opening page
- Executive summary
- 2. Introduction
- 3. Evaluation purpose and objectives
- 4. Evaluation Methodology
- 5. Background (Country Programme Outcome description)
- 6. Major findings
- 7. Lessons learnt (from both positive and negative experiences)
- 8. Constraints that impacted country programme delivery
- 9. Conclusions and Recommendations
- 10. Annexes: Summary of Output-level assessments.

For more detailed information, please see the template in Annex C.

The report should present clear, well-structured and supported findings, and provide concrete and implementable recommendations. UNDP should be able to share it readily with partners and it should generate consensus around the finding and recommendations.

When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (or have not) been addressed in the final evaluation report.

The draft and final evaluation reports are to be submitted in English.

**EVALUATION TIMEFRAME**

The total duration of the evaluation will be 18 days according to the following plan:

Activity	Timing	Completion Date (to be specified upon beginning of works)
Desk review	3 days	October 2017
Evaluation Mission	5 days	October 2017
Draft Evaluation Report	5 days	November 2017
Final Report	5 days	November 2017

**IMPLEMENTATION ARRANGEMENTS**

The principal responsibility for managing this evaluation resides with the UNDP CO in Angola. The UNDP CO will contract the Outcome Evaluator and will ensure timely provision of per diems and travel arrangements within the country for the Evaluator.

The Outcome Evaluator is an Independent Consultant who will report to the Country Director of UNDP Angola with delegated authority to Unit team leaders and programme staff. The respective heads of the environment and disaster risk programs will be responsible for liaising with the Evaluator to set up stakeholder interviews, coordinate with the Government, etc.

- Evaluator will work home/office-based with presence in UNDP premises as needed for the desk reviews, and will make travel arrangements in coordination with UNDP CO to visit Angola. This position envisages one mission to Angola (5 days).
- Dates of mission will be determined after contract signing.
- All travel expenses should be included in total contract amount.

**EVALUATOR COMPOSITION**

The Outcome Evaluator shall have prior experience in evaluating similar outcomes, projects. Experience with GEF financed projects is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The evaluator must present the following qualifications:

- Minimum Master's degree in environmental management, business administration, development economics, financial management
- Minimum 10 years of professional experience relevant to sustainable development, environment, climate change, disaster risk reduction
- Knowledge of the Angolan economy and development priorities
- Previous exposure to international development organizations, in particular UNDP
- Previous experience with results-based monitoring and evaluation methodologies
- Experience in conducting evaluations of UN agency project, outcome and Country Programme or UNDAF evaluations will be added advantage;
- Excellent English writing and communication skills, excellent Portuguese reading and communication skills.

**EVALUATOR ETHICS**

Evaluation consultant will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

**PAYMENT MODALITIES AND SPECIFICATIONS**

%	Milestone
15%	At contract signing as an advance tranche
35%	Following submission and approval of the 1ST draft evaluation report
50%	Following submission and approval (UNDP-CO) of the final evaluation report

**APPLICATION PROCESS**

Individual consultants are invited to submit applications together with their CV for these positions. The application should contain an up-to-date complete CV with indication of the e-mail and phone contacts. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

**ANNEX A: RATING SCALES**

<b><i>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution</i></b> 6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3: Moderately Unsatisfactory (MU): significant shortcomings 2: Unsatisfactory (U): major problems 1: Highly Unsatisfactory (HU): severe problems	<b><i>Sustainability ratings:</i></b> 4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	<b><i>Relevance ratings</i></b> 2. Relevant (R) 1. Not relevant (NR)  <b><i>Impact Ratings:</i></b> 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
<b><i>Additional ratings where relevant:</i></b> Not Applicable (N/A) Unable to Assess (U/A)		



**ANNEX B: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM****Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
- 8.

**Evaluation Consultant Agreement Form<sup>1</sup>****Agreement to abide by the Code of Conduct for Evaluation in the UN System**

Name of Consultant: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *place* on *date*

Signature: \_\_\_\_\_

<sup>1</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

**ANNEX C: EVALUATION REPORT OUTLINE<sup>2</sup>**

- 
- i. Title and Opening page:
- Name of the evaluation intervention
  - Time-frame of the evaluation and date of the report
  - Country of the evaluation intervention
  - Names and/or organizations of evaluators
  - Name of the organization commissioning the evaluation
  - Acknowledgements
- Table of contents – Should always include boxes, figures, tables and annexes with page reference.  
List of acronyms and abbreviations
- ii. Executive Summary
- Briefly describe the intervention of the evaluation (the projects, programs, policies or other intervention) that was evaluated.
  - Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
  - Describe key aspect of the evaluation approach and methods.
  - Summarize principle findings, conclusions, and recommendations.
- iii. Introduction
- Purpose of the evaluation
  - Scope & Methodology
  - Structure of the evaluation report
- iv. Description of the intervention
- Describe what is being *evaluated*, *who seeks to benefit*, and the *problem or issue* it seeks to address.
  - Explain the *expected results map or results framework*, *implementation strategies*, and the key *assumptions* underlying the strategy.
  - Link the intervention to *national priorities*, *UNDAF priorities*, *corporate multi-year funding frameworks or strategic plan goals*, or other *programme or country specific plans and goals*.
  - Identify the *phase* in the implementation of the intervention and any *significant changes* (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
  - Identify and describe the *key partners* involved in the implementation and their roles.
  - Describe the *scale of the intervention*, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
  - Indicate the *total resources*, including human resources and budgets.
  - Describe the context of the *social, political, economic, environmental and institutional factors*, and the *geographical landscape* within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
  - Point out *design weaknesses* (e.g., intervention logic) or other *implementation constraints* (e.g., resource limitations).
- v. Outcome Results
- Overall results (attainment of objectives)
  - Relevance
  - Effectiveness & Efficiency
  - Country ownership

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<sup>2</sup>The Report length should not exceed 50 pages in total (not including annexes).

- Sustainability
- Impact
- vi. Conclusions, Recommendations & Lessons
  - Corrective actions for the design, implementation, monitoring and evaluation of the outcome/programs/projects
  - Actions to follow up or reinforce initial benefits
  - Proposals for future directions underlining main objectives
  - Best and worst practices in addressing issues relating to relevance, performance and success
- vii. Annexes
  - ToR for the evaluation
  - Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview groups, observation protocols, etc) as appropriate
  - Itinerary
  - List of persons interviewed
  - List of supporting documents reviewed
  - Code of conduct signed by evaluator

#### **ANNEX D: DOCUMENTS TO BE CONSULTED**

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1. National Development Plan 2013-17
2. UNPAF 2015-2019
3. CPAP/CPD 2015-2019
4. Project Documents
5. Project Progress and Mid Term
6. PIR
7. 2016 UNDAF Annual Report
8. MDG report 2015
9. PIFs
10. ToRs
11. Final products/deliverables

The documents can be found under:

<https://drive.google.com/drive/folders/0B0rXB5ZboV9VdII3VIRER3k4cGs?usp=sharing>

## Appendix 2: Evaluation Matrix

Sub-Questions	Proxy indicators	Sources of verification	Means of verification
<b>Main question 1: To what extent is the Project “.....” design conceptually valid and clearly articulated with UNDP Angola Country Program, UNDAF Outcome and National priorities? (Design)</b>			
To what extent are project documents consistent with preceding analyses in strategic planning documents? ( <b>consistency</b> )	Degree of reflection and other planning documents in the Project	Project, situation analyses and other planning documents	Document review
To what extent does the project programme reflect the views of the Government of Angola and UNDP priorities, and UNDP’s comparative advantage? ( <b>appropriateness</b> )	Evidence of programme relevance in view of the Government of Angola and UNDP priorities, and UNDP’s comparative advantage	Government and UNDP strategic planning and policy documents, key stakeholders (incl. Government project focal points)	Document review, interviews
	Evidence of buy-in at national and sub-national levels		
To what extent do key stakeholders feel they were meaningfully involved in the strategic planning process and have a same understanding of the end result as UNDP does? ( <b>ownership</b> )	Degree of congruence among stakeholders’ perspectives on planning documents.	UNDP staff, Government partners, UN agencies donors, stakeholders	Document review, interviews
	Degree of alignment between UNDP and stakeholders’ views		
To what extent does the Project have a logic story line? ( <b>understandability</b> )	Degree of logical flow from situation analysis to planned results	Project document	Document review
To what extent do the various UNDP programmes and management documents present the same planned results and human and financial resource allocation? ( <b>embedded</b> )	Degree of deviation between the documents	CPAP, and rolling work plans	Document review
To what extent is the Project programme conceptually valid, based on research, lessons learned and other evidence? ( <b>justification</b> )	Evidence of supporting existing research and/or evaluation findings	CPAP related documents, UNDP staff and key stakeholders (incl. Government project focal points)	Document review and interviews
To what extent do the results and corresponding targets and indicators at a lower level logically add up to the intended higher level result? ( <b>coherence</b> )	Degree of vertical and horizontal logic	Project documents  CPAP related documents	Document review
To what extent are the planned results and corresponding interventions at each level complete and sufficient to achieve or significantly contribute to the higher level result? ( <b>comprehensiveness and relevance</b> )	Degree of contribution and attribution of UNDP’s programme intervention to planned results	Project document, CPAP related documents	Document review



<b>Main question 2: To what extent is the Project.... relevant regarding Angola's objectives, priorities? How is the programme contributing to the expected outcomes? (Relevance)</b>			
<p>To what extent is UNDP support relevant to Angola's current economic diversification objectives, Sustainable Development Goals, and Graduation process, as well as its sectoral programs of relevant line ministries?</p> <p>To what extent are programs and projects design relevant in addressing the identified priority needs in CPAP 2015-2019 (<i>relevance</i>)</p>	Degree of alignment between UNDP programmes and Angola's priorities and objectives	Government and UNDP strategic planning and policy documents, key stakeholders (incl. Government project focal points)	Document review, interviews
<b>Main question 3: To what extent is the Project.... and UNDP Angola Country Program Results Frameworks and associated data collection and reporting mechanisms likely to provide timely, adequate, comprehensive and robust performance data? (Implementation)</b>			
<p>To what extent are the results statements, targets, sources and means of verification well-defined, clearly articulated, Specific, Measurable, Attainable, Realistic and Time bound? (<i>measurability &amp; verifiability</i>)</p>	Number of results statement, targets and means of verification that are SMART	CPAP results framework	Document review and interviews
	Evidence of availability of relevant baseline data for key results and processes.	Project programmatic results (rolling work plans)	
<p>What current and planned <i>internal</i> programme performance monitoring tools and systems exist to provide timely, adequate and robust data for performance on key results and process areas? (<i>feasibility</i>)</p>	Evidence of performance information being collected. Evidence of monitoring and reporting tools and/or systems	CPAP, rolling work plans, or programmatic results, and other relevant documents or systems, and UNDP staff	Document review and interviews
	Extent to which the tools and systems are used for facilitating the collection and analysis of relevant information	Government monitoring systems and key stakeholders	
<p>Is it possible to capture adequate information on aggregate results from sub-national to national level? (<i>feasibility</i>)</p>	Extent to which results and indicators allow collecting and aggregating data at sub-national and national level	CPAP, Project documents, UNDP staff Partners and Stakeholders	Document and interviews
<p>Are there performance/monitoring information available on the key result and process areas of the results framework? (baseline, or mid-term and end-line data) (<i>verifiability</i>)</p>	Evidence of performance information being collected.	Review of existing data collection and reporting tools and/or systems	Document review and interviews
	Evidence of monitoring and reporting tools and/or systems.		
	Extent to which these tools/systems are used for facilitating the collection and analysis of relevant information in a timely way.		

	To what extent were quality outputs delivered on time?		
Main Question 4: To what extent does the business model of the UNDP Angola Country Office allow for the implementation of interventions such that they produce the planned results? (Implementability)			
To what extent are the chains of events implied in the results framework plausible? ( <i>plausibility</i> )	Degree of evidence on context and pathway of change supporting the implicit and explicit chain of events	CPAP related documents, UNDP staff, partners	Document and interviews
To what extent does UNDP provide the infrastructure, human and financial resources for the implementation, monitoring, and evaluation of the Project..... and CPAP? ( <i>feasibility</i> )	Evidence of resources having been allocated for all planned key areas of work.	CPAP results framework, , rolling work plan, UNDP staff, donors	Document review and interviews with key stakeholders
	Stakeholders views on appropriateness of allocated resources		
	Evidence of planned and actual financial resources for programme implementation		
Have clear and appropriate responsibilities for and the frequency of data collection for programme performance (including partner performance) been defined? ( <i>feasibility</i> )	Evidence of clear and appropriate responsibilities for and the frequency of data collection	Relevant management plans, UNDP staff, partners	Document review and interviews
To what extent did the project and UNDP Angola adopt the appropriate strategies to achieve the planned results? ( <i>appropriateness</i> )	Stakeholders views on appropriateness of strategies	CPAP related documents, project document, UNDP staff, partners	Document review and interviews
	Evidence of research showing that these strategies can lead to planned results		
To what extent has UNDP Angola developed the partnerships that allow for the accomplishment of planned results? ( <i>appropriateness</i> )	Stakeholders views on appropriateness of partnerships	CPAP related documents, UNDP staff, partners	Document review and interviews
	Positive reviews on partners delivering planned results		
Main Question 5: To what extent is the management of the project programme efficient? (Efficiency)			
How much time, resources and effort it takes to manage the portfolio, what could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect the performance of the Portfolio? ( <i>general efficiency</i> )	Stakeholders views on efficiency from UNDP	UNDP Staff, partner agencies, stakeholders	Document review and interviews
	Programme managers views on efficiency		
To what extent are stakeholders roles clearly defined? To what extent are they committed/engaged with their roles? To what extent is	Stakeholders views on role definition, engagement and coordination	UNDP Staff, partner agencies, stakeholders	Document review and interviews

coordination among partners efficient? <b>(general efficiency)</b>			
<b>Main Question 6: To what extent the programme benefiting from synergies with UNCT programme implementation and programmes from other agencies? (Efficiency)</b>			
To what extent is the programme making use of synergies and leveraging with other programs and development agencies in Angola? <b>(general efficiency)</b>	UNDP and other Agencies views on existing synergies and leveraging factors	UNDP Staff and Other Agencies Staff	Document review and interviews
Are there synergies among UNCT programming and implementation? What are they? <b>(general efficiency)</b>	UNDP and partner agencies views on synergies regarding programming and implementation	UNDP and Partner Agencies Staff	Document review and interviews
<b>Main Question 7: To what extent has UNDP been effective in producing the desired results (capacity development and advocacy)? (Effectiveness)</b>			
To what extent has UNDP produced results aligned with CPAP? <b>(effectiveness)</b>	Stakeholders views on effectiveness from UNDP	UNDP Staff, partner agencies, stakeholders	Document review and interviews
To what extent has UNDP contributed to the achievement of the outcomes through related project outputs (partners' capacity development outcomes and advocacy on environmental including climate change issues and issues related to disaster risk reduction)? What have been the major contributing factors and impediments to the attainment of the outcomes? <b>(effectiveness)</b>	Stakeholders views on effectiveness from UNDP	UNDP Staff, partner agencies, stakeholders	Document review and interviews
To what extent are partnership strategies viable and effective in relation to the achievement of the outcomes? <b>(effectiveness)</b>	Stakeholders views on partnership strategies viability and effectiveness	UNDP Staff, partner agencies, stakeholders	Document review and interviews
<b>Main Question 8: To what extent does UNDP Angola country programme facilitate UNDP's leadership and role in UN Coordination efforts on addressing environment, risk disaster reduction and gender issues with equity and sustainability?</b>			
What is UNDP's perceived role in UN coordination efforts on addressing Environment, Disaster Risk Reduction and Gender with equity?	Stakeholders views on appropriateness of the role played by UNDP in Angola	Staff of UN s agencies, other partners	Interviews
What are the main challenges and opportunities to strengthen UNDP's leadership role in UN coordination addressing Environment, Disaster Risk Reduction and Equity issues?	Stakeholders views on ways to strengthen UNDP's leadership role	Staff of UN sister agencies, other partners	Interviews
To what extent did the Project ... and UNDP promote gender equality, human rights and human development in the delivery of outputs?	Degree of contribution and attribution of UNDP's programme intervention	Project document, CPAP related documents	Document review

Are the outcomes from Project ... likely to be maintained after Project Completion? <b>(sustainability)</b>	Stakeholders views on general outcome sustainability	UNDP Staff, partner agencies, stakeholders	Document review and interviews
To what extent has UNDP established partnerships with civil society and local communities to promote environmental and disaster risk awareness in Angola? Number of advocacy actions undertaken? <b>(sustainability)</b>	Stakeholders views on advocacy promoted actions promoted	UNDP Staff, partner agencies, stakeholders	Document review and interviews
To what extent has UNDP established mechanisms to ensure sustainability of the policymaking interventions? <b>(sustainability)</b>	Stakeholders views on mechanisms established to ensure sustainability if policymaking interventions	UNDP Staff, partner agencies, stakeholders	Document review and interviews
To what extent has UNDP made effective use of the portfolio to support appropriate central and local authorities, local communities and civil society in the environment and disaster risk related agendas with a long term perspective? <b>(sustainability)</b>	Stakeholders views on UNDP capacity to use portfolio to leverage support to the various stakeholders with a long term perspective	UNDP Staff, partner agencies, stakeholders	Document review and interviews
To what extent has UNDP identified possible areas of partnerships with other national institutions, NGOs, UN Agencies, private sector and development partners? <b>(sustainability)</b>	UNDP views on possible areas of partnerships with other national institutions	UNDP Staff	Document review and interviews

### Appendix 3: Documentation reviewed

- Government of Angola
  - Diário da República , Dispatch for the creation of the Multisectoral Technical Committee for the Environment (CTMA), June 2010
  - Diário da República, 1 de Fevereiro de 2016
  - Diário da República, Dispatch for the creation of a Technical Unit for Follow-up to Multilateral and GEF Projects
  - Hydrochlorofluorocarbon Phase-out Management Plan (HPMP), August 2011
  - Millennium Development Goals Report 2015
  - Ministry of Environment – Meeting for Presentation of GEF Projects in Angola Document – September 2016
  - National Development Plan Republic of Angola 2013/2017, Dez.2012
  
- Government of Angola & UNDP
  - CNPC – Strategic Plan for Disaster Prevention and Risk (under National Development Plan, 2013/2017)
  - CNPC – Seca em Angola, Avaliação das Necessidades Pós-Desastre (Angola Drought PDNA 2012-2016), May 2017
  - CNPC – Lessons Learned on Post-Disaster Recovery, The Case of the 2013/2014 Drought in the Province of Cunene, Angola, March 2017
  - Country Programme Action Plan between the Government of Angola and UNDP – 2015/2019, 16 November 2015
  - Government of Huila - Resilience Building Provincial Strategy, 2017
  - Government of Cunene - Resilience Building Provincial Strategy, 2017
  - Government of Namibe - Resilience Building Provincial Strategy, 2017
  - Mapping of Provincial Vulnerable Groups – Namibe, Huila, Cunene and Benguela, revised March 2017
  - Partnership Framework between the Government of Angola and the United Nations System (UNPAF), 2015/2019
  - Rapid assessment and gap analysis – under SE4All Initiative, September 2015
  - Roster of National Experts updated with focal points from Namibe, Huila and Cunene Provinces and Bibala, Tômbwa, Virei (Namibe), Matala, Chibia, Humpata, Gambos (Huila) Cahama, Namacunde, Ombadja e Cuanhama (Cunene) Municipal focal points, 2017
  - Strengthening Capacities for Disaster Risk Reduction and Resilience Building – PRODOC
  - Summary of Pilot-Municipal Strategies for Resilience Building defined in Municipal Administrations 2015/2017
  - Work Plan and Annual Budget (2015) - Strengthening Capacities for Disaster Risk Reduction and Resilience Building, February 2015
  - Work Plan and Annual Budget (2015) - Strengthening Capacities for Disaster Risk Reduction and Resilience Building, February 2015
  - Work Plan and Annual Budget (2016) - Strengthening Capacities for Disaster Risk Reduction and Resilience Building, March 2016

- Work Plan and Annual Budget (2017) - Strengthening Capacities for Disaster Risk Reduction and Resilience Building, March 2017
  - Work Plan and Annual Budget (2017) - Promotion of sustainable charcoal in Angola through a Value Chain Approach, November 2016
  - Work Plan and Annual Budget (2016) - National Project for Adapting to Climate Change: Cuvelai Project
  - Work Plan and Annual Budget (2017) - National Project for Adapting to Climate Change: Cuvelai Project, November 2016
  - Work Plan and Annual Budget (2016) - Addressing the Urgent Need for Coastline Adaptation and Capacity Building in Angola
  - Work Plan and Annual Budget (2017) - Addressing the Urgent Need for Coastline Adaptation and Capacity Building in Angola
  - Work Plan and Annual Budget (2014) - National Biodiversity Project: Conservation of the Iona National Park
  - Work Plan and Annual Budget (2015) - National Biodiversity Project: Conservation of the Iona National Park
  - Work Plan and Annual Budget (2016) - National Biodiversity Project: Conservation of the Iona National Park
  - Work Plan and Annual Budget (2017) - National Biodiversity Project: Conservation of the Iona National Park, December 2016
  - Work Plan and Annual Budget (2017) - Project: Expansion and Strengthening of the Protected Areas System in Angola , November 2016
- UNDP Angola
- A National Biodiversity Project: Conservation of Iona National Park, FINAL PRODOC, February 2013
  - Action Document for FRESAN – Strengthening Resilience and Food and Nutrition Security in Angola
  - Addressing urgent coastal adaptation needs and capacity gaps in Angola, PRODOC
  - Billboards for Iona National Park promotion
  - CO M&E Plan 2017
  - Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola – GEF Project Document
  - Creation of Marine Protected Areas in Angola – GEF Project Document
  - DDR Visibility - Project links and social media
  - “Empowerment of women farmers and their families through the strengthening of field schools”, in the municipality of Ombadja, Cunene, 2nd PHASE - Execution Data 2016-2017
  - Environment Project Resources Overview , November 2017
  - Environment Projects AWB Expenditures and Balances, 2013 to 2022
  - Expansion and Strengthening of Angola’s Protected Area system, PRODOC, April 2016

- Field Mission Report, Municipal Seminars for Preparedness for Resilient Recovery (6 municipalities from Cunene, Huila and Namibe Provinces from 13 February to 3 March 2017)
- FRESAN Activities and Tasks, November 2015
- GET 2C- National Strategy for Climate Change – Angola – Proposal, July 2016
- GET 2C for the Government of Angola (Ministry of Environment) and UNDP - Assessment of GHG Emissions Profile, October 2016
- GET 2C for the Government of Angola (Ministry of Environment) and UNDP - Assessment of GHG Emissions Profile, December 2016
- GHG Final Poster, January 2017
- Information Bulletin – July to September 2017
- Mid-Term Evaluation of the National Biodiversity Project: Conservation of Iona National Park Report, March 2016
- Monitoring of the Resource Mobilization Plan (RMP), Action Plan 2016-2019 (Templates)
- National Biodiversity Project: Conservation of Iona National Park, Annual Report to the European Union 2016, Reporting Period: 01/01/2016 – 06/02/2017, February 2017
- National Biodiversity Project: Conservation of Iona National Park, Annexes to the Annual Report to the European Union 2016, Reporting Period: 01/01/2016 – 06/02/2017, February 2017
- Narrative January to June 2016 Reporting, HPMP
- PIR (Project Implementation Review) - A National Biodiversity Project: Conservation of Iona National Park, December 2016
- Preparedness for Resilient Recovery – PRE-DRP- PRODOC- UNDP-Japan Fund, August 2014
- Preparedness for Resilient Recovery, 2nd Report, February 2016
- Preparedness for Resilient Recovery, 4th Report, January 2017
- Preparedness for Resilient Recovery, Final Report, September 2017
- Preparedness for Resilient Recovery, Final Report, September 2017
- Press clips for Iona National Park
- Press clips on Coastal Adaptation
- Portfolio of GEF financed projects in Angola, February 2016
- Project links and social media for Cuvelai project
- Project links and social media for Iona project
- Promotion of Sustainable Charcoal in Angola through a Value Chain Approach, Final PRODOC, July 2016
- Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin, PRODOC, April 2016
- Promoting sustainable energy access for rural communities in South-Eastern Angola – GEF Project Document
- Promoting Angolan Women's Empowerment Through CSO's – Project Document 2015/2018,
- Promoting Angolan Women's Empowerment Through CSO's - 2nd phase - Focus on the drought-affected southern region, June 2016

- Promoting Angolan Women’s Empowerment Through CSO’s - 2nd phase – ToR - Request For CSO Funding Proposals – 2016, June 2016
- Promoting Angolan Women’s Empowerment through CSOs - Annual Donor Report, June 2016 to June 2017
- Resilience Programme – Donor Proposal for CO Communication Packaging
- Results Oriented Annual Report 2015, March 2017
- Results Oriented Annual Report 2016, November 2017
- Strengthening Capacities for Disaster Risk Reduction and Resilience Building, Annual Project Report 2015
- Strengthening Capacities for Disaster Risk Reduction and Resilience Building, Annual Project Report 2016
- Strengthening Capacities for Disaster Risk Reduction and Resilience Building, Quarterly Project Report, Quarter 1, 2017
- Strengthening Capacities for Disaster Risk Reduction and Resilience Building, Quarterly Project Report, Quarter 2, 2017
- Strengthening Capacities for Disaster Risk Reduction and Resilience Building, Quarterly Project Report, Quarter 3, 2017
- Strengthening Capacities for Disaster Risk Management and Resilience Building – Proposal for UNDP Angola’s medium term (36 months) resilience-building / Disaster Risk Reduction (DRR) support – August 2016
- Strengthening Capacities for Disaster Risk Management and Resilience Building – Angola’s Project Fact sheet – Portuguese and English versions, April 2017
- Services Contract to support to Angola’s HPMP, January 2015
- Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation – GEF Project Document, October 2016
- Technical sheet for Film – Iona National Park
- ToR for Consultant for the preparation of the rapid assessment and gap analysis for the Sustainable Energy for All Initiative in Angola
- UNDP ANGOLA CO Road Map for the Development of a Resource Mobilization Plan 2016-2019, February 2016
- UNDP Angola, Embassy of Japan and The Government of the Grand Duchy of Luxembourg
  - “Preparedness for Resilient Recovery - Experience in five African countries”, May 2017



## Appendix 4: Mission Agenda

20 Nov	21 Nov	22 Nov	23 Nov	24 Nov
10 am - 12 am UNDP Kick off. Meeting – Inception Report	8 am - 11 am UNDP- <i>Environment – Project Manager and team</i>	7.30 am-8.45 <b>Ministry of Planning-DDR and Environment</b>	9.00 am- 10 am UNDP- <i>Angola Country Director</i>	7am-8-am <b>INBAC (</b> <i>National Institute of Biodiversity and Conservation Areas)</i>
14.00 –16.00 UNDP- <i>Disaster Risk Reduction – Project Manager</i>	11.30- 12.30 <b>CNPC</b> (National Civil Protection Commission)- <i>DDR</i>	10 am-11.00 am UNDP – <i>SDG(s) Project manager</i>	11am-12 am UNDP - <i>Support to the Cubango-Okavango River Basin strategic action; Hydrochlorofluorocarbon (HCFC) Phase-Out Management Plan for Angola (HMPM) – Project manager</i>	11am – 12 am <b>Ministry of Environment:</b> <i>National Cabinet of Climate Change</i>
	14.00-15.00 UNDP- <i>Promoting the Empowering of Women through CSOs – Project Manager</i>	12.00-14.30 <b>Ministry of Environment - GEF Focal point</b>	15.00- 16.00 <b>European Union-</b> <i>Environment Conservation of Iona National Park And new DDR</i>	13.00-14.00 <b>Ministry of Environment Secretary of State</b>
	15.30 -15.00 UNDP- <i>Disaster Risk Reduction – Project Manager</i>	16.00-17.00 <b>FAO - Disaster Risk Reduction</b>		16.00 -17.00 <b>Japan Embassy</b>

## Appendix 5: List of Stakeholders Interviewed

- Joaquim Manuel - Ministry of Environment, Secretary of State;
- Danilo Barbero – EU, International Aid Cooperation Officer;
- Kamia Carvalho – Ministry of Environment, GEF Focal Point ;
- Giza Gaspar Martins - Ministry of Environment, National Director Cabinet of Climate Change;
- Aristófenes – INBAC Director;
- Anastácio Roque Gonçalves – FAO, Assistant Representative;
- Edson Fernando – CNPC, Project Manager of the Activities ;
- Victor Hugo – Ministry of Planning, National Director of Land-use Planning;
- Yuko Komori – Japan Embassy ,Second secretary ;
- Susumu Hirano - Japan Embassy ,Second secretary ;

## Appendix 6: Overall Status of Project Implementation

Project	Scope & Target	Status ,Starting and Ending dates
<b>Conservation of Iona National Park</b> To strengthen the Angolan Protected Areas Network by rehabilitating Iona National Park as a key catalyst to improve management of globally significant biodiversity. <b>GEF 4 (Biodiversity)</b>	The project's intervention has been organised into two outcomes (in line with the components presented at the PIF stage): Outcome 1: Rehabilitation of Iona National Park Outcome 2: Strengthen institutional capacity to manage the protected areas network	Ongoing Started February 2013 Ending April 2018
<b>Expansion and Strengthening of Angola's Protected Area system</b> The Project has been designed as the second phase of a more comprehensive national programme to rehabilitate, strengthen and expand Angola's system of protected areas. <b>GEF 5 (Biodiversity)</b>	Second phase of the national programme, this GEF-funded project will seek to complement the first phase by (i) strengthening the capacity of the government of Angola to expand its network of protected areas, in order to meet the national expansion targets; and (ii) continuing the rehabilitation of Angola's existing national parks, by improving the management effectiveness of Quicama, Bicuar and Cangandala NPs.	Ongoing Started May 2016 Ending: 2021
<b>Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin</b> To reduce the climate-related vulnerabilities facing the inhabitants of Angola's Cuvelai River Basin through targeted investments and capacity building. <b>GEF 5 (Climate Change)</b>	LDCF intervention will be articulated around three components: 1: Transfer of appropriate technologies and related capacity building for climate and environmental monitoring infrastructure; 2:Enhanced human and institutional capacity for increased sustainable rural livelihoods among those communities 'areas most prone to extreme weather events (flooding and drought) in the region; 3:Increased understanding of climate change adaptation and practices in climate-resilient development planning at the local community and government levels.	Ongoing Started February 2016- Ending: 2020
<b>Promotion of Sustainable Charcoal in Angola through a Value Chain Approach</b> To reduce the current unsustainable and GHG intensive mode of charcoal production and utilization from Angola's Miombo woodlands, via an integrated set of interventions in the national charcoal value chain. <b>GEF 5 (Climate Change)</b>	The project will pursue its objective through the following components: I. Information and strengthening of the policy framework for sustainable charcoal; II. Transfer of sustainable charcoal technology to agents along the charcoal value chain; III. Strengthening of human capacities and institutions; IV. Monitoring and evaluation.	Ongoing Started October 2016 - Ending: 2022
<b>Addressing urgent Coastal Adaptation needs and capacity gaps in Angola</b> To enhance the capacity of national government and coastal communities to adapt to climate change along the coast of Angola <b>GEF 5 (Climate Change)</b>	The objectives of the project will be achieved through 4 complementary outcomes: 1. Strengthened technical capacity of government staff at local and national level to analyse, predict and respond to climate change effects, access policy-relevant data and deliver relevant information to local communities; 2. EbA technologies and climate-resilient land management techniques transferred to coastal communities in Angola to reduce their vulnerability to droughts, rainfall variability, and extreme events; 3. Increased inter-ministerial coordination and institutional capacity to adapt to climate change in Angola; 4. Improved awareness about climate change impacts and adaptation among non-governmental stakeholders.	Ongoing PRODOC signed October 2016 - Started: 2017 Ending: 2020

Project	Scope & Target	Status ,Starting and Ending dates
<p><b>Hydrochlorofluorocarbon (HCFC) Phase-Out Management Plan for Angola (HMPM)</b></p> <p>The primary focus of the HPMP is on the actions required to achieve the immediate phase targets of a 2013 freeze at the baseline and 2015 10% reduction of the baseline.</p> <p><b>MP (Montreal Protocol) Climate Change</b></p>	<p>Strategy focused on 3 main pillars:</p> <ol style="list-style-type: none"> <li>1. A sub project for the implementation of a regulatory framework, including implementation of a control system for ODS trade, use and handling of equipment and products, enhanced capacity of customs and strengthening of in country capacity to organize technicians;</li> <li>2. A sub project for sensitization of the population involving workshops and awareness campaigns;</li> <li>3. A sub project for RACS, including strengthening of capacities of technicians, provision of equipment and tools, and reinforcement of centres in provision of training.</li> </ol> <p>Stage I is about HCFC phase-out management plan. It has synergy with Climate Change (CC) programme for Ozone Deplete Substances (ODS) that generate greenhouse effect worsening global warming. Stage II, designed this year, integrates Climate Change in its operations in preparation of MP integration with UNFCCC.</p>	<p>Ongoing Started 2012 Ending: 2018</p>
<p><b>Support to the Cubango-Okavango River Basin strategic action.</b></p> <p>To strengthen the joint management and cooperative decision making capacity of the Cubango-Okavango River basin states on the optimal utilization of natural resources in the basin, to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems.</p> <p><b>OKACOM (The Permanent Okavango River Basin Water Commission) International Waters</b></p>	<p>To help plan responsibly, the Permanent Okavango River Basin Water Commission (OKACOM) embarked on a Transboundary Diagnostic Analysis (TDA) and on a Strategic Action Programme of the basin between 2008 and 2010, through the EPSMO Project. The project has 3 components.</p> <ol style="list-style-type: none"> <li>1. Basin Development Management Framework strengthening.</li> <li>2. Environmentally Conscious Livelihoods and Socio-Economic Development Demonstration Projects.</li> <li>3. Integrated Water Resource Management.</li> </ol>	<p>Project Approved for Implementation Started April 2017 Ending: 2021</p>
<p><b>Strengthening Capacities for Disaster Risk Reduction and Resilience Building (DDR)</b></p> <p>Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community.</p> <p><b>(UNDP and Government of Japan) Disaster</b></p>	<p>Three Expected Results of the project are:</p> <ol style="list-style-type: none"> <li>1. National Preparedness, Contingency, Response and Recovery Plan (PNPCR) 2015-2017 adapted and implemented at provincial scale (Priority 1 and 4).</li> <li>2. National Risk Information System designed with main protocols established (Priority 3).</li> <li>3. The institutional organization of the Civil Protection and Fire-fighting Service (SPCB) strengthened with training activities implemented (Priority 5).</li> </ol>	<p>Ongoing Started 2015- Ending 2017</p>
<p><b>Preparedness for Resilient Recovery</b></p> <p>Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community.</p> <p><b>(UNDP and Government of Japan) Disaster</b></p>	<p>Expected Results of the project:</p> <ol style="list-style-type: none"> <li>1) 6 Municipal Strategies for Building Resilience prepared by 6 Municipal Civil Protection Commissions based on the Provincial Strategies in each year. (12 in total)</li> <li>2) 6 DRM practitioners trained on Resilience-Building / PDNA / preparedness for resilient recovery in each year. (12 in total) 100 % of selected DRM practitioners trained are fully familiar with Resilience-Building / PDNA / preparedness for resilient recovery (based on self-assessment).</li> </ol>	<p>Operationally completed, financially closing Started 2015- Ending 2017</p>

Project	Scope & Target	Status ,Starting and Ending dates
	<p>3) One lessons learned document on disaster recovery drafted and disseminated in 2016.</p> <p>4) One Flood Recovery Plan elaborated for the province of Benguela in 2015, and 2 Pre-disaster Resilient Recovery Plans developed by Provincial Civil Protection Commissions as pilot experiences for the development of a national common framework. (Note: Building on the pilot experience, a pre-disaster resilient recovery common framework will be established in 2017). 5) Protocols for data collection and information reporting adopted within the framework of the new DesInventar system.</p>	
<p><b>Promoting the Empowering of Women through CSOs</b>  <b>2nd phase - Focus on the drought-affected southern region</b></p> <p>Strengthening women's capacity to mitigate, withstand, and recover from disaster shocks, reinforcing the resilience of communities affected by drought, through economic empowerment and participation support</p>	<ol style="list-style-type: none"> <li>1. Strengthen women's participation in political, economic and social processes through training on leadership, networking and business management;</li> <li>2. Support the implementation of the project activities by the selected CSOs through training on general areas of project implementation explored from a gender perspective;</li> <li>3. Promote the promulgation of information, awareness and conscience campaigns on the government's political programs and on political and social rights of women, with special focus on combating domestic violence;</li> <li>4. Design thematic studies and produce disaggregated statistics by sex and age to influence policies, strategies and/or address issues that particularly affect women;</li> <li>5. Economic empowerment and strengthening of cooperatives;</li> <li>6. Advancement of women's participation in decision-making processes by increasing their representation and participation in CACs and municipal administration;</li> <li>6. Reduce vulnerability of women, their families and communities suffering from the impact hazards, such as drought and flood.</li> </ol>	<p>Ongoing  Started 2015-  Ending 2018</p>

Table 10: Overall State of Projects under Implementation

## Appendix 7: List of Partners, Stakeholders and Beneficiaries

Projects	Implementing Partners	Responsible Partners	Stakeholders	Beneficiaries
Promotion of Sustainable Charcoal in Angola through a Value Chain Approach:	Environmental Ministry- Climate Change Cabinet (GAC)	UNDP	MINCO, MINAGRI, MINEA, University Jose Eduardo dos Santos in Huambo (UJES), Universidad de Cordoba, ADPP, COSP	
Addressing urgent Coastal Adaptation needs and capacity gaps in Angola :	Environmental Ministry- Climate Change Cabinet (GAC)	UNEP ,UNDP  UNFCCC	Local Municipalities, Kitabanga Project COSPE MINAGRI- Institute of Agricultural Development, Cabinet of Food Security (MINTRANS, Marine Institute MINPES- Institute for the Development of Artisanal Fisheries and Aquaculture; National Institute for Fisheries Research. MINPET, INAMET	Vulnerable communities rivers(Cabinda/Chiloango, Bengo/Dande, Kuanza Sul/Longa, Namibe/Bero (community management committees- sub-committees
National Biodiversity Project: Conservation of Iona National Park	Environmental Ministry- Government of the Namibe Province	UNDP INBAC	Civil Society Organisations/NGOs: Kissama Foundation Government and non-government actors in community conservation in Namibia	Indigenous Peoples Tourism Private Sector
Expansion and Strengthening of Angola's Protected Area system	Environmental Ministry MINPLAN, MINPLAN,	UNDP INBAC		
Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin	Environmental Ministry - <u>National Project Director</u> Ministry of Energy and Water (National Institute of Water Resources), Ministry of Interior (CNPC), Government of the Cunene Province	UNDP	(INAMET INARH, IDA, SNPCB GoCP	Communities of 7 selected sites (woman and youth)
Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola	MINAMB, INBAC	UNDP	Ministry of the Interior, Ministry of Justice, Ministry of Agriculture, Ministry of Finance, Ministry of Defence, Provincial and Municipal Administrations, Agostinho Neto University, Catholic University and Methodist University	Communities Private sector
Creation of Marine Protected Areas in Angola	MINAMB, INBAC – Iona and Quissama MINAGGRI-Food Security	UNDP	Ministry of Fisheries, Provincial and Municipal Administrations Agostinho Neto University and potentially other universities Quiçama Foundation	Communities Private sector

UNDP – OUTCOME EVALUATION IN THE PRACTICE OF ENVIRONMENT AND DISASTER RISK REDUCTION

Promoting sustainable energy access for rural communities in South-Eastern Angola	MINAMB	UNDP	MINEA, MINFAMU Provincial Government of Moxico, BAI Microfinance, Development Workshop, Angolan Agency for the Promotion of Investments and Exports (APIEX), Industrial Association of Angola (AIA), ADRA, Agostinho Neto and Angolan Catholic Universities, Angolan Agency for the Promotion of Investments and Exports (APIEX), FEMEA, NGOs (ADPP, ADRA, COSPE	Communities
Sustainable Energy for All Initiative – Rapid Assessment and Gap Analysis Report	MINAMB	UNDP	MINEA	
Cubango-Okavango River Basin Transboundary (Cubango-Okavango River Basin /CORB)	The Permanent Okavango River Basin Water Commission (OKACOM)	UNDP	MINHOTUR KAZA TFCA	Fishing Communities (Cubango and Kuito rivers)
Hydrochlorofluorocarbon (HCFC) Management Plan for Angola	MINAMB	UNDP	MINEA	
Strengthening Capacities for Disaster Risk Reduction and Resilience Building		UNDP	National Civil Protection Commission (CNPC) and Provincial Civil Protection Provincial Governments of Cunene, Huila, Namibe, Uige, Cuanza Norte, Luanda; and 2016: Malanje and Benguela	
Preparatory Assistance to Disaster Risk Reduction	MINAMB	UNDP		
Promoting Angolan Women's Empowerment through CSOs	MINFAMU	UNDP	Ministério da Justiça-(MINJUSDH) Secretaria de Estado dos Direitos Humanos ONG(S)	

Table 11: Programmatic Targets and Key Achievements - Environment Portfolio



## Appendix 8: Target and Key Achievements of Environment Portfolio

Country Programme Outputs	Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.	
Project	Target	Results achieved
<p><b>Conservation of Iona National Park</b></p> <p>To strengthen the Angolan Protected Areas Network by rehabilitating Iona National Park as a key catalyst to improve management of globally significant biodiversity.</p> <p><b>GEF 4 (Biodiversity)</b></p>	<p>The project's intervention has been organised into two outcomes (in line with the components presented at the PIF stage):</p> <p>Outcome 1: Rehabilitation of Iona National Park</p> <ol style="list-style-type: none"> <li>1. Create conditions for the effective operation of the Iona National Park through the installation, training and equipment of essential personnel;</li> <li>2. Create conditions for the effective operation of the Iona Park through the acquisition of essential equipment and the construction of essential infrastructures;</li> <li>3. Develop an integrated management plan for Iona's PN, based on current information, and stakeholder engagement</li> <li>4. Promote full involvement at the provincial and local level in park management and conservation to minimize/mitigate conflicts;</li> </ol> <p>Outcome 2: Strengthen institutional capacity to manage the protected areas network</p> <ol style="list-style-type: none"> <li>1. Create appropriate conditions for the effective implementation of PLERNACA in the establishment of the national network of Conservation Areas;</li> <li>2. Development of capacities for effective management of the network of CAs, at national level and regarding each CA;</li> <li>3. Collect information on all NPs and Luanda RNE; prioritization of interventions for the study and management of CAs; preparation of the reports on the state of the parks with respect to 6 selected CAs; facilitate the mobilization of additional support;</li> <li>4. Elaboration of detailed implementation plans for 6 selected CAs and create appropriate conditions to mobilize additional support;</li> <li>5. Park rangers and park administration parking (added in 2017)</li> <li>6. Project Office established in Luanda with all the necessary conditions to allow the Project to function smoothly;</li> </ol> <p>Project Management:</p> <ol style="list-style-type: none"> <li>1. Effective operation of Project by staff;</li> <li>2. Create visibility for the project and the CAs of Angola; develop and maintain an Internet-based and geographic information and data system for the network of CAs of Angola; inform and raise awareness among stakeholders at all levels; establish multisectoral communication and coordination; mobilize potential partners; promote educational activities for Meta-groups; promote worldwide the tourism potential of the Angola CAs.</li> </ol>	<ul style="list-style-type: none"> <li>• National Institute for Biodiversity and Protected Areas (INBAC),</li> <li>• Development of Strategic Plan for INBAC;</li> <li>• Rehabilitation or construction of infrastructures for the Iona Park - ex. guard posts, camp gates, campsites, water holes, electricity;</li> <li>• Installation of a communication and radio system for the administration of the Iona Park;</li> <li>• Training of park guards;</li> <li>• Provision of equipment for park staff;</li> <li>• Elaboration of the Iona Park Management Plan;</li> <li>• Wildlife survey of the Iona, Luengue-Luiana e Longa-Mavinga Parks;</li> <li>• Preparation of a study on the communities living in the Iona Park;</li> <li>• Exchange with Namibia to learn and see success stories in tourism development with traditional communities;</li> <li>• Outdoor campaign in Angola for the promotion of tourism in the Iona Park - campaign lasting 6 months;</li> <li>• Evaluation of the current state and preparation of rehabilitation plans for 6 parks (in progress);</li> <li>• Development of community tourism in the Iona Park (in progress).</li> </ul>
<p><b>Expansion and Strengthening of Angola's Protected Area system</b></p>	<p>Second phase of the national programme, this GEF-funded project will seek to complement the first phase by</p> <p>(1) strengthening the capacity of the government of Angola to expand its network of protected areas, in order to meet the national expansion targets</p>	<ul style="list-style-type: none"> <li>• Stakeholder meetings to define the activities in the Maiombe, Quiçama, Bicuar, Cangandala e Luando parks;</li> <li>• Contracting of infrastructures (6 checkpoints, 4 water holes) for the PN of Bicuar</li> </ul>

Country Programme Outputs	Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.	
Project	Target	Results achieved
<p>The Project has been designed as the second phase of a more comprehensive national programme to rehabilitate, strengthen and expand Angola's system of protected areas.</p> <p><b>GEF 5 (Biodiversity)</b></p>	<p>1.1. Establish and strengthen institutional capacity to plan and implement the expansion of PAs: (i) 2016: Hold a project initiation workshop; Buy basic material for project startup (office furniture, computers); 2017: train and equip PA expansion unit at INBAC and prepare a plan to expand PAs.</p> <p>1.2. Effectively implement the program of expansion of PAs: 2016 &amp; 2017: Start the development of a DIA; initiate the process of defining borders for PAs.</p> <p>1.3. Improve the financial sustainability of the expanded network of PAs. 2016: Initiate the assessment of the current financial situation of the PA system; 2017: assess the financial situation of the PA system; strengthen MINAMB's capacity in financial management.</p> <p>(2) continuing the rehabilitation of Angola's existing national parks, by improving the management effectiveness of Quiçama, Bicular and Cangandala-Luando NPs.</p> <p>2.1. &amp; 2.2. Rehabilitate and improve the management of the Quiçama, Bicular and Cangandala-Luando National Parks. 2016: Recruitment of minimum park staff; Purchase basic office supplies and vehicles for the parks; 2017: Develop specific intervention strategies for the Quiçama, Bicular and Cangandala-Luando parks; implement infrastructure, initiate work with communities and other stakeholders.</p> <p>Project Management: 2016 &amp; 2017: promote efficient financial management and administration of the project; Constitution of the Project Coordinating Committee; Annual Work Program discussed and approved by the Management Committee; Good communication between project partners.</p>	<ul style="list-style-type: none"> <li>• Radio systems for Cangandala and Bicular PNs are being contracted;</li> <li>• Wildlife surveys for Quiçama, Cangandala and Luando Parks have been contracted and the first one already in an advanced stage of implementation;</li> <li>• Management plans for the Quiçama, Cangandala and Bicular parks were contracted;</li> <li>• Purchase of 4 vehicles, a Kwanza river patrol boat, computers, binoculars, cameras and other equipment for the parks;</li> <li>• The construction of a "tourist fence" that would allow to see the giant black lever in times of difficult visibility in the park of Cangandala was contracted;</li> <li>• Mapping of all Angola's protected areas (based in satellite image) and creation of GIS system was contracted and is being implemented.</li> </ul>
<p><b>Creation of Marine Protected Areas in Angola</b></p> <p>To expand the protected areas network the marine environment through creation of Angola's first marine protected areas (MPAs)</p> <p><b>GEF 6 (Biodiversity)</b></p>	<p>Project components:</p> <p>1. Strengthening the policy, legal and institutional framework for Angola's new MPA network with implementation capacity</p> <p>1.1 Establishment of a coastal and marine PA unit within the National Institute of Biodiversity and Conservation Areas (INBAC) with capacity to plan, create and manage new coastal and marine PAs in areas of high biodiversity priority.</p> <p>1.2 Draft legislation prepared to support the creation and gazettelement of Angola's first MPAs.</p> <p>1.3 Formulation of Angola's first National MPAs Strategy and Action Plan.</p> <p>1.4 Mechanisms and partnerships established for effective management of the proposed MPAs, including interministerial and intersectoral coordination meetings and collaboration with the Benguela Current Marine Spatial Planning and Governance (MARISMA) project.</p> <p>1.5 Stakeholders engaged to promote inclusive discussions among communities, local authorities, private sector, NGO, academia and other partners regarding creation and management of MPA sites.</p> <p>1.6 Capacity of key staff strengthened to create and manage MPAs (including relevant ministries and agencies e.g. Environment, Fisheries, Planning, Energy, Coastguard, etc.).</p> <p>2. Establishing two MPAs in locations of high biodiversity priority</p> <p>2.1 Establishment of two new MPAs at identified sites adjacent to existing terrestrial PAs: (i) along 100 km of coastline adjacent to Iona National Park in Namibe Province and (ii) along 100 km of the coastline of Quiçama National Park in Bengo</p>	<ul style="list-style-type: none"> <li>• Conduction of PPG initiation workshop of the Marine Protected Areas project with site definition for the creation of the first MPA of Angola (facing the PN of Iona)</li> <li>• Securing funding from GEF for the development of Project Documents (PRODOC) for 2 biodiversity projects and for 1 climate change mitigation, totaling US \$ 300,000.</li> </ul>

Country Programme Outputs	Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.	
Project	Target	Results achieved
	<p>Province.</p> <p>2.2 Detailed ecosystem and biodiversity surveys of selected coastal and marine PAs (including wetlands, mangroves, etc.) undertaken to confirm MPA site selections, establish baselines and determine key threats.</p> <p>2.3 Development of Integrated Management Plans for the new MPAs, based on an inclusive consultative process, including local level stress and threat reduction targets agreed by all stakeholders.</p> <p>2.4 Identification and establishment of local management structures and capacity to manage and monitor the new MPAs, including ranger units and staff, offices, land-sea communication systems, etc.</p> <p>2.5 Engagement with private sector companies to reduce impacts (fisheries, oil and gas, tourism, etc.) in MPAs.</p> <p>2.6 Effective transboundary collaboration with neighbouring countries (e.g. Namibia) to manage the new MPAs across national borders.</p> <p>2.7 Wider public awareness of marine and coastal conservation achieved through comprehensive multimedia outreach and education campaigns with national and international impact.</p> <p>3. Gender mainstreaming, project learning, knowledge sharing and M&amp;E are used to support the creation and implementation of MPAs nationally and internationally.</p> <p>3.1 Project gender strategy implemented monitored and reported.</p> <p>3.2 Project activities and impacts on global, national and local environmental benefits of MPAs are assessed and monitored.</p> <p>3.3 Project learning and knowledge sharing.</p>	
<p><b>Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola</b></p> <p>To prevent the extinction of terrestrial species by combating illegal wildlife trade (IWT) and reducing human-wildlife conflict (HWC) in Angola.</p>	<p>Project components:</p> <p>1. Strengthening the systemic and institutional framework for combating IWT and poaching, and reduce HWC, as indicated by: i) the increase in the score of the customized UNDP Capacity Development Scorecard; ii) new National IWT and HWC Strategies approved by Government; iii) establishment and operationalisation of a National Wildlife Crime Task Force and provincial Wildlife Crime Units; iv) the number of newly trained and operational enforcement staff; v) the number of arrests and convictions for IWT and poaching; and vi) the signature and implementation of bilateral and/or multilateral agreements between Angola, DRC, Namibia and Zambia for effective prevention of IWT.</p> <p>2. Strengthening the management effectiveness of the existing national PA estate to reduce IWT and HWC, as indicated by: i) the increased METT scores for Angola's 13 PAs; ii) improved population status of key species including elephant, rhino, gorilla and giant sable; iii) numbers of PA staff trained in relation to IWT and HWC management; and iv) creation and implementation of a community-led IWT monitoring network.</p> <p>3. Reducing IWT and poaching, and HWC, at site level by: (i) increased number of rangers and other law enforcement agents working on wildlife crime; (ii) increased number of enforcement actions involving trained and qualified rangers;</p>	<p>PRODOC phase; Concept phase; ex-ante evaluation</p>

Country Programme Outputs	Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.	
Project	Target	Results achieved
<b>GEF 6 (Biodiversity)</b>	<p>(iii) increased annual number of inspections and patrols, seizures, number of arrests and number of successful prosecutions on poaching and IWT; (iv) reduced HWC incidence; (v) improved population status of key species (TBD); (vi) improved perception of communities towards wildlife; and (vi) increased number of community members benefitting from wildlife friendly livelihoods.</p> <p>4. Gender mainstreaming, knowledge management and M&amp;E. Lessons learned by the project through gender mainstreaming and participatory M&amp;E used to fight poaching and IWT nationally and internationally, as indicated by:</p> <p>i) number of project lessons used in development and implementation of other EBD projects; and</p> <p>ii) % of women participating in and benefiting from project activities.</p>	
<p><b>Promoting sustainable energy access for rural communities in South-eastern Angola</b></p> <p>To catalyse investments in decentralised renewable energy systems to expand energy access for base-of-the-pyramid consumers and to reduce GHG emissions</p> <p><b>GEF 6 (Climate Change)</b></p>	<p>Project component:</p> <p>1. Policy de-risking and finance for decentralised renewable energy:</p> <p>i) Assessment of successful RET diffusion in the region;</p> <p>ii) Business case for clean energy supply chain developed;</p> <p>iii) MFIs provide micro-credit to rural communities for the purchase of advanced cook stoves, solar home systems and solar lanterns;</p> <p>iv) Mobile payment system expanded to Moxico Province and mobile-based PAYG models established in South-Eastern Angola</p> <p>2. Market for off-grid renewable energy systems developed, including solar home systems, advanced cook stoves and solar lanterns:</p> <p>i) Local private companies along the value chain supported, including business development, connection to suppliers and access to finance;</p> <p>ii) Five solar-powered kiosks procured, providing clean energy products to communities in South-Eastern Angola;</p> <p>iii) Technology transfer of decentralised renewable energy systems facilitated;</p> <p>iv) Training provided to technicians on installation of solar home systems;</p> <p>v) Training and technical support provided to communities on how to use the clean energy products.</p> <p>3. Outreach programme and dissemination of results:</p> <p>i) Lessons learned report produced based on project experience;</p> <p>ii) Cooperation with technical institutes and universities established;</p> <p>iii) Project results incorporated into vocational schools' curriculum</p>	<p>PRODOC phase; Concept phase; ex-ante evaluation</p>
<p><b>Promoting climate-resilient development and</b></p>	<p>LDCF intervention will be articulated around three components:</p> <p>1) Transfer of appropriate technologies and related capacity building for climate and environmental monitoring infrastructure:</p>	<ul style="list-style-type: none"> <li>Strengthening of partnerships between governmental agencies and institutions for the</li> </ul>

Country Programme Outputs	Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.	
Project	Target	Results achieved
<p><b>enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin</b></p> <p>To reduce the climate-related vulnerabilities facing the inhabitants of Angola's Cuvelai River Basin through targeted investments and capacity building.</p> <p><b>GEF 5 (Climate Change)</b></p>	<p>1.1. 7 Automatic Weather Stations (AWSs) (6 fixed and 1 mobile) and at least 6 complete rain gauges with remote data transmission and archiving installed in the Cuvelai Basin to support the Flood Forecast and Early Warning Systems (FFEWS)</p> <p>2016: Identify AWS installation locations; Identify and purchase materials; Establish communication principles; Project initiation workshop.</p> <p>2017: Establish an integrated network of meteorological stations in the Cuvelai basin.</p> <p>1.2. A hydrotelemetric monitoring system of 4 hydrometric stations and 4 water level stations installed in the Cuvelai and Miu Rivers to support the Flood Forecast and Early Warning Systems (FFEWS).</p> <p>2016: Identify locations for the installation of hydrological stations; Identify and purchase material for its operation and use.</p> <p>2017: Establish an integrated network of hydrometric stations in the Cuvelai basin; establish local capacity to receive and process data.</p> <p>1.3: At least 50 officers from MINAMB, INAMET, Provincial Government, Civil Protection, INARH, CETAC and other relevant institutions trained to operate and maintain the climate monitoring infrastructure and assist in FFEWS reporting and response mechanisms.</p> <p>2016 &amp; 2017: Establish national and international partnerships; Define and initiate employee training program at national and provincial levels.</p> <p>1.4 A Comprehensive Flood Forecast and Early Warning Systems (FFEWS) developed - based on harmonized interdepartmental agreements and international standards and protocols - and alerts made available to the Disaster Management structure in Cunene Province and relevant public institutions to enable planning and appropriate response measures.</p> <p>2016 &amp; 2017: Strengthen national institutes of meteorology and hydrology.</p> <p>2)Enhanced human and institutional capacity for increased sustainable rural livelihoods among those communities 'areas most prone to extreme weather events (flooding and drought) in the region:</p> <p>2.1. Locally appropriate climate resilient germplasm resources are made available to regional agricultural and water experts and communities in the Cuvelai Basin</p> <p>2016 &amp; 2017: Identification, collection and dissemination of crop varieties resistant to drought.</p> <p>2.2 Extension Services (EDAs) receive training on the risks of climate change and agricultural resilience techniques to support vulnerable communities in the Cuvelai Basin (Mukolongondjo, Mupa, Evale).</p> <p>2016 &amp; 2017: Creating the pillars for an agricultural extension system for greater climatic resilience; Promoting agriculture techniques more resilient to climatic variability.</p> <p>2.3. Access to and water quality enhanced by pilot technologies through partnerships with the Provincial Government and INARH (eg opening / rehabilitating water reservoirs, conservation measures, collection of water, opening or repairing existing holes).</p> <p>2016 &amp; 2017: Creating bases to improve access to water in communities</p>	<p>implementation of agricultural resilience activities in Cunene Province (signature of memoranda of understanding);</p> <ul style="list-style-type: none"> <li>• Delivery of Technical Assessment report for an early warning system based on hydrometric and meteorological measurements in the Cuvelai Basin;</li> <li>• Evaluation of potential income-generating activities for communities in the Cuvelai Basin;</li> <li>• Report with Implementation Plan for the rehabilitation of 6 water holes in the Province of Cunene that will benefit local communities;</li> <li>• Elaboration and approval of the National Climate Change Strategy 2018 - 2030 (ENAC) and ENAC presentation at COP 23.</li> </ul>

Country Programme Outputs	Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.	
Project	Target	Results achieved
	<p>2.4 Small-scale adaptation initiatives defined as a safety net to strengthen the resilience of the livelihoods of communities in the Cunene Province to extreme climatic variability. 2016 &amp; 2017: Initiate training of local communities in agricultural practices.</p> <p>3: Increased understanding of climate change adaptation and practices in climate-resilient development planning at the local community and government levels.</p> <p>3.1 Climate Change Environmental Information System (CC-ENISA) established, to enable the systematic storage and integration of digital information to support decision-making in sector planning. 2016 &amp; 2017: Develop a Climate Change Information System in MINAMB; 2016: Map vulnerability to climate change in the Cunene region.</p> <p>3.2. Master Plan developed for target communities (Mukolongondjo, Mupa, Evale, Nheone, Namacunde, Cubati, and Ondjiva) aiming at the training and intersectoral framework for the integration of climate resilience in the Cunene Province. 2016 &amp; 2017: Support authorities at the national and provincial levels in developing plans and strategies to deal with climate risks.</p> <p>3.3: The existing system of dissemination / response under the National and Provincial Civil Protection and Fire Service (SNPCB) strengthened to support the FFEWS. 2016 &amp; 2017: Strengthen civil protection in the Cunene region.</p> <p>3.4. Develop a community-based FFEWS network (CBFFEWS) in target areas to enhance and test its impact on risk reduction in sectors and in the population. 2016: Establish the foundations for a Community-wide climate risk alert system. AWP 2017 reschedules this activity to 2018.</p> <p>Project Management: 2016 &amp; 2017: Efficient project and financial management; Annual Work Program discussed and approved by the Management Committee; Good communication between project partners.</p>	
<p><b>Addressing urgent Coastal Adaptation needs and capacity gaps in Angola</b></p> <p>To enhance the capacity of national government and coastal communities to</p>	<p>The objectives of the project will be achieved through 4 complementary outcomes:</p> <ol style="list-style-type: none"> <li>1. Strengthened technical capacity of government staff at local and national level to analyse, predict and respond to climate change effects, access policy-relevant data and deliver relevant information to local communities.</li> <li>2. EbA technologies and climate-resilient land management techniques transferred to coastal communities in Angola to reduce their vulnerability to droughts, rainfall variability, and extreme events;</li> <li>3. Increased inter-ministerial coordination and institutional capacity to adapt to climate change in Angola</li> </ol> <p>3.1. Technical support and training for the Secretariat of the Inter-ministerial Commission on Biodiversity and Climate Change (CIBAC) and the Climate Change Office (GAC). 2016 &amp; 2017: Assessment of CIBAC gaps; Recommendations for the improvement of CIBAC.</p> <p>3.2. Policy briefs and technical guidance produced to support the mainstreaming of climate change adaptation into relevant policies and plans, including related budgets.</p>	<ul style="list-style-type: none"> <li>• Inception workshop in partnership with UNEP.</li> </ul>



Country Programme Outputs	Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.	
Project	Target	Results achieved
<p>adapt to climate change along the coast of Angola</p> <p><b>GEF 5 (Climate Change)</b></p>	<p>2016 &amp; 2017: Identify entry points at national and provincial level for the integration of climate change adaptation interventions.</p> <p>4. Improved awareness about climate change impacts and adaptation among non-governmental stakeholders.</p> <p>4.1: Public awareness program to inform non-governmental stakeholders, including NGOs, universities and the private sector on climate risks and adaptation.</p> <p>2016: Design awareness-raising campaign.</p> <p><b>Components 1 &amp; 2 are not integrated in the AWP. Targets for 2016 and 2017 for Components 3 and 4 are the same.</b></p>	
<p><b>Promotion of Sustainable Charcoal in Angola through a Value Chain Approach</b></p> <p>To reduce the current unsustainable and GHG intensive mode of charcoal production and utilization from Angola's Miombo woodlands, via an integrated set of interventions in the national charcoal value chain.</p> <p><b>GEF 5 (Climate Change)</b></p>	<p>The project will pursue its objective through the following components:</p> <p>1. Information and strengthening of the policy framework for sustainable charcoal;</p> <p>1.1. Strengthened policy framework to support the sustainable charcoal value chain in Angola</p> <p>2017: Generation and analysis of key information on the charcoal value chain; Promote inter-institutional coordination at the national level of the Government.</p> <p>2. Transfer of sustainable charcoal technology to agents along the charcoal value chain</p> <p>2.1. Benefits of the technology for the production of sustainable charcoal, briquetting and energy-efficient charcoal stoves accepted by peri-urban producers and consumers.</p> <p>2017: Initiate the introduction of efficient technologies in the production and consumption of charcoal</p> <p>3. Strengthening of human capacities and institutions</p> <p>3.1. Institutional and human capacities for the production and use of sustainable charcoal strengthened through partnerships for knowledge transfer and vocational training.</p> <p>4. Monitoring and evaluation.</p> <p>4.1. The Project Monitoring and Evaluation Plan implemented.</p> <p>2017: Develop monitoring plan</p>	<ul style="list-style-type: none"> <li>• Strengthening of North-South cooperation through the consortium between the Universities of Córdoba, Spain, and Univ. José Eduardo dos Santos, Huambo, for the implementation of charcoal project activities;</li> <li>• Start of training of 5 pilot communities in the production of sustainable charcoal (activity lasting 2 years);</li> <li>• Beginning of training of IDF technicians and other government technicians in the management of forest resources.</li> </ul>
<p><b>Support to the Cubango-Okavango River</b></p>	<p>To help plan responsibly, the Permanent Okavango River Basin Water Commission (OKACOM) embarked on a Transboundary Diagnostic Analysis (TDA) and on a Strategic Action Programme of the basin between 2008 and 2010, through the EPSMO Project.</p> <p>The project has 3 components.</p>	<ul style="list-style-type: none"> <li>• UNDP facilitated the dialogue and the preparation of the Strategic Action Programme Implementation design.</li> </ul>

Country Programme Outputs	Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.	
Project	Target	Results achieved
<p><b>Basin strategic action.</b></p> <p>To strengthen the joint management and cooperative decision making capacity of the Cubango-Okavango River basin states on the optimal utilization of natural resources in the basin, to support the socio-economic development of the basin communities while sustaining the health of the basin ecosystems .</p> <p><b>OKACOM (The Permanent Okavango River Basin Water Commission) International Waters</b></p>	<p>1. Basin Development Management Framework strengthening.</p> <p>Outcome 1: A shared long-term basin development vision and concept of a development space</p> <p>1.1 Agreed long-term basin vision, mission and values agreed, underpinned by environmental quality objectives adopted by implemented and guiding all the interventions in CORB the countries.</p> <p>1.2 Initial boundaries set for development space.</p> <p>1.3 Customized Decision Support Systems relevant to OKACOM developed and used.</p> <p>1.4 Design and agreement of an Information Management Systems to accommodate both live and static data.</p> <p>1.5 Transboundary PES scheme fully designed and supported by OKACOM and partners.</p> <p>Outcome 2: Strengthened management framework including enhanced OKACOM mandates</p> <p>2.1 SAP and NAP operationalised &amp; M&amp;E framework to monitor SAP/NAP implementation progress designed and applied.</p> <p>2.2 Revision of the OKACOM agreement to align its mandates and legal status to effectively monitor and coordinate SAP implementation.</p> <p>2.3 Strengthened OKASEC with technical capability to manage and operate the DSS and IMS.</p> <p>2.4 Transboundary EIA Guidelines and procedures developed and adopted by OKACOM</p> <p>2.5 Communication and Information Strategy as well as Stakeholder Integration Strategy developed and effectively implemented</p> <p>2.6 Strengthened OKASEC with adequate Financial and Administrative capacity to manage donor-funded projects.</p> <p>2. Environmentally Conscious Livelihoods and Socio-Economic Development Demonstration Projects.</p> <p>Outcome 3: Environmentally sound socioeconomic development piloted in the basin to allow the basin population to improve their socioeconomic status with minimum adverse impacts to and enhanced protection of the basin ecosystem.</p> <p>3.1 M&amp;E frameworks designed to monitor the demonstration progress and effectiveness</p> <p>3.2 Community-based Tourism activities demonstrated and documented</p> <p>3.3 Sustainable community-based fisheries demonstrated and documented</p> <p>3.4 Community-based climate change adaptation measures demonstrated to improve food security and resilience through application of alternative/conservation agricultural practices</p> <p>3.5 Replication Strategies developed to promote further environmentally sound socioeconomic development activities in the basin, based on lessons learned and knowledge acquired from pilot projects.</p> <p>3. Integrated Water Resource Management.</p> <p>Outcome 4: The basin's states capacity to manage transboundary water resources based on IWRM principles enhanced, supporting the BDMF.</p> <p>4.1 Common demand forecasting and yield assessment methodologies established</p> <p>4.2 Assessment of groundwater resources;</p> <p>4.3 Assessment of hydro meteorological monitoring programmes and recommendations for strengthening. Improvements funded in Angola in specific sites.</p>	<ul style="list-style-type: none"> <li>This GEF regional project was approved in April 2017. The Management Unit establishment has commenced with the recruitment of the Regional Project Manager.</li> </ul>

Country Programme Outputs	Output 4.1: Legal and regulatory frameworks and institutions enabled to ensure the conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions and national legislations.	
Project	Target	Results achieved
	4.4 Sedimentation Monitoring Programme special reference to bed load; capacity building in sediment transport measurements 4.5 Water quality baseline survey undertaken and monitoring programme and improvement and investment strategy determined 4.6 Basin wide biological monitoring and socio-economic monitoring programmes 4.7 Harmonized assessment of water quantity and quality developed to support agreed common objectives and standards 4.8 Basin-wide IWRM plan	
<b>Hydrochlorofluorocarbon (HCFC) Phase-Out Management Plan for Angola (HMPM)</b>  The primary focus of the HPMP is on the actions required to achieve the immediate phase targets of a 2013 freeze at the baseline and 2015 10% reduction of the baseline.  <b>MP (Montreal Protocol) Climate Change</b>	Strategy focused on 3 main pillars: 1. A sub project for the implementation of a regulatory framework, including implementation of a control system for ODS trade, use and handling of equipment and products, enhanced capacity of customs and strengthening of in country capacity to organize technicians. Expected results: The country expects to have an integral control system for HCFCs and ODSs in general, monitoring the substances from import authorization and through sale, distribution, transport, storage, treatment and recycling, among other stages. A registry for refrigerated installations that would allow the in situ monitoring of the management and handling of these substances will complement the control system, as well as a certification scheme for technicians and creation of a refrigeration engineers and technicians association whose membership would be mandatory for those wishing to purchase refrigerant fluids, and a required for those resellers of the fluids in question. 2. A sub project for sensitization of the population involving workshops and awareness campaigns. Expected results: It is expected that the sensitization campaigns will be completed and that the target audience groups will be sensitized to the themes relevant to the HPMP. 3. A sub project for RACS, including strengthening of capacities of technicians, provision of equipment and tools, and reinforcement of centres in provision of training. Expected Results: It is expected that technicians will be trained in good refrigeration practices and in the reconversion of refrigeration systems and air conditioning, and that these will then take part in the certification programme. As well a core group of trained trainers will be available to replicate this experience, and demonstrations on conversion will have been carried out. Stage I is about HCFC phase-out management plan. It has synergy with Climate Change (CC) programme for Ozone Deplete Substances (ODS) that generate greenhouse effect worsening global warming. Stage II, designed this year, integrates Climate Change in its operations in preparation of MP integration with UNFCCC.	Major impact to the planned goal is the achievement of 10% reduction of HPMP consumption which allows MP mechanism to continue providing support the country. Difficulties in foreign currency transaction reduced imports of refrigeration equipment and goods, which has significantly contributed to this achievement; <ul style="list-style-type: none"> <li>• Two sensitization programs in good practices, coolant fluids were held;</li> <li>• 2 tons of tools and equipment to strengthen Centers capacity delivered;</li> <li>• Import duties of HCFC and HFC increased;</li> <li>• Training program held targeted 34 government staff in relevant institutions;</li> <li>• Presidential Decree Nr. 153/2011 was revised for updating;</li> <li>• Quota System was revised for implementation of harmonized codes for importation control of ODS;</li> <li>• Recommendations on standardization and labeling of cylinders and equipment for implementation were presented;</li> <li>• Stage II phase design is approved.</li> </ul>

Table 12: Programmatic Targets and Key Achievements - Disaster Portfolio

## Appendix 9: Target and Key Achievements of Disaster Portfolio

Country Programme Outputs	Output 4.2: Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community.	
Project	Target	Results achieved
<p><b>Strengthening Capacities for Disaster Risk Reduction and Resilience Building</b></p> <p>Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community.</p> <p><b>(UNDP and Government of Japan) Disaster</b></p>	<p>Three Expected Results of the project are:</p> <p>1. National Preparedness, Contingency, Response and Recovery Plan (PNPCR) 2015-2017 adapted and implemented at provincial scale (Priority 1 and 4).</p> <p>1.1. 2 pilot Preparedness, Contingency and Response Plans elaborated by the Provincial Civil Protection Commission and approved by the Provincial Government;</p> <p>1.2. Provincial Preparedness, Contingency and Response Planning guide validated during the formulation process.</p> <p>1.3. The 2 pilot provinces with response SOP and training.</p> <p>1.4. 6 Municipal Strategies for Building Resilience prepared by 6 Municipal Civil Protection Commissions based on the Provincial Strategies in each year of 2015 and 2016 (12 in total).</p> <p>1.5. 6 DRM practitioners trained on Resilience Building / PDNA / preparedness for resilient recovery. 100 % of selected DRM practitioners trained fully familiar with Resilience Building / PDNA / preparedness for resilient recovery (based on self assessment).</p> <p>1.6. One Flood Recovery Plan elaborated for the province of Benguela in 2015. One drought recovery plan prepared for target Southern provinces in 2016. (Note. Pre-disaster recovery plan was replaced by this post drought recovery plan).</p> <p>2. National Risk Information System designed with main protocols established (Priority 3).</p> <p>2.1. 1 protocol or agreement for integration and exchange of risk related information adopted by the end of the year 2015.</p> <p>2.2. One mechanism to collect and systematize risk, post disaster and recovery data created at local scale.</p>	<ul style="list-style-type: none"> <li>• The Council of Ministers approved in 2015: 1) the Nat'l Preparedness, Contingency, Response and Recovery Plan (PNPCR) 2015-17; and 2) the Strategic Plan for Prevention and Disaster Risk Reduction 2015-17.</li> <li>• 8 Provincial Preparedness, Contingency, Response and Recovery Plans were elaborated and cleared by CNPC since 2015 (Cunene, Huila, Namibe, Uige, Cuanza Norte, Luanda, Malanje and Benguela).</li> <li>• The Provincial Preparedness, Contingency and Response Planning guide was updated in April 2016.</li> <li>• OCHA provided support for response SOP and training in Cunene in Feb. 2017.</li> <li>• 12 Municipal Strategies for Building Resilience were prepared by Bibala and Camucuio municipalities in Namibe, Chibia and Matala in Huila, and Cahama and Namacunde in Cunene in October/ November 2015; Tombwa and Virei in Namibe; Humpata and Gambos in Huila; and Ombadja and Cuanhama in Cunene in Feb/March 2017.</li> <li>• 3 Pilot Provincial Strategies for Building Resilience were updated integrating Municipal Strategies developed by the 6 municipalities.</li> <li>• DRM national practitioners, DRM Provincial and Municipal practitioners trained;</li> <li>• PDNA refresher training provided in July 2016 for 40 participants from the CNPC Sectorial Ministries and UN partners prior to Drought PDNA field mission in August 2016.</li> <li>• Final version of the pilot Flood Recovery Plan for Benguela was submitted to the CNPC in December 2015.</li> <li>• PDNA report revised and approved by CNPC in May 2017.</li> <li>• Disaster Recovery Framework (DRF) was drafted in June 2017 and submitted for CNPC review in August.</li> <li>• An initial stakeholder consultation on the creation of Resilience Fund was conducted in July 2017.</li> <li>• Lessons-learned exercise on 2013/14 drought recovery conducted in October 2016 submitted to CNPC for review and approval in March 2017.</li> <li>• As part of the UNISDR information management support in April 2016, data collection/entry form was adopted for use by sector ministries to facilitate entry of disaster loss data into the national database (DesInventar) administered by CNPC / SPCB). SPCB established data collection system and trained provincial staff on the use of DesInventar by May 2017.</li> <li>• UNISDR is preparing risk profiling, cost-benefit, econometric analysis in August 2017.</li> <li>• 5 Civil Protection staff took 7-month DRM course by ILO (1 completed, 1 not completed, and 1 suspended to resume the course in 2016)</li> </ul>

Country Programme Outputs	Output 4.2: Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community.	
Project	Target	Results achieved
	<p>3. The institutional organization of the Civil Protection and Fire-fighting Service (SPCB) strengthened with training activities implemented (Priority 5).</p> <p>3.1. A study and proposal for the definition of functions and structure of SPCB, including a comprehensive capacity assessment and capacity development plan (Cancelled due to own restructuring of SPCB as part of the restructuring of the Ministry of Interior in 2015).</p> <p>3.1.1. Prioritized training activities for SPCB staff carried out.</p> <p>3.2. South-south exchange activities implemented.</p> <p>3.3. Develop National CCO procedures, protocols exercises and training (planned from 2016).</p> <p>3.4. 6 provincial plans prepared in 2015 and 2 in 2016.</p>	<ul style="list-style-type: none"> <li>• 1 CNPC and 3 SPCB staff underwent 4 on-the-job training on the use of provincial contingency planning guide.</li> <li>• 5 SPCB staff on Training of Trainer to conduct provincial and municipal seminars on Building Resilience and Pre-DRP..</li> <li>• 4 Civil Protection staff participated in a South-South exchange organized by ILO in Italy (June 2015 and June 2016).</li> <li>• 1 exchange of experience visit to Chiapas, Mexico in November 2016.</li> <li>• 3 CNPC staff participated in WRC3 in Brussels in June 2017.</li> <li>• Monitoring mission was conducted in June 2016 in Cunene, Huila and Namibe.</li> <li>• A donor visit was organized in March 2017 to Cunene.</li> </ul>
<p><b>Preparedness for Resilient Recovery</b></p> <p>Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community</p> <p>(UNDP and Government of Japan)</p>	<p>Expected Results of the project:</p> <p>1) 6 Municipal Strategies for Building Resilience prepared by 6 Municipal Civil Protection Commissions based on the Provincial Strategies in each year. (12 in total)</p> <p>2) 6 DRM practitioners trained on Resilience-Building / PDNA / preparedness for resilient recovery in each year. (12 in total) 100 % of selected DRM practitioners trained are fully familiar with Resilience-Building / PDNA / preparedness for resilient recovery (based on self-assessment).</p> <p>3) One lessons learned document on disaster recovery drafted and disseminated in 2016.</p> <p>4) One Flood Recovery Plan elaborated for the province of Benguela in 2015, and 2 Pre-disaster Resilient Recovery Plans developed by Provincial Civil Protection Commissions as pilot experiences for the development of a national common framework. (Note: Building on the pilot experience, a pre-disaster resilient recovery common framework will be established in 2017). 5) Protocols for data collection and information reporting adopted within the framework of the new DesInventar system.</p>	<ul style="list-style-type: none"> <li>• 1 monitoring report on the implementation of Action Plans for Coordination and Information Management with recommended actions by the SPCB prepared respectively in 2015 and 2016 (Cunene, Huila and Namibe);</li> <li>• CPPC-led workshops, targeting provincial and municipal experts to review Local Development Plans (Bibala and Camucuo municipalities in Namibe, Chibia and Matala in Huila, and Cahama and Namacunde in Cunene);</li> <li>• 6 sectorial meetings to review Sectorial Components of Provincial Development Plans (Cunene, Huila and Namibe);</li> <li>• 2015 - 4 assessments (analysis of disaster resilience situation , risk assessment and mapping of vulnerable groups) completed (Cunene, Huila, Namibe and Benguela). Assessments in Cunene, Huila and Namibe also covered 2 municipalities in each province. 2016 - 3 assessments completed (during Sectorspecific Provincial Seminars in Cunene, Huila and Namibe);</li> <li>• 12 Municipal Strategies for Building Resilience prepared by the Municipal Civil Protection Commissions based on the Provincial Strategies (Bibal, Camucuo, Tombwa and Virei municipalities in Namibe, Chibia, Matala, Humpata and Gambos in Huila, and Cahama, Namacunde, Ombadja and Cuanhama in Cunene). Pilot Provincial Strategies for Building Resilience were updated integrating Municipal Strategies.</li> <li>• 43 DRM national practitioners trained, including 28 from ministries constituting the CNPC, 4 from SPCB, 4 from CPPC of Cunene, Huila, Namibe and Benguela, and 7 from UN agencies. All 29 national practitioners who completed self-evaluation forms stated that they were now familiar with the subjects. But almost all requested additional training. 40 trained in PDNA in 2016 and 40 in DRF development in 2017.</li> </ul>

Country Programme Outputs	Output 4.2: Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community.	
Project	Target	Results achieved
Disaster		<ul style="list-style-type: none"> <li>• Training packages for provincial and municipal seminars developed and updated in response to the feedback from provincial stakeholders.</li> <li>• 290 DRM Provincial practitioners trained in 4 provinces (Cunene, Huila, Namibe &amp; Benguela);</li> <li>• 358 DRM Municipal practitioners trained in 6 municipalities (Bibala and Camucuo in Namibe, Chibia and Matala in Huila, and Cahama and Namacunde in Cunene);</li> <li>• 12 on-the-job training of experts on Building Disaster Resilience at municipal level in 2015 (1 Municipal Civil Protection Commissions (CMPC) focal point and 1 Municipal Civil Protection Service (SPCB) focal point trained in 6 municipalities (Bibala and Camucuo in Namibe, Chibia and Matala in Huila, and Cahama and Namacunde in Cunene).</li> <li>• 8 on-the-job training of experts on Building Disaster Resilience at provincial level in 2015 (1 Provincial Civil Protection Commissions (CPPC) focal point and 1 Provincial Civil Protection Service (SPCB) focal point trained in Cunene, Huila, Namibe and Benguela.</li> <li>• 12 on-the-job training of experts on Building Disaster Resilience at municipal level in 2017 - 1 CMPC focal point and 1 SPCB focal point trained in 6 municipalities (Tombwa and Virei in Namibe; Humpata and Gambos in Huila; and Ombadja and Cuanhama in Cunene);</li> <li>• A roster prepared in 2015 covering national level and 4 provinces (Cunene, Huila, Namibe &amp; Benguela) and 6 municipalities (Bibala and Camucuo in Namibe, Chibia and Matala in Huila, and Cahama and Namacunde in Cunene) The roster registered 44 national experts from national level, 4 provinces and 12 municipalities;</li> <li>• 1 assessment on recovery capacity needs / gaps at institutional / policy levels was completed covering the national level and 4 provinces, i.e. Cunene, Huila, Namibe, and Benguela;</li> <li>• An experience-sharing event was organized in Sept. 2016 during Interprovincial meeting involving Cunene, Huila and Namibe.;</li> <li>• A Lesson-Learned document on recovery from 2013/14 drought was drafted following desk review and field interviews conducted in Oct-Nov. 2016 for validation in early 2017. A Lesson-Learned document on recovery from 2013/14 drought in 2017;</li> <li>• According to the agreed revision to Output 4, one drought recovery plan /disaster recovery framework was developed in 2017. 40 members of CNPC were trained in DRF development;</li> <li>• Final version of the pilot Flood Recovery Plan for Benguela was submitted to the CNPC in December 2015;</li> <li>• DesInventar was installed at the CNPC, adopting data collection, entry and reporting protocols in April 2016. Data entry continued and Angola's data is to be validated and online at DesInventar.net in Q1 of 2017.</li> </ul>
Promoting Angolan Women's	Jun 2016 – Jun 2017	Jun 2016 – Jun 2017 1. Community capacity built for continued action in the promotion of gender equality based on local agency (36 promoters of gender equality identified and equipped in 19 communities);

Country Programme Outputs	Output 4.2: Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community.	
Project	Target	Results achieved
<p><b>Empowerment Through CSOs</b></p> <p>The main objective of the Project is to improve awareness of women and empower them with abilities to claim and exercise their political, social and economic rights, thereby contributing to the achievement of the SDGs</p> <p><b>(UNDP and MFA Norway)</b></p>	<ol style="list-style-type: none"> <li>1. Strengthen women's participation in political, economic and social processes through training on leadership, networking and business management;</li> <li>2. Support the implementation of the project activities by the selected CSOs through training on general areas of project implementation explored from a gender perspective;</li> <li>3. Promote the promulgation of information, awareness and conscience campaigns on the government's political programs and on political and social rights of women, with special focus on combating domestic violence;</li> <li>4. Design thematic studies and produce disaggregated statistics by sex and age to influence policies, strategies and/or address issues that particularly affect women;</li> <li>5. Economic empowerment and strengthening of cooperatives;</li> <li>6. Advancement of women's participation in decision-making processes by increasing their representation and participation in CACS and municipal administration;</li> <li>6. To reduce vulnerability of women, their families and communities suffering from the impact hazards, such as drought and flood.</li> </ol>	<ol style="list-style-type: none"> <li>2.1 Improved skills of 10 members of 5 CSOs in Project Planning and Monitoring;</li> <li>2.2 Improved knowledge on Gender Equality of 28 CSOs personnel from CSOs, MINFAMU Provincial Offices (DINFAMUs), Angolan Civil Protection Services and Huila Provincial Government.</li> <li>3.1 Increased competence of 233 women and 68 men on women's rights</li> <li>3.2 Increased knowledge of law enforcement on domestic violence law (82 Police officers trained)</li> <li>3.2. 147 cases of Domestic Violence mapped and reported;</li> <li>3.3. 234 young females accessed Social Protection Services;</li> <li>3.4. 409 sex workers empowered on their rights and in self-esteem.</li> <li>4. Conducted study entitled 'Women's Integration in Production Processes: The legal socio route in the exercise of economic and social rights in Angola'. Final product pending.</li> <li>5. 1. Business management skills of 310 women from informal sector strengthened;</li> <li>5.2. 52 saving groups created (522 women beneficiaries).</li> <li>6.1. 3 Community centers for CACS created and led by women;</li> <li>6.2. 40 women members of communal CACS capacitated with knowledge and leadership skills on CACS policies.</li> <li>7.1. 183 women and 117 men benefiting of food security from 10 School Fields of vegetable gardens</li> <li>7.2. 4 women's groups formed to strengthen women's productive and organizational capacity and 375 currently benefiting.</li> <li>7.3. 12 Drought resistant crops organized and coordinated by women and benefiting 360 women.</li> </ol>

Table 13: Target and Key Achievements of Disaster Portfolio



## Appendix 10: Projects in Pipeline

Project	Scope & Target	Status & Starting date
<b>Creation of Marine Protected Areas in Angola</b> To expand the protected areas network of the marine environment through creation of Angola's first marine protected areas (MPAs) <b>GEF 6 (Biodiversity)</b>	Project components: 1. Strengthening the policy, legal and institutional framework for Angola's new MPA network. 2. Establishing two MPAs in locations of high biodiversity priority 3. Gender mainstreaming, project learning, knowledge sharing and M&E	PIF -Concept approved Not yet started (pipeline)
<b>Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola</b> To prevent the extinction of terrestrial species by combating illegal wildlife trade (IWT) and reducing human-wildlife conflict (HWC) in Angola. <b>GEF 6 (Biodiversity)</b>	Project components: 1. Strengthening the systemic and institutional framework for combating IWT; 2. Strengthening the management effectiveness of the existing national PA estate; 3. Reducing IWT and poaching, and HWC, at site level; 4. Gender mainstreaming, knowledge management and M&E.	PIF -Concept approved Not yet started (pipeline)
<b>Promoting sustainable energy access for rural communities in South-eastern Angola</b> To catalyse investments in decentralised renewable energy systems to expand energy access for base-of-the-pyramid consumers and to reduce GHG emissions <b>GEF 6 (Climate Change)</b>	Project component: 1. Policy de-risking and finance for decentralised renewable energy; 2. Market for off-grid renewable energy systems developed, including solar home systems, advanced cook stoves and solar lanterns; 3. Outreach programme and dissemination of results.	PIF -Concept approved Not yet started (pipeline)
<b>IFAD Agricultural Resilient Recovery Project (ARRP) ( pipeline)</b>	Project component: 1. Strengthen disaster preparedness and response in Cunene, Huila and Benguela; and 2. Assist local DRM institutions in planning, implementing and monitoring resilience building interventions.	2018-2022 in Project formulation (pipeline)
<b>EU FRESAN Project (pipeline)</b>	Project component: 1. Promote the establishment and strengthen inter-institutional multi-level mechanisms for DRM; and 2. Develop and implement a risk information system and early warning system for DRM.	2018-2022 In Project formulation (pipeline)

Table 14 - Projects Pipeline