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| **Promoting Angolan Women’s Empowerment Through CSOs** |
| **Preliminary Terminal Evaluation Report** |
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| **Carla Serrão** |
| **28-12-2018** |

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**Carla Serrão**

**Av Anibal Firmino da Silva**

**Lote 203, 1drt**

**1drt- Quinta da Alagoa, 2775-692**

**Lisbon/Portugal**

[**serrao.carla@hotmail.com**](mailto:serrao.carla@hotmail.com)[**carlaserraofernandes@gmail.com**](mailto:carlaserraofernandes@gmail.com)

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# LIST OF ABBREVIATIONS AND ACRONYMS (in the final report)

# EXECUTIVE SUMMARY

This report presents the Preliminary Draft of the Terminal Evaluation (TE) of the 2nd Cycle programme *Promoting Angolan Women´s Empowerment through CSOs-*2015 to 2018[[1]](#footnote-1). *Promoting Angolan Women´s Empowerment through CSO´*s is a programme started in 2012-2015 (1nd phase) followed by a 2nd phase running since 2016 to 2018. Overall the programme contributed to women empowerment specifically the 2nd phase to the achievement of *SDG 16: Promotion of pacific and inclusive societies with social justice.*

This Report is based on desk review, provides an overall assessment on how the results of UNDP 2nd Cycle programme “***Promoting the Angolan Women Empowerment through CSOs***” have contributed and is contributing to sustainable development in Angola. The sources of the documents reviewed are: UNDP Project Document 2015-2018; External Evaluation of the 1nd Cycle programme “*Promoting the Angolan Women Empowerment through CSOs*, 2012-2015”; UNDP Annual Donor Report (July 2017 - August 2018); CSOs projects and reports.

The report will be followed by a Terminal Evaluation Report supported by field mission that will addresses the achievements towards expected goal and outcomes over the period 2015-2018 and will provide recommendations for a potential next programmatic cycle aligned with the UN planning frameworks such as UNPAF. The referred report will be submitted to UNDP and recommendations will be included to the Final Terminal Evaluation Report.

The Terminal Evaluation will assess UNDP’s contribution with the purpose of a summative evaluation of UNDP ***Promoting the Angolan Women Empowerment through CSOs (2015-2018)* programme** (2nd Phase) to determine the extent to which anticipated outcomes were produced. It is intended to provide information about the worth of the programme. The process of developing a management response to terminal project evaluations allows key stakeholders to reflect on the project results and generate lessons that are applicable beyond a particular project. It also supports UNDP accountability by being responsive to the evaluation findings and responsible for follow-up actions. For these reasons, the evaluation policy requires management responses to all evaluations regardless of the status of the initiative that was evaluated.

The Government of Angola is increasingly emphasizing gender equality in policies and legislation. Despite this progress there are still great challenges to be overcome In Angola, gender equality and the empowerment of women are fundamental elements in the reduction of vulnerability. The high rates of poverty indicate that 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 structure of the report

The report is structure with 6 chapters. The first one is the Introduction, and presents the objectives and the scope of the Evaluation. The second chapter explain the methodology , and the third one presents the development challenges in the country with a special focus on gender. The fourth chapter describes UN planning tools and UNDP response to achieve the planned outcomes and indicative country programme outputs in what concerns *Promoting the Empowerment of Angolan Women through CSOs.* The filthy chapter, describe the program “Promoting the Empowerment of Angolan Women through CSOs” within three dimensions: (i) project background, (ii) project design and (iii) project implementation: The sixth chapter describe the preliminary findings in what concerns the Programme contribution to results.

The Evaluation Matrix and Terminal Evaluation Work Plan can be found in the annex

## Conclusions (preliminary findings)

**Relevance**

UNDP 2nd Cycle programme Promoting Angolan Women´s Empowerment through CSOs-2015 to 2018 is very relevant in the context of Angola’s national priorities to development.

a) **The programme indicates clear linkage and a coherent response to PND (2013-2017) priorities and to UNDAF, CPD and CPAP framework. The micro projects expected outcomes are very consistent to UN response, as their focus and results improved the knowledge and capacity of women to be able to exercise their political, economic and social rights and thus contributed to the achievement of ODS, particularly SDG 16: *Promotion of pacific and inclusive societies with social justice .´***

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

Reached a large number of beneficiaries, the project has contributed to the increase of positive gender perceptions and awareness in communities, has provided women with tools for their self empowerment, and has strengthened CSOs capacity to intervene on gender issues and women’s rights.

**S**trengthen women’s participation in political, economic and social processes through training on leadership, networking and business management; Support the implementation of the project activities by the selected CSOs through training on general areas of project implementation explored from a gender perspective

Provided a platform that enabled a multistakeholder engagement, to produce specific recommendations for the review of the government’s proposal from a gender perspective, and provided an action plan.

**Effectiveness**

**b) The micro projects under the programme were generally effective in meeting expected outcomes and outputs as well as most of its targets with effectiveness in activities at sub-national level, such as municipalities and communities. The programme had less effectiveness at national level because it was designed within a button-up approach. This fact didn’t undermine the outreach of the programmes, mainly in what concerns the outcomes involving communities and, necessarily, gender empowerment.**

Achievements and progress towards CPAP outcomes on Gender Equality and Woman’s Empowerment have been attained in collaboration and involvement with the government. The programme supported the development to manage multisectoral coordination to improve gender perspectives into national policies, to increase community empowerment, to promote evidences based on disaggregated data, to build advocacy on gender transference of knowledge and to reduce vulnerability.

**Efficiency**

**c) The preliminary analysis of UNDP and CSO(s) Reports reveals that resources allocation till mid 2017 was efficient and adequately addressed. As the followed semester 2017 is not yet report by UNDP and by some CSOs the exposed information must be considered as preliminary findings**

Micro-projects approach: general projects concepts, formulation of projects, preliminary negotiations, agreements, design, projects approvals and implementation seems to have suffered some delays, mostly attributable to the implementing partner. As a consequence of the constraints related UNDP approach to capacity building CSOs to management cycle, the financial execution rate reveals a high level of projects disbursements, as evidences shown in UNDP reports 2016 till the end of the 2nd semester of 2017.

**d) The review of the Micro projects 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.**

**e) Its seems that UNDP worked closely with IPs partners in what concerns micro-projects 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 UNDP with Donors were responsible for setting up the M&E mechanisms and tools and for conducting continuing monitoring and review activities when needed. Implementing partners provided periodic reports on the progress achievements and results of their projects, outlining the challenges faced in projects implementation, as well as resources utilization, as articulated with AWP and Donors guidelines. 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 “SMART[[2]](#footnote-2)” indicators, to inform results-based management outcome reporting, management and tracking of projects risks**.**

**Sustainability**

**f) The prospect for the long-term sustainability of the CSOs capacity to prosecute with the achievements is good but may be hampered by the limited government investment capacity in gender and women empowerment areas.**

Angola’s government is understandably focused to decrease imports by increasing national food production and the provision of basic social services. Sound Gender and Women empowerment management is important, but still secondary.

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

The national capacity is low. 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.

## Recommendations ((preliminary findings)

Based on the preliminary findings of this Terminal Evaluation, the following recommendations are suggested:

**1. It is recommended to strength CSOs to continuous their activities after the programme closure.**

***Issue to Address***

It is noteworthy that CSOs should present an action plan for the following years, in order to ensure the mainstreaming of gender considerations in their future micro-projects. It is important that gender-based expected results, indicators, targets and reporting, learned during the formulation and implementation of the projects become part of the day by day of the CSOs.

**2. It is recommended that the new projects presented by CSOs reinforce the need for coordination and decentralized implementation.**

***Issue to Address***

The review of achievements indicates that the micro-projects were effective in meeting expected outcomes and outputs as well as most of its targets with less effectiveness in activities at national level. This fact undermines the outreach of the new CSOs projects, mainly in what concerns the outcomes involving communities and, necessarily, gender empowerment.

**3. It is recommended to develop an effective communication strategy to promote advocacy and divulge achievements in the Programme Promoting Angolan Women´s Empowerment through CSOs-2015 to 2018**

A communication visibility was developed by the project to communicate development results and targeting the stakeholders and beneficiaries of the projects level. It was composed of two components: i) enhancing the project visibility by communicating project results from the components of the project; and ii) strengthening and building relationship with media. The strategy was to communicate through electronic channels through social media, website and television/radio; and printed materials. Also, the projects produced a 2-page factsheet at the beginning of their implementation and published in UNDP Angola web page and contributed to UNDP Angola Newsletter to inform partners regarding to project activities, including project results and pictures was shared with Angola UNDP Network to disseminate.

***Issue to Address***

CSOs and UNDP need to capitalize on results achievement to foster gender and women empowerment causes, by using evidence from project results to nourish its positioning as key partner for these topics and to increase fundraising capacity. Also, a communication strategy for UNDP Programme “as a whole” appears to be missing.

This communication strategy is essential both to generate awareness, CSOs sustainability, 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.

**4. It is recommended to create an information system provided by the Programme with data on key indicators for Gender equality and women empowerment concerning municipalities and communities achievements.**

***Issue to Address***

Gender data is scarce. UNDP is in a privileged position to work with the government and with CSOs to create or strengthen existing data collection mechanisms, providing data from the projects and including issues related to bottlenecks/barriers that undermine the sustainable management of gender, providing support to policy decisions and to the dissemination of gender issues throughout public in general.

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# INTRODUCTION

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

## Objectives

The main objective of this Preliminary Terminal Evaluation Report is to produce an independent report on the overall implementation of the project over the period 2015-2018. The intent is to verify to what extent the project has achieved the planned results, assessing its relevance, effectiveness, efficiency and sustainability its contribution to the achievement of SDGs, particularly SDG *16: Promotion Of Pacific And Inclusive Societies With Social Justice,* and national priorities, to make recommendations to improve future support interventions in gender equality and women’s empowerment. The content presented will be the main structure of the Terminal Evaluation.

## Scope

The following Terminal Evaluation (T.E) has been initiated by UNDP Angola and provides an assessment on how UNDP’s “Promoting Angolan Women´s Empowerment through CSO´s”, programme results have contributed and are contributing to sustainable development, **SDG 16: *Promotion of Pacific And Inclusive Societies With Social Justice,* in Angola.**

The evaluation reviews the intended “chain of results” and assessed the contribution of the portfolio of micro projects included in the assessed programme toward the expected development results at the national level in Angola (UNDP outcome 3; Output 3.2), aligned with SP Outcome 2.2, for the current CPAP/UNPAF period (2015-2019).

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. The chain of results are assessed within the context of the overall national development priorities in the area of Gender Equity;
* Identify contribution of key Programme outputs to achievement of the Results; and the Summative Results towards Outcome;
* Identify the contribution of the summative Results towards the attainment of targets set in the Sustainable Development goal and CPD/CPAP and national strategic goals according to UNPAF and sectoral national programmes and action plans;
* An analysis of the underlying factors within and beyond UNDP’s control that affected the Programme Results (including analysis of strengths, weaknesses, opportunities and threats affecting the achievement of the Results);
* Whether gender and human rights dimensions were being adequately addressed and have contributed to the achievement of the Outcome;
* Whether Project outputs and other interventions can be credibly linked to the predicted achievements, including projects and soft (i.e. policy advice and dialogue, advocacy and coordination services) and hard assistance that contributed to the outcome.
* Whether Micro Projects partnership strategy and overall UNDP strategy has been appropriate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donor, and whether these have contributed to improved programme delivery.

The evaluation process does not end when the evaluation report is complete. In fact, learning and active use of knowledge generated from the evaluation is the most important element of the evaluation exercise.

# METHODOLOGY

The evaluation will be 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.

## Overall Approach

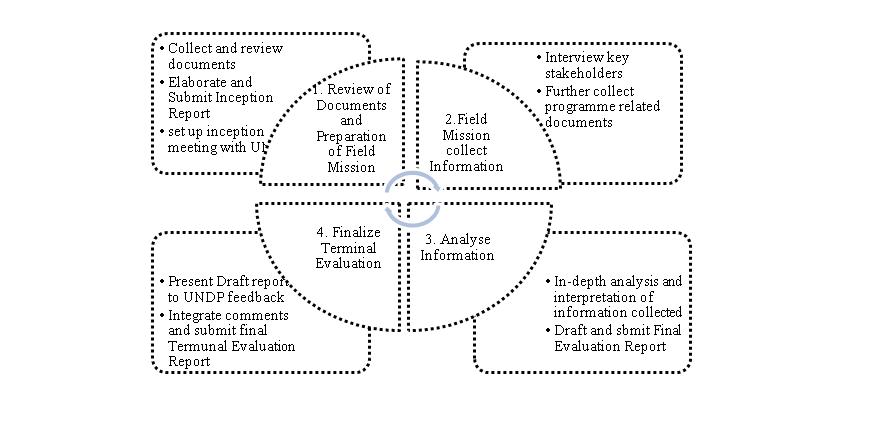
The Evaluator will develop evaluation tools in accordance with UNDP policies and guidelines to ensure an effective evaluation. The evaluation will be conducted and findings will be structured around four major evaluation criteria[[3]](#footnote-3):

* 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 Terminal Evaluations, the Evaluator will apply 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.

Finally, the Evaluator will conduct evaluation activities which are independent, impartial and rigorous. This Terminal 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 will be conducted following the phases outlined in the figure below:



Ilustration 1: Methodology,Evaluation phases. Sources: Author

## Evaluation Instruments

The evaluation provides evidence-based information that is credible, reliable and useful. Findings will be 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 will be 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. 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 will conduct a documentation review in Portugal and in Angola. In addition to being a main source of information, documents will be 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 will be completed during the mission.
* Interview Guide: The evaluation matrix is 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 will be developed at the inception meeting. The list of Stakeholders to be interviewed will be settled with UNDP Angola, ensuring it represented all relevant Stakeholders of the programme. Subsequently, interviews will be scheduled to ensure a broad scan of Stakeholders’ views during the limited time allocated to the mission. Interviews: The semi-structured interviews will be conducted using the interview guide adapted for each interview. All interviews will be conducted in person with some follow up using emails when needed. Confidentiality will be guaranteed to the interviewees and the findings will be incorporated in the final report.

The **Terminal Evaluation (T.E)**. is performed by an Independent International Evaluator, Mrs. Carla Serrão on behalf of the United Nations Development Programme (UNDP).

## Limitations and Constraints

The approach for the Terminal evaluation will be based on a planned level of effort of 30 days. It comprised a 10 days mission to Angola to interview key stakeholders and collect evaluative evidence. There is a limitation of projects to assess due to financial constrains. However the projects to select will be a representative sample of the ones that contributed to major results towards the outcome. The selection will occur within a consultation process between the Evaluator and UNDP.

Within the context of these resources, the independent Evaluator will be able to conduct a assessment of actual results against expected results and successfully ascertain whether UNDP Gender Programme of projects within the Gender Equality and Women Empowerment met its main objectives and whether the programme initiatives are, or are likely to be, sustainable in the long term. The report also will contain lessons learned that allows key stakeholders and UNDP to reflect on the project results and generate lessons that are applicable beyond a particular project., and also a better management response for future programmes and projects.

## Risks and Mitigating Strategies

Availability of IPS,: access to the right government officials who have been involved in the projects, and not only those currently involved in the implementation. Availability of documents: All the key documents for this assignment need to be provided by UNDP if the ones that were linked to the TOR are not the complete list. Additional documents may be located during the evaluation process. These should be made available upon request.

Tight timeframe: As time assigned for the field mission is very short, a fast turnaround from UNDP Angola when providing feedback on the deliverables is crucial to ensure that the final report is submitted by January 2018, as per our contract.

## Roles and Responsibilities

This section describes the main roles and responsibilities of both UNDP and the consultant.

* UNDP Angola CO: will provide the evaluator with appropriate logistical support and documentation for the successful completion of the assignment. More specifically, the Angola CO will assist the evaluator in: identifying and accessing all key documents; informing key stakeholders about the T.E, making necessary introductions; scheduling interviews and focus-groups and providing consolidated and timely feedback on deliverables.
* Consultant: will be responsible for carrying out the assignment in line with the agreed upon parameters and producing agreed upon deliverables in accordance with contractual requirements.

# 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.

[[4]](#footnote-4)Angola is classifiedas one of thecountries with the lowest rate of human development. Of all the 187 countries analysed in the Human Development Index (HDI) 2013, Angola was placed in the 149th position (UNDP, 2014).Approximately 36% of the population lives below the poverty threshold and the unemployment rate remains high, totalling 26% of the living population (African Economic Outlook, 2014). According to Gender Inequality Index (GII), Angola ranked 81st among the 136 countries (UNDP, 2010).

[[5]](#footnote-5)According to national and international sources (ECP[[6]](#footnote-6) 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). CENSOS (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.

[[7]](#footnote-7)Even though social progress achievements in some areas, official date[[8]](#footnote-8) (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 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.

[[9]](#footnote-9)In Angola gender equality and the empowerment of women are fundamental elements in the reduction of vulnerability. The high rates of poverty indicate that 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.

## National Priorities - Gender

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. 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 link to the objectives set out in the PND. As mentioned above this national planning tool gives priority to human and economic development. National Development Plan 2013- 2017 (PND) also included the promotion of gender equality.

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

|  |  |
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| **National Plan 2013-2019, Objectives** | |
| 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. Source: Author

Regarding gender, the Government of Angola established a set of strategies to promote gender equality. MASFAMU (Ministry of Social Affairs Family and Promotion of Women[[10]](#footnote-10)) 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 MASFAMU supervises the implementation of the gender equity and equality policy.

Ex President’s speech made at the opening of the National Forum for Rural Woman (2014) emphasized the necessity of developing programmes specific for rural woman, and it was followed by the approval of the National Development Plan for Rural Women (PNADEMUR 2015-2017).

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 Social Affairs Family and Promotion of Women (MASFAMU), (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.

MASFAMU[[11]](#footnote-11) (Ministry of Social Affairs 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. The increase in women’s economic participation outside home did not reduce or compensate for the number of hours spent for housework. Consequently, the total amount of hours and work has increased and it puts increased pressure on parenting, among all the other aspects. In Angolan society, women are primarily responsible for housework, irrespective of location (being it the cityor rural area), and a support system that enables the better reconciliation of family and work responsibilities is not available. . As various authors noted, the women continue to be disadvantaged compared to men in terms of social and human development. According to MASFAMU, “there is a wide gender disparity in terms of wage, of access to the basic services (energy, water and sanitation), to housing, to land and continuous education for a significant number of women.

MASFAMU seeks to deepen the understanding of the dynamics of social constructs behind inequitable access to sources of income by men and women. MASFAMU 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.

Some advancement in the legal framework for gender equality was taken ahead. Apart from international protocols ratified by Angola, gender equality as a right is stated in various legal texts: it is preserved in the Republic’s constitution that contemplates the “Principle of Equality” in the first and second article. The law of Political Parties (Law No. 2/2005) states to make provision for a quota of more than 30% for women in the political system and General Employment Law (Law No. 2/2000), which is currently being revised, in its third article, considers all the citizens (men and women) to have the right to freely choose their employment, with equal opportunities without any discrimination.

The National Office for Gender Equity and Equality that operates under MASFAMU 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.Sanctioning of the Domestic Violence Law (Law No. 25/11) represents another important step in achieving gender equality in Angola.

However, the juridical and institutional mechanisms to complete its implementation are still missing. Finally, in 2013, there were approvals of National Policy for Gender Equality and Equity (Decree No.222/13) and Advocacy Strategy and Resource Mobilisation for its Implementation and Monitoring (PNIEG).

Despite the progress made within the legal framework, the traditional and customary law is often detrimental to women, and consequently, it puts women in socially significantly vulnerable position, especially in terms of matrimony, property rights, custody of children and adultery practice (the Republic of Angola, Government of Unity and National Reconciliation, 2005: 80).

MASFAMU is the governmental body responsible for defining and implementing national policy to defend and guarantee the rights of women in the family and overall in society. MASFAMU stands out positively for their ability to engage with various organisations although structured communication channels need to be identified for strengthening the relationship between the Ministry and the civil society organisations.

MASFAMU constitutes the Multisectoral Council on Gender (CMG- Consselho Multisectoral de Género), the main national formal space for consultation on gender issues. Even though it is in their 9th year, there are yet many challenges to overcome, namely in respect of consultation for policy making. Women’s organisations in Angola constitute one of the principal mechanisms for the promotion of gender equality.

These organisations have come to be reinforced since the transition to the multiparty system and with the enactment of the Associations Act (Law No, 14/91, 11th of May, 1991). The women’s organisations have been playing a key role during the peace process along with their continuous contribution to the promotion of gender equality in the country. However, most of these organisations have weaknesses. In general, their strategic planning capacity is limited, as is the maturity of the technical and institutional processes (which subsequently are reflected in their administrative procedures, in its planning capacity), and in monitoring and evaluation processes. For example, few organisations are capable of having regular meetings. They also have difficulties in presenting technical reports and above all financial reports, which could result in discontinuation of funding. These organisations lack the knowledge that allows effective monitoring of the public policies and leads to a better design and planning of studies. At the same time there are technical difficulties for the provincial organizations to incorporate gender equality as a central focus or as a horizontal topic.

The new National Development Plan (2018-2022) recognizes that there is gender inequality in particular by comparing gender representation in employment (40%) and parliament (27%).

[[12]](#footnote-12)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.

# UN PLANNING TOOLS

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 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).

The United Nations are committed to supporting the national ownership and leadership of the agenda of institutional reforms and contributing towards a greater efficiency and impact in development, taking advantage of the comparative advantages of the Organisation, with a high priority given to the development of the capacities of the country to promote human development.

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.

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 which were 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 an medium index of human development (IHD). These priorities are centred 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 themes of information for development, gender, youth and HIV/AIDS and the support of national efforts to graduate to a medium income country, identified as challenges in the priorities of the country, were incorporated in the three strategic areas for partnership established by the UNPAF.

The results set out for each of these three strategic areas of partnership were established in accordance with the vision set out in the Angola Vision 2025, the national priorities identified by the PND 2013-2017, the international commitments assumed by Angola, all interrelated by principles based on human rights, gender equality, environmental sustainability and development resources.

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.

Based on this, the UN **Strategic Partnership Areas (AEP)** in Angola that seeks to align programmatic activity linked to Gender Equality and Women Empowerment is under the Priority Area 2: **Rule of Law and National Cohesion** which is associated to the following National Development Priorities:

* Ensure equal development and human security through the reform of the public sector and decentralization, with emphasis on inclusive civil participation.
* Construct a participatory and democratic society, guaranteeing fundamental liberties and rights and the development of civil society.

In the Results Matrix UNPAF 2015-2019, the strategic area of intervention related to Rule of Law and National Cohesion, presented as:

**Result 2.1: Good Governance, Participation, Decentralization, and Democratic Institutions “**By 2019 citizens actively participate in public life and institutions and public institutions and organizations are modernized, to give efficient easily accessed quality services based on criteria of good governance”.

**Result 2.2: Access to Justice and Human Rights “**By 2019, national institutions are strengthened in their role for the promotion and protection of human rights, guaranteeing the knowledge of and access to law and the services of justice to citizens, especially the more vulnerable”.

## UNDP Response

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 (UNPAF).

UNDP technical support to the Government aims to strengthen institutional development and enhance policy formulation, particularly in gender and domestic violence and strengthening mechanisms for democratic participation of women in the institutions and in the development of the country.

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 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 UNPAF. 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 Indicative Country Programme Outputs involving in what relates with UNPAF outcomes:

* UNPAF-:“By 2019, all citizens actively participate in public issues, and the public institutions are modernized, delivering effective services at local levels based on good governance criteria
  + OUTCOME 2 “By 2019, all citizens actively participate in public issues, and the public institutions are modernized, delivering effective services at local levels based on good governance criteria. (UNDP CPD)
  + UNDP Strategic Plan OUTCOME 3: Countries have strengthened institutions to progressively deliver universal access to basic services
  + Title: **Promoting the Empowerment of Angolan Women Through CSOs**
  + \* Description: To improve awareness and empower women to exercise their social, political and economic rights.
* UNPAF-“Access to Justice and Human Rights “By 2019, national institutions are strengthened in their role for the promotion and protection of human rights, guaranteeing the knowledge of and access to law and the services of justice to citizens, especially the more vulnerable”.
  + OUTCOME 3 “By 2019, national institutions are strengthened for the promotion of human rights, ensuring knowledge of and access to justice by all citizens, especially the most vulnerable”. (UNDP CPD)
  + Description:. Evidence informed strategies to advance gender equality and women’s empowerment.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| National priority or goal (MDG(s) 1,3,8: | | | | |
| **UNPAF Priority Area 2: Rule of Law and National Cohesion**. **Result 2.1:** Good Governance, Participation, Decentralization, and Democratic Institutions “By 2019 citizens actively participate in public life and institutions and public institutions and organizations are modernized, to give efficient easily accessed quality services based on criteria of good governance”. | | | | |
| **UNPAF/CPD OUTCOME 2** “2019, all citizens actively participate in public issues, and the public institutions are modernized, delivering effective services at local levels based on good governance criteria” | | | | |
| **UNDP Strategic Plan OUTCOME 3**: Countries have strengthened institutions to progressively deliver universal access to basic services | | | | |
| **UNPAF OUTCOME Indicator(s), baseline and targets** | | **Indicative country programme Outputs** | | **INDICATOR** |
| **Indicator 2.1.** Revision of policies and laws about decentralization and strengthening capacities for local governance.  **Baseline**: Law 17/2010 on decentralization, and existence of institutions and national programs for training of civil servants at central, provincial and local levels  **Target***:* Laws on local governance and local elections prepared and approved.- | | **2.1. National capacities for improved basic service delivery and participation enhanced.** | | *Indicator 2.1.1.* Improved participation of youth and women in local development decision-making processes.  *Baseline:* Not available.  *Target:* At least 30% increase.  *Data source:* MAT. *Frequency:* Biannual |
| National priority or goal (MDG(s) 1,,3,4: | | | | |
| **UNPAF/CPD OUTCOME 3:** “By 2019, national institutions are strengthened for the promotion of human rights, ensuring knowledge of and access to justice by all citizens, especially the most vulnerable. (SP Outcome 2 and embedding woman empowerment. | | | | |
| UNDP Strategic Plan Result : **OUTCOME 3**: citizens expectations for voice, development, the rule of law and accountability are met by stronguer systems of democratic governance | | | | |
| **UNPAF OUTCOME Indicator(s), baseline and targets** | **Indicative country programme Outputs** | | **INDICATOR** | |
| **Indicator 3.3.** Functional mechanisms for democratic participation of women and youth in institutions and development of the country in place.  **Baseline**: Existence of Community Action Councils (CACs) and provincial councils for children),CPAC and CSOs.  **Target:** effective functioning of CACs, Provincial Action Councils (CPACs) and other mechanisms that contribute to participatory decision making | **3.2. Evidence informed strategies to advance gender equality and women’s empowerment**. | | **Indicator 3.2.1***.* Analyses conducted on sex disaggregated data and gender statistics, and advocacy undertaken to strengthen linkages between gender equality/women’s empowerment and development.  ***Baseline****:* Insufficient gender disaggregated data.  ***Target:***At least 2 reports with gender disaggregated data*.*  ***Data source****:* INE MINFAMU. *Frequency:* Annual  **Indicator 3.2.2.:**Capacity of MASFAMU, police, CSOs strengthened to implement gender-based violence policy and action plan. ***Baseline****:* Non implementation of law and action plan.  ***Target****:* 50% of action plan implemented by 2019.  ***Data source****:* INE, MINJUS, MININT, MASFAMUU  *Frequency:* Annual | |

Table 2: CPD Expected Results in Good Governance, Gender Equality and Women’s Empowerment:

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, and Human Rights.

### 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[[13]](#footnote-13). 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 Gender Equality, Women Empowerment and Governance. .

**UNDP – Strategic Plan for Gender Equity (2014-2017)**

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.

Both plans have three operational areas:

Operational Areas

|  |  |  |
| --- | --- | --- |
| Sustainable Development | Democratic Governance | Resilience |
| 1. Opportunity to reformulate and support new policies 2. Empower women and mould woman into agents of change | 1. To ensure equal participation of men and woman at all levels of governance | 1. To build the capacity of women and include woman in all institutional and social sectors |

Table 3: UNDP`s second Strategic Plan for Gender Equity (2014-2017)

Priority Area 3: *Human Rights, access to justice by all citizens, and accelerated progress on women`s empowerment* (SP Outcome 2 embedding women empowerment). We can read in CPAP that interventions are aligned with national priorities, this priority concentrates on (i) developing national capacities for evidence informed strategies to advance gender equality, social inclusion and women`s empowerment.

Expected CP Outcomes of the UNDP and Norwegian Embassy programme: *Promoting Angolan Women´s Empowerment through CSOs in* Angola from 2015 to 2018

* + OUTCOME 2 “By 2019, all citizens actively participate in public issues, and the public institutions are modernized, delivering effective services at local levels based on good governance criteria. (UNDP CPD)
  + UNDP Strategic Plan OUTCOME 3: Countries have strengthened institutions to progressively deliver universal access to basic services
  + Title: **Promoting the Empowerment of Angolan Women Through CSOs**
  + \* Description: To improve awareness and empower women to exercise their social, political and economic rights
  + OUTCOME 3 “By 2019, national institutions are strengthened for the promotion of human rights, ensuring knowledge of and access to justice by all citizens, especially the most vulnerable”. (UNDP CPD)
  + Description:. Evidence informed strategies to advance gender equality and women’s empowerment.

# UNDP AND THE PROJECT “PROMOTING ANGOLAN WOMEN’S EMPOWERMENT TROUGH CSOS”

## Project Background

The Gender Policy was approved in December 2013 and the programmatic partnership between UNDP and MASFAMU has been pursued the project “Empowerment of Angolan Women” since 2014.

The 2nd Cycle of the programme took place over a 3-year period (2015-2018), resultant of a partnership between the Royal Norwegian Embassy and the United Nations Development Program, with the institutional partnership of the Ministry of Social Action, Family, and Women’s Affairs. In mid-2017, the Royal British Embassy joined the partnership with provision of additional fund for the project. The Implementing Partner: NGOs and national women’s networks and research centers.

The project was developed to support the National Office of Gender Equality and Equity (NOGEE) of Angola’s Ministry of Family and Women’s Affairs (MINFAMU) for institutional strengthening, including its decentralized organs, in the implementation of the National Policy of Gender Equality and Equity (NPGEE). This support is extended to Civil Society Organizations (CSOs) and Women’s Community Based Organizations (WCBOs).

## Project Design

1. **Objectives**

The ongoing project “Promoting Angolan Women‘s Empowerment Through CSOs” aimed 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 focus was 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.

1. **The planned outcomes :**
2. Promote empirical investigation and research-based data, and public education on women’s right;
3. Promote women’s political participation in national and local foruns, with special focus on CACs and municipal administration;
4. Strengthen the economic rights and participation of women in the job market, with special focus on small and medium entrepreneurial initiatives and cooperatives directed at youth;;
5. Mainstream gender issues, especially GBV and sexual violence;
6. Strengthen the capacities of women groups and women networks to advocate and influence policy and to implement and monitor efforts related to women’s empowerment.
7. **The Thematic Areas of Action Strategy:**
8. Affirmation of women’s political rights and strengthening of their capacity for civic participation; Protection against gender violence;
9. Promotion of women’s empowerment and economic and social rights.

These themes are strategic and can contribute to the effective application and implementation of women related political programs. It was recommended to have the partnership and/or inclusion of government institutions during the implementation of the activities, project proposals should be innovative, catalyst, replicable and expandable, and the results and the impact should be adapted to the contexts of intervention while being objective and measurable.

1. **Outputs**
2. **Capacity Building :**

* Strengthen women’s participation in political, economic and social processes through training on leadership, networking and business management;
* Support the implementation of the project activities by the selected CSOs through training on general areas of project implementation explored from a gender perspective.

1. **Advocacy**

* 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;
* Design thematic studies and produce disaggregated statistics by sex and age in order to influence policies, strategies and/or address issues that particularly affect women.

1. **Women Empowerment**

* Economic empowerment and strengthening of cooperatives;
* Advancement of women’s participation in decision-making processes by increasing their representation and participation in CACs and municipal administration.

1. **Training Plan**

* Based on lessons learned from the previous phases of the project, UNDP will provide key capacity building training to members of the CSOs that will be selected for implementation partnership in these second cycle of the project 2015-2018. A three day training session will be provided following the paperwork and the signing of the partnership agreements, and then follow-through training.
* The financial component of the training will focus on the following key issues: how to use funds and produce financial reports; the documents required for paperwork; how to organise and manage documents and proofs of payment; the requirements for the procurement of goods and services; the necessary documents to make payments to service providers, for events for travel, etc. This training will help ensure that the project activities are executed, the expenses are properly ledged and reported, and that the partners improve their financial management skills.

1. **Geographical Coverage**[[14]](#footnote-14)

* The CSOs from the 2nd phase were expected to provide a strategic response to the issues affecting rural women in the provinces of **Cunene (2), Huila (1) and Namibe** (1) (TBC), 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. The women’s economic empowerment and participation is essential for them to exercise their rights and have control over their lives. Consequently, this will contribute to the well-being of their families and communities, and to improve livelihood conditions. The expected result is to reduce the vulnerability of women, their families and communities suffering from the impact of climate hazards, such as drought and flood.

1. **Management Arrangements**

* UNDP is the implementing agency under the Direct Implementation Modality (DIM). That is, UNDP will directly implement the project through the execution agency of women’s organisations and other organisations working on women related issues. They will all be invited to submit proposals.

1. **Technical Review Committee**

* A Technical Review Committee (TRC) will be formed and presided by UNDP. It will have the responsibility of evaluating the project proposals submitted by the bidding organisations and of making due recommendations for financing. This work will be done in meetings to be held in the course of the project implementation. The Committee will be composed of a UNDP representative a representative of the Norwegian Embassy, a representative from another UN Agency, a representative from civil society, and representatives from MASFAMU (ex MINFAMU) and the Ministry of Justice and Human Rights. Justified absence of one or two Committee members will not hamper the Committee from gathering and deliberating.

1. **Monitoring And Evaluation**

* The project will be guided by UNDP’s standards of monitoring, reporting and evaluation. Monitoring and evaluation will be based on projects’ outputs and results. All information collected during UNDP monitoring action will serve as basis for decision-making and action. A Funding Agreement, which will establish the duties and obligations of beneficiaries on monitoring, reporting and accountability, will be signed between UNDP and beneficiaries

1. **Legal Context**

* This project will be the instrument referred to in the 1st Article of the Standard Agreement of Basic Assistance between the Government of Angola and the United Nations Development Programme (UNDP), signed between the Parties on February 18, 1977. The implementing agency in the host country will, in the context of the Basic Assistance Standard Agreement, refer to the Cooperation Agency of the Government as indicated in this Agreement.

1. **Funding Strategy**

* a. Availability of fund must be announced 1 to 2 times a year on daily newspaper and on UNDP website within a minimum of four weeks prior to the deadline of proposals submission;
* b. Every project will have an initial maximum financing limit of USD $ 50.000,00;
* c. No individual organisation/network will benefit of financing for more than two projects per year;
* d. Financing is specific to direct project implementation, and cannot be used to cover regular operational costs such as office structure, investment in vehicles or in other significant assets of the benefiting organisation, except for producing designed project results.
* e. Interested organisations must demonstrate proof of institutional, human resources and structural capacities to effectively implement, manage and report on the project.

Under the 2017 Annual Work Plan, signed with NGEEO / MASFAMU, the project is focused on the promotion of Gender Equality through the systematization and production of statistical gender data to monitor the evaluation of the implementation of NPGEE and SDG 5 *SDG 16: Promotion of pacific and inclusive societies with social justice.*

## Project Implementation

The 2nd Cycle of the programme was implemented to consolidate the results and lessons learned from the precedent cycle and to empower women affected by the severe drought in the southern region (UNDP reports).

### Thematic Areas

Three thematic areas are the programmatic umbrella of the project:

1. Political and Public Participation
2. Access to resource and Job opportunities
3. Gender Based violence and Gender Equality

The programme was implemented at local level (municipalities) and the outputs chosen to achieve results were:

1. Capacity building,
2. Advocacy
3. Women’s empowerment

The table below presents the referred outputs and related results:

| **Outputs** | **Results** |
| --- | --- |
| CAPACITY BUILDING | * Strengthening women’s participation in political, economic and social processes through training on leadership, networking and business management.; * Improvement of project implementation through training on general areas of project implementation explored from a gender perspective. |
| ADVOCACY | * Promulgation of information, awareness and conscience on public policy and programs and on political and social rights of women, with special focus on combating domestic violence * Design thematic studies and produce disaggregated statistics by sex and age to influence policies, strategies and/or address issues that particularly affect women |
| . WOMEN’S EMPOWERMENT | * Economic empowerment and strengthening of cooperatives * Advancement of women’s participation in decision-making processes by increasing their representation and participation in CACs and municipal administration. * To reduce vulnerability of women, their families and communities suffering from the impact hazards, such as drought and flood |

Table 4: Project Outputs and Planned Results. Source: Annual Donor Report (July 2017 - August 2018)

### Beneficiaries

Beneficiaries : rural women, women members of Councils of Community Consultation of Municipal Administrations (CACS) , Resident Committees (RCs), young girls, domestic workers, students, public sector employees, men community leaders, law enforcement agents, provincial and municipal administrators and civil society organizations (CSOs), central administration

### Implementing Partners

The documentation review shows a total of 11 CSOs as implementing partners. All of their projects were relevant to sustain the priority areas chosen by UNDP and Donors. Below, we can read the name of each CSO s and correspondent project title:

1. CIES Centro Informazione e Educazione allo sviluppo. Project Title: *Promote the Empowerment and participation of Women in a Fair and more Inclusive Society – Violence*
2. FOJASIDA-Forum Juvenil de Apoio à Saúde e Prevenção da Sida/Youth forum for Health Support and Aids Prevention. Project Title: *Promotion of Political Particpation of Women in Municipal Social Consultation Forums(CACS) in Cazenga*
3. CVA - Red Cross. Project Title: *Strengthen Equitable relations between men and women in Civil society Organizations, and Spaces of Encounter and Exchange with Local Authorities*
4. AAM, Accção Angolana para a Mulher : Project Title: *Promotion of job opportunities and Women Economic Empowerment*
5. ADPP, Ajuda de Desenvolvimento de povo para Povo. Project title: *Empowerment of women farmers and their families through the strengthening of field schools*
6. ADRA. Project title: Strengthened the organizational and productive capacities of women in the municipality of Ombadja
7. FEMEA, Federação de Mulheres Empreendedoras de Angola. Project title: Support for Women’s Empowerment
8. FMIJIG, Forum de Mulheres Jornalistas para a Igualdade de Género: Project title: Inclusion and participation in decision making / increased self-esteem
9. PROMAICA, Promoção da Mulher Angolana: Project title: MUKAY KATUKA II (Woman Stand Up)
10. ASSOGE, Associação Observatório de Politicas Públicas da Perspectiva de Género. Project title: Muhatu wa Ngunzo – Promoting Domestic Workers Right
11. UCF, União Cristã Feminina:. Project title: “Girls Building Bridges”

From eleven CSOs, nine focused in one priority area, one in two (ADPP), and one in three (CIES). FOJASIDA´s CSO was involved in a second project. The table below illustrates the information above.

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Three thematic Areas: | AAM | CIES | CVA | FOJASIDA (Project 1) | ADPP | ADRA | FMEA | FMIJG | PROMAICA | UCF | ASSOGE | FOJASILDA (Project 2) |
| Political and public participation; |  |  |  |  |  |  |  |  |  |  |  |  |
| Access to resources and job opportunities |  |  |  |  |  |  |  |  |  |  |  |  |
| Gender based-violence/ gender equality |  |  |  |  |  |  |  |  |  |  |  |  |

Table 5: Implemented Partner and Priority Areas involved. Source: Author

The preliminary documentation review shows that the periods of projects implementation were 2015, 2016 and 2017. The first conclusion is that the implementation projects rhythm was permanent during the programme cycle, which gives consistency to results achievements, strengths CSOs capacity building on programming, monitoring and evaluation, management and reinforced UNDP in programme management oriented by results ( see the table below).

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Period of Implementation | 2015 | | | | 2016 | | | | 2017 | | | | 2018 | | | |
| 1Qt | 2Qt | 3Qt | 4Qt | 1Qt | 2Qt | 3Qt | 4Qt | 1Qt | 2Qt | 3Qt | 4Qt | 1Qt | 2Qt | 3Qt | 4Qt |
| AAM |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CIES |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CVA |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FOJASIDA |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ADPP |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ADRA |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FEMEA |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FMIJG |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| PROMAICA |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| UCF |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ASSOGE |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CIES (2) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FOJASILDA (2) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Table 6: CSOs periods of projects implementation. Source: Author

### Geographical Coverage

The preliminary information review from UNDP reports, it is not clear in terms of geographic coverage of projects implementation. The field mission will clarify the information. However at this stage, 7 provinces were included: Uige, Kuanza Sul, Benguela, Bié, Cunene, Namibe and Luanda and 9 municipalities, Sumbe, Chinguar, Chitembo, Ombanja, Curoca, Cahama, Virei, Viana and Cazenga. It’s clear that the South of Angola was included as predicted on project design, as 3 CSOs implemented their projects in the region. The province of Luanda had 4 CSOs developing their projects, showing that was an important geography to programme results achievements (see the table and illustration below).

|  |  |  |
| --- | --- | --- |
|  | Geographic Coverage | |
| CSO | Provinces (7) | Municipalities To be confirmed |
| AAM | Uige |  |
| CIES | Kwanza Sul | Sumbe |
| Benguela |  |
| CVA | Bié | Chinguar, Chitembo |
| ADPP e ADRA | Cuenene | Ombadja |
| FMEA |  |
| FMJIG | Curoca, Cahama |
| Namibe | Virei |
| ASSOGE | Luanda |  |
| FMIJIG | Viana,Cazenga |
| FOJASSIDA (2) | Cazenga |
| UCF | Cazenda |
| FOJASIDA | Cazenga |

Table 7: Geographic Coverage: Provinces and Municipalities. Source: Author

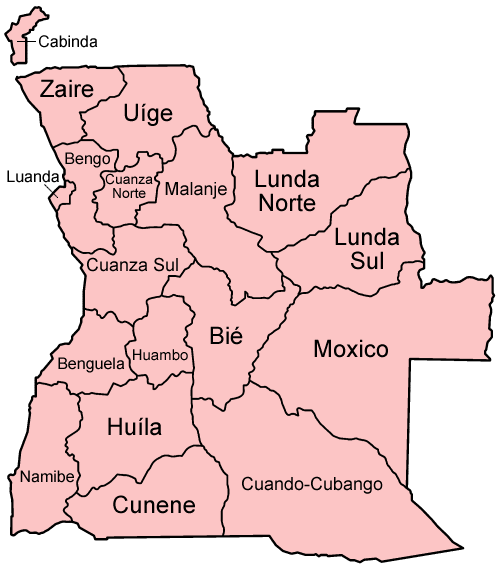


Illustration 2: Geographic Coverage, Provinces. Source Author

### Risks

The natures of risks assumed by the programme are aligned with the External Evaluation that was held at the end of the 1nd Cycle of the programme (see table below).The pertinence of taking the risks mentioned below during the 2nd Cycle, certainly helped the effectiveness of the programme to results achievements.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 2nd Cycle | **Description** | **Type** | **Impact** | **Mitigations** | **Mitigated** |
| Grants to up 70.000.00 | Finantial | Some projcts were over budget: affected implementation and quarterly reports to UNDP | **1.** Training on UNDP Financial Procedures in the begening of partnerships and before implementation phase starts. **2.** Support to organize the finantial reports, mainly the 1º quartely reports. **3.** UNDP Finantial Depart, revises the CSOs budgets, which are discussed with IP before signature | July 2016 to 2017 |
| CSO s lack of resuorces |
| 3 CSO are not locally based in southern region which can affected reporting |
| Some procurement processes presented by Ips in financial reports need pay special attention | 1. Ensure Documentation attached and the value for money conform with national procedures and UNDP financial management policies and regulations. |
| Planning and monitoring issues | Organizational | Due to weak planning and monitoring tools and skills some projects fall to meet targets, which affected the achievements of planned results | 1. 2017- Two day training on Gender Equality (related to organizational. 2. Field Visits. 3.Unceasing communication with partners. 4. Strengthen CSOs relationships, encouraging exchange of experiences. 5.Strenghten dialogue between MASFAMU, local institutions and grantees |
| The phase (aug 2016 to Jul 2017) is focused in droughts affected southern region of angola. The CSOs interventions is not very strong. Only two of the five are based in project areas | 1. A Closer monitoring must be done, to ensure that activities are being implemented and will have na impact |
| Political | The country will have ellections on 23 August 2017. This may affect implementation | 1. Establish dialogue with local gov. institutions to prevent the cancelation of activities. 2 Avoid to implement activities from mid-july onwards |
| HR with limites capacities | Operational | CSOs with lacking in some technical skills and have internet problem | 1. Continuing/on going communication |

Table 8: Programme Risks. Source: 2nd Project Cycle

### Monitoring and Evaluation

The 2nd Project Cycle M&E (2017)programme defines the expected results, with very clear measurable indicators, outputs, means of verification, periodicity and responsibilities of each parties.

A comprehensive set of Monitoring and Evaluation activities was developed however, the preliminary findings show an active response by each IP and UNDP to be in compliance with monitoring and evaluation framework, but there is a lack of a standardized language in reporting. The situation is due to a different capacity from IPS to report; consequently it’s very difficult for the external evaluator to immediately understand the summative compliance of the procedures.

### Results

The results achieved by the Programme are relevant towards National priorities, UN Planning Framework and Donors support.

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. [[15]](#footnote-15)Moreover the programme focused the 3nd year intervention of the 2nd cycle on the drought-affected southern region, in Cunene, Namibe, provinces. It provided urgent support to women’s economic empowerment and made 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 programme 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, 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. The table below presents the results that come out from the preliminary review.

| **Country Programme Outputs** | **Output 3.2. Evidence informed strategies to advance Gender equality and women`s empowerment:** | |
| --- | --- | --- |
| 2nd Cycle of the project t | 3-year period (2015-2018)  Partnership between the Royal Norwegian Embassy and the United Nations Development Program, with the institutional partnership of the Ministry of Social Action, Family and Women’s Affairs. In mid-2017, the Royal British Embassy joined the partnership | |
| **Project** | **Target** | **Results achieved** |
| **Promoting Angolan Women’s Empowerment Through CSOs**  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  **(UNDP and MFA Norway)** | **Jun 2016 – Jun 2017**  1. Strengthen women’s participation in political, economic and social processes through training on leadership, networking and business management;  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;  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;  4. Design thematic studies and produce disaggregated statistics by sex and age to influence policies, strategies and/or address issues that particularly affect women;  5. Economic empowerment and strengthening of cooperatives;  6. Advancement of women’s participation in decision-making processes by increasing their representation and participation in CACs and municipal administration;  6. To reduce vulnerability of women, their families and communities suffering from the impact hazards, such as drought and flood.  **July 2017 – August 2018**  1**.** Areas covered: 11 municipalities in 5 provinces;  2. Beneficiaries : rural women, women members of Councils of Community Consultation of Municipal Administrations (CACS) , Resident Committees (RCs), young girls, domestic workers, students, public sector employees, men community leaders, law enforcement agents, provincial and municipal administrators and civil society organizations (CSOs), central administration  3. Thematic areas: income generation for households, food security and resilience against the impact of climate change and disasters, organizational and productive capacities, rights of domestic workers, women’s social and political rights, public participation and equal employment opportunities and empowerment for young girls. | **Jun 2016 – Jun 2017**  1. Community capacity built for continued action in the promotion of gender equality based on local agency (36 promotors of gender equality identified and equipped in 19 communities);  2.1 Improved skills of 10 members of 5 CSOs in Project Planning and Monitoring;  2.2. Improved knowledge on Gender Equality of 28 CSOs personnel from CSOs, MASFAMU Provincial Offices (DINFAMUs), Angolan Civil Protection Services and Huila Provincial Government.  3.1. Increased competence of 233 women and 68 men on women’s rights  3.2. Increased knowledge of law enforcement on domestic violence law (82 Police officers trained)  3.2. 147 Cases of Domestic Violence mapped and reported;  3.3. 234 Young females accessed Social Protection Services;  3.4. 409 sex workers empowered on their rights and in self-esteem.  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.  5. 1. Business management skills of 310 women from informal sector strengthened;  5.2. 52 saving groups created (522 women beneficiaries).  6.1. 3 Community centers for CACS created and led by women;  6.2. 40 women members of communal CACS capacitated with knowledge and leadership skills on CACS policies.  7.1. 183 women and 117 men benefiting of food security from 10 School Fields of vegetable gardens  7.2. 4 women’s groups formed to strengthen women’s productive and organizational capacity and 375 currently benefiting.  7.3. 12 Drought resistant crops organized and coordinated by women and benefiting 360 women.  July 2017 – August 2018  8.Total of 7,366 beneficiaries of whom 4,255 (58%) are documented and 3,111 (42%) are estimated., 84,8% are women and 15,2% are men  9. 1023 women farmers in the southern region of Angola were trained on their social and economic rights;  9.1. Through saving groups, 499 women were able to save 10, 529, 000 KZ, which increased households incomes and strengthened women businesses;.  9.2. Food security and nutrition improved in 10 communities through the introduction of new agricultural techniques and diversification of vegetable production resistant to drought;  9.3. 12 Men community leaders were mobilized as champions in the fight against domestic violence;  9.4. 790 students were engaged in discussions on gender issues and gender based violence;;  9.5. 245 domestic workers had access to social security services;  9.6. 124 women micro entrepreneurs were trained in business management;  9.7. 60 vulnerable young girls (aged 10-18) were empowered through gender awareness;  9.8. 5 CSOs improved their project management skills and increased their knowledge on gender equality and women’s rights;  10.. The survey on Domestic Workers in Luanda improved data gathering and analysis of domestic workers in Luanda Province;  11. 80 women members of Community Consultation Councils (CACS) and Residents Committees (CRs) were equipped with abilities to have more effective participation in those spaces.  12. The support the project provided also improved cooperation between civil society and government;  12.1. MASFAMU, as a key project partner, was always involved in activities  13. The project has improved the working relationship between CSOs and the MASFAMU which seeks to continue supporting CSOs working on gender equality and women’s empowerment, aligned with the targets set out in the National Development Plan 2018-20122.  13.1. CSOs are now able to involve government officials from MASFAMU and local administrations in their activities and directly reach out to MASFAMU at central level if any constrain is encountered.  13.2. Gender equality and women’s empowerment focus in local administrations and their staff have strengthened.  14. Capacity building provided to 25 CSO s:  14.1. On project management,  14.2. A five-day workshop Leadership, on gender equality and women’s rights;  14.3. A five-day workshop on projects planning and management were implemented;  14.4. A three-day workshop on leadership to advance gender equality was held for CSOs directors and project managers and extended to other UNDP partners, such as MASFAMU, Group of Women Parliamentarians, Ministry of Economy and Planning, Ministry of Justice and Human Rights Presidency, Vice-Presidency and Institute for Local Administration Training.  15. Organized a roundtable with targeted stakeholders (CSOs, Members of Parliament, senior government officials, Political Parties, academia, research institutions and other international development partners) to examine the government’s proposal for local elections from a gender perspective;  15.1. The roundtable provided a platform that enabled a multistakeholder engagement with the government's proposal, produced specific recommendations for a review of the government’s proposal from a gender perspective and an action plan;  15.2. The roundtable led to policy change at the highest level. MAT, MASFAMU and parliamentarians came to the realization that the legal framework and the model for local elections will not be inclusive and effective without the gender component, |

Table 9: Project Results and Targets. Source: Author

### Management approach

The analysis of the micro projects reports and UNDP reports reveals that resources allocation was efficient and adequately addressed, as progress and final achievements are visible since 2016.

UNDP management flexibility to address CSOs lack of management skills (references in risk framework and external evaluation) has induced a gradually better use of resources and increased efficiency of IP timely implementation response.

In what concerns micro projects, it seems that time between concept phase and implementation was considerable balanced. However, even though national priorities often changed from project conception to start up, adaptations were made without changing the projects structures.

The objective of UNDP is to maximize the use of DIM (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.

Project management structure used by each portfolio seems to be different, although the 2nd Programme Cycles uses a Steering Committee “*Promoção da Mulher Angolana através das OSC” (Promotion of Angola`s Women though CSOs*) to oversee implementation. Even though, the consequence of the constraint related to micro projects management cycle, the financial execution rate reveals a high level of projects disbursements, even though there is evidence of annual progress from 2015 to 2017 (see table below).

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| CSOs | 2015 | 2016 | | | 2017 | | | |
| CSOs | 1º Qrt | 2º Qrt | 3º Qrt | 4º Qrt | 1º Qrt | 2º Qrt | 3º Qrt | 4º Qrt |
| AAM | 16125.38 |  | 14383.71 |  | 10510.27 |  |  |  |
| CIES | 15819.97 | 14125 | 14501.3 |  |  |  |
| CVA | 9090.88 | 22164 | 9735.1 |  |  |  |
| FOJASIDA | 14341.79 | 17434.96 | 12363.02 |  |  |  |
| ADPP |  | 23878.26 | 23876.81 |  |  |  |
| ADRA | 34338.99 |  |  |  |  |
| FEMEA | 23066.97 |  |  |  |
| FMIJG | 28088.22 |  |  |  |
| PROMAICA | 32338.95 |  |  |  |

Table 10: Micro projects management cycle, projects disbursements. Source: Author

The preliminary findings shows that the reimbursements of the CSO s ASSOGE and UCF are not presented at UNDP reports due to a different format presented by the agency where a summative grants values were chosen instead of partial ones as did in previous reports. The table below reports the total value of the reimbursements received by each CSOs. Also we can verified that there is a balance average among reimbursements’, between 40 thousand and 64 thousand American dollars.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| CSOs | Total | Three thematic Areas: | | |
| AAM | 41019.36 | Access to resources and job opportunities |  | |
| CIES | 44446.27 | Access to resources and job opportunities | Political and public participation; | Gender based-violence/ gender equality |
| CVA | 40989.98 |  | | Gender based-violence/ gender equality |
| FOJASIDA | 44139.77 |  | Political and public participation; |  |
| ADPP | 47755.07 | Access to resources and job opportunities |  | |
| ADRA | 57401.77 | Access to resources and job opportunities |
| FEMEA | 46129.75 | Access to resources and job opportunities |
| FMIJG | 63942.4 | Access to resources and job opportunities | Political and public participation; |  |
| PROMAICA | 51817.94 | Access to resources and job opportunities |  | |
| ASSOGE | 0 | Access to resources and job opportunities |
| UCF | 0 |  | | Gender based-violence/ gender equality |
|  | 437642.3 |  | | |

Table 11: Balance average among CSOs reimbursements. Source: Author

# CONTRIBUTION TO RESULTS (preliminaries findings)

The Promoting Angolan Women’s Empowerment through CSOs contains projects in different phases. 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 Ministry leading Gender Policy and Women Empowerment has been leading these national priorities issues at the highest political level. This contribution analysis seeks a reasonable association between the achievements of the portfolio of the micro-projects and the national development progress made in Angola.

## Programme’s design

Given that the 2nd Cycle of the programme was implemented to consolidate the results and lessons learned from the precedent cycle and to empower women affected by the severe drought in the southern region, the overall plan is comprehensive. The results identified for the programme, their outputs and their corresponding indicators and targets are well understood by CSOs and can easily be explained and defended based on documentation reviewed.

The documentation reviewed shows that the recommendation (describe below) from the external Evaluation (2015) was adopted:

“The need to refocus the programme’s strategy according to more straightforward result indicators ““*Developing an array of result indicators of the programme to guide the projects’ reporting models in general and of the projects according to the specific goals of their activities: awareness raising, training of stakeholders and multiplier agents, economic/political and/or social empowerment of women, women’s networks and improvements in the operation of the services to the population”.*

As a result of adopted measure, the consistence of the programme design and its results framework was improved and allowed CSOs to present proposals aligned with planned outputs, indicators, results and resources. The examples can be seen in the proposals and work plans presented by CSOs.

## 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.

In 2017, a Technical Committee was created led by NGEEO National Director and composed by the 4 MINFAMU National Offices and MINFAMU’s Office of Planning, Research and Statistics; National Institute of Statistics (INE), UNFPA and UNDP. Its main function is to coordinate and integrate the agreed activities effectively and is also strategic for the creation of a gender-sensitive mechanism applicable throughout the statistical production process.

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.

* Having reached a large number of beneficiaries, the project has contributed to the increase of positive gender perceptions and awareness in communities, has provided women with tools for their self empowerment, and has strengthened CSOs capacity to intervene on gender issues and women’s rights.

### Towards National Priorities and UN Planning Framework

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.

Within the Programme results achievements:

* Strengthen women’s participation in political, economic and social processes through training on leadership, networking and business management; Support the implementation of the project activities by the selected CSOs through training on general areas of project implementation explored from a gender perspective; 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; Design thematic studies and produce disaggregated statistics by sex and age to influence policies, strategies and/or address issues that particularly affect women; Economic empowerment and strengthening of cooperatives; Advancement of women’s participation in decision-making processes by increasing their representation and participation in CACs and municipal administration; Reduce vulnerability of women, their families and communities suffering from the impact hazards, such as drought and flood in southern provinces of Angola.

### Towards Gender Mainstreaming

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” projects 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.

[[16]](#footnote-16)This projectfocused the 2nd year intervention of the 2nd 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 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.

## Effectiveness

This analysis seeks to articulate the achievements of the programme micro-projects portfolio with the national development progress.

The achievements and progress towards CPAP outcomes on gender equity and women empowerment have been attained, in collaboration with the government, and the program, to strengthen national policies towards Gender Equality, by supporting the development to manage multisectoral coordination, by empower CSOs roles in gender, good governance and women empowerment through transference of knowledge, based on evidence informed strategies, capacity building, advocacy at community and central level, and women capacities to face disasters, to increase political participation and income.

* 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”.

## Efficiency

This section measures the productivity of the programme. It assesses to which degree achievements are derived from the 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.

### Management Approach

The preliminary analysis of the CSOs and UNDP reports reveals that resources allocations were efficient and adequately addressed by CSO s. The achievement results were obtained within management rules progress implementation towards planned results.

The summative results obtained by the Programme are aligning with the planned results and mirrors UNDP permanent efforts to strengthen the management and programmatic skills of the majority of the CSOs.

Even though there have been delays in some projects (i.e. elections in 2017), and few CSOs (3) located at a long distance from the implementation project zone, the planned results were successfully achieved. UNDP implementing management flexibility to address the mentioned constraints 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. Flexibility is particularly important to CSOs, to MASFAM, to Provincial and Municipal Administration, where political governance is weak in intersectoral coordination and decentralization procedures and management, and where a limited number of professionals with Gender expertise and experience are not available. The overall projects, general projects concepts, formulation of projects, preliminary negotiations, agreements, design, project approvals and implementation seem not to have suffered delays, mostly attributable to UNDP and  Partners involvement and the reinforcement of competencies that came out from 1º Programme Cycle.

There is inconsistency in the language used to outline Planned Results: syntax differs although expected results are framed in the same priority areas. However, the maintenance of a pattern of language to express Planned Results is a strong strategic tool to align each member of the project and programme network towards outcomes and an efficient way to communicate, to monitoring and to evaluate progress towards results.

### Resources Mobilization

UNDP is the privileged partner of the MASFAMU to achieve sector priorities in the field of Gender Equality, Woman Empowerment., and Violence against Women. The achievements of MASFAMU within this partnership and in local communities have certainly influenced the continuity/extension of the programme 2ndCycle 2015-2018.

It is an evidence the capacity of UNDP to reinforce the Partnership with Norwegian Embassy to proceeded the continuity of the programme results (2nd Cycle of the Programme “Promoting the Angolan Women Empowerment through CSOs” ), as the entrance of a new donor inn mid-2017, the Royal British Embassy that joined the partnership with provision of additional fund for the project.

### 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 base on the activities detailed in the AWP.

The documents review reveals 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 an approach, with “SMART[[17]](#footnote-17)” indicators, to inform results-based management outcome reporting, management and tracking of projects risks**.**

For each M&E activity, the responsible party(ies) was/were identified, as well as outputs and a schedule. The plan was base 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, quarterly narrative and financial reports, donor disbursement, quarterly progress reports, donors reports, filed visits, data collection, UNDP and Donor Annual meeting, Donor evaluation, testimonies, human interesting stories, photography, disseminated materials/products available, participation on IPs planned activities, CSOs capacity building report, list of presence and participation of the UNDP team, call for proposals, analysis and selection of the submitted proposals, UNDP technical support to CSOs for submission of documents, agreements signed, TRC meetings and audits.

A comprehensive set of Monitoring and Evaluation activities was developed however, the preliminary findings show an active response by each IP and UNDP to be in compliance with monitoring and evaluation framework, but there is a lack of a standardized language in reporting. The situation is due to a different capacity from IPS to report; consequently it’s very difficult for the external evaluator to immediately understand the summative compliance of the procedures.

## Sustainability

This session will be analysed in the long-term sustainability of Micro projects portfolio of the programme. The methodology will be based on the identification of the potential risks to programmatic results (outcome) that will not sustain long –term positive impact. The focus will be based in a risk context analysis on three pillars, socio-economic, financial context, CSOs capacity and governance.

Angola’s main risks are poverty massification, climate change events, LDC Graduation[[18]](#footnote-18), vulnerability of the economy, the majority of the population with incomes from informal economy, social imbalances and inequalities in access to income, civil rights, institutional and technical capacity, decrease of government investments and commitments in placing a policy gender equality throughout sectors, gradual reduction of the net official development assistance until 2022, an inefficient model of co-ordination and policies integration.

Angola lacks national CSOs efficient and effective in gender programs, as technical capacity is still an issue. This situation is further aggravated in domains of gender and women empowerment. Local work with communities should be based on participatory and equal rights principles and on a practical approach on how to integrate them in the mechanisms to reduce pressure over violence against woman, over women economic resilience, yet upgrading their livelihoods and quality of life.

### Financial Risk to Sustainability

UNDP resources for the Programme its coming to the end, decreasing the capacity of CSOs to maintain a basic high level professional structure for fully guaranteeing the enforcement of gender equality and women empowerment in the country.

The awareness by UNDP and Donors of the risks caused by programme closer, should boost for the discussion and implementation of CSOs action plans to mitigate risks and consolidate sustainability approach.

The national financial resources allocated to monitoring and evaluations Sectors and CSOs gender projects are minimal. If this situation doesn’t change, there is a risk that evidences will not be the pillars for public investments, in gender equality, gender based violence, women empowerment, 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.

### Governance risk to sustainability

Gender Equality, Woman empowerment, and Violence against Women needs to be considered cross- sectoral in the policies with specific outcomes achievements.

The national capacity is low either in 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.

# Appendix

# Evaluation Matrix

The overall analysis will be based on the responses to the following four main questions:

|  |  |  |  |
| --- | --- | --- | --- |
| **Sub-Questions** | **Proxy indicators** | **Sources of verification** | **Means of verification** |
| **Main question 1: To what extent are CSOs Projects design conceptually valid and clearly articulated with UNDP “Promoting the Angolan Women Empowerment through CSOs”, UNPAF Outcome and National priorities? (Design)** | | | |
| To what extent are projects documents consistent with preceding analyses in strategic planning documents? (***consistency***) | Degree of reflection and other planning documents in the Projects | Projects, 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? (***appropriateness***) | 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? (***ownership***) | Degree of congruence among stakeholders’ perspectives on planning documents. | UNDP staff, Government IPS, UN agencies donors, stakeholders | Document review, interviews |
| Degree of alignment between UNDP and stakeholders’ views |
| To what extent do the Projects have a logic story line? (***understandability***) | Degree of logical flow from situation analysis to planned results | Projects documents | Document review |
| To what extent are the Projects conceptually valid, based on research, lessons learned and other evidence? (***justification***) | Evidence of supporting existing research and/or evaluation findings | IPS, key stakeholders (incl. Government) | 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? (***coherence***) | Degree of vertical and horizontal logic | Project 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? (***comprehensiveness and relevance***) | Degree of contribution of IPs projects and UNDP programme intervention to planned results | Projects document, CPAP related documents | Document review |
| **Main question 2: To what extent are the Projects relevant regarding Angola’s objectives, priorities? How is the programme contributing to the expected outcomes? (Relevance)** | | | |
| To what extent are programs and projects design relevant in addressing the identified priority needs in CPAP 2015-2019 *(****relevance)*** | Degree of alignment between UNDP programmes and Angola’s priorities and objectives | IPs projects, UNDP programme and strategic planning, Government and policy documents | Document review, interviews |
| **Main question 3: To what extent are the Projects and UNDP Programme contributing to Angola Country Program Results Frameworks and associated data collection and reporting mechanisms likely to provide timely, adequate, comprehensive and robust performance data? (Implementation)** | | | |
| To what extent are the results statements, targets, sources and means of verification well-defined, clearly articulated, Specific, Measurable, Attainable, Realistic and Time bound? (***measurability & verificability***) | Number of results statement, targets and means of verification that are SMART | Projects results framework  Project programmatic results (rolling work plans) | Document review and interviews |
| Evidence of availability of relevant baseline data for key results and processes. |
| Did the planned projects programmed performance monitoring tools and systems to provide timely, adequate and robust data for performance on key results and process areas? (***feasibility***) | Evidence of performance information being collected. Evidence of monitoring and reporting tools and/or systems | IPs 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 were used for facilitating the collection and analysis of relevant information | IPS, UNDP, Government, stakeholders monitoring systems |
| Is it possible to capture adequate information on aggregate results from sub-national to national level? (***feasibility***) | Extent to which results and indicators allow collecting and aggregating data at sub-national and national level | Projects documents, UNDP staff  Partners and Stakeholders | Document and interviews |
| 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) ***(verificability)*** | 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 Management model of the UNDP Programme “Promoting the Angolan Empowerment through CSOs” allow 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? (***plausibility***) | Degree of evidence on context and pathway of change supporting the implicit and explicit chain of events | UNDP staff, partners | Document and interviews |
| To what extent does UNDP provide the technical and financial resources for the implementation, monitoring, and evaluation of the Projects? **(*feasibility)*** | Evidence of resources having been allocated for all planned key areas of work. | IPS framework, , rolling work plan, UNDP staff, donors | Document review and interviews with key stakeholders |
| IPSs views on appropriateness of allocated resources |
| Evidence of planned financial resources for programme implementation |
| Have clear and appropriate responsibilities for and the frequency of data collection for projects and programme performance (including partner performance) been defined? (***feasibility***) | Evidence of clear and appropriate responsibilities for and the frequency of data collection | Relevant management plans, IPS,UNDP staff, stakeholders | Document review and interviews |
| To what extent did the project and UNDP Programme adopted the appropriate strategies to achieve the planned results? (***appropriateness***) | IPS , donors and Stakeholders views on appropriateness of strategies | CPAP related documents, project document, IPS,UNDP staff, Donors and stakeholders. | 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? (***appropriateness***) | Donors snd Stakeholders views on appropriateness of partnerships | UNDP staff, Donors, Stakeholders | Document review and interviews |
| Positive reviews on partners delivering planned results |
| **Main Question 5: To what extent is the management of the Programme and the Projects? (Efficiency) (Efficiency)** | | | |
| How much time, resources and effort took IPs to manage the projects, what could be improved, and how IPS and UNDP practices, policies, decisions, constraints and capabilities affected the performance of the Projects? **(general efficiency)** | Stakeholders views on efficiency from UNDP | IPS managers,UNDP Staff, partner agencies, stakeholders | Document review and interviews |
| Programme managers and IPS managers views on efficiency |
| To what extent were IPS and stakeholders roles clearly defined? To what extent are they committed/engaged with their roles? To what extent is coordination among all efficient? **(general efficiency)** | IPS, UNDP, Donors and Stakeholders views on role definition, engagement and coordination | IPS, UNDP Staff, Donors ,Stakeholders | Document review and interviews |
| **Main Question 6: To what extent the programme benefiting from synergies with UNCT programme implementation and programmes from other agencies? (Efficiency)** | | | |
| To what extent was the programme making use of synergies and leveraging with other programs and development agencies in Angola? **(general efficiency)** | Programme and other Projects and Agencies views on existing synergies and leveraging factors | UNDP Staff and Other Agencies Staff | Document review and interviews |
| **Main Question 7: To what extent has the Programme been effective in producing the desired results (capacity development and advocacy)? (Effectiveness)** | | | |
| To what extent has the Programme/projects produced results aligned with CPAP? (**effectiveness)** | IPS,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 projects outputs (IPS’ capacity development outcomes and advocacy on gender equality, women empowerment and violence against women)? What have been the major contributing factors and impediments to the attainment of the outcomes? (**effectiveness)** | 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? (**effectiveness)** | Stakeholders views on partnership strategies viability and effectiveness | UNDP Staff, partner agencies, stakeholders | Document review and interviews |
| **Main Question 8: To what extent did UNDP Programme facilitated IPS leadership and role in coordination efforts on addressing gender issues with sustainability?** | | | |
| What is UNDP’s perceived role in IPS coordination efforts on addressing gender equality, women empowerment, and violence against women? | Stakeholders views on appropriateness of the role played by UNDP in Angola | IPS, UNDP Staff Donors and Stakeholders | Interviews |
| What are the main challenges and opportunities to strengthen IP’s leadership role gender equality, women empowerment and violence against women? | Stakeholders views on ways to strengthen UNDP’s leadership role | IPS, UNDP Staff Donors and Stakeholders, Communities | Interviews |
| To what extent did the Projects ... and UNDP promote gender equality, gender equality, women empowerment, and violence against women in the delivery of outputs? | Degree of IPS contribution and attribution of UNDP’s programme intervention | Projects document, UNDP programme documents, Donors documents, Stakeholders related documents, Communities | Document review |
| Are the outcomes from Projects likely to be maintained after Projects and Programme Completion? **(sustainability)** | IPS, UNDP staff, Donors, Stakeholders views on general outcome sustainability | IPS, UNDP Staff, Donors, stakeholders, Communities | Document review and interviews |
| To what extent has UNDP Programme established partnerships with civil society and local communities to promote gender equality, women empowerment, and violence against women? Number of advocacy actions undertaken? (**sustainability)** | Stakeholders views on advocacy promoted actions promoted | IPS,UNDP Staff, Donors, Communities, Stakeholders | Document review and interviews |
| To what extent has UNDP programme established mechanisms to ensure sustainability of the making IPS interventions? (**sustainability)** | IPS, UNDP staff, Donors, Stakeholders views on mechanisms established to ensure sustainability if policymaking interventions | IPS,UNDP Staff, partner agencies, stakeholder, Communities | Document review and interviews |
| To what extent has UNDP Programme made effective use of IPS Projects to support appropriate central and local authorities, local communities and civil society with a long term perspective? (**sustainability)** | Stakeholders views on UNDP capacity to use Projects portfolio to leverage support to the various stakeholders with a long term perspective | IPS,UNDP Staff, partner agencies, stakeholder, Communities | Document review and interviews |

Table 12: Evaluation Matrix - Questions and Sub-questions

# Workplan

The total duration for the Terminal evaluation will be 30 days (10 days field mission).

**Timeline and outputs**

| **Technical tasks for project preparation:** | | **Indicative date for completion** | **Description of deliverable** |
| --- | --- | --- | --- |
| ***EXAMINE CONTEXTUAL INFORMATION AND BASELINES (home based)*** | | | |
| 1. **EVALUATION INCEPTION REPORT** | **7 days**  **(Home Based)** | **Output 1.1-**Examine contextual information and baselines contained in Programme/projects documents all relevant documents and evaluation reports.  Analysis of the information and determination of the information needs and to be discussed during the field mission. Methods, sources and schedule of work  **Output 1.1.1-** Work plan |
| ***MISSION TO ANGOLA TOTAL DAYS: 14 ( 4 provinces to be selected)*** | | |
| ***Data collection through field visits, and Presentation ( initial findings)*** | | |
| 1. **PRESENTATION-**   Inception report  Team meeting **,**   1. **Interviews and focus group discussion -between 4 to 5 provinces)** 2. **Field mission: Initial findings** | **10 days** | i)-Team meeting:  **Output 1.2-** Identification of expected outputs;  **Output 1.3**. -Evaluation inception Report – Discussion;  **Output 1.4**. Field trip agenda (internal, partners, stakeholders, beneficiaries).Identification of other Data Sources  **Output 1.5**: Logistic issues approach  **Output 1.6-** Gathering information:   1. Data collection through field visits (with selected stakeholders, partners and beneficiaries) to validate information about the status of the outcome that is culled from contextual sources such as monitoring reports. 2. Access to the extent possible data collected and analysis undertaken by the country office prior to the outcome evaluation. Examine local sources of knowledge about factors influencing the outcome.   **Output 1.7- Presentation:** Initial Findings |
| **DRAFT TERMINAL EVALUATION REPORT** | | | |
| ***FINAL DRAFT TECHNICAL REPORT- Home Based -*** | | | |
| **FINAL DRAFT REPORT INCLUDING ANNEXURES**  **Data Analysis:** | | **11 days**  **(Home Based)** | **Output 1.8-**  Data triangulation and analysis   1. Identification of major contributing factors that “drive” change; 2. Determine whether the indicators have actually been continuously tracked; 3. Constructive critique of the outcome formulation itself and determine whether or not individual outputs are effective in contributing to outcomes; 4. Draw the link between outputs and outcomes; 5. Determine whether or not the UNDP/PROJECT strategy and management of overall country operations appears to be coherently focused on change at the outcome level. 6. Examine whether UNDP’sPROJECT in-house planning and management of different interventions has been aligned to exploit synergies in contributing to outcomes; 7. Determine whether or not there is consensus among UNDP/PROJECT actors,   stakeholders and partners that the partnership strategy designed was the best one to achieve the outcome |
| **RECOMMENDATIONS AND VALIDATION FROM UNDP** | | | |
| **FINAL REPORT INCLUDING RECOMMENDATIONS AND ANNEXURES** | | **2 days**  **UNDP Validation** | **FINAL REPORT**) |

Table 13: Work plan

1. The following document is based on *Desk Review* findings: [↑](#footnote-ref-1)
2. Specific, measurable, attainable, relevant, and timely. [↑](#footnote-ref-2)
3. These are also internationally accepted evaluation criteria set out by the Development Assistance Committee of the Organization for Economic Co-operation and Development, [↑](#footnote-ref-3)
4. Angola Gender Profile (2016).UE, Cooperation Espanola, GOA [↑](#footnote-ref-4)
5. Idem [↑](#footnote-ref-5)
6. Poverty Reduction Strategy [↑](#footnote-ref-6)
7. Angola Gender Profile (2016).UE, Cooperation Espanola, GOA [↑](#footnote-ref-7)
8. 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) [↑](#footnote-ref-8)
9. Angola Gender Profile (2016).UE, Cooperation Espanola, GOA [↑](#footnote-ref-9)
10. Ex: . MINFAMU (Ministry of Family and Promotion of Women) [↑](#footnote-ref-10)
11. Ex Ministry of Family and Promotion of Women [↑](#footnote-ref-11)
12. Angola Agricultural Recovery and Resilience Project CN 09 March 2017 [↑](#footnote-ref-12)
13. The review revealed that some targets (1,2,3,6,7,8) would be achieve but it was unlikely to achieve others (4, 5). [↑](#footnote-ref-13)
14. In the previous phases the selected CSOs have implemented their activities in several localities from the following provinces: Luanda, Bengo, Kwanza Norte, Malange, Lunda Sul, Benguela, Huíla, Uíge, Bié, Kuando Cubango e Cunene. The next phase will give particular consideration to proposals based in localities that have not been reached before [↑](#footnote-ref-14)
15. UNDP 1 pager for Norway\_Emb\_June 2016 [↑](#footnote-ref-15)
16. UNDP 1 pager for Norway\_Emb\_June 2016 [↑](#footnote-ref-16)
17. Specific, measurable, attainable, relevant, and timely. [↑](#footnote-ref-17)
18. “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 [↑](#footnote-ref-18)