



*Empowered lives.
Resilient nations.*

Promoting Angolan Women’s Empowerment Through CSOs 2ª Cycle 2015-2018

Terminal Evaluation Report

Carla Serrão

18-03-2019

Project Profile

Table 1. Promoting Angolan Women’s Empowerment through CSOs-2015 to 2018			
Programme Period:	2015-2018		
Atlas Award ID:	00062504	TERMINAL EVALUATION TIME FRAME	
Start Date:	July 2015	December 13, 2018.	Start Terminal Evaluation review
End Date:	October 2018	December 28, 2018	Inception Report submitted
Implementation Modality:	DIM/ Direct Implementation		
Budget			
Total Allocated Resources: \$1.069.532,81USD			
-Government of Norway -\$787,864.81. USD (6.000.000 NOK)		January 1,2019	Inception Report Validated
-UNDP- \$210.000 USD			
-UK: \$30.668 USD		January 14, 2019 to 24 January 2019	Field mission
-1°Cycle (balanced) - 41,000 USD			Terminal Evaluation-Final Report
Implementing Agency	UNDP		
Implementing Partners (11 CSOs) with a total of -14 micro-projects	AAM, CVA,CIES, FOJASSIDA (2015-2016) -1ªPhase FMEA, FMJIG, ADRA, ADPP,PROMAICA ((2016-2017)-2ª Phase ASSOGE, CIES, FMJIG, FOJASSIDA, UCF (2017-2018)-3ª Phase		
Terminal Evaluation - team member	Carla Serrão		
CSOs Micro-projects Evaluated	CIES, FOJASSIDA, FMJIG, ADRA, ADPP, ASSOGE		
Acknowledgements	Mr Zeferino Teka, UNDP Governance. Mrs Maria Casal, UNDP Gender Officer Claudia Fernandes, UNDP, RBM and Communication Analyst All teams from CSOs assessed Teams from Government Institutions assessed Institutional Government Donor – Team from Norway Embassy		

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LIST OF ABBREVIATIONS AND ACRONYMS

AWP	Annual Work Plan
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSO	Civil Society Organization
DIM	Direct Implementation Modality
FAO	Food and Agriculture Organization of the United Nations
INE	National Statistics Institute
IP	Implementing Partner
MDGs	Millennium Development Goals
MINFAMU	Ministry of Family and Protection of Women
MASFAMU	Ministry of Social Affairs, Family and Woman Promotion
MPDT	Ministry of Planning and Territorial Development
M & E	Monitoring and Evaluation
PDN	National Development Plan
PRODOC	Project Document
UN	United Nations Organization
UNDAF	United Nations Development Assistance Framework for Angola
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children’s Fund
UNPAF	Partnership Framework between the Government of Angola and the United Nations System
UNPFA	United Nations Population Fund
UNS	United Nations System in Angola
UN Women	United Nations Organisation for Gender Equality and Empowerment of Women
SADC	Southern African Development Community
SDG	Sustainable Development Goals
TRC	Technical Review Committee

1. EXECUTIVE SUMMARY

1.1. Background - Introduction

This report presents the findings of the Terminal Evaluation (TE) of the 2nd Cycle Project “*Promoting Angolan Women’s Empowerment through CSOs-2015 to 2018*”. It provides an overall assessment on how the results of UNDP 2nd Cycle project have contributed and is contributing to sustainable development in Angola. It is intended to provide information about the value of the project.

The Project is based on 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 November-2017, the Royal British Embassy joined the partnership with a provision of additional fund for the project.

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

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) 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.

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 to 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”.

Overall the project “**Promoting Angolan Women’s Empowerment through CSOs-2015 to 2018**” contributed to women empowerment specifically the 2nd cycle to the achievement of SDG 5 “*Achieve gender equality and empower all women and girls*”. The programme intended to consolidate the achievements and results of the previous grants, as well as contribute to emerging areas of demands in the thematic areas of gender mainstreaming.

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 structure of the report

The report is structured with 6 chapters. The first chapter is the Executive Summary presenting background information, conclusions, findings and recommendations. The second chapter explains the

evaluation methodology undertaken, and the third one presents the development challenges in the country with a special focus on women empowerment and women’s rights. 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, and an overview of the project. The fifth chapter describes findings in what concerns the project contribution to results and the sixth chapter lessons learned from the project. The annexes present sources, a table of results achievements, TOR, Evaluation matrix and mission field agenda.

1.2. Conclusions

On the basis of evidence collected during the evaluation process: there is evidence that shows communities’ capacities were reinforced in the thematic fields covered by each Outcome by adopting the knowledge and skills provided by the CSOs that enabled them to exercise their political, economic and social rights. There is evidence at the level of CSOs managing they contributed to the project’s overall objectives. There is evidence the project adopted an inclusive and participatory approach with the stakeholders. There is evidence of an improvement in the livelihoods of the beneficiary families as a result of this project (e.g. human capital, social capital, physical capital, natural capital). A number of national and provincial people linked to governance and public institutions were trained to implement and monitor efforts to increase the capacity and knowledge for participatory planning of mainstreamed Gender Equality. The project made a significant effort, in terms of access to information and knowledge through the provision of empirical investigation based data, and public education on women rights.

1.2.1. Relevance

a) UNDP 2nd Cycle Project “Promoting Angolan Women’s Empowerment through CSOs-2015 to 2018” was relevant in the context of Angola’s national priorities to development:

- The programme indicates clear linkage and 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 and Donor expectations, as their focus and results improved the knowledge and capacity of women to be able to exercise their political, economic and social rights, strengthened CSO as key partners for gender issues and contributed to the achievement of ODS, particularly SDG 5;
- The project was relevant given the context of the country and its geographical area of intervention particularly in the south of the country, and peri-urban communities;

b) The project has strengthened the importance of the role of CSOs in promoting Angolan women’s Empowerment towards gender equality:

- The project strengthened CSOs capacities to work on gender mainstreaming, to advocate on gender issues and to monitor efforts related to women empowerment;
- The project reached a large number of beneficiaries and contributed to increasing positive gender perceptions, awareness, and community’s commitments to gender equality and violence against women. Helped women become more active participants, more integrated and relevant in socio-economic-family life, and political involvement, impacting positively the quality of life in their communities (peri-urban, rural).

C) The project strengthened UNDP’s positioning as a privileged facilitator in promoting Angolan women’s Empowerment towards gender equality:

- The project has strengthened CSOs capacity to intervene on gender issues as social stakeholders to achieve Sustainable Development Goals;
- UNDP has strengthened the knowledge and conscience of all stakeholders in what concerns the relevance of the project as an important contribution to achieve gender equality and women and girls empowerment;

d) UNDP is a privileged partner of the Government of Angola

- UNDP improved the working relationship between CSOs and MASFAMU (Social Affairs, Family and Woman’s Promotion) at central, provincial and municipal levels;
- UNDP provided a platform of CSOs that enabled a multistakeholder engagement, to produce specific recommendations for the review of the government’s proposals from a gender perspective.

1.2.2. Effectiveness

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

(a) In general, the project Thematic Areas, Action Strategy and related Outputs responding to the CSOs lack of knowledge in what concerns gender equality and women empowerment and promoted their involvement in a participatory manner.

Based on the strategic response, the capacity building programme at provincial and local levels, strengthen CSOs to implement gender perspective micro-projects addressing the beneficiaries’ targets within participatory approaches, focusing on the project **Outcomes achievements**. The evidences show that results targeted the planned beneficiaries.

(b) Although, the project had less effectiveness (quantity) at national and sub-national level, because it was designed within a bottom-up approach, several ministries departments, as UNDP partners were involved in training.

This fact didn’t undermine the outreach of the programme, mainly in what concerns the outcomes involving communities and, necessarily, gender empowerment.

(C) In what concerns policy, the project influenced policy to implement and monitor efforts related to women’s empowerment:

The project organized (1) Round Table on government’s proposal for local elections from a gender perspective. As a result, the proposal was revised to become gender responsive and inclusive;

(d) In what concerns Civil Society as key stakeholders to Gender Equality:

The capacity building programme concerning also involved a UN agency UNICEF, the private sector UNITEL (biggest national communication corporation) and a national university LUSIADA (private).

e) The micro projects under the project 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.

In general, the project thematic areas, action strategy and related Outputs responded to the beneficiaries targets. The evidences show that women’s strengthened their participation in political, economic, and social processes through training on leadership, networking, and business management and on gender equality.

f) In what concerns Climate Change/ Drought in the south of Angola the project reduced communities vulnerability by empower women (political, economic, agricultural techniques):

Communities increased food security and wellbeing as a result of women empowerment in gender equality and as a key role for communities economic empower to face drought. Families’ beneficiaries of the project have improved their livelihoods systems.

1.2.3. Efficiency

a) The management approach seemed to be efficient:

The Cost-sharing agreement between the Norwegian Ministry of Foreign Affairs and the United Nations Development Programme regarding the project “Promoting Angolan Woman’s Empowerment through CSOs in Angola” was integrally respected by all Parties in what concerns the 2^o Cycle of the Project-2015-2018.

In terms of time, the project is officially complete, considering 2nd Cycle that took place over a 3-year period (2015-2018) as planned in the PRODOC. The project took off in July 2015 as the official starting point and ended October 2018. This indicates that the project was well scheduled. Delivery of programme outputs against time and originally planned cost is rated high for the outputs activities. 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.

b) The project had an appropriate institutional structure that facilitated decision-making, coordination, and execution of the project in the field.

In general, the institutional structure of the project was suitable, and facilitated decision-making, decentralized management and coordination processes. It also had a good dynamic with the Technical Review Committee (TRC).

c) The review of the 2^a phase outcome and activities show accordance with the planning, and coordination efficiency.

It was agreed by Norwegian Embassy to direct the 2nd year intervention of the 2nd cycle on the severe drought affecting southern region (Cunene, Namibe, Huila). The 2th Phase of the 2nd Cycle directed the CSOs to that environment within the new result achievement, although aligned with Outcome 3.

d) Micro-Projects are in accordance with PRODOC and UNDP financial requirements.

Micro- projects proposals approvals were in accordance with PRODOC project formulation, and UNDP management requirements, negotiations and agreements. General micro- projects proposals were in accordance with PRODOC project formulation, negotiations, agreements, activities approvals and implementation, took place without undue delay that compromises the normal course of the programme and results achievements.

e) Micro-Projects are in accordance with planning resources and project cycle timeline.

The analysis of the CSOs Micro-projects and direct activities under the Programme management reveal that resources allocation was efficient and adequately addressed.

f) The analysis of UNDP and CSO(s) Reports reveals that financial resources allocation was not adequately addressed by all the CSOs. A medium rate is given to micro-projects financial execution.

Taking into consideration the total approved budget for the 2^o Cycle and the total disbursed, only 77% was spent. The most efficient phase was the 1st one with 100% financial execution. The 2^a phase, 3 of the 5 CSOs not having received the 3rd disbursement as they could not spend up to 80% of the funds earlier disbursed. In the 3^a phase (1) of the (5) CSO didn’t receive the 3rd disbursement as it could not spend up to 80% of the earlier disbursed fund.

g) The project had a non efficient monitoring and evaluation (M&E) structure that made it difficult to understand information systematically: different periods of reporting (UNDP, Donors and CSOs), plus in different formats.

The analysis of UNDP Reports reveals that the project had two different annual reports to present: UNDP Annual report (January to December) and Donor Progress Report (July to July/ annually), started on the date of the Agreement signature between UNDP and Norwegian Embassy (July 2015). Plus, the time line of each phases of CSOs implementation differs from UNDP reporting framework. Each phase as a period between twelve to thirteen months: 1^o phase / July 2015 to July 2016, 2^o phase/ August 2016 to September 2017, 3^o phase / September 2017 to October 2018. The reporting timeline and format of each one is different. The mentioned reporting structure makes it difficult to understand narrative results and financial performance. The absence of a pattern report for providing information and comprehensive support compromises the understanding of programme narrative with focus on the results achievements and programmatic structure plus financial management.

CSOs provide quarterly narrative and financial reports on the progress during the months of their micro-projects implementation, outlining the challenges faced in project implementation, as well as resources utilization, as articulated with work plan and UNDP guidelines.

It is clear that UNDP was responsible for setting up the M&E mechanisms and tools and for conducting continuing monitoring and review activities when needed. UNDP provided progress reports with achievements and results of CSOs implementation, activities undertaken, as articulated with AWP and project guidelines in compliance with the Agreement signature between UNDP and Norwegian Embassy, and UNDP procedures.

h) The project adopted efficiently “SMART1” indicators, to inform results-based management outcome reporting, management and tracking of micro-projects risks.

The project used adequate data in project design, and clear definition of results to be achieved, which should be specific, measurable, achievable, realistic and time bound (SMART). Stakeholders state that UNDP works closely with key partners and IPs. In what concerns project design, implementation, monitoring, and evaluation.

CSOs micro projects adopted a project approach, with “SMART2” indicators, to inform results-based management outcome reporting, management and tracking of projects risks.

¹ Specific, measurable, attainable, relevant, and timely.

h) The capacity of UNDP-Angola to raise donor resources is high.

As a result of a high level of understanding between UNDP and the donor, the reimbursements not allocated during the 2^a phase were reallocated in the capacity building activities plus the inclusion of one more CSO in the 3^a phase. The strategy was reinforced with the entrance of a new donor (UK embassy).

i) The communication Strategy was efficient.

A communication visibility was developed by the project to communicate development results and targeting the stakeholders and beneficiaries of the projects level.

CSOs developed information materials to address beneficiaries with contents linked to gender equality, GBV and Sexual Violence,. Some CSOs published their micro projects activities and results achieved promoting their institutional capacity to be key partners of the government in the political gender agenda.

1.2.4. Sustainability

a) The prospect for the long-term sustainability is good in what concerns communities motivation and practices based on gender equality and women empowerment.

There is evidence communities are replicating what they learned and their results. Communities are more confident and motivated, and they feel key players in the micro-projects results because the level of appropriation is high. The evidence show the continuity of communities practices towards gender equality and women’s right through a more active participation and stronger conscience.

b) 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.

It was found a high degree of appropriation from CSOs to increase in their projects /programmes a gender- sensitive approach were gender equality and women empowerment are taken in terms of gender competence among their staff, among their communities and in the area of policy contribution. towards women’s rights.

It was found that there is a high degree of appropriation by the CSOs capacity that may be jeopardized by lacking funds, limiting themselves to develop new projects, hampering learning consolidation, gender advocacy and CSOs continuity. Their sustainability is threatened.

c) The prospect for the long-term sustainability of the Government at national and sub-national level achievements is low but it may change with government stabilization and local elections in 2020.

Angola’s government consider Gender and Women empowerment management is important, but their engagement is still secondary. It was found that there was a medium degree of appropriation by the partner government institutions. From 2015 till 2017 the government engagement was active with Gender Office totally engaged in all activities, from monitoring to capacity building, to decision making. Due to the political changes that occur during the government transition in 2017, the effective participation of the period before decreased limiting their direct involvement in project activities. It seems that the political stabilization and the predicted local elections in 2020 are favourable to government appropriation of the

² Specific, measurable, attainable, relevant, and timely.

technical knowledge provided by the project and by the CSOs experience because gender empowerment is part of the country election agenda.

1.3. Recommendations

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

1. It is recommended to expose to the government what was done by the CSOs and what is being replicated, as a continuous strategy to advocate for Women Empowerment and Women Equality in Angola.

Issue to Address

As a closure strategy of UNDP project “Promoting Angolan Women’s Empowerment through CSOs-2015 to 2018” would be a strong opportunity to consolidate the agency as a key partner of the government in Gender Equality and Women’s Empowerment and to create an advantage for the Government to gain conscience about political rewards from consolidate results and to build a bridge for strength their engagement to CSOs.

2. It is recommended to UNDP to standardize Programme Reports special when timeline between UNDP Annual Reports and Donor Annual Report t do not coincide.

Issue to Address

Establishing a standard format for reporting (narrative and financial) increases a comprehensive understanding of the programme by all stakeholders;

Optimizing monitoring and reporting structure, plus information for reporting increases management efficiency.

3. To increase the involvement of domestic violence victims in activities concerning violence against women.

Issue to Address

The presence of direct testimonies increases social conscience and willing to participate in reporting cases of domestic violence.

4. It is recommended to strength CSOs to continue their activities after the programme closure.

Issue to Address

It is noteworthy that CSOs should present an action plan to donors and Government for the following years, in order to ensure the strengthening of the previous apprenticeship to mainstreaming gender considerations in their future micro-projects. Despite their willing to address a gender- sensitive approach in their projects/programmes, they still need a kind of “ tutor guidance” to quality discuss with them about integrating gender-based expected results, indicators, targets and reporting, during the formulation and implementation of their projects/programmes.

5. It is recommended to develop an effective communication strategy to promote advocacy and divulge achievements in the Project “ Promoting Angolan Women’s Empowerment through CSOs-2015 to 2018”.

Issue to Address

CSOs and UNDP need to capitalize on results achieved to foster gender and women empowerment causes, by using evidence from project results to nourish their positioning as key partners for these topics and to increase fundraising capacity. 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.

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

Issue to Address

Gender sensitive 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 Micro-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

2. TERMINAL EVALUATION METHODOLOGY

The evaluation was 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.

2.1. Objectives

The main objective of the Terminal Evaluation Report is to produce an independent report on the overall implementation of the project over the period 2015-2018. The main goal was 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 5, and national priorities, to make recommendations to improve future support interventions in gender equality and women’s empowerment.

2.2. Scope

The following Terminal Evaluation (T.E) has been initiated by UNDP Angola and provides an assessment on how “Promoting Angolan Women’s Empowerment through CSOs”, project results have contributed and are contributing to sustainable development with a special focus on SDG 5 “*Achieve gender equality and empower all women and girls*”

The evaluation reviews the intended “chain of results” and assessed the contribution of the portfolio of micro projects included in the assessed project 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 Equality;
- Identify contribution of key Project 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 Project 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 project 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.

2.3. Overall Approach: Gender- sensitive evaluation criteria

The Evaluator developed evaluation tools in accordance with UNDP policies and guidelines to ensure an effective evaluation centred on a gender-sensitive analysis. The evaluation was conducted and findings were structured around four major evaluation criteria³:

- Relevance relates to an overall assessment of whether the portfolio of micro projects being under assessment from a gender perspective, 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 project results (outcomes) have been achieved, or can be expected to be achieved, focusing on the contribution to promote gender equality and women empowerment.
- Efficiency is a measure of the productivity of the project 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 project results) are likely to be maintained after the project ends. Are the achievements in women empowerment and gender equality to be sustained after the funding ends? To analyse the level of ownership of all stakeholders involved.

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

³ These are also internationally accepted evaluation criteria set out by the Development Assistance Committee of the Organization for Economic Co-operation and Development

Finally, the Evaluator 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:

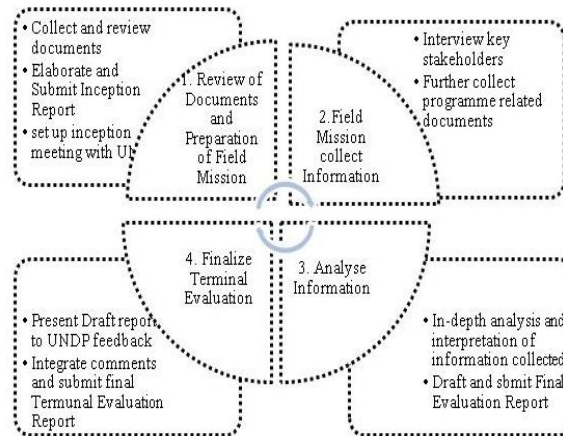


Illustration 1: Methodology, Evaluation phases

2.4. Evaluation Instruments: Gender- sensitive evaluation criteria

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

- **Evaluation Matrix a guide of gender-sensitive evaluation criteria:** An evaluation matrix was developed based on the evaluation scope presented in the TOR (appendix IV), the project 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, for focus groups and reviewing documents.
- **Documentation Reviewed:** The Evaluator conducted a documentation review in Portugal and in Angola. In addition to being a main source of information, documents were 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 lists of documents reviewed are presented in appendix 2.
- **Interview and Focus Group Guide:** The evaluation matrix was designed to also serve as an interview and focus group guide (see appendix (3) to solicit information from stakeholders.
- **Mission Agenda (appendix 4):** An agenda for the mission of the International Evaluator to Angola was developed at the inception meeting. The list of Stakeholders interviewed is presented in the mission agenda was defined by the evaluator with the support of UNDP Angola, ensuring it represented all relevant Stakeholders of the project.
- **Interviews:** The conducted semi-structured interviews were flexible using the interview guide adapted for each interview. All interviews were conducted in person with some follow up using emails when needed. Confidentiality was guaranteed to the interviewees and the findings were incorporated in the final report. Interviews were directed to the institutions involved (UNDP, Donors, Government, CSOs)

- **Focus Group:** The conducted social dialogue happened with micro projects beneficiaries from periurban to rural communities. An exception occurred with FMJIG (Forum) where a focus group was conducted with the presence of most of the CSO members presented.

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

2.5. Limitations and Constraints

The approach for the Terminal evaluation is 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 constraints. The selection occurred within a consultation process between the Evaluator and UNDP. 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.

2.6. Risks and Mitigating Strategies

The limitation of projects access due to financial and time constraints was mitigated with selected micro-projects as they are a representative sample of the ones that contributed to major results towards the outcomes from the three phases of the 2nd cycle.

2.7. Roles and Responsibilities

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

- ✓ **UNDP Angola CO:** provided the evaluator with appropriate logistical support and documentation for the successful completion of the assignment. More specifically, the Angola CO assisted 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:** was responsible for carrying out the assignment in line with the TOR and in accordance with contractual requirements.

3. DEVELOPMENT CHALLENGES IN ANGOLA

⁴In 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.

3.1. 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

⁴ Angola Gender Profile (2016). UE, Spanish Cooperation, GOA

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.

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.

National Plan 2013-2017, 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 the 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 Women⁵) 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.

The National Office for Gender Equality and Women’s Rights National Office 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).

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. At the same time there are technical difficulties for the organizations to incorporate gender equality as a central focus or as a horizontal topic.

⁶During 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 and Huila, were affected by

⁵ Ex: . MINFAMU (Ministry of Family and Promotion of Women)

⁶ Angola Agricultural Recovery and Resilience Project CN 09 March 2017

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.

4. 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).

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.

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”.

4.1. 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 (internal funding) whereas non-core funds are generated from bi-laterals, multilaterals and private agencies.

4.1.1. Country Programme Document (CPD) 2015-2019

In an integrated manner, UNDP CPD (2015-2019) is the programmatic extension of UNPAF. 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.	<i>Indicator 2.1.1.</i> 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 stronger 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.

4.1.2. 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 MDGs⁷. Albeit the diagnostic, development efforts must continue in the Development Agenda Post 2015, within the Sustainable Development Objectives (SDS). The SDS, 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:

Sustainable Development	Democratic Governance	Resilience
1. Opportunity to reformulate and support new policies 2. Empower women and mould women into agents of change	1. To ensure equal participation of men and women at all levels of governance	1. To build the capacity of women and include women 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 project: *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.

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

4.1.3 Overview of the Project “Promoting Angolan Women’s Empowerment Through CSOs”

The 2nd Cycle of the project “Promoting the Empowerment of Angolan Women’s Through CSOs” took place over a 3-year period (2015-2018). The terminal evaluation covers a total of 14 micro-projects implemented by 11 CSO(s). The project “Promoting Angolan Women’s Empowerment Through CSOs” aimed to promote a strategic response to the strengthening of women’s knowledge and capacities that enable them to exercise their political, economic and social rights, particularly in peri-urban and rural areas.

The Project is based on 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 November-2017, the Royal British Embassy joined the partnership with a provision of additional fund for the project.

The 2nd Cycle is structured by three phases each one with a timeline of eleven months were a group of CSOs implements their micro-projects. During the first phase (July 2015-October 2016), four CSO(s) were operating; for the second phase (July 2016-September 2017) five CSOs were selected and for the third phase (September 2017-October 2018) another five CSOs. The tables below present: the implemented partners and who were assessed and the programmatic phases of the project.

Phases		CSO	Project Title	Priorities Areas	Geographic Coverage	Micro Projects Evaluated	Evaluation Instruments
1st phase July 2015 to October 2016	1	AAM, Accção Angolana para a Mulher/Angolan Action for Women	<i>Promotion of job opportunities and Women Economic Empowerment.</i>	Promotion of women empowerment and economic and social rights	Uige Province, Uige municipality, Three communities		
	2	CIES Centro Informazione e Educazione allo sviluppo	<i>Promote Empowerment and participation of Women in a Fair and more Inclusive Society particularly in reduction of violence against women</i>	Protection against gender violence	Kwanza Sul Province, municipality of Sumbe and Benguela Province	✓	-CSO Interview - Focus Group with beneficiaries
	3	FOJASSIDA Forum Juvenil de Apoio à Saúde e Prevenção da Sida/Youth forum for Health Support and Aids Prevention.	<i>Promotion of Political Participation of Women in Municipal Social Consultation Forums (CACS)</i>	Affirmation of women’s political rights and strengthening of their capacity for civic participation	Luanda Province, municipality of Cazenga	✓	-CSO Interview -- Focus Group with beneficiaries
	4	CVA - Red Cross Angola	<i>Strengthen Equitable relations between men and women in Civil Society Organizations and Spaces of Encounter and Exchange with Local Authorities.</i>	Affirmation of women’s political rights and strengthening of their capacity for civic participation;	Province of Bié, municipalities of Chinguar and Chitembo		
	5	ADPP, Ajuda de Desenvolvimento de Povo para Povo/ People to People Development Aid	<i>Empowerment of women farmers and their families through the strengthening of field schools.</i>	Promotion of women empowerment and economic and social rights	Cunene Province, municipality of Ombadja.	✓	-CSO Interview - Focus Group with beneficiaries
	6	ADRA, Acção para o Desenvolvimento Rural e Ambiente/Action for	<i>Strengthened the productive and organizational capacities of women in the</i>	Promotion of women empowerment and economic and	Cunene Province, municipality of Ombadja.	✓	-CSO Interview - Focus Group

2 ^a phase July 2016 to September 2017		Rural and Environment Development	<i>municipality of Ombadja</i>	social rights			with beneficiaries
	7	FMEA, Federação de Mulheres Empreendedoras de Angola/ Federation of Angolan Women Entrepreneurs	<i>Support for Women’s Empowerment.</i>	Affirmation of women’s political rights and strengthening of their capacity for civic participation	Provinces of Huíla, Namibe and Cunene		
	8	FMJIG Forum de Mulheres Jornalistas para a Igualdade de Género/ Forum of Women Journalists for Gender Equality	<i>Inclusion and participation in decision-making and increased self-esteem</i>	Promotion of women empowerment and economic and social rights	Namibe province, municipality of Virei. Cunene Province, municipalities of Curoca and Cahama.		
3 ^a Phase September 2017 to October 2018	9	PROMAICA, Promoção da Mulher Angolana/ Women Promotion in the Catholic Church	<i>MUKAY KATUKA II (Rise Women).Economic activities to fight hunger</i>	Promotion of women empowerment and economic and social rights	Huíla Province, municipality of Gambos		
	10	ASSOGE, Associação Observatório de Políticas Públicas da Perspectiva de Género/Public Policy Observatory Association of the Gender Perspective	<i>Muhatu wa Ngunzo – Promoting Domestic Workers Right</i>	Promotion of women empowerment and economic and social rights.	Luanda Province	✓	-CSO Interview - Focus Group with beneficiaries
		CIES Centro Informazione e Educazione allo sviluppo.	<i>Local initiatives for democratic participation that promote an effective empowerment of women at the political and social levels in Kuanza Sul.</i>	Affirmation of women’s political rights and strengthening of their capacity for civic participation;	Kwanza Sul Province, municipality of Sumbe;	✓	-CSO Interview - Focus Group with beneficiaries
		FMJIG Forum de Mulheres Jornalistas para a Igualdade de Género/ Forum of Women Journalists for Gender Equality	<i>Amplify Voices for gender balance and development.</i>	Promotion of women empowerment and economic and social rights.	Luanda Province, municipality of Cazenga	✓	-CSO Interview - Focus Group with beneficiaries
		FOJASSIDA Forum Juvenil de Apoio à Saúde e Prevenção da Sida/Youth forum for Health Support and Aids Prevention.	<i>Promotion of Political Participation of Women in Municipal Social Consultation Forums (CACS) in the municipality of Cazenga.</i>	Affirmation of women’s political rights and strengthening of their capacity for civic participation	Luanda Province, municipality of Cazenga	✓	-CSO Interview - Focus Group with beneficiaries
	11	UCF, União Cristã Feminina/Young Women’s Christian Association	<i>Girls Building Bridges</i>	Protection against gender violence	Luanda Province, Municipality of Cazenga		

Table 4: Implementing partners and Micro-Projects Evaluated

The project was structure in 3 phases (see table above).

	Phases - Programatic		
	1 ^a	2 ^o	3 ^o
2 Cycle	July 2015 to October 2016	July 2016 to September 2017 (Presidential elections that led to two months of implementation delays)	September 2017 to October 2018

Table 5: Programmatic phases

Initially the project had five OUTCOMES but due to the severe drought in the south of Angola, it was approved with the donor to add one more OUTCOME, and for that reason the project has a total of six: (1) Promote empirical investigation and research-based data, and public education on women’s rights; (2) Promote women’s political participation in national and local forums, with special focus on CACs and municipal administration; (3) 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; (4) Mainstream gender issues, especially GBV and sexual violence; (5) 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; (6) Reduce vulnerability of women, their families, and communities suffering from impact hazards, such as drought and flood.

The beneficiaries of the Project were sex workers, 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.

The project had three Thematic Areas of Action Strategy to contribute to the effective application and implementation of women related political programs: (i) Affirmation of women’s political rights and strengthening of their capacity for civic participation; (ii) Protection against gender violence; (iii) Promotion of women’s empowerment and economic and social rights. From eleven CSOs, (8) focus in one priority area, (2) in two, and (1) in three (see table below).

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

Table 6: Implemented Partner and Priority Areas involved

The geographical coverage of the micro-projects shows that (8) provinces were contemplated (Bié, Quanza Sul, Benguela, Luanda, Uíge, Huila, Cunene and Namibe). The geographic coverage of the Outcome 6 (added after Project started) is reflected in the 2^a phase of the project (see table and illustration below).

Each Micro-Projects have 11 months, one month extension								
Phases	CSO(s)	Geographic Coverage (Provinces)	1 ^a Phase: July 2015 to July 2016					
			1Qt	2Qt	3Qt	4Qt		
1 ^a Phase	(Red Cross)	Bié	4 CSO(s) : 5 provinces				August 2016 to September 2017	
	CIES	Quanza Sul and Benguela						
	FOJASSIDA	Luanda - Cazenga Municipality					1Qt	2Qt
	AAM	Uíge					3Qt	4Qt
2 ^a Phase	PROMAICA	Huila	5 CSO(s): 3 Provinces (South Angola)				September 2017 to October 2018	
	FMJIG	Cunene, Namibe						
	FMEA	Namibe, Cunene, Huila						
	ADRA	Cunene						
	ADPP	Cunene						
3 ^a Phase	FMJIG ()	Luanda: Cazenga and Viana Municipalities	5 CSO(s): 2 Provinces				1Qt	2Qt
	FOGASSIDA	Luanda: Cazenga						
	CIES	Luanda: Cazenga Municipality; Quanza Sul Sumbe Municipality						
	ASSOGE	Luanda: Cazenga Municipality						
	UCF (Cazenga)	Luanda: Cazenga Municipality						

Table 7: Geographic coverage

The total budget allocated to the Project from 2015 to 2018 amounted to USD **\$1,063,627.81**, of which:

- Specific agreement with Norway allocated funding of 6000.000 NOK total (2015, 2016 & 2017), (appr. \$ 787,864.81 USD);
- UNDP fund \$210.000 in the 2nd phase, 2016/2017;
- UNDP mobilized an extra funding of \$30.668 USD through UK Embassy in Angola – extra contribution for the project. The extra fund was allocated to capacity building activities from the 3^o Phase;
- From the 1^a Cycle \$41.000 USD.

The Cost-Sharing Agreement between (CSA) between UNDP and Norwegian Ministry of Foreign Affairs established the following percentages for project activities (2015-2018), see table below.

Activities	Percentage
A Call for proposals	0,8%
B Grants	60%
C CSO Capacity Building	8%
D Project Officer	10,6%
E GMS	8%
F Monitoring Reporting and Auditing	12,6%

Table 8: Percentage for projects activities based on the Cost-Sharing Agreement UNDP/Norwegian

UNDP was the implementing agency under the Direct Implementation Modality (DIM), and directly implemented the project through the execution agency of CSOs women’s organisations and other organisations working on women related issues. They were all invited to submit proposals.

The availability of fund was announced 1 times a year on daily newspaper and on UNDP website within a minimum of four weeks prior to the deadline of proposals submission. Every project had an initial maximum financing limit between USD \$ 50.000,00 and \$70.000. No individual organisation/network benefited of financing for more than two projects per year. Financing was specific to direct project implementation, and could not 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. Interested organisations had to demonstrate proof of institutional, human resources and structural capacities to effectively implement, manage and report on the micro- project.

From the previous Cycle and the External Evaluation were pointed out lessons learned to take in consideration for the successful of the next cycle: (i) to be successful, it is critical to continue to provide capacity building for CSOs as an integral part of the project planning and intervention (ii) Integrated training for CSOs must be tailored to the specific capacity needs to be identified during the implementation process, (iii) During the 1st phase, it transpired that women needed to be empowered in terms of self-esteem and value, and in understanding that gender equality means equality in the relationships between men and women, (iv) the participatory and reality based (practical) training methodology employed during the second phase of the second cycle has proved to be didactically effective and needs to be pursued and improved in future training plans.

5. CONTRIBUTION TO RESULTS

Given that the 2nd Cycle of the project was implemented to consolidate the results and lessons learned from the precedent the overall plan is comprehensive. The results identified for the project, 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 project’s strategy according to more straightforward result indicators “*“Developing an array of result indicators of the project 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 project 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.

5.1. Relevance

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

Regarding Gender and Human Rights approach, through the “Promotion of Angolan Women through CSOs” project, 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.

5.1.1. Towards National Priorities and UN Planning Framework

The project 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 and Donor expectations, as their focus and results improved the knowledge and capacity of women to be able to exercise their political, economic and social rights, strengthened CSO as key partners for gender issues and contributed to the achievement of ODS, particularly SDG 5.

The project was relevant given the context of the country and its geographical area of intervention particularly in the south of the country, and peri-urban communities.

5.1.2. Towards Gender Mainstreaming

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, radio programs and research projects.

- The project strengthened CSOs capacities to work on gender mainstreaming, to advocate on gender issues and to monitor efforts related to women empowerment;
- The project reached a large number of beneficiaries and contributed to increasing positive gender perceptions, awareness, and community’s commitments to gender equality and violence against women. Helped women become more active participants, more integrated and relevant in socio-economic-family life, and political involvement, impacting positively the quality of life in their communities (peri-urban, rural):
 - in what concerns economic rights and participation of women in the job market, with special focus on small and medium entrepreneurial initiatives and cooperatives - the successful cases of the communities in the province of Cunene that improved social and economic resilience to drought effects;
 - in the context of violence against women and girls the province of Quanza Sul increased knowledge of law enforcement on domestic violence law, plus domestic violence cases were mapped and reported ;
 - in the field of sexual violence a numerous of sex workers empowered on their rights, self-esteem and succeeded to be included in formal labour market;
 - in political context, the project strengthened women’s participation at municipal administration (Community Consultation Councils (CACs) and Residents Committees (CRs)
 - the project has provided women with tools for their self empowerment, contributing to a personal and communities’ conscience about the importance of women’s rights as a fundamental pathway for economic, social, and political development.
 - in the context of natural hazard due to climate change exposure, communities adopted a cultural change behavior in what concerns equality of roles between genders in the field of economic empowerment, food security, civil and political rights , resulting in the decrease of social, economic and environmental vulnerabilities (provinces of Cunene, Namibe and Huila).

5.2. Effectiveness

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

Achievements and progress towards CPAP outcomes on Gender Equality and Woman’s Empowerment have been attained in collaboration and involvement with the government. The project developed the coordination capacities of MASFAMU 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 families vulnerability.

The evidences shows that results targeted the planned beneficiaries: Sex Workers, 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, civil society organizations (CSOs) and central administration.

Based on the strategic response focusing on the project Outcomes achievements, the capacity building programme at a national and provincial level, had strengthen CSOs to better implement gender perspective micro-projects addressing the beneficiaries targets within participatory approaches, and several ministries were trained to improve gender- sensitive approach in policy making. The evidence shows

- (55) members from the CSOs were trained on *Gender Equality and Women’s Rights*;
- (5) CSOs were trained on *Leadership to Advance Gender Equality*;
- (35) members from the CSOs were trained on *Project management and planning*.
- *Leadership to Advance Gender Equality*: The Ministry of Social Affairs, Family and Woman’s Promotion (3), Ministry of Justice (2)
- *Gender Equality and Women’s Rights*: Huila Provincial Directorates of Health and Family/Women.

In what concerns Civil Society as key stakeholders to Gender Equality and Women’s Empowerment, the capacity building programme concerning *Leadership to Advance Gender Equality* also involved a UN agency UNICEF, the private sector UNITEL (biggest national communication corporation) and a national university LUSIADA (private).

In what concerns policy, the project influenced policy to implement and monitor efforts related to women’s empowerment. The project organized (1) Round Table on government’s proposal for local elections from a gender perspective. As a result the proposal is being revised to become gender responsive and inclusive;

- 30 attendees from CSOs, MASFAMU (Ministry of Social Affairs, Family and Woman’s Promotion), MAT(Ministry of Territory Administration), MINJUDH (Ministry of Justice and Human Rights) Media, , Political Parties, CNE (National Elections Commission , Presidency of the Republic, Donors, Religious Institutions
- The Civil Protection of Huila was trained on Gender Equality and Women’s Rights.

The micro projects under the project 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. In general, the project thematic areas, action strategy and related Outputs responded to the beneficiaries targets. The evidences show that women’s strength their participation in political, economic, and social processes through training on leadership, networking, and business management:

Outcome 1: Promote, research- empirical investigation based data, and public education on woman rights: The project produced thematic studies and disaggregated statistics by sex and age to influence policies, strategies and issues that particularly affect women: A survey on the ‘Condition of Domestic Workers in Luanda’ was conducted and launched in partnership with National Human Rights Office of the Ministry of Justice and Human Rights, launched in April 2018. The survey on Domestic Workers in Luanda improved data gathering and analysis of domestic workers in Luanda Province; A study entitled ‘Women’s Integration in Production Processes: the legal socio route in the exercise of economic and social rights in Angola’ was launched in December 2017 by CEIC/UCAN;

(2) Educational programmes were directly broadcasted in Radio Cazenga on the 12th-26th of January of 2016 about the promotion and protection of women’s rights in local development in Cazenga municipality (province of Luanda). In Radio Kuanza Sul, (2) live debates were held to disseminate the Law (25/11) Against Domestic Violence and the Role of Women in Society. In Luanda province were held more than (40) radio programmes debating women political participation, and dissemination of the laws – Gender Equality and Domestic Violence;

(12.000) Flyers and 200 posters promoting access to Social Security System focus on Domestic Workers rights were disseminated in the Ministry of Social Action, Family and Women Promotion (MASFAMU) Ministry of Justice and Human Rights (MJDH), Ministry of Employment and Social Security (MAPTSS), Private Condominiums and Local Markets; A cartoon with the title “ Ensuring unity in diversity and domestic violence” was produced and disseminated (6.200) copies.

(24) Lectures were organized in (8) schools in Sumbe (Quanza Sul province) to disseminate knowledge about Gender Inclusion, Early Pregnancy, Domestic Violence and Sexual Harassment; (2) Forums of Local Development in (2) churches disseminated the Law (25/11) Against Domestic Violence;

Outcome 2: Promote women’s political participation in national and local forums with special focus on CACs and municipal administration. Compared to the start of the project, there is more capacity and knowledge available for the participatory planning of gender mainstreamed at national, provincial and local level. Close to (120) women members of Community Consultation Councils (CACS) and Residents Committees (CRs) were equipped with abilities to have more effective participation in those spaces. They received training and skills on leadership, gender equality and related policies; identified and equipped (19) communities for continued action in the promotion of gender equality; (3) Community Centres for CACS support were created and are run by women;

Outcome 3: 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; In the province of Benguela and Quanza Sul (7) young females were supported to develop self-employment; business management skills of (310) women from informal sector strengthened; (52) saving groups created (522) women beneficiaries; (183) women and (117) men, benefiting of food security from (10) School Fields of vegetable gardens; (4) women’s groups formed to strengthen women’s productive and organizational capacity and replicated to (375) beneficiaries; (124) women micro entrepreneurs were trained in business management.

Outcome 4: Mainstream gender issues, especially GBV and Sexual Violence: (2) awareness campaign took place in Sumbe (Quanza Sul Province), materials produced by CIES/GLIF were disseminated, on women’s rights, domestic violence (the Law Against Domestic Violence) and HIV. Were estimated one thousand participants; In the province of Benguela, (75) young females supported through the process of acquisition of identity cards, school enrolment and preventing STDs; (30) young females supported through psychological monitoring, health care, literacy classes, spiritual support and

professional qualification (e.g. hairdressing, etc), (234) young females accessed Social Protection services; (409) sex workers were empowered on their rights and their self-esteem increased; increased competence of (233) women and (68) men on women’s rights; increased knowledge of law enforcement on domestic violence law (82) Police officers trained; (147) cases of Domestic Violence mapped and reported; in the south of Angola (12) men community leaders were mobilized as champions in the fight against domestic violence; (790) students were engaged in discussions on gender issues and gender based violence; (60 girl) aged between 10 and 18 years were empowered and can make decisions related to their body, their schooling and their future.

Outcome 5: 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: (28) CSOs, MASFAMU Provincial Offices (DINFAMUs), Angolan Civil Protection Services and Huila Provincial Government improved knowledge on Gender Equality. In partnership with DINFAMU and GLIF (Female Leadership Group): (2) days sessions on “Gender, Leadership, Participation and Women’s Empowerment” took place in Sumbe municipality – (67W / 13M); (1) high-level roundtable to examine the government’s proposal for local elections from a gender perspective (July 2018) with the involvement of civil society representatives(CSOs, members of parliament, senior government officials, political parties, academia, research institutions and other international development partners). As a result of advocacy work realized through the roundtable the proposal revised to become gender responsive and inclusive;

Outcome 6: Reduce vulnerability of women, their families, and communities suffering from impact hazards, such as drought and flood: There is evidence that women’s new roles has conducted communities to the adoption and maintenance of practices and activities that generate income and that contribute to achieving food security and resilience against the impact of climate change and disasters, and organizational and productive capacities: Drought resistant crops organized and coordinated by women and benefiting (360) women (July 2017 – August 2018); through saving groups, (499) women were able to save 10, 529, 000 KZ, which increased households incomes and strengthened women businesses; food security and nutrition improved in (10) communities through the introduction of new agricultural techniques and diversification of vegetable production resistant to drought.

The review of achievements indicates that the Project was effective in meeting expected outcomes and outputs as well as most of its targets.

5.3. Efficiency

This section measures the productivity of the project. 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.

5.3.1. Management Approach

The Cost-sharing agreement between the Norwegian Ministry of Foreign Affairs and the United Nations Development Programme regarding the project “Promoting Angolan Woman’s Empowerment through CSOs in Angola” was integrally respected by all Parties in what concerns the 2º Cycle of the Project-2015-2018.

The Project was directly implemented by UNDP under DIM – Direct Implementation Modality, with the institutional partnership of MINFAMU and the implementation partnership of women’s network organizations and NGOs working on women’s issues. It was effectiveness the use of this modality

because it allowed more flexibility to pursue the objectives of the Project and at the same time ensured timely financial reporting to the respective donor partners. Due to CSO(s) limited capacity the DIM modality also helped to mitigate the risk of fund mismanagement.

As implementing partner, UNDP, closely monitored and supervised the preparation and approval of annual work plans, the selection of experts and other outputs, the preparation and approval of progress reports and all substantive revisions that affected the trajectory of the project. CO worked closely with the organizations through permanent communication, support and participation in activities that took place.

A Standard Grant Agreement (Micro-Capital Grant Agreement) was established between the selected IPs and UNDP: (a) the responsibilities of each party; (b) the activities to be undertaken; (c) the outputs to be produced; (d) the performance criteria for the release of future tranches of funding; (e) duration of activities; (f) reporting arrangements for credit related purposes. The CSOs submitted to UNDP quarterly financial and narrative reports in compliance with UNDP policies and procedures. After submission of financial and narrative reports, the project manager analysed both and when needed additional information by CSOs the project manager requested information and documentation was compiled. Only after, the project manager delivered the financial report to the UNDP Quality Control project’s focal to revised the Financial report and all the documentation attached undertake the final procedures towards disbursements.

The Quality Assurance (QA) focal point analysed the reports and some disbursement were delayed because the reports were not in compliance. It is also important to mention that the majority of the IPs complied with the procedures and disbursement occurred quarterly.

The selection of the CSOs grantees was done on a competitive basis. CSOs freely applied for the grants through a public bid process. UNDP Country Office in Angola acted with transparency and management compliance under the overall supervision of the UNDP.

In terms of time, the project is officially complete, considering 2nd Cycle that took place over a 3-year period (2015-2018) as planned in the PRODOC. The project took off in July 2015 as the official starting point and ended October 2018. This indicates that the project was well schedule. Delivery of project outputs against time and originally planned cost is rated high for the outputs activities. These planned Outputs have been chosen appropriately. CSOs selection, negotiations, agreements was in compliance with transparency procedures. There were a public tender and a committee selected the best proposals. The implementation micro projects rhythm was permanent during the project 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.

In general, the institutional structure of the Project was suitable, and facilitated decision-making, decentralized management and coordination processes. It also had a good dynamic with the Technical Review Committee (TRC). TRC was an important body for deepening the dialogue, sharing information, answering questions, raising awareness and motivating stakeholders, delivering accountability and providing support in the definition of the project's strategy.

It was agreed by the Technical Review Committee (TRC) to direct the 2nd year intervention of the 2nd cycle on the severe drought affecting southern region, (Cunene, Namibe, Huila) by supporting women’s economic empowerment in order to make a needed contribution to the resilience building of their families and communities. As a result of the decision taken a new result was added “To reduce vulnerability of women, their families and communities suffering from the impact hazards, such as drought and flood .The 2th Phase of the 2° Cycle directed the CSOs to that environment within the new result achievement, although aligned with Outcome 3.

The summative results obtained by the Project are aligning with the planned results and mirrors UNDP permanent efforts to strengthen the management and programmatic skills of the majority of the CSOs, mostly attributable to UNDP and Partners involvement and the reinforcement of competencies that came out from 1^o Project Cycle.

Micro- projects proposals approvals were in accordance with PROCOC project formulation, and UNDP management requirements, negotiations and agreements. General micro- projects proposals were in accordance with PROCOC project formulation, negotiations, agreements, activities approvals and implementation, took place without undue delay that compromises the normal course of the project and results achievements.

The overall micro-projects, assumptions, concepts, logic framework, preliminary negotiations, approvals, agreements, seem not to have suffered delays. However, at the implementation level, there have been delays in some micro-projects (i.e. elections in 2017), and few CSOs (3) were located at a long distance from the implementation project zone. Those events could jeopardize the timeline of the Project and the planned results achievement, but it didn’t happen. 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 micro-projects deliverables while maintaining adherence to the overall design and structure.

The documentation review shows implementation micro-projects rhythm was permanent during the project cycle, which gave consistency to results achievements, strengths CSOs capacity building on programming, management, monitoring and evaluation, and reinforced UNDP in project management oriented by results (see table below).

Period of Implementation							
1 ^a Phase (July 2015 to October 2016)							
1Qt	2Qt	3Qt	4Qt				
				2 ^a Phase: (July 2016 to September 2017)			
				1Qt	2Qt	3Qt	4Qt
				3 ^a Phase: (September 2017 to October 2018)			
				1Qt	2Qt	3Qt	4Qt

Table 9: Phases/ CSOs periods of micro- projects implementation

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.

5.3.2. Resources Mobilization

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

As a result of a high level of understanding between UNDP and the donor, the reimbursements not allocated during the 2^a phase were reallocated in the capacity building activities plus the inclusion of one more CSO in the 3^a phase. The strategy was reinforced with the entrance of a new donor (UK embassy).

5.3.3. Resources Allocation

Documentation reviewed shows that the resources allocations were spent in accordance to the plan within an effective dialogue between UNDP and Partners.

The analysis of the CSOs Micro-projects and direct activities under the Project management reveal that resources allocation was effective and adequately addressed. Although a two month delay caused by presidential election on August 2017 (2^a Phase), in terms of performance, it was found that some activities in the field were delayed. However, the project recovered well in the execution of the activities planned onwards when these difficulties were overcome. The fact didn’t jeopardize the course of the 3^a phase. The capacities and size of the team were suitable for the project requirements.

The financial distribution stipulated in the agreement signed between Norway and UNDP related to the different activities (see table 8), have been met.

The table below presents the allocated budget and executed:

FUNDS		TOTAL (USD)	July-Dec 2015	Jan-Dec 2016	Jan-Dec 2017	2018
Norwegian Embassy (NOK)	6,000,000.00	787,864.81				
USD/UNDP		210,000.00				
UK Embassy		30,668				
1 ^o Cycle		35,095				
		1,063,627.81	154,528.54	421,234.41	293,808.47	194,056.39

Table 10: Total Budget allocated and executed

The depreciation between national currency and dollar that occur during project implementation period (2015-2018) is relevant to understand project financial procedures taken and the differences between approved budgets and spent. An effective financial and performance management was implemented to track and decrease the risk of depreciation in what concerns results achievements. It’s important to remember that project is a portfolio of micro projects with periods of timeline (phases) between fifteen to eleven months.

	2015	2016	2017	2018
Exchange rate – 1 Kwanza-1 dollar (average)	120,1	163,6	165,9	308,9
Annual depreciation – 1 Kwanza-1 dollar (average) cumulative	32,5%	22,6%	0%	39,9% (till August 2018)

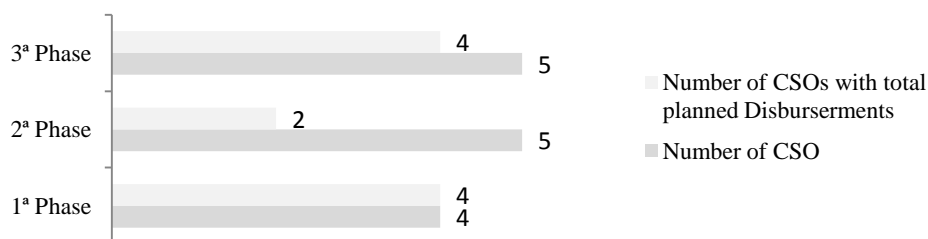
Table 11: Depreciation of Exchange rates Kwanza/US dollar. Source: National Angola’s Bank

Due to Kwanza⁸’s annual devaluation (table below), management procedures were adequate by UNDP and CSOs. In 2015, UNDP opted to request budgets at the start of project implementation in both currency, US dollars and Kwanza’s to give CSOs the opportunity to update quarterly their budgets. In the cases where CSOs disbursements were higher than the approved budget, CSOs opted to review the budget on a quarterly basis before requesting a new disbursement. However, when Kwanza exchange rates appreciated against the dollar CSOs opted not to do any changing in the budget.

Comparing overall spending of each phase, the most efficient phase was the 1^oPhase with all CSOs receiving the three planned reimbursements; followed by the 3^a phase with one CSO that failed and the 2^a phase were 3 CSOs failed the third reimbursement (graphic 1). The reason why CSOs didn’t received the

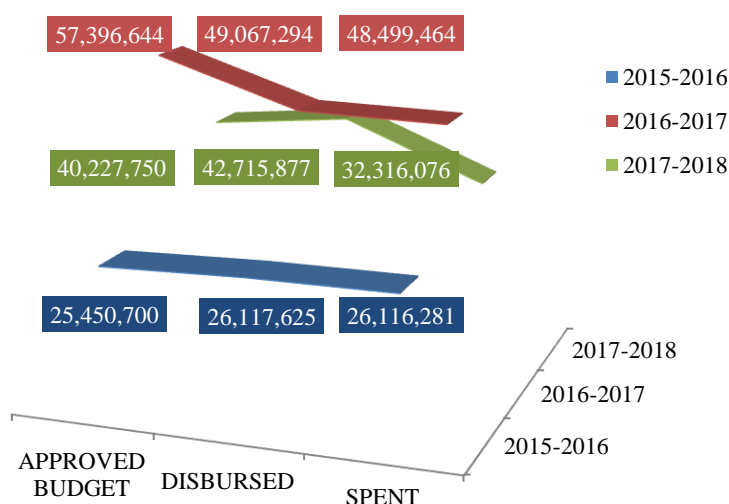
⁸ According to Angola’s National Bank, between 2015 and 2018 kwanza’s annual devaluation was around 39%.

mentioned reimbursements was due to the fact that they could not spend up to 80% of the funds earlier disbursed.



Graphics 1: Total CSOs with third reimbursement received

The graphic below mirrors the financial management performance of each phase. Comparing the three phase's relation between grants planning (CSO implementation), disbursed budget and spent, the 1º phase is the most efficient where balance between planning budget, disbursed and spent is zero. The second efficient phase is the third one where four of the five CSOs received the three planned reimbursements. Moreover, 2018 was the year with the highest depreciation rate between kwanza and dollar. The graphic below represents the financial management performance of each phase.

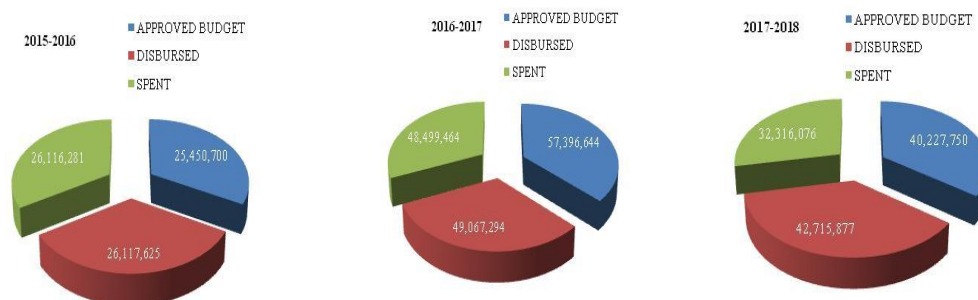


Graphics 2: Comparative financial management performance between the 3 phases

From the total (14) micro-projects scheduled (4) didn't achieve the 3rd reimbursement (29%), but when we considered the total of (11) CSOs the rate increases to 36% (4), showing incapacity to adequately addressed the planned financial allocation.

The amount not spent (2ª phase) was transferred to the 3rd phase increasing the number of CSOs. The UK fund (3ª phase) was exclusively for capacity building (table 16). The resources relocation, reinforced risk mitigation and outcomes achievements.

The next three graphics show that 2ª phase had the highest financial allocation, showing the importance given to the added **Outcome 6: Reduce vulnerability of women, their families, and communities suffering from impact hazards, such as drought and flood**. As seen previous, although the 2ª phase was the less efficient in terms of financial management and performance, the evidences of the results achievements evaluated in the micro-projects in the province of Cunene (south of Angola) reveals that communities vulnerability decreased.



Graphics 3,4,5: Phases programmatic phases and financial allocation

5.3.4. Monitoring and Evaluation

The project used adequate data in project design, and clear definition of results to be achieved, which should be specific, measurable, achievable, realistic and time bound (SMART). Stakeholder's stated that UNDP worked closely with key partners and IPs in what concerns project design, implementation, monitoring, and evaluation. It is clear that both the UNDP and IPS are responsible for setting up the M&E mechanisms and tools and for conducting continuing monitoring and review activities based on Monitoring and Evaluation framework.

The analysis of UNDP Reports reveals that the project had two different annual reports to present: UNDP Annual report (January to December) and Donor Progress Report (July to July/ annually), started on the date of the Agreement signature between UNDP and Norwegian Embassy (July 2015). Plus, the time line of each phases of CSOs implementation differs from UNDP reporting framework. Each phase as a period between twelve to thirteen months: 1^o phase / July 2015 to July 2016, 2^o phase/ August 2016 to September 2017, 3^o phase / September 2017 to October 2018. The reporting timeline and format of each one is different. The mentioned reporting structure makes it difficult to understand narrative results and financial performance. The absence of a pattern report for providing information and comprehensive support compromises the understanding of programme narrative with focus on the results achievements and programmatic structure plus financial management.

CSOs provide quarterly narrative and financial reports on the progress during the 11 month of their micro-projects implementation, outlining the challenges faced in project implementation, as well as resources utilization, as articulated with work plan and UNDP guidelines. All cash transfers to an implementing partner are base on the activities detailed in the AWP and harmonized with UNDP financial procedures.

According to the United Nations Development Group guidelines, the indicators used for M&E should also be SMART, and have a baseline and target. The project used adequate data in project design, results framework and M&E framework with clear definition of baselines, targets, and results to be achieved. The data was specific to gender – sensitive approach to be measured in the (6) outcomes achievements. Indicators were measurable, achievable, and realistic and time bound (SMART). CSOs micro projects adopted a project approach, with “SMART9” indicators with a baseline and targets, to inform results-based management outcome reporting, management and tracking of projects risks.

The tables below represents the monitoring and evaluation cycle of the project.

⁹ Specific, measurable, attainable, relevant, and timely.

2 Cycle	UNDP Reports (Annual and Donors); Evaluations Reports (Donor, UNDP)									
	1ª Phase	Reports	Date	2ª Phase	Reports	Date	3ª Phase	Reports	Date	Evaluations
	July 2015 to October 2016	UNDP Annual Report	January 2015- Dec 2015	July 2016 to September 2017	UNDP Annual Report	Jan 2016-Dec 2016	September 2017 to October 2018	In Working progress		
		Annual Progress Donor Report	July 2015- May 2016		Annual Progress Donor Report	June 2016- July 2017		Annual Progress Donor Report	July 2017- August 2018	
UNDP Risks Update						July 2017 .				
Evaluation										UNDP Terminal Evaluation mandatory, according to Agreement Framework

Table 12: UNDP Reports (Annual and Donors); Evaluations Reports (Donor, UNDP)

SO Quarterly Reporting: Programmatic Narrative and Financial															
1 st Phase	1 st Phase: July 2015 to October 2016														
	UNDP Management arrangements			October	November	December	January	February	March	April	May	June	July	August	September to October
	July	August	September												
1 st Phase	Launch of a public tender		Final Selection	CSO(s) Capacity Building (mandatory) : Financial Procedures, Project Planning and Monitoring, Evaluation. Assisted 10 members from the selected CSO(s).	CSO(s): Implementation started			CSO(s) Reporting: 1st narrative and financial reports (4)			CSO(s) Reporting: 2 nd narrative and financial reports (4)				CSO(s) Reporting: 3 rd narrative and financial reports (4)
					1 st Disbursement			2 nd Disbursement							
					x			1 -x			1				1
					x			1 -x			1				1
					x			1 -x			1				1
# AAM					x			# 2 nd Disbursement (May).			1	x			1
TRC MEETING		x	X selection made by email								X - Decision for the 2 nd phase, regarding focus on southern region				

obs: Report presented was not in compliance causing disbursement delay

Table 13: CSO Quarterly Reporting: Programmatic Narrative and Financial-1st phase

	CSO Quarterly Reporting: Programmatic Narrative and Financial														
	2 ^a Phase: July 2016 to September 2017 Due to Presidential election a delay of two months														
	UNDP Management arrangements		CSO(s): Implementation started September 2016 and finished September 2017												
	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September
2 ^a Phase	Launch of a public tender	Final Selection	Capacity Building (mandatory) : Financial Procedures, Project Planning and Monitoring, Evaluation. Assisted 10 members from the selected CSO(s).				CSO(s) Reporting: 1st narrative and financial reports (5).			CSO(s) Reporting: 1st narrative and financial reports (5).					CSO(s) Reporting: 1st narrative and financial reports (5).
			CSO(s): Implementation started												
			1 ^o Disbursement												
#PROMAICA			x				1 -x			1					1
#FMJIG			x				1 -x			1					1
FMEA			x				1 -x			1 -x					1
#ADRA			x				1 -x			1					1
ADPP			x				1 -x			1 -x					1
*TRC MEETING	x													x	

OBS: 3 of the 5 CSOs not having received the 3rd disbursement as they could not spend up to 80% of the funds earlier disbursed (ADRA,FMIJIG,PROMAICA)

- TRC meeting had a broader agenda, did not met only the selected CSOs

Table 14: CSO Quarterly Reporting: Programmatic Narrative and Financial-2^a phase

CSO Quarterly Reporting: Programmatic Narrative and Financial														
3ª Phase	3ª Phase: September 2017 to October 2018													
	UNDP Management arrangements		CSO(s): Implementation started November 2017 and finished October 2018											
	September	October	November	December	January	February	March	April	May	Juin	July	August	September	October
	Launch of a public tender	Final Selection	Capacity Building (mandatory): Finantial Procedures, Project Planning and Monitoring, Evaluation. Assisted 10 members from the selected CSO(s).			CSO(s) Reporting: 1st narrative and finantial reports (5)				CSO(s) Reporting: 1st narrative and financial reports (5)				
			CSO(s): Implementation started											
1º Disbursement					2º Disbursement				3º Disbursement					
FMJIG			x			1 -x			1 -x					
FOGASSIDA			x			1 -x			1 -x					
CIES			x			1 -x			1 -x					
ASSOGE			x			1 -x			1 -x					
# UCF (Cazenga)			x			1 -x			1 -x					
TRC MEETING		x												

UCF didn't receive the 3rd disbursement as it could not spend up to 80% of the funds earlier disbursed

Table 15: CSO Quarterly Reporting: Programmatic Narrative and Financial-3^a phase

5.3.5. An approach to Risks

Capacity programme as an approach to mitigate risks

The project team adequately managed the risks which were reviewed throughout the implementation period (2016 to 2017). A capacity programme occurred to mitigate the risks in what concern CSOs lack of skills in financial, planning and monitoring and gender mainstream issues. The government, some public institutions and civil society organizations were also involved in strengthen their capacity in gender and events were organized to increase the lack of advocacy in gender policy (see table below).

- ✓ Financial risks-(i) CSOs had a fixed budget to manage affecting implementation and quarterly reported to UNDP. Main risks were: CSOs lack of management skills and being in compliance with UNDP procedures; CSOs not locally based in project geographic coverage and some procurement processes presented by CSOs in financial reports needed pay special attention. Mitigation measures were taken:
 - (i) Training on UNDP Financial Procedures in the beginning of partnerships and before implementation phase. (ii). Support to organize the financial reports, mainly the 1^o quarterly reports. (iii). UNDP Financial Department revised the CSOs budgets, which were discussed with IP before signature; (iv) Ensured Documentation attached and the value for money conform with UNDP financial management policies and regulations;
- ✓ Planning and monitoring risks:
 - Organizational: (i) Due to weak planning and monitoring tools and skills, mitigation measures were taken:
 - (i) A total of 7 days (2 in Huila and 5 in Luanda) training on Gender Equality; (ii) Several field visits were carried out; (iii).Unceasing communication with partners; (iv).Strengthened CSOs relationships, promoting exchange of experiences; (iv).Strengthened dialogue between MASFAMU, local institutions and grantees; (v) During the 2^a phase, a closer monitoring occurred to ensure that activities were being implemented towards results achievements;
 - Political: Presidential Elections (August 2017) could jeopardize activities implementation. Mitigation measures were taken:
 - (i) A Dialogue was established with local government. institutions and activities were not cancelled; (ii) Decision to not implement activities from mid-July onwards;
- ✓ Operational risks. CSOs limited capacities to implement.. Mitigation measures were taken:
 - (i) Increased communication with CSOs with a closer dialogue focus on activities implementation.

Capacity Building Project	Donor Norwegian Embassy		Donor fund Norway and TRAC fund UNDP		Donors: Uk and Norwegian Embassies	
	1 Phase		2 Phase		3 Phase	
	Data	Participants	Data	Participants	Data	Participants
Project management and planning	2015	10 from CSOs			2018	25 from CSOs
Gender Equality and Women's Rights			2017	30 (CSOs,Huila Provincial Directorates of Health and Family/Women, Civil Protection of Huila)	2018	25 from CSOs

Leadership to Advance Gender Equality		2018	30 from (CSOs (5); Ministry of Social Affairs, Family and Woman’s Promotion (3); Ministry of Justice (2); Ministry of Economy and Planning, Ministry of Finance, Ministry of Territory Administration, President’s office, Vice President’s office, Parliamentary Women’s Group, UNDP (6); UNICEF (1); UNITEL (1); LUSIADA University (1), Global Fund.
Round Table on government’s proposal for local elections from a gender perspective		2018	30 from CSOs, Ministry of Social Affairs, Family and Woman’s Promotion; Ministry of Territory Administration, Media, Ministry of Justice, Political Parties, CNE, President’s office, Donors, Religious Institutions.

Table 16: Capacity programme as an approach to mitigate risks

5.3.6. Communication and Visibility

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.

The majority of the CSOs produced their one communication material (posters, flyers, factsheets) promoting women empowerment and gender equality approach of their micro-projects targeting direct beneficiaries with a very clear language. They also use the material to increase advocacy towards their results achievements. One CSO published a factsheet with the results achievements.

5.4. Sustainability

This session will be analysed in the long-term sustainability of Micro projects portfolio of the project. The methodology is 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.

5.4.1. Communities

There is evidence communities are replicating what they learned and their results. Communities are more confident and motivated, and they feel key players in the micro-projects results because the level of appropriation is high. The evidence show the continuity of communities practices towards gender equality and women’s rights through a more active participation and stronger conscience.

- In Cunene, rural communities are planting and using new production techniques with women participation and leadership. They introduce new vegetables in their diet (onions, tomato, carrots,

garlic, cabbage, eggplant). The impact arrives from communities when they share they stop with famine and they improved health with an emphasis on children. When men’s says that meals are tasty than before and the participation of women’s is responsible for communities’ successes and replication. The evidence shows, income increase from selling the surplus in the local markets and investing in new seeds, school tuition and school material to their children (backpacks, uniforms, pencils...). The impact is enormous because for the first time communities can afford their children to go to school. Some surpluses are stored one year in advance and others waiting for a better market price. Communities gain conscience that active women’s in their communities is crucial to increase their social, economic and environmental resilience;

- In Sumbe (Quanza Sul province), evidence shows that board of school administration with 6.000 students (biggest official school in the province), is compromised to pursue with school debates about “early pregnancy and consequences”, “violence against gender”, and “women participation in local development”. The dissemination is planned to happen throughout the scholastic year (2019), using the student's groups formed with the micro-projects and supported with the replication of the flyers produced during micro-project implementation;
- In Sumbe, advocacy networking is held and lead by the provincial government side by side with CSO, police, and civil society, in order to decrease domestic violence against women. The province has the national highest rate;
- In the peri-urban communities of Cazenga, a private condominium administration is promoting CSO meetings with condominium members to present the Decree-law no. 155/16, and to advise the inscription of their domestic employees in Social Protection system to be in compliance with the law;
- In the peri-urban of Cazenga, Residents Committees (CRs) meetings are being held in various neighborhoods (Kalawenda, Adriano Moreira), with the involvement of women, men, parents, young people, local churches and local administration. The activities promoted by CRs intend to strength the decrease of domestic violence, are improving sanitation conditions and pursuing women’s political participation in municipal administration. The themes debated during the micro-projects implementation are communities’ ownership and they organized an action plan with the help of CSO. Their testimonies show a better standard of neighbourhoods living increased by women rights conscience and gender mainstreaming issues consolidated by increasing citizen involvement in activities;
- In the peri-urban communities of Cazenga and Viana, local associations networking promoted by CSO during micro-project implementation are replicating the dissemination of Domestic Violence Law in civil registry offices. One of the associations is spreading the information about the mentioned law plus the law on Gender Equality to Uige province;

5.4.2. Financial Risk to Sustainability CSOs and Policy Sector

UNDP resources for the Project is finished, 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.

It was found that there is a high degree of appropriation by the CSOs capacity that may be jeopardized by lacking funds, limiting themselves to develop new projects, hampering learning consolidation, gender advocacy and CSOs continuity. Even though some CSOs are pursuing their engagement with beneficiaries, the fact is their only motivation is adopting their work as a social cause with or without funds. Their sustainability is threatened.

The awareness by UNDP and Donors of the risks caused by project closure 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.

5.4.3. 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. With the Project, MASFAMU has mapped and characterized the CSOs that work with Gender issues. Due to the political changes that occur during the government transition in 2017, merging the 2 ministries (Ministry of Family and Woman Promotion, Ministry of Social Affairs), in one, Ministry of Social Affairs, Family and Women’s Promotion, the effective participation of the period before decreased limiting their direct involvement in project activities.

UNDP strengthened institutions and governance – including policy and capacity building - that can support the continuation of benefits, and ensuring the (possible) sustainability of project achievements. The current economic and financial situation, don’t contribute to sustaining a more active role from the competent government department to significantly invest in Gender Equity, Women Empowerment and GBV.

However, Angola’s government consider Gender and Women empowerment management is important but their capacity is still low either in Central and Sub-Level administration. It seems that the political stabilization and the predicted local elections in 2020 are favourable to government appropriation of the technical knowledge provided by the project and by the CSOs experience because gender empowerment and gender equality are part of the country election agenda.

6. LESSONS LEARNED

1. Community-Driven Development (CDD) methodology is identified as an effective approach to women’s empowerment and women’s equality.

Community-Driven Development (CDD) is identified as a tool for women’s empowerment, and women equality, and therefore focused on women collectively and the community as a whole by promoting women as active agents for community development. CDD approach for women’s empowerment is based on many activities such as skills development, advocacy, income generation, political participation, violence against gender, human rights, benefiting the whole community rather than individuals, plus address long-term solutions towards sustainable livelihood and gender mainstream issues.

2. Small scale community’s gender micro-projects, promote holistic ownership by men, women and young people.

“Small is big” it means when small size budget projects with particular focus on women’s access to resources, their role as agents promotes empowerment and condition to develop effectiveness on results achievements and communities sustainability.

3. There is recognition that Women empowerment and women equality play a huge positive impact to reduce vulnerability in natural disasters based on climate change effects

Some natural hazards as drought are slowly evolving and rural communities’ are facing different sorts of deprivation that jeopardizes their subsistence and capabilities to prevent their assets losses in the future. In Angola, gender equality and the empowerment of women are fundamental elements in the reduction of vulnerability. The results achieved by the micro projects during the 2º phase (drought in southern of Angola) indicate that promoting the full realization of human rights and women empowerment towards equal access and full enjoyment of social and economic rights for gender, decrease communities vulnerabilities to drought.

4. The involvement of local governments is crucial for CSOs sustainability, as well as measures favour appropriation by the national institution.

The level of involvement from local government in CSOs micro-projects reflects the strength and weakness of the central government to decentralized capacities and investment to address gender equality and women empowerment.

5. An appropriate institutional structure is high efficient for Projects where projects rhythm are permanent.

The solution for management approach is an institutional body of the project that facilitates decision-making, decentralized management and coordination processes.

6. Risk analysis is a strong methodology to define mitigation measures outlining type of risks and score them.

While mentioned as requirement in the TRC meetings, the risk analysis proven as an efficient tool of a comprehensive strategy drafted and agreed in the beginning that allowed CSOs to increase capacities for activities implementation towards results achievements.

7. A standardized monitoring and evaluation framework increases project management effectiveness towards a transversal understanding.

Different timelines and formats of reporting a project implementation jeopardizes tracking, reviews and stakeholders comprehension. Having a solid base in standards established at the monitoring and evaluation framework, increases project management effectiveness.

Appendix

Appendix 1: Sources

The sources of the documents reviewed are:

- Project Document 2015-2018;
- UNDP Annual Reports (2015; 2016, 2017);
- UNDP Annual Donors Reports (June 2016 to June 2017; July 2017 - August 2018);
- Project External Evaluation of the 1st Cycle project “*Promoting the Angolan Women Empowerment through CSOs, 2012-2015*”;
- Capacity building programme activities;
- HACTS, Cost-Sharing Agreement between the Norwegian Ministry of Foreign Affairs and the United Nations Development Programme regarding the project *Promoting Angolan Women’s Empowerment through CSOs* in Angola (2015-2018);
- Framework Agreement – Norway-UNDP-2003;
- UNDP Financial Procedures (FRMU);
- Annual Work Plan and Budget 2016, 2017, 2018;
- 2nd Project Cycle M&E –2016, 2017,2018;
- Risk Assessment Update (Jul2017);
- From the National Development Plan 2018-2022 the following national programmes:(1) Gender Promotion and Women Empowerment, (2) To Support Communities Economic and Productive Structure ,(3) Child Protection and Promotion of Children's Rights ;
- Technical Review Committee (TRC- May 2016)
- CSOs projects and reports

Appendix 2: Results

All the results presented on the table above were reported:

Outputs	Output 3.2. Evidence informed strategies to advance Gender equality and women’s empowerment		
2nd Cycle of the project	Project: Promoting Angolan Women’s Empowerment Through CSOs 3-year period (2015-2018) Impact: 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 5 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	BENEFICIARIES	OUTCOMES	Results achieved
Thematic areas: (i) Affirmation of women’s political rights and strengthening of their capacity for civic participation; (ii) Protection against gender violence; (iii) Promotion of women’s empowerment and economic and social rights.	Beneficiaries : sex worker, 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	Outcome 1: Promote empirical investigation and research-based data, and public education on women’s right;	(1) survey on the ‘Condition of Domestic Workers in Luanda’ ;A study entitled ‘Women's Integration in Production Processes; (2) Educational programmes were directly broadcasted in Radio Cazenga ;In Radio Kuanza Sul, (2) live debates were held to disseminate the Law (25/11) Against Domestic Violence and the Role of Women in Society.In Luanda province were held (8) radio programmes debating women political participation, and dissemination of the laws – Gender Equality and Domestic Violence;(12.000) Flyers and 200 posters promoting access to Social Security System were disseminated;(24) Lectures in (8) schools in Sumbe (Quanza Sul province) about Gender Inclusion, Early Pregnancy, Domestic Violence and Sexual Harassment; (2) Forums of Local Development in (2) churches disseminated the Law (25/11) Against Domestic Violence;; a cartoon with the title “ Ensuring unity in diversity and domestic violence” was produced and disseminated (6.200) copies
		Outcome 2: Promote women’s political participation in national and local forums, with special focus on CACS and municipal administration;	(80) women members of Community Consultation Councils (CACS) and Residents Committees (CRs) were equipped;(19) communities for continued action in the promotion of gender equality;(3) Community Centres for CACS support were created and are run by women;
		Outcome 3: 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;;	Benguela and Quanza Sul (7) young females were supported to develop self-employment; business management skills of (310) women from informal sector strengthened; (52)saving groups created ;(522) women beneficiaries; (183) women and (117)men benefiting of food security from (10) School Fields of vegetable gardens; (4) women’s groups formed to strength women’s productive and organizational capacity and replicated to (375) beneficiaries; (124) women micro entrepreneurs were trained in business management.

	administration	Outcome 4: Mainstream gender issues, especially GBV and sexual violence;	(2) awareness campaign in Sumbe (Quanza Sul Province) disseminated issues on women’s rights, domestic violence (the Law Against Domestic Violence) and HIV; ; In Benguela, (75) young females supported through the process of acquisition of identity cards, school enrolment and preventing STDs; (30) young females supported through social and psychological assistance; (234) young females accessed Social Protection services; (409) sex workers were empowered on their rights; increased competence of (233) women and (68) men on women’s rights; (82) Police officers trained on domestic violence law; (147) cases of Domestic Violence mapped and reported; in the south of Angola (12) men community leaders were mobilized in the fight against domestic violence; (790) students were engaged in discussions on gender issues and gender based violence; (60 girl) aged between 10 and 18 years were empowered in their rights and can make decisions related to their body, their schooling and their future.
		Outcome 5: 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:	(28) CSOs, MASFAMU Provincial Offices (DINFAMUs), Angolan Civil Protection Services and Huila Provincial Government improved knowledge on Gender Equality; (2) days sessions on “Gender, Leadership, Participation and Women’s Empowerment” took place in Sumbe municipality – (67W / 13M); (1) high-level roundtable to examine the government’s proposal for local elections from a gender perspective with the involvement of civil society representatives (CSOs, members of parliament, senior government officials, political parties, academia, research institutions and other international development partners). As a result of advocacy work realized through the roundtable the proposal was revised to become gender responsive and inclusive;
		Outcome 6: Reduce vulnerability of women, their families, and communities suffering from impact hazards, such as drought and flood.	Drought resistant crops organized and coordinated by women and benefiting (360) women; through saving groups (499) women were able to save 10, 529, 000 KZ, which increased households incomes and strengthened women businesses; food security and nutrition improved in (10) communities through the introduction of new agricultural techniques and diversification of vegetable production resistant to drought;

Table 17: Project Results and Targets. Source: Author

Appendix 3: TOR



TERMS OF REFERENCE (FINAL EVALUATION) (CONSULTANT)

Project: “PROMOTING THE EMPOWERMENT OF ANGOLAN WOMEN THROUGH CIVIL SOCIETY ORGANIZATIONS”
2015-2018

Since 2012, the Norwegian Embassy in Angola and UNDP Angola have joined efforts and resources to implement the project “Promoting the Empowerment of Angolan Women Through CSOs”, with the aim of contributing to a greater awareness of social, economic and political women’s rights. The project based on public calls for funding and competition between project proposals for small-scale grants, has supported civil society organizations working to strengthen women’s rights and participation in the political, economic and social sphere.

The main objective of this evaluation is to produce an independent report on the implementation of the project over the period 2015-2018, to verify to what extent the project has achieved the planned results, to assess its relevance and effectiveness, its contribution to the achievement of SDGs and national priorities, to make recommendations to improve future support interventions in gender equality and women’s empowerment.

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I. HISTORICAL AND EVALUATION CONTEXT

The 2nd Cycle of the project 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 project based on public calls for funding and competition between project proposals for small-scale grants, has supported civil society organizations working to strengthen women’s rights and participation in the political, economic and social sphere. This cycle will officially end in December 2018.

In the course of its implementation, the project aimed to capitalize on the positive trends of greater protection and affirmation of women’s rights in the country, evidenced in the Constitution of the Republic adopted in 2010, in the Law 25/11 of June 2011 on domestic violence, in the inclusion of gender priorities in the National Development Plan 2013-2017, and on the adoption of the National Gender Equity and Equality Policy in 2013. In addition, the project aligned itself with the UNDP Country Program to promote the strengthening of women’s capacities, to promote evidence-based strategies that can support the advancement of gender equality and the empowerment of women, in line with Agenda 2030.

The main objective of this cycle was to improve knowledge and capacity of women to be able to exercise their political, economic and social rights and thus contribute to the achievement of ODS, particularly ODS 5. The 2nd Cycle of the project covered the period 2015-2018 and had three main expected outputs: (i) strengthened capacity of women to participate in political, economic and social processes, as well as the capacity of civil society organizations (CSOs) in gender project implementation; (ii) promoted advocacy for access to information and awareness of public policy and programs on women’s political and social rights with focus on domestic violence, and studies on disaggregated gender statistics; and (iii) promoted women’s economic empowerment and capacity for cooperatives, as well as women’s participation in decision-making processes through social consultation platforms.

Throughout this three years, 11 different organizations received funds to implement 14 projects in 8 provinces of Angola: Benguela (Lobito), Uíge (Uíge), Bié (Chinguar e Chitembo), Cunene (Ombadja, Curoca, Cahama, Ondjiva), Luanda (Luanda, Viana and Cazenga), Kwanza Sul (Sumbe), Huila (Lubango and Gambos) and Namibe (Virei). The proposals were selected by a Technical Review Committee (TRC) chaired by UNDP and composed of representatives Norway Embassy, Ministry of Social Action, Family and Women’s Promotion, UNFPA, Ministry of Justice and Human Right and civil society. The following organizations received funds to implement micro-projects:

2015/2016: Angolan Action for Women (AAM), Information and Education Centre (CIES), Angolan Red Cross (CVA) and Youth Forum for Health Support and AIDS Prevention (FOJASSIDA)

2016/2017: People to People Development Aid (ADPP), Action for Rural and Environment Development (ADRA), Federation of Women Entrepreneurs (FMEA), Forum of Women Journalists for Gender Equality (FMJIG), Women Promotion in the Catholic Church (PROMAICA)

2017/2018: Public Policy Observatory Association of the Gender Perspective (ASSOGE), Information and Education Centre (CIES), Youth Forum for Health Support and AIDS Prevention (FOJASSIDA), Forum of Women Journalists for Gender Equality (FMJIG) and Young Women’s Christian Association (UCF)

II. THE PURPOSE OF THE EVALUATION

The main objective of this evaluation is to produce an independent report on the implementation of the project over the period 2015-2018, to verify to what extent the project has achieved the planned results, to assess its relevance and effectiveness, its contribution to the achievement of SDGs and national priorities, to make recommendations to improve future support interventions in gender equality and women’s empowerment.

This review shall be based on information received through interviews and meetings with implementing partners, UNDP project team, Technical Review Committee, representatives of target groups and local government, field visits and review of relevant documentation. UNDP project team will support the consultant(s) to organize meetings and visits.

AREA OF FOCUS	ISSUES TO BE EXPLORED
1. Relevance	<ul style="list-style-type: none"> Assess how relevant the project activities were to improve awareness and empower women to exercise their political, social and economic rights in Angola. Assess how the project outputs and outcomes were relevant in terms of contributing to the achievements of SDGs, mainly 5, and its alignment with national priorities. Were the outputs relevant to the needs of the target groups?
2. Effectiveness	<ul style="list-style-type: none"> What were the key issues influencing the achievement/non-achievement of the objectives? Assess programme management including the planning, monitoring, review, financial management and reporting systems.
3. Efficiency	<ul style="list-style-type: none"> How cost-efficient were the project activities? To what extent were the project resources/inputs efficiently converted into results? Was the project overall implemented in timely manner?
4. Risk management	<ul style="list-style-type: none"> Assess the key risk factors that have been identified and measures taken to mitigate or manage them.
5. Sustainability	<ul style="list-style-type: none"> To what extent will the benefits of the project continue after the project is finalised? What are the issues influencing sustainability of the project? Make recommendations on how to strengthen programme design and management and improve efficiency and effectiveness.

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To this end, the UNDP office in Angola is inviting participation in a tender procedure to establish a contract for an impartial evaluation of the 2nd Cycle of the project “Promoting the Empowerment of Angolan Women Through CSOs”.

III. EVALUATION METHODOLOGY:

The following tasks will be carried out by the consultant(s):

1. Desk Review: Collection and analysis of relevant documentation related with the project, such as project document, minutes, reports, etc. This can be reviewed homebased, prior to field work

2. Work Plan: Present a work plan to UNDP project team, including the methodology to be implemented, the technical and / or theoretical perspectives to be implemented and a schedule;

3. Briefing: meeting with the UNDP team, the Norwegian Embassy in Angola and the National Office of Women’s Rights and Gender Equality / MASFAMU to discuss the work plan and to agree on tasks that will be carry out by the consultant(s).

4. Field Work: Collection of primary documentation will take place in Angola, during a 7 days period (one week) and should include visits and interviews to implementing partners, target groups, local government representatives and visits (a sample will be considered) to provinces / localities where the projects were implemented.

5. Analyzes: Draft of a preliminary project evaluation report including an executive summary (in Portuguese and English), conclusions, recommendations and lessons learned must be submitted to UNDP project team to collected comments.

6. Final Product: Deliver the final evaluation report

IV. AWARD CRITERIA:

The assignment can be carry out by one consultant or a team of consultants. The tenderers must submit details of relevant competence and experience. A CV should be submitted as additional documentation of competence and experience.

COMPETENCIES:

- Masters (or equivalent) in Social Sciences, Political Sciences, Sociology, Development Studies and other similar areas;
- Demonstrate experience in conducting similar evaluations in developing countries

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- Knowledge about the political, social and economic context in Angola;
- knowledge of UNDP results-based management and evaluation procedures;
- Experience with gender equality and women’s rights issues in developing countries
- Fluent portuguese
- Excellent skills in analysis, synthesis and oral and written communication;
- Excellent in human relations, coordination, planning and teamwork;

EVALUATION CRITERIA

Evaluation Criteria	Score
Masters (or equivalent) in Social Sciences, Political Sciences, Sociology, Development Studies and other similar areas	20
Demonstrate experience in conducting similar evaluations in developing countries, particularly in the context of Angola	30
Knowledge and experience with gender equality and women’s rights issues in developing countries, particularly in the context of Angola	30
Fluent portuguese	10
knowledge of UNDP results-based management and evaluation procedures;	10
Total	100

To choose the best offer, it will be considered technically qualified the proposal that obtains 70% of the total maximum score, and 30% will fit the financial proposal. The award proposal will obtain the highest score in the sum of the results of the technical and financial score under analysis.

V. PAYMENTS

This assignment has a thirty days timeframe.

Payment will be made based on results. The consultancy will be developed in accordance with the work plan established in the Terms of Reference and a schedule of activities agreed between the parties. Payment will be made in 2 installments: 30% at the beginning of the Contract and the remainder (70%), once the entire assignment has been fully executed.

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VI. WORK PLAN

Actividades		DATA
1 st Meeting	- Stakeholders meeting - Presentation and discussion of methodology and work plan	1 st Day
Collection of relevant documentation	- Collection and analysis of project documentation - Scheduling and organization of field work visits and meetings	1 st Week
Field Work	- IPs, target groups and local government authorities visits and meetings (national level)	2nd Week
Presentation of preliminar report	- Complete report covering all agreed items, with detailed information on lessons learned, recommendations and conclusions with annexes (list of persons interviewed, field visit reports, list of documents analysed, questionnaires used)	3rd Week
Final Report	- Presentation of the final report, considering all comments and suggestions made on draft report	4th week

VII. EVALUATION REPORT FORMAT

- Cover
- List of Acronyms
- Contents (including annexes)
- Executive Summary (1-2 pages)
- Introduction: historical and evaluation context (1 page)
- Evaluation Description (6 pages)
- Results (3-4 pages)
- Conclusions (2-3 pages)
- Recommendations (1-2 pages)
- Lessons Learned (2-3 pages)
- Annexes

The report shall not exceed 40 pages, including annexes.

VIII. CONTACTS

All questions and enquiries regarding this invitation to tender are to be submitted by email to:
registry.ao@undp.org

Address: UNDP Angola, Estrada Direita da Samba, Condomínio Rosalinda, Edifício da ONU, 6º andar, Morro Bento, Luanda

IX. DOCUMENTS TO BE SUBMITTED

Proposals can be submitted in English or Portuguese and must be delivered electronically to:
registry.ao@undp.org

- Technical and Financial Proposals
- Copy of ID/Passport
- Curriculum Vitae

Appendix 4: Evaluation Matrix

Sub-Questions	Proxy indicators	Sources of verification	Means of verification
Main question 1: To what extent are CSOs Micro-Projects design conceptually a Gender- sensitive approach: Woman empowerment and gender Equality- valid and clearly articulated with UNDP “Promoting the Angolan Women Empowerment through CSOs”, UNPAF Outcome and National priorities? (Design)-			
To what extent are micro-projects documents consistent with preceding analyses in gender empowerment and women equality within strategic planning documents? (<i>consistency</i>)	Degree of reflection and other planning documents in the Projects	Projects, situation analyses and other planning documents	Document review
Gender-sensitive approach-To what extent do the micro-projects and the project reflects the views of the Government of Angola and UNDP priorities, and UNDP’s comparative advantage? (<i>appropriateness</i>)	Evidence of project 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? (<i>ownership</i>)	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 micro-projects and the Project have a logic story line based on gender empowerment and women equality (<i>understandability</i>)	Degree of logical flow from situation analysis to planned results	Projects documents	Document review
To what extent are the micro-projects and Projects conceptually valid, based on research, lessons learned and other evidence on gender empowerment and women equality? (<i>justification</i>)	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 results on gender empowerment and women equality?	Degree of vertical and horizontal logic	Project documents	Document review

(coherence)			
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 on gender empowerment and women equality? (comprehensiveness and relevance)	Degree of contribution of IPs micro projects and UNDP project intervention to planned results	Projects document, CPAP related documents	Document review
Main question 2: To what extent are the Project and micro-projects, are relevant regarding Angola’s objectives, priorities to a Gender- sensitive approach: Woman empowerment and gender Equality? How is the project contributing to the expected outcomes? (Relevance)			
To what extent are project and micro-projects design relevant in addressing the identified priority needs in CPAP 2015-2019 (relevance)	Degree of alignment between UNDP projects and Angola’s priorities and objectives	IPs micro projects, UNDP project and strategic planning, Government and policy documents	Document review, interviews
Main question 3: To what extents are CSOs micro-projects and UNDP Project are contributing to Angola Country Program Results Frameworks to gender empowerment and women equality, and associated data collection and reporting mechanisms likely to provide timely, adequate, comprehensive and robust performance data (disaggregated) for gender –sensitive approach? (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 & verifiability)	Number of results statement, targets and means of verification that are SMART	Projects results framework	Document review and interviews
	Evidence of availability of relevant baseline data for key results and processes.	Project programmatic results (rolling work plans)	
Did the planned micro projects 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 on gender empowerment and women equality 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 on gender empowerment and women equality available on the key result and process areas of the results framework? (baseline, or mid-term and end-line data) (verifiability)	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 UNDP Project “Promoting the Angolan Empowerment through CSOs” allow the implementation of interventions such that they produce the planned results on gender empowerment, women equality and disaggregated data? (Implementability)			
To what extent is the chain of events implied in the results framework plausible to gender empowerment and women equality? (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 (gender empowerment, women equality, gender mainstream) and financial resources for the implementation, monitoring, and evaluation of CSOs micro-projects? <i>(feasibility)</i>	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 project implementation		
Have clear and appropriate responsibilities for and the frequency of data collection for micro -projects and project performance (including partner performance) been defined? <i>(feasibility)</i>	Evidence of clear and appropriate responsibilities for and the frequency of data collection	Relevant management plans, IPS,UNDP staff, stakeholders	Document review and interviews
To what extent did micro projects and UNDP Project adopted the appropriate strategies to achieve the planned results (to gender empowerment and women equality)? <i>(appropriateness)</i>	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? <i>(appropriateness)</i>	Donors and 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 Project and micro Projects achievements are derived from the efficient use of financial, human, and material resources? (Efficiency)			
How much time, resources and effort took IPs to manage the micro projects, what could be improved, and how IPS and UNDP practices, policies, decisions, constraints and capabilities affected the performance of the micro-projects? <i>(general efficiency)</i>	Stakeholders views on efficiency from UNDP	IPS managers, UNDP Staff, partner agencies, stakeholders	Document review and interviews
	Project 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? <i>(general efficiency)</i>	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 project is benefiting from synergies with UNCT programme implementation and programmes from other agencies related to gender empowerment, women equality and disaggregated data? (Efficiency)			
To what extent is the project making use of synergies and leveraging with other programs and development agencies in Angola, on gender mainstream and disaggregated data <i>(general efficiency)</i>	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 Project and CSOs been effective in producing the desired results on gender empowerment, women equality and disaggregated data (capacity development, advocacy, research)? (Effectiveness)			
To what extent has the project and micro-projects produced results aligned with CPAP? <i>(effectiveness)</i>	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 micro-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	Stakeholders views on effectiveness from UNDP	UNDP Staff, partner agencies, stakeholders	Document review and interviews

impediments to the attainment of the outcomes? (effectiveness)			
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 Project 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 micro-projects and the project 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 project intervention	Projects document, UNDP programme documents, Donors documents, Stakeholders related documents, Communities	Document review
Are the outcomes from micro-projects likely to be maintained after Project 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 Project 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 Project 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 Project 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 18: Evaluation Matrix - Questions and Sub-questions

Appendix 5: Field Mission Agenda

Date	Actions	Local	Obs
Dia 14/01/2019 Monday			
09:00 – 12:00	Meeting with Gender Officer Project Manager: Evaluation and Logistic field mission	UNDP	UNDP Office
13.00 – 15:00			
15/01/2019 Tuesday			
09:00 -14.00	ASSOGE- Meeting with the CSO and beneficiaries	Luanda, Cazenga e Viana	CSO Office and Peri-urban communities
16/01/2019 Wednesday			
09:00 -14.00	FOJASSIDA - Meeting with the CSO and beneficiaries	Luanda, Cazenga	CSO Office and Peri-urban communities
17/01/2019 Thursday			
09:00 -14.00	FMJIG – Meeting with the CSO and beneficiaries	Luanda, Cazenga	CSO Office and Peri-urban communities
16.00-17.00	ADPP – Meeting with Project Manager	Luanda	Office
18/01/2019 Friday			
14:00 – 17.00	Departure to the Province of Cunene	Cunene	<i>Airplane</i>
19/01/2019 Saturday			
06.30- 16.00	ADPP ADRA Meeting with the CSOs and beneficiaries in their communities	Cunene, Xangongo	Rural Communities
20/01/2019 Sunday			
10.00- 13.00	Meeting with CSO ADPP	Cunene, Ondigva	
16:00-19.00	Departure to Luanda	Luanda	<i>Airplane</i>
21/01/2019 Monday			
06.00-4.00	Departure to Kwanza Sul	Kuanza Sul , Sumbe	<i>Car</i>
22/01/2019 Tuesday			
09- 13.30	CIES/GLIF and beneficiaries	Kuanza Sul , Sumbe	CSO Office, Provincial Directorate of Ministry of Social Affairs, Family and Women Promotion; Schools, and Church
16.00-19.00	GLIF	Kuanza Sul ,Sumbe	CSO Office
23/01/2019 Wednesday			
	Departure to Luanda		
24/01/2019 Thursday			
09-11.00	Ministry of Social Affairs, Family and Women Promotion -Meeting with National Director of Women's Rights, Gender Equality and Equity	Luanda	Central Government
12.00-13.00	Norwegian Embassy Meeting with Executive officer, Economic and Political Advisor, Advisor	Luanda	Donor

Table 19: : Field Mission Agenda (UNDP,CSOs, Beneficiaries, Central and Local Government, Donor)