









# Evaluation report of the UNDP's Outcome Inclusive Growth

## UNDP Angola

SDG	Our Approaches	Results
 	   	
		

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30 November 2020

## **Project and evaluation information details**

**Outcome title:** Sustainable Development and Inclusive Growth

**Atlas number:** CPD 2015-2019: AGO\_OUTCOME\_60 / CPD 2020-2022: Outputs 1.1., 1.2., 1.3. / Projects: Sustainable economic development and Inclusive growth (Project ID 00076670) & Economic Diversification and Private Sector Development (Project ID 00110554)

**Country:** Angola

**Region:** Southern Africa

Date project document signed: 2013-10-16

**Projects dates:** Start 2013-10-16 Planned end 2020-12-31

**Budget:** USD 5,000,000.00 (2015-2019); USD 1,000,000.00 (2020-2022)

**Project expenditure at the time of evaluation:**

**Funding source:** UNDP

**Implementing party:** UNDP

## Contents

Executive summary .....	1
Introduction, background overview and context .....	10
Description of the intervention being evaluated .....	14
Evaluation objective, purpose and scope .....	19
Cross-cutting issues .....	21
Evaluability analysis .....	23
Assessment of risks and strategies .....	25
Evaluation approach and methods .....	26
Evaluation plan .....	27
Data analysis .....	29
Findings and conclusions .....	30
General findings .....	30
Relevance .....	31
Effectiveness .....	34
Efficiency .....	42
Sustainability .....	44
Partnership strategy .....	45
Cross-cutting issues: gender and human rights .....	46
Conclusions .....	47
Lessons learned .....	51
Recommendations .....	52
References and documentation consulted .....	54
Annexes .....	56
Annex 1. Terms of Reference .....	56
Annex 2. Evaluation matrix .....	65
Annex 3. Interview guiding questions .....	67
Annex 4. Evaluation timeline .....	69
Annex 5. List of interviews and meetings .....	70
Annex 6. Code of conduct .....	72

## Acronyms and abbreviations

<b>AAPCIL</b>	Associação Agro-pecuária, Comercial e Industrial da Huíla
<b>ADR</b>	Assessment of Development Results
<b>ADRA</b>	Acção para o Desenvolvimento Rural e Ambiente
<b>AfDB</b>	African Development Bank
<b>ASDP</b>	Agribusiness Supplier Development Programme
<b>AWP</b>	Annual Work Plan
<b>BTOR</b>	Back To the Office Report
<b>CACS</b>	Conselhos de Auscultação e Concertação Social
<b>CNPC</b>	National Civil Protection Commission
<b>CO</b>	Country Office
<b>CPD</b>	Country Programme Document
<b>CSO</b>	Civil Society Organisation
<b>CSR</b>	Corporate Social Responsibility
<b>DRR</b>	Disaster Risk Reduction
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization
<b>FAS</b>	Fundo de Apoio Social
<b>FRESAN</b>	Fortalecimento da Resiliência e da Segurança Alimentar e Nutricional em Angola
<b>GDP</b>	Global Domestic Product
<b>GEF</b>	Global Environment Facility
<b>GEN</b>	Gender Marker
<b>GEWE</b>	Gender Equality and Women Empowerment
<b>GRES</b>	Gender Results Effectiveness Scale
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
<b>ICPE</b>	Independent Country Programme Evaluation
<b>IEO</b>	Independent Evaluation Office
<b>IFAD</b>	International Fund for Agricultural Development
<b>IFAL</b>	Local Administration Training Institute
<b>IFI</b>	International Financial Institutions
<b>ILO</b>	International Labour Organization
<b>INE</b>	National Statistics Institute
<b>INEFOP</b>	Instituto Nacional de Emprego e Formação Profissional
<b>IOM</b>	International Organization for Migration
<b>JPO</b>	Junior Professional Programme
<b>LDC</b>	Least Developed Country
<b>MAPTSS</b>	Ministry of Public Administration, Labour and Social Security
<b>MAT</b>	Ministry for Territory Administration
<b>MDG</b>	Millennium Development Goals
<b>MIC</b>	Middle-Income Country
<b>MINAMB</b>	Environment Ministry
<b>MoU</b>	Memorandum of Understanding
<b>MPI</b>	Multidimensional Poverty Index
<b>MSME</b>	Micro, Small and Medium-Size Enterprise
<b>NDP</b>	National Development Plan
<b>NIM</b>	National Implementation Modality
<b>ODA</b>	Official Development Assistance
<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>PAPE</b>	Plano de Acção e Promoção da Empregabilidade
<b>RBA</b>	Regional Bureau for Africa
<b>RARSE</b>	Rede Angolana de Responsabilidade Social
<b>ROAR</b>	Results Oriented Annual Report
<b>SADC</b>	Southern African Development Community
<b>SDG</b>	Sustainable Development Goal
<b>SSA</b>	Sub-Saharan Africa
<b>ToC</b>	Theory of Change
<b>UN</b>	United Nations

<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UNICEF</b>	United Nations Children's Fund
<b>UNPAF</b>	United Nations Partnership Framework
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>UNV</b>	United Nations Volunteer
<b>WHO</b>	World Health Organization

## Executive summary

### *Background – Introduction*

This report presents the findings of the Outcome Evaluation of the United Nations Development Programme (UNDP) Inclusive Growth Programme from 2015 to 2020. An Independent International Evaluator performed this outcome evaluation on behalf of the UNDP.

The Angolan **context** where the interventions occur is characterized by a long-lasting civil conflict, whose effects were devastating, particularly to the economic sectors. The beginning of a profound political transformation dates from 2017 with the election of a new President and the launching of a new approach to governance and to the macro-economic transformation of Angola. Angola is the third-largest economy in Sub-Saharan Africa (SSA), the second largest oil producer in Africa, with the ninth largest per capita Global Domestic Product (GDP) in the African region but inclusive growth remains a challenge. In this context, the impact of the ongoing major fall on international oil prices associated with the Covid-19 crisis is not yet clear. According to the [World Bank](#), the Covid19 toll is already enormous, with the developing world more likely to suffer the longest and hardest impacts. The socio economic impact of Covid19 will exacerbate the prolonged economic contraction that has started around 2014. The country recorded four years of negative growth since 2016. The economic downturn that started in 2014 reversed the progress that had been achieved. There are therefore important concerns regarding political and social instability risks, and the worrying upward trend of income poverty in Angola. The National Institute of Statistics of Angola (INE) indicates the majority of the active population is engaged either in agriculture and fisheries (45%) or in the services sector (45%), while only around 8% employed in industry. Unemployment rates are high – 29% for both men and women (slightly higher among women) and 39% in the urban areas in 2019 – much due to underemployment and the weight of the informal economy. While the Human Development Index (HDI) has increased between 2000 and 2018, positioning Angola in the Medium Human Development category (number 149 out of 189 countries), the graduation of the country from a Least Developed Country (LDC) has been postponed to 2021, given the difficult economic situation and the consequences in terms of loss of international support. Angola will be graduating to a Middle Income Country (MIC), which implies less funding for development from external donors and more demands from the government to finance development, including the work with the UNDP. In terms of advancements in the Sustainable Development Goals (SDG), Angola has been able to report in 2018, that indicators such as Eradication of Poverty had reached 50%, Quality Education 81%, Decent Work and Economic Growth 59%, Gender Equality 64%.

Within the **Outcome area Poverty and Inclusive Growth**, UNDP assistance has two main elements:

- supporting policies and initiatives for self-employment and growth of micro and small enterprises, targeting sectors with high impact on poverty reduction and addressing inclusion of the informal economy;
- as part of government initiatives to strengthen entrepreneurship skills and employment for young Angolans ages 18 to 35, it aims at supporting government policy on vocational training, institutional development and testing of innovative models, ensuring the most vulnerable sections of the workforce have access to skills and resources that match labour market demand.

The Outcome addresses the United Nations Sustainable Development Cooperation Framework (UNSDCF) Pillar 1. that indicates that *by 2022, the Angolan population,*

*particularly the most vulnerable (children, adolescents, youth, women, people with disabilities), have greater access to quality, integrated, social services as well as to a diversified, job and income-creating economy, thereby realizing their rights in accordance with the Goals.* The Inclusive Growth area and programmes fall within Result Area 3.1 of the United Nations Partnership Framework (UNPAF), which has been prepared for the period 2015-2019.

The **evaluation of the Outcome Inclusive Growth** is focused on its specific Output area (AGO\_OUTPUT\_1.2) Strengthened national systems and institutions to achieve diversification, entrepreneurial development and sustainable livelihoods. The Country Programme Document (CPD) of the period 2015-2019 has defined that AGO\_OUTCOME\_60 had the objective of *by 2019, Angola has put into place and is implementing policies and strategies to promote inclusive and sustainable growth, leading to graduation from the least developed countries group.* The following CPD, 2020-2022 has identified an Outcome involving the UNDP linked to Inclusive Growth (Pillar 1.): *by 2022, the Angolan population, particularly the most vulnerable (children, adolescents, youth, women, people with disabilities), have greater access to quality, integrated, social services as well as to a diversified, job and income-creating economy, thereby realizing their rights in accordance with the Goals.* This evaluation analyses the activities initiated by the CPD 2020-2022 and two projects:

- Sustainable economic development and Inclusive growth – **Project ID 00076670** (2013-2017).
- Technical assistance to foster economic diversification and private sector development in Angola in the context of the graduation from LDC and the achievement of the SDG– **Project ID 00110554** (2018-2021).

### **Objectives**

The evaluation was commissioned by the UNDP to capture primarily evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and inform new initiatives. The evaluation serves an important accountability function, providing national stakeholders and partners with an impartial assessment of the results of UNDP governance support. The evaluation will also provide the Country Office with insights for needs for strategic re-alignments and prioritisation with a specific focus within its economic management sphere of work. The evaluation has in view enhancing programmes while providing strategic direction and inputs to the evaluation of the UNDP country programme and the United Nations Sustainable Development Cooperation Framework (UNSDCF), both started in 2020. The evaluation aims at providing recommendations for the upcoming work and discussions on the new country programming that will take place between June and December 2021. Also, the evaluation supports programmatic improvements, knowledge generation and accountability.

Specifically, the outcome evaluation assesses:

- The relevance and strategic positioning of UNDP support to Angola on Economic Management; entrepreneurship and private sector development;
- The frameworks and strategies that UNDP has devised for its support on Economic Management and evidence-based planning and budgeting; entrepreneurship, private sector development including partnership strategies, and whether they are well conceived for achieving planned objectives;
- The progress made towards achieving an accelerated Inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups

- outcome, through specific projects and advisory services, and including contributing factors and constraints;
- The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP inclusive and sustainable economic growth support to Angola.

The evaluation assesses the proposed theory of change for UNDP's work on Economic Management in Angola. The evaluation is based on the analysis of criteria of Relevance, Effectiveness, Efficiency, Sustainability and Partnership strategy to assess performance and rationale. Cross-cutting aspects analysed are Human Rights and Gender, in what regards their consideration in the design and implementation of the programme. The evaluation questions seek to obtain answers to the mentioned evaluation criteria.

### *Methods*

Following the logic of the criteria set for the evaluation, an evaluation matrix was developed and presented to the UNDP office in the Inception Report (see Annex 2). This matrix is structured along the four evaluation criteria and cross-cutting issues and includes all evaluation questions.

The Inception Report included a mapping exercise to identify the data sources already in place, the feasibility of collecting additional information given the constraints of the current Covid19 restrictions and the evaluation timelines. Given that travel to Angola has been restricted since the 25<sup>th</sup> of March and travel in the country is also restricted, all consultations with stakeholders were conducted remotely, using digital means.

To mitigate the constraints of access to the field, the evaluation consisted of an extended **desk review** and triangulation with information from **interviews** (Annex 5) held with a variety of stakeholders during the month of November, from project managers to beneficiaries. Evidence obtained and used to assess the results of UNDP support were triangulated from a variety of sources, including verifiable **data** on indicator achievement, existing reports, evaluations and technical papers and virtual meetings with stakeholder interviews and group interviews. The evaluation was carried out in accordance with the guidance, rules and procedures established by the UNDP, including the UNDP Evaluation Policy, the principles outlined in the UNEG '[Ethical Guidelines for Evaluation](#)' and the Ethical Code of Conduct for UNDP Evaluations.

While the Inception Report had the objective of setting the terms and logic of the evaluation, a presentation of the draft report to the UN country office and government stakeholders was also foreseen to encourage participation and sharing. The final step of the evaluation will be the delivery of the final report.

The evaluation report provides first a description of the main findings, followed by a summary of the overarching conclusions on UNDP results in this area of support. The recommendations are drawn from the analysis on how the UNDP Angola Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the Economic Management and Inclusive Growth portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation additionally offers wider lessons for UNDP support in Angola and elsewhere, based on this analysis.

### *Findings*

The main general finding is that the Outcome area lacked a clear **theory of change** throughout, consistent for both programmes and the two projects. Regarding its **relevance** in the country,



UNDP support is evidently needed and the UNDP is considered important for the government for the work in the area. The selected method of delivery has been appropriate to the development context and the UNDP has been influential in national debates on Economic Management and Inclusive Growth. However, the capacity of response to changing scenarios and to requests made by national partners in the Inclusive Growth area was evidently lagging behind for the most part of the two projects of the Outcome. Regarding the **effectiveness** of the project, the evaluation found that UNDP support has contributed towards an improvement in national government capacity for Economic Management and private sector led growth for employment generation and poverty reduction. UNDP worked with other UN agencies and other international and national delivery partners in this sense and utilised innovative techniques and best practices in its Economic Management and Inclusive Growth programming. The Outcome expected results were achieved in general. Stakeholders perceive UNDP as a strong advocate for improving government effectiveness and integrity in Economic Management in Angola. However, the evaluation found that UNDP is currently not well suited to provide Economic Management/private sector development support to national and local governments in Angola given the small available resources for the area and consequently the small scattered and ad hoc support to activities. In terms of **efficiency**, UNDP approaches, resources, models, conceptual framework are currently relevant to achieve the planned Outcome but were fragmented in the 2013-2017 programme. UNDP's governance strategy and execution has somehow been efficient and cost effective and the monitoring and evaluation systems put in place help to ensure that programmes are managed efficiently and effectively. Alternative approaches were not, however, considered in designing the projects. The evaluation of the **sustainability** found that Economic Management and Inclusive Growth interventions are likely to be sustainable in general and that UNDP has set in place mechanisms to support the government of the Angola to sustain improvements made through these inclusive growth interventions. As for the partnership strategy, this has been limited and inconsistent in the Economic Management and Inclusive Growth sector, with potential partners in the private and bilateral sectors only entering into partnerships very recently. Partnerships affected the progress towards achieving the outputs, positively and negatively. However, UNDP has been effective in partnering with civil society and the private sector to promote good and sound Economic Management. The analysis of **cross-cutting** issues found that gender was addressed in the design, implementation and monitoring of Economic Management and Inclusive Growth projects and UNDP's support promoted positive changes in gender equality, but not explicitly. Given the size of the projects, a limited number of youth, women and other disadvantaged and marginalized groups benefitted from UNDP's work in support of Economic Management and Inclusive Growth.

## **Conclusions**

**1. The Outcome has not clearly defined a theory of change throughout in the two periods and the two projects.** This resulted in the implementation and development of the project without a clear rationale for most of the time.

**2. Inclusive Growth is a very relevant strategic area for Angola and particularly emphasised in the government programming but unclearly prioritised by the UNDP.** Youth employment, in particular, is a key focus of government programming since the previous programme period and graduation of the country combined with reduced external support, call for extra efforts on the part of the government in this area. However, the Outcome had reduced activities in this sense and only recently, from 2017, Poverty was back more visibly in the UNDP programme.

**3. The work for the Angola graduation from LDC and SDGs related was predominant within the Outcome.** The UNDP has been influential in national debates on Economic Management and Inclusive Growth to address poverty and inequality for vulnerable groups but the changes to the country approach to development support have led to the concentration of Poverty related work in the graduation and SDGs/poverty indicators.

**4. The Outcome produced a limited number of results or activities, with a limited geographic scope and number of beneficiaries.** The short duration of the activities, the lack of a theory of change throughout aligned with the activities developed, the scarce resources and the ad hoc character of some of the interventions has contributed to the low execution, especially in the areas specifically dealing with economic growth. More work was consequently conducted at the policy/normative level than at operational.

**5. UNDP approaches, resources, models, conceptual framework are increasingly relevant to achieve the planned Outcome but were fragmented in the 2013-2017 Outcome programme.** The Outcome is under-staffed, does not have enough financial resources – USD 6 million for the period 2013-2021 – as a result of not being prioritised by the UNDP and/or supported by the government or external donors.

**6. A number of UNDP Economic Management and Inclusive Growth interventions are likely to be sustainable** and UNDP has set in place mechanisms to support the government of the Angola to sustain improvements made through these interventions. Pilot-type small projects revealed important potentials and possibilities for replication. Covid19 is likely to compromise the outcomes already achieved and those still foreseen for the coming next years of the project, while also fostering the development of new opportunities.

**7. The partnership strategy in the Economic Management and Inclusive Growth sector has been limited and inconsistent, so far.** The changes of programming and the limited resources prevented the UNDP of defining a clear strategy for partnerships, particularly throughout the 2013-2020 period.

**8. Gender equality was addressed in the design, implementation and monitoring of Economic Management and Inclusive Growth projects although not sufficiently emphasized.** There was not sufficient emphasis on women as agents of economic development and the poor and vulnerable were mostly targeted within the work for graduation from LDC and the SDGs. Some the small vocational trainings and programmes for employment opportunities have also only targeted either men or women exclusively.

**9. In general, the Outcome is relevant but the results and efficiency were affected by the unclear definition of a ToC and discontinuity throughout the duration of the programme.** Given the specific objectives set by the evaluation, the evaluation found that the UNDP is relevant and strategically positioned to support Angola on Economic Management, entrepreneurship and private sector development. However, the frameworks and strategies devised in this area as well as planning, budgeting and partnerships were not clearly defined throughout and require more consistency.

### *Lessons learned*

Lessons learned for future UNDP inclusive and sustainable economic growth support to Angola are mostly focussed on: - how unclear planning and programming affects the Outcome; - the fact that there are activities that produced recognisably good results; on the potentials of partnerships and synergies; on the weight contextual changes can have in programmes and projects.

### *Recommendations*

**1. UNDP Country Office should follow and systematically re-appraise the theory of change of the intervention and the Outcome area should become more focussed, with solidly established objectives and activities leading to economic development.** This needs to be defined as early as possible in the new programming, stating clear directions for the work to be done. The projects and Outcome programme should establish clear outputs and indicators and assure their monitoring and evaluation throughout. The Outcome needs to continue to consolidate its efforts and avoid fragmentation through clearly defined programming and resource allocation. UNDP should review the importance of the Outcome for its CP and allocate more staff – for instance, through the UN JPO Programme – and seek for increased funding, for example through partnerships initiated with IFI and bilateral cooperation. The Outcome should be prepared for an expansion of the expected results. In addition, increased normative work for economic development policy is needed and can be done by using project results to advocate for policy change.

**2. UNDP needs to focus more on youth and employment to more adequately align to the government priority set for youth, employment and the economy in general to address poverty and development.** These two targets should be clearly emphasised in the Country Program, making economic development particularly targeted at youth an autonomous area within the programme. Simultaneously, the development of the Outcome should work to transversalise economic development to other CP areas like the environment, sustainable value chains or gender focussed projects. Poverty should be brought forth again to the programming of the UNDP Angola, together with improved communication of Outcome results to increase relevance. The UNDP work in the area of the SDGs should become more a CO effort than of the UNDP specifically.

**3. Activities in the Outcome should continue to invest in sustainability, especially through the expansion of successful sustainable projects and practises.** While the new activities should continue to emphasize and target sustainability, the projects and activities that have already proved to be likely to be replicated and even continued by the government in the same or similar models should be given priority.

**4. UNDP should develop a clear and relevant partnership strategy, based on the good experiences of joint work and oriented towards the Outcome objectives and aims.** At the UN CO level, the UNDP should explore synergies with the ILO and FAO, especially in what productive and income generating activities are concerned. Also, the synergies with the UNDP Accelerator Lab in Angola need to focus on innovations for job and economic opportunities creation, particularly for the youth and women in the informal economy. UNDP can also further explore the partnerships and funding from the European Union, the World Bank/IFAD or the AfDB, as well as work within government programmes. Given the graduation of Angola to MIC, government funding for activities in this area needs to be more actively sought.

#### *Cross-cutting issues*

**5. Gender equality and Human Rights should continue to be taken into consideration in the design and implementation of projects but an increased focus on women as key actors for the Angolan economic development should be pursued.** While the continuation of activities targeting women or vulnerable groups is desired, the Outcome needs to open for new modalities of fostering equality and addressing the more vulnerable.

#### **Quality Standards for the evaluation**

Evaluation report structure, methodology and data sources	YES	NO
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<i>Are the evaluation report's objectives, criteria, methodology and data sources fully described and are they appropriate given the subject being evaluated and the reasons for carrying out the evaluation?</i>		
<b>STRUCTURE</b>		
2.1 Is the evaluation report well-balanced and structured?		
- With sufficient but not excessive background information?		
- Is the report a reasonable length?		
- Are required annexes provided?		
2.2 Does the evaluation report clearly address the objectives of the evaluation as outlined in the TOR?		
<b>METHODOLOGY</b>		
2.3 Is the evaluation's methodological approach clearly outlined?		
- Any changes from the proposed approach are detailed with reasons why		
2.4 Are the nature and extent of the role and involvement of stakeholders in the project/programme explained adequately?		
2.5 Does the evaluation clearly assess the project's/programme's level of relevance?		
2.6 Does the evaluation clearly assess the project's/programme's level of effectiveness?		
2.7 Does the evaluation clearly assess the project's/programme's level of efficiency?		
2.8 Does the evaluation clearly assess the project's/programme's level of sustainability?		
<b>DATA COLLECTION</b>		
2.9 Are data-collection methods and analysis clearly outlined?		
- Data sources clearly outlined (including triangulation methods)?		
- Data analysis approaches detailed?		
- Data-collection methods and tools explained?		
2.10 Is the data-collection approach and analysis adequate for the scope of the evaluation?		
- Comprehensive set of data sources (especially for triangulation) where appropriate?		
- Comprehensive set of quantitative and qualitative surveys, and analysis approaches where appropriate?		
- Clear presentation of data analysis and citation within the report?		
- Documented meetings and surveys with stakeholders and beneficiary groups, where appropriate?		
2.11 Are any changes to the evaluation approach or limitations in implementation during the evaluation mission clearly outlined and explained?		
- Issues with access to data or verification of data sources?		
- Issues in availability of interviewees?		
- Outline how these constraints were addressed		
<b>REPORT CONTENT</b>		
2.12 Does the evaluation draw linkages to the UNDP country programme strategy and/or UNDAF?		
2.13 Does the evaluation draw linkages to related national government strategies and plans in the sector/area of support?		
- Does the evaluation discuss how capacity development or the strengthening of national capacities can be addressed?		
2.14 Does the evaluation detail project funding and provide funding data (especially for GEF)?		
- Variances between planned and actual expenditures assessed and explained?		
- Observations from financial audits completed for the project considered?		
2.15 Does the evaluation include an assessment of the project's M&E design, implementation and overall quality?		
2.16 Does the evaluation identify ways in which the programme/project has produced a catalytic role and has demonstrated: (a) the production of a public good; (b) demonstration; (c) replication; and/or (d) scaling up (GEF evaluations)?		
2.17 Are indicators in the results framework assessed individually, with final achievements noted?		
Does the evaluation report address gender and other key cross-cutting issues?		
3.1 Are human rights, disabilities, minorities and vulnerable group issues addressed where relevant?		
3.2 Does the report discuss the poverty/environment nexus or sustainable livelihood issues, as relevant?		

3.3 Does the report discuss disaster risk reduction and climate change mitigation and adaptation issues where relevant?		
3.4 Does the report discuss crisis prevention and recovery issues as relevant?		
3.5 Are the principles and policy of gender equality and the empowerment of women integrated in the evaluation's scope and indicators as relevant?		
3.6 Do the evaluation's criteria and evaluation questions specifically address how gender equality and the empowerment of women have been integrated into the design, planning and implementation of the intervention and the results achieved, as relevant?		
3.7 Are a gender-responsive evaluation methodology, methods, tools and data analysis techniques selected?		
3.8 Do the evaluation findings, conclusions and recommendations take aspects of gender equality and the empowerment of women into consideration?		
3.9 Does the evaluation draw linkages to the Sustainable Development Goals and relevant targets and indicators for the area being evaluated?		
3.10 Does the terminal evaluation adequately address social and environmental safeguards, as relevant? (GEF evaluations)		
Does the report clearly and concisely outline and support its findings, conclusions and recommendations?		
<b>FINDINGS AND CONCLUSIONS</b>		
4.1 Does the evaluation report contain a concise and logically articulated set of findings?		
4.2 Does the evaluation report contain a concise and logically articulated set of conclusions?		
4.3 Does the evaluation report contain a concise and logically articulated set of lessons learned?		
4.4 Do the findings and conclusions relate directly to the objectives of the project/programme?		
- Are the objectives of the evaluation as outlined in the TOR?		
4.5 Are the findings and conclusions supported with data and interview sources?		
- Are constraints in access to data and interview sources detailed?		
4.6 Do the conclusions build on the findings of the evaluation?		
- Do the conclusions go beyond the findings and present a balanced picture of the strengths and limitations of the evaluation's focus?		
4.7 Are risks discussed in the evaluation report?		
<b>RECOMMENDATIONS</b>		
4.8 Are the recommendations clear, concise, realistic and actionable?		
- A number of recommendations are reasonable given the size and scope of the project/programme		
- Recommendations link directly to findings and conclusions		
4.9 Are recommendations linked to country programme outcomes and strategies and actionable by the country office?		
- Is guidance given for implementation of the recommendations?		
- Do recommendations identify implementing roles (UNDP, government, programme, stakeholder, other)?		
<b>CROSS-CUTTING ISSUES</b>		
<i>Does the evaluation report address gender and other key cross-cutting issues?</i>		
3.1 Are human rights, disabilities, minorities and vulnerable group issues addressed where relevant?		
3.2 Does the report discuss the poverty/environment nexus or sustainable livelihood issues, as relevant?		
3.3 Does the report discuss disaster risk reduction and climate change mitigation and adaptation issues where relevant?		
3.4 Does the report discuss crisis prevention and recovery issues as relevant?		
3.5 Are the principles and policy of gender equality and the empowerment of women integrated in the evaluation's scope and indicators as relevant?		
3.6 Do the evaluation's criteria and evaluation questions specifically address how gender equality and the empowerment of women have been integrated into the design, planning and implementation of the intervention and the results achieved, as relevant?		
3.7 Are a gender-responsive evaluation methodology, methods, tools and data analysis techniques selected?		
3.8 Do the evaluation findings, conclusions and recommendations take aspects of gender equality and the empowerment of women into consideration?		

3.9 Does the evaluation draw linkages to the Sustainable Development Goals and relevant targets and indicators for the area being evaluated?		
3.10 Does the terminal evaluation adequately address social and environmental safeguards, as relevant? (GEF evaluations)		

### Quality assurance criteria and ratings

<b>1 Is the evaluation plan complete, i.e., noting the following?</b>		
• The commissioning unit		
• Evaluation partners (only for joint evaluations)		
• Evaluation type (UNDAF, programme, project, outcome, thematic, GEF)		
• Planned evaluation completion dates		
• Are evaluations aligned to UNDAF and Strategic Plan outcomes?		
• Estimated budget and source of the funding		
<b>2 Are all mandatory evaluations included?</b>		
• UNDAF evaluations (one per UNDAF cycle)		
• GEF terminal evaluations for all GEF-financed medium-size projects and full-size projects		
• GEF midterm reviews for full-size projects		
• Adaptation Fund and Green Climate Fund projects as required		
• Donor/cost-sharing agreement evaluations		
The following project benchmarks also detail further mandatory project evaluations		
• Projects with a planned budget or actual expenditure of over \$5 million plan and undertake both a midterm and final evaluation		
• Projects with a planned budget or actual expenditure between \$3 million and \$5 million plan and undertake either a midterm or final evaluation		
• Projects with a duration of more than five years plan and undertake either a midterm or final evaluation		
• Projects entering a second phase should plan and undertake an evaluation		
• Development initiatives being considered for scaling up should be evaluated before expansion		
<b>3 Is there a brief text explaining the rationale for including the evaluations in the plan (maximum 300 words)?</b>		
<b>4 Is there inclusive and balanced coverage of the country programme content?</b>		
<b>5 Are the timing and sequencing of evaluations in the plan realistic?</b>		
<b>6 Does costing properly reflect the scope, depth and duration of each evaluation? Is it realistic?</b>		



## Introduction, background overview and context

The evaluation examines the Outcome Poverty and Inclusive Growth, one of the areas of work of the UNDP Angola since early times. The Executive Board formally adopted the Country Programme Document for Angola (2020-2022) in September 2019, signalling the formal start of a new programme cycle. The UNDP country programme 2020-2022 is based on the premise of *leaving no one behind* and *reaching those furthest behind first*. The programme includes integrated solutions to complex, interconnected development challenges. Three interconnected priorities define the 2020-2022 programme:

- (a) Fostering poverty eradication and inclusive economic growth;
- (b) Increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development; and
- (c) Strengthening inclusive democracy, human rights, justice and rule of law.

The components of those three priority areas are based on the assumption that if poverty eradication and inclusive economic growth are promoted, resilience is reinforced, and participatory and inclusive governance is strengthened, Angola will be able to accelerate its human development progress, end poverty in all its forms and reduce inequalities. The country programme will support Angola in effectively managing its development resources and bolstering the voice of those furthest behind and their ability to hold government accountable. It will do this while building their resilience to shocks and crises through effective disaster and climate risk management, and increasing their access to inclusive, equitable employment.

Within the Outcome area **Poverty and Inclusive Growth**, UNDP assistance has two main elements:

- supporting policies and initiatives for self-employment and growth of micro and small enterprises, targeting sectors with high impact on poverty reduction and addressing inclusion of the informal economy;
- as part of government initiatives to strengthen entrepreneurship skills and employment for young Angolans ages 18 to 35, it aims at supporting government policy on vocational training, institutional development and testing of innovative models, ensuring the most vulnerable sections of the workforce have access to skills and resources that match labour market demand.

The Outcome addresses the United Nations Sustainable Development Cooperation Framework (UNSDCF) Pillar 1. that indicates that *by 2022, the Angolan population, particularly the most vulnerable (children, adolescents, youth, women, people with disabilities), have greater access to quality, integrated, social services as well as to a diversified, job and income-creating economy, thereby realizing their rights in accordance with the Goals.*

The Inclusive Growth Outcome area and projects fall within Result Area 3.1 of the United Nations Partnership Framework (UNPAF), which has been prepared for the period 2015-2019.

### UNPAF 2015-2019 Strategic area 3: Sustainable and Inclusive Economic Growth

Result	Objective	National partners	UN partners
Result 3.1: inclusive growth, economic diversification, production	In 2019, Angola will be able to implement policies and strategies for the promotion of inclusive and sustainable growth, to allow	Ministry of Economy and Planning Ministry of Agriculture Ministry of Commerce	UNDP FAO UNCTAD UNHCR

and creation of employment	Angola to join the Least Developed Countries (LDC) group	Ministry of Environment Ministry of the Interior Civil Protection/CNIDAH	IOM
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The ongoing project Economic Diversification and Private Sector Development is directed towards the **Sustainable Development Goals (SDGs)** 17 – Revitalize the global partnership for sustainable development – and 2 – Zero Hunger.

Regarding alignment to **government programmes**, UNDP's Poverty and Inclusive Growth Outcome programme support national government priorities as defined under the National Development Plan (NDP 2018-2022), namely in what concerns assisting in ensuring a multi-partner response to key multidimensional development challenges. A detailed analysis of the relations between the Outcome and national programmes is presented in the section Relevance.

The evaluation will consider the activities and results of the past Outcome programme (2013-2017) and those of the period 2018-2020, although those of the current Outcome programme are still being initiated. Worth noting, the initial project of 2014-2017 could not produce a project document, although a Project Initiation Document was prepared in 2013. The foreseen Programme Support for Poverty Eradication and Inclusive Growth 2014-2018 had a budget of USD 320,000 and beyond drafting the project document aimed at conducting a country assessment on selected value chain products; conducting an institutional capacity assessment of relevant Units of Ministry of economy, Agriculture, and Public Administration; establish a Corporate Social Responsibility network; assessing and establishing the Don Bosco Institute vocational Training database; and establishing a transitional project management and technical team. These were not accomplished due to changes in the CO programming.

## Context of the interventions

After near three decades of civil war (1975-2002) that started after independence, Angola suffered from weak social and economic development. The beginning of profound **political transformation** dates from 2017 with the election of a new president and the launching of a new approach to governance, which has already led to reforms in social and economic areas. The new political options aim not only at a macro-economic transformation of Angola, but also at a socio-political transformation.

Currently, Angola is the third-largest **economy** in Sub-Saharan Africa (SSA), the second largest oil producer in Africa, with the ninth largest per capita Global Domestic Product (GDP) in the African region<sup>1</sup>. Key political reforms are linked to a number of important reforms in the economic domain, mostly concentrated on macro-economic stabilisation, privatisation and economic diversification, away from oil dependence. The Angolan economy has been for many years concentrated on oil and diamonds wealth. After the end of the civil war, high oil prices and oil production allowed for an almost uninterrupted increase in expenditures in the period from 2004 to 2014. Oil revenues revived the post-war economy and accelerated reconstruction projects. However, excessive oil dependence became evident with falling oil prices (69% drop) in 2008/9. The Kwanza devalued significantly over the period and inflation increased from 7.5% (2014) to over 25% in January 2018<sup>2</sup>. Oil revenues more than halved from 2014 (24% of GDP) to 2015 (9.4% of GDP). The impact of the ongoing major fall on

<sup>1</sup> The World Bank (2018). Angola Social Protection Public Expenditure Review (PER). Main Report, June 21. Luanda: The World Bank.

<sup>2</sup> The World Bank (2018). Performance and Learning Review of the Country Partnership Strategy: 3.



international oil prices associated with the Covid-19 crisis is not yet clear. While Angola has diversified its export market, it has not diversified its exported products and in that sense, the trade sector continues to lack a boost through capacity building and strategic developments<sup>3</sup>. The latter, in order to promote key sectors like energy, finance, construction, tourism, telecommunications or transport services will have to rely on improved infrastructure such as transportation, telecommunications services and increased provision of quality products. The economic downturn that started in 2014 reversed the progress that had been achieved. Sectors that were progressing in the context of high oil prices, such as financial and banking services<sup>4</sup>, construction and real estate were severely impacted.

In this context, there are important concerns regarding political and social instability risks, and the worrying upward trend of income **poverty** in Angola. Angola has a population of over 31 million in 2020<sup>5</sup> with over seven million living in Luanda province, where the capital, Luanda, is located. Being a highly urbanised country, only 35% of the population lives in rural areas, which makes rural service delivery especially difficult – and hard to find. There are several reasons for the exodus to the cities. They range from the legacy of negative impacts of the civil war and the instability in war torn areas to inability to access resources (land, affordable credit, and water) in rural areas. The National Institute of Statistics of Angola (INE) indicates the majority of the active population is engaged either in agriculture and fisheries (45%) or in the services sector (45%), while only around 8% employed in industry. Unemployment rates are high – 29% for both men and women (slightly higher among women) and 39% in the urban areas in 2019<sup>6</sup> – much due to underemployment and the weight of the informal economy, which are not captured by official statistics. Despite its immense natural resources wealth, poverty rates are among the highest in SSA. According to INE, half of Angolans live in multidimensional poverty, with a rate of 88.2% in rural areas and 29.9% in urban areas<sup>7</sup>. Historically and until the present moment, general government services (administration and services) and economic development initiatives (investment in infrastructure) have been the two largest budget categories. While the Human Development Index (HDI) has increased between 2000 and 2018, positioning Angola in the Medium Human Development category (number 149 out of 189 countries), the graduation of the country from a Least Developed Country (LDC) has been postponed to 2021, given the dire economic situation and the consequences in terms of loss of international support. Angola will be graduating to a Middle Income Country (MIC), which implies less funding for development from external donors and more demands from the government to finance development, including the work with the UNDP. In terms of advancements in the Sustainable Development Goals (SDG), Angola has been able to report in 2018<sup>8</sup>, that indicators such as Eradication of Poverty had reached 50%, Quality Education 81%, Decent Work and Economic Growth 59%, Gender Equality 64%<sup>9</sup>.

In the main areas of work with the UNDP at the level of the Inclusive Growth Outcome, available data point to a mix of positive progress compounded by negative overall conditions in several sectors. Very limited resources are targeted at the poor and even less reach the most

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<sup>3</sup> UNCTAD (2016) Angola: Trade Policy Framework.

<sup>4</sup> Ennes Ferreira, Manuel and Soares de Oliveira, Ricardo (2019). The political economy of banking in Angola, *African Affairs*, 118(470): 49–74.

<sup>5</sup> INE (2020) *Projeção da População 2014-2050*.

<sup>6</sup> INE (2019) *Taxa de Desemprego no País (IEA - II Trimestre 2019)*.

<sup>7</sup> UNDP (2018), based on the INE data from the *Inquérito de Indicadores Múltiplos e de Saúde 2015-2016*.

<sup>8</sup> Based on the available data for the indicators (41% of total).

<sup>9</sup> INE (2018) *Objectivos de Desenvolvimento Sustentável Relatório de Indicadores de Linha de Base – Agenda 2030*.

in need, with vulnerable groups, such as children, being the most affected<sup>10</sup>. Regarding education and vocational training, the INE<sup>11</sup> estimated that in 2016 about one third of women and 16% of men between 15-24 years could not read and more than half of the men and women of 15-49 years (69% and 65%, respectively) were employed. The performance indicators for the sector are in general poor despite the widespread deficiencies in terms of qualifications in face of high unemployment and the growing demand for higher education

The current **Covid19** outbreak has affected 15 of the 18 Provinces in Angola. As of September 2020, there were nearly 3,000 confirmed cases and 112 deaths in Angola. The country first declared the State of Emergency for Covid19 in March, which was replaced by the State of Calamity. Stricter mobility limitations were put in place to slow the spread of the virus but with enormous social and economic impact on people and business, exacerbating existing gender violence and inequalities. The negative impacts of Covid19 will exacerbate the prolonged economic contraction that has started around 2014. The country recorded four years of negative growth since 2016. The social and economic shocks will be huge, considering pre-Covid19 high unemployment rate – estimated at 32% in the first quarter of 2020 – and monetary poverty: nearly 48% of the population live below the international poverty line (USD 1.90 per day). With a high level of multidimensional poverty – 51% of the population, based on the Global Multidimensional Poverty Index 2020 – and a limited social protection system (budgeted expenditure in 2020 was 1.3% of GDP), the prospects for growth and improvement of social conditions are shrinking. A large share of the population obtains income in the informal economy – 72% of the economically active population aged 15 years or above, mostly formed by women, and high unemployment among youth aged 15-24 years (58% in the first quarter 2020) and women (33% in the first quarter 2020). A lockdown and even restrictions to mobility and operation caused by the Covid19 will likely lead to further economic and social disruptions. According to the [World Bank](#), the Covid19 toll is already enormous, with the developing world more likely to suffer the longest and hardest impacts.

The Covid19 context has significantly affected the delivery of the Outcome programme, which is concentrated in the informal economy and, so far, the support of activities that imply mobility: training, entrepreneurship, trades, etc. As part of economic immediate economic response to the Covid19, the Outcome is implementing interventions related to economic recovery of Micro, Small and Medium-Size Enterprise (MSMEs) and informal economy actors as way for building their resilience, biosafety measures in informal market spaces. The intervention has not altered the direction of the projects but has accelerated UNDP understanding of value of informal sector in the Angolan economy.

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<sup>10</sup> INE and UNICEF (2018) Childhood in Angola - A Multidimensional Analysis of Child Poverty.

<sup>11</sup> INE (2017) Inquérito de Indicadores Múltiplos e de Saúde 2015 2016.

## Description of the intervention being evaluated

The evaluation of the Outcome Inclusive Growth is focused on its specific Output area (AGO\_OUTPUT\_1.2) Strengthened national systems and institutions to achieve diversification, entrepreneurial development and sustainable livelihoods. The Country Programme Document (CPD) of the period 2015-2019 has defined that AGO\_OUTCOME\_60 had the objective of *by 2019, Angola has put into place and is implementing policies and strategies to promote inclusive and sustainable growth, leading to graduation from the least developed countries group.*

The following CPD, 2020-2022 has identified an Outcome involving the UNDP linked to Inclusive Growth (Pillar 1.): *by 2022, the Angolan population, particularly the most vulnerable (children, adolescents, youth, women, people with disabilities), have greater access to quality, integrated, social services as well as to a diversified, job and income-creating economy, thereby realizing their rights in accordance with the Goals.* In particular, Output 1.2. stated that National institutions and programmes support job creation and inclusive growth through the strengthening of Micro, Small and Medium-Size Enterprises and professional skills development, particularly for women and youth; and Output 1.3. set the objective that Private sector platforms enabled to participate in the achievement of the Goals. This evaluation analyses the activities initiated by the CPD 2020-2022 and aims at providing recommendations for the upcoming work and discussions on the new country programming that will take place between June and December 2021.

To achieve the foreseen Outcomes and outputs, the Inclusive Growth area has prepared and implemented two projects:

- Sustainable economic development and Inclusive growth – **Project ID 00076670** (2013-2017).
- Technical assistance to foster economic diversification and private sector development in Angola in the context of the graduation from LDC and the achievement of the SDG– **Project ID 00110554** (2018-2021).

The evaluation is therefore focussed on the two projects, within their integration in the Outcome Poverty and Inclusive Growth. Table 1. Shows the expected Outputs, Indicators and Resources of the Outcome area in the two programmes for the period 2013-2017.

**Table 1 – Inclusive Growth – summary**

Programme	Outcome	Output	Indicators	Cross-cutting issues	Key partners	Resources
CPD 2015-2019	AGO_OUTCOME_60 Inclusive and sustainable growth	AGO_OUTPUT_1.2 Strengthened national systems and institutions to achieve diversification, entrepreneurial development and sustainable livelihoods	<b>Indicator 1.2.1.</b> No. of schemes enabled to expand and diversify employment and livelihood opportunities for youth and women <i>At least 3 entrepreneurial development initiatives brokered between investors and producers</i>	Youth and women	Government: MPDT, INE, MIREX, MINCO, MINEC, Ministry of the Environment (MINAMB), Ministry of Territorial Administration (MAT), Ministry of Industry (MININD Ministry of Industry), MINGEO, MINFAMU, (MAPTSS)Ministry of Public Administration, Employment and Social Security (MAPESS) Other partners: Community based organizations (CBOs), nongovernmental organizations (NGOs), civil society organizations (CSOs), universities, centres of excellence, private sector Development Partners: United Nations Children’s Fund	<b>Regular:</b> 3,000,000 <b>Other:</b> 1,000,000
		OUTPUT 1.3. Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring	<b>Indicator 1.3.1.</b> No. of plans, strategies and analytical reports produced using high-quality, disaggregated data. <i>At least 2 plans use updated and disaggregated data</i>			<b>Regular:</b> 1,000,000

Programme	Outcome	Output	Indicators	Cross-cutting issues	Key partners	Resources
					(UNICEF), UNFPA, AfDB, World Bank, European Commission	
CPD 2020-2022	Outcome 1. Access to quality, integrated, social services as well as to a diversified, job and income-creating economy	<p><b>Output 1.2.</b> Job creation and inclusive growth through the strengthening of micro, small and medium-size enterprises (MSMEs) and professional skills development</p> <p><b>Output 1.3.</b> Private sector platforms enabled</p>	<p><b>Indicator 1.2.1.</b> Number of high-quality plans, strategies and analytical reports on labour market and entrepreneurship ecosystem produced, disaggregated data by sex, age and geographical location.</p> <p><b>Indicator 1.2.2.</b> Extent to which a programme to support MSME and enhance the economic inclusion of youth and women that targets poverty reduction is implemented and operational.</p> <p><b>Indicator 1.3.1.</b> Extent to which an innovative solution for social impact investment initiatives is implemented and operational.</p> <p><b>Indicator 1.3.2.</b> Existence of an operational new public-private partnership that contributes to the SDGs.</p>	Youth and women	MEP, MASFAMU, MAPTSS, Ministry of Trade, MININDU; MTES, INAPEM, INE United Nations, IFIs CSOs, academia Private sector	<b>Regular:</b> 1,000,000
Project 00110554		<b>Output 1</b> Strengthened institutional capacity of key stakeholders for mainstreaming and implementing the LDC graduation Road Map, SDGs, Human Development and South-South and triangular cooperation	<p><b>Indicator 1.1.</b> Number of people from Angolan Government, Academia and CSOs trained on LDC graduation, the SDGs and the Human Development (50)</p> <p><b>Indicator 1.2.</b> Number of analytical documents and</p>		Private sector Angolan government Ministry of Economy and Planning Ministry of Trade Ministry of Finance Ministry of Industry	130,000

Programme	Outcome	Output	Indicators	Cross-cutting issues	Key partners	Resources
			reports on LDC graduation and the SDGs published (3) <b>Indicator 1.3.</b> Number of national reports and high-level meetings on LDC graduation of Angola conducted (6) <b>Indicator 1.4.</b> Number of national commissions or committees on LDC graduation and SDGs established (1) <b>Indicator 1.5.</b> Number of preliminary analysis of the pillars of the National Smooth Transition Strategy (NSTS) for the LDC graduation of Angola identified (1)		Ministry of Hotel and Tourism Ministry of Public Administration, Labour and Social Security Provincial and Local Administrations CSOs IFIs Academia PRODESI	
		<b>Output 2</b> Enhanced capacity of national institutions to provide training and create employment opportunity for youth	<b>Indicator 2.1.</b> Number of people who beneficieate from vocational training (800)	Youth		75,000
		<b>Output 3</b> Economic diversification through private sector development and innovative business models supported	<b>Indicator 3.1.</b> Number of business star-ups and business cooperatives established (5) <b>Indicator 3.2</b> Number of schemes to expand and diversify employment and livelihood opportunities for youth and women enabled (3)	Youth and women		140,000
		<b>Output 4</b> Social protection policy initiatives implemented through UNDP livelihood schemes	<b>Indicator 4.1.</b> Number of initiatives to enhance access to social protection for the poor and other risk groups adopted (2)	Poor and other risk groups		220,000

Programme	Outcome	Output	Indicators	Cross-cutting issues	Key partners	Resources
		<b>Output 5</b> Strengthened the national statistics system through regular reporting and communication of results	<b>Indicator 5.1.</b> Number of National statistical SDGs baseline report published (1) <b>Indicator 5.2</b> Number of national voluntary review (NVR) on SDGs in Angola published (1) <b>Indicator 5.3.</b> Number of partnerships with Angolan universities established (3) <b>Indicator 5.4.</b> Number of research papers and reports on the SDGs by Angolan universities published (4)			88,000
		<b>Output 6</b> Public-private partnership mechanisms promoted through Global Compact and Corporate Social Responsibility initiatives	<b>Indicator 6.1.</b> Number of implementing financial partnerships agreement signed (4)			16,000

## Evaluation objective, purpose and scope

UNDP regularly conducts outcome evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the UN Development Assistance Framework (UNDAF) and the UNDP Country Program Document. These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of Angola, this Outcome evaluation was planned for this year 2020 to assess the impact of UNDP's development assistance across the major thematic and cross cutting areas of economic management and governance outcomes.

The UNDP Office in Angola is commissioning this independent evaluation on **economic management** to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and inform new initiatives. The evaluation serves an important accountability function, providing national stakeholders and partners with an impartial assessment of the results of UNDP governance support. The evaluation will also provide the Country Office with insights for needs for strategic re-alignments and prioritisation with a specific focus within its economic management sphere of work. The evaluation has in view enhancing programmes while providing strategic direction and inputs to the evaluation of the UNDP country programme and the United Nations Sustainable Development Cooperation Framework (UNSDCF), both started in 2020.

The evaluation assesses the proposed **theory of change** for UNDP's work on economic management in the Angola. The ICPE 2018 had indicated that 'UNDP initiatives and strategies, for the most part, have lacked a theory mapped with an adequate systems thinking of a long-term approach'. The same document referred that the programme outcomes were very ambitious, which was not realistic in terms of making sustainable contributions to development given UNDP's limited human and financial resources. Not having defined a clear theory of change in the 2015-2019 programme and by establishing broad and vague correlations between inclusive growth and access to social services and economic opportunities in the 2020-2022 programming, Outcome 60 continued to lack a clear definition of how and why the desired change is expected to happen in the Angolan context. The causal links between the interventions that UNDP has supported and observed progress in economic management and inclusive growth at national and local levels in the Angola are difficult to identify. Therefore, the evaluation has developed a logic model of how UNDP economic management and inclusive growth interventions are expected to lead to improved national and local government management and service delivery. The construction of a theory of change for the outcome is based on stated objectives and anticipated results and more generally from UNDPs economic management and inclusive growth activities to address poverty, inequalities and develop capacity.

Besides this broad assessment of the theory of change sustaining the programme, the evaluation focusses on the activities and projects developed and implemented within the Outcome area.

**Specifically**, the outcome evaluation assesses:

- The relevance and strategic positioning of UNDP support to Angola on economic management; entrepreneurship and private sector development;
- The frameworks and strategies that UNDP has devised for its support on economic management and evidence-based planning and budgeting; entrepreneurship, private sector development including partnership strategies, and whether they are well conceived for achieving planned objectives;



- The progress made towards achieving an accelerated Inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups outcome, through specific projects and advisory services, and including contributing factors and constraints;
- The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP inclusive and sustainable economic growth support to Angola.

The evaluation is based on the analysis of criteria of Relevance, Effectiveness, Efficiency, Sustainability and Partnership strategy to assess performance and rationale.

Cross-cutting aspects analysed are Human Rights and Gender, in what regards their consideration in the design and implementation of the Outcome programme.

The **evaluation questions** seek to answer the following, focused around the mentioned evaluation criteria:

### ***Relevance***

To what extent is UNDP's engagement in sustainable and inclusive growth support a reflection of strategic considerations, including UNDP's role in the development context in Angola and its comparative advantage vis-a-vis other partners?

- To what extent has UNDP's selected method of delivery been appropriate to the development context?
- Has UNDP been influential in national debates on economic management and inclusive growth to addressing poverty and inequality for vulnerable groups?
- To what extent have UN reforms influenced the relevance of UNDP support to Angola in the economic management and inclusive growth sector?

### ***Effectiveness***

- What evidence is there that UNDP support has contributed towards an improvement in national government capacity for economic management and private sector led growth for employment generation and poverty reduction?
- Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver economic growth, private sector development strategies?
- How effective has UNDP been in partnering with civil society and the private sector to promote good economic management in Angola?
- Has UNDP utilised innovative techniques and best practices in its economic management and inclusive growth programming?
- Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in economic management in Angola?
- Considering the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing economic management/private sector development support to national and local governments in Angola?
- What contributing factors and impediments enhance or impede UNDP performance in this area?

### ***Efficiency***

- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc)?
- Has UNDP's governance strategy and execution been efficient and cost effective?
- Has there been an economical use of financial and human resources?
- Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?
- Were alternative approaches considered in designing the projects?

### ***Sustainability***

- What is the likelihood that UNDP Economic management and inclusive growth interventions are sustainable?
- What mechanisms have been set in place by UNDP to support the government of the Angola to sustain improvements made through these inclusive growth interventions?
- How should the Economic management and inclusive growth portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term?
- What changes should be made in the current set of partnerships to promote long term sustainability?

### ***Partnership strategy***

- Has the partnership strategy in the economic management and inclusive growth sector been appropriate and effective?
- Are there current or potential complementarities or overlaps with existing national partners' programmes?
- How have partnerships affected the progress towards achieving the outputs
- Has UNDP worked effectively with other international delivery partners to deliver on good economic management initiatives?
- How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote good and sound economic management?

### **Cross-cutting issues**

The evaluation also includes an assessment of the extent to which programme design, implementation and monitoring have taken the following cross-cutting issues into consideration:

#### ***Human rights***

- To what extent have poor, indigenous and tribal peoples, youth, persons with disabilities, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of economic management and inclusive growth?

#### ***Gender Equality***

The assignment required the consultant to do a gender assessment of the outcome and show how gender sensitive was planning implementation and sharing of benefits. This part specifically investigates the following:

- To what extent has gender been addressed in the design, implementation and monitoring of economic management and inclusive growth projects;
- Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects);
- To what extent has UNDP economic management and inclusive growth support promoted positive changes in gender equality? Were there any unintended effects.

Following the logic of the criteria set for the evaluation, an evaluation matrix was developed and presented to the UNDP office in the Inception Report (see Annex 2). This matrix is structured along the four evaluation criteria and cross-cutting issues and includes all evaluation questions.

Based on the above analysis, the evaluation provides first a description of the main findings, followed by a summary of the overarching conclusions on UNDP results in this area of support. The recommendations are drawn from the analysis on how the UNDP Angola Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the economic management and inclusive growth portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation additionally offers wider lessons for UNDP support in Angola and elsewhere, based on this analysis.

## Evaluability analysis

The evaluability assessment examines the extent to which the Outcome can be evaluated in a reliable and credible fashion. It is based on an early review of the Outcome programme's objectives to verify if they are adequately defined and if its results are verifiable.

The objectives of this assessment are to verify if a) there is clarity in the intent of the subject to be evaluated; b) Sufficient data are available or collectable at a reasonable cost; and c) there are no major factors that will hinder an impartial evaluation process. In order to achieve these objectives, the consultant has reviewed programme documentation; analysed the information system of the programme and determined the information needs; conducted short meetings and interviews with main stakeholders at the UNCO.

## Assessment checklist

### *Quality of the design of the programme document*

Does the quality of the design of the Programme allow for the evaluation?

		Yes	No
Is the justification of the intervention realistic?	Justification of the intervention	X	
Are the objectives of the programme clear, realistic and commonly understood by the stakeholders?	Clear, realistic and commonly understood objectives		X
Are there SMART <sup>12</sup> performance indicators?	SMART performance indicators	X	
Are the performance indicators monitored adequately?	Monitored performance indicators	X	
Is the logframe flexible and responsive to external factors? Were there modifications to the intervention logic and why?	Flexible and responsive logframe?		X
		60%	40%

If Yes > 50%: the programme can go ahead

If 80% > No > 50%: the programme should be modified

If No > 80%: the programme should be stopped

### *Availability of data*

Are the results of the programme verifiable based on the planned collection systems?

		Yes	No
Will baseline data be available to track change?	Baseline data	X	
Is monitoring data planned to be collected on a regular basis against performance indicators?	Programme Document		X
	Progress reports	X	
	Reviews (tripartite reviews)	X	
	Independent Project Evaluation reports	X	
	Minutes of meetings	X	
	Studies	X	
	Presentations	X	
	Mission Reports	X	
	Agreement(s)/ MOU	X	

<sup>12</sup> Specific, Measurable, Attainable, Relevant, Time-bound.

	Financial documents (budget revisions)	X	
	Any other documents relevant for the evaluation	X	
Does the present stage of the execution of the programme allows for evaluation?	The expenditure rate is higher than 70%	X	
	The critical mass of activities has been implemented	X	
	Minor activities remain to be done		X
		87%	13%

If Yes > 50%: the evaluation can take place

If No > 50%: the evaluation cannot take place

### ***Feasible, credible and useful evaluation***

Would the evaluation be feasible, credible and useful?

		Yes	No
Does the timing of the evaluation fit into the programme cycle (usefulness of evaluation at that point in time)?	Good evaluation timing (useful evaluation at that point in time)	X	
Have the building blocks of the programme, if any, been previously evaluated?	The building blocks of the programme, if any, have been previously evaluated	X	
Can external factors (political, climatic, security etc.) hamper the evaluation?	The political situation is conducive to the evaluation (travels are possible to project locations and to stakeholders locations)	X	
	The security situation is conducive to the evaluation (travels are possible to project locations and to stakeholders locations)		X
	The climatic situation is conducive to the evaluation (travels are possible to project locations and to stakeholders locations)	X	
Is the budget sufficient for the evaluation exercise envisaged?	Adequate evaluation budget	X	
E. Are key stakeholders available for interviews in the field and in HQ during the planned evaluation time period?	Availability of key stakeholders in the field (no national events, such as elections, holidays, during the evaluation time period)		X
	Availability of key stakeholders at HQ (no national events, such as elections, holidays, during the evaluation time period)	X	
		75%	25%

If Yes > 50%: the evaluation can take place

If No > 50%: the evaluation cannot take place

The assessment concludes that the evaluation is worthwhile in terms of its likely benefits, consequences and costs. Based on the above, the assessment recommends the following:

	Yes	No
The evaluation should take place	X	
The Project/Programme should be modified		X
The Project/Programme should be implemented as it is		X
The Project/Programme should be stopped		X

## Assessment of risks and strategies

Given the uncertainties raised by the Covid19 pandemic and its impacts, the evaluation will consider throughout that new challenges may emerge. Aware of this, the evaluation will be flexible to adapt to new challenges or obstacles should they be different from the ones considered below.

<b>Risk</b>	<b>Strategy</b>
a) the inability of institutions (central, provincial and municipal levels) to provide detailed data;	the consultant will report regularly to government and UNDP on the concerns and issues identified and suggest alternative options to find solutions
b) unavailability of key stakeholders, particularly at central level, during data collection;	the consultant will report regularly to government and UNDP on the concerns and issues identified and suggest alternative options to find solutions
c) unexpected delays in the provision of data from relevant stakeholders.	the consultant will report regularly to government and UNDP on the concerns and issues identified and suggest alternative options to find solutions

## Evaluation approach and methods

The Inception Report included a mapping exercise to identify the data sources already in place, the feasibility of collecting additional information given the constraints of the current Covid19 restrictions and the evaluation timelines. This helped to refine the evaluation approaches and questions that could be made. The mapping exercise was guided by the key research questions and tailored to the Analysis of key approaches.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to Angola has been restricted since the 25<sup>th</sup> of March and travel in the country is also restricted. Because it is not possible to travel to or within the country for the evaluation, all consultations with stakeholders were conducted remotely, using digital means.

To mitigate the constraints of access to the field, the evaluation consisted of an extended desk review and triangulation with information from interviews held with a variety of stakeholders, from project managers to beneficiaries. Evidence obtained and used to assess the results of UNDP support were triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers and virtual meetings with stakeholder interviews and group interviews. Consideration was taken regarding stakeholder availability and conditions to participate in meetings or send information via email. Limitations such as access to computers, internet or even to electricity were also taken into consideration.

The following **steps in data collection** were taken: data collection, data analysis and reporting.

A desk review of the key strategies and documents underpinning the economic management and inclusive growth work of UNDP in the Angola was conducted at the initial stage to prepare the Inception Report and, continuously, throughout the data analysis and reporting. This included reviewing the UNSDCF and pertinent country programme documents; the UNDP Strategic Plan, 2018-2021; as well as a wide range of documents on economic management and inclusive growth projects, provided by the UNDP country office. Simultaneously, the evaluator has reviewed pertinent strategies and reports developed by the Government of Angola and by international and regional bodies that are relevant to UNDP's economic management and inclusive growth support. This includes the government's National Development Plans (NDP 2013-2017 and NDP 2018-2022), the Angola Vision, Agenda 2030, the African Union Agenda 2063, and key national strategies, all made available by the UNDP Country Office. More specifically, the evaluation has examined all relevant documentation concerning the two main projects implemented within the economic management and inclusive growth area, including project documents, annual and technical assessment reports.

Following the initial desk review and presentation of the Inception Report to the country office, the evaluator built on the documented evidence through an agreed set of interview methodologies, including remote/ virtual meetings, interviews with key partners and stakeholders, and data collection via email. While site visits were not made, specific stakeholders involved in the two projects were interviewed, namely UN country staff, government stakeholders, implementers, beneficiaries. The section References lists the documents and publications used for the analysis. The list of interviews and meetings can be found in Annex 5.

The analysis was intended to be participative, involving the consultant, UNDP and a variety of stakeholders related to the Outcome at all stages. Furthermore, the analysis used this collaborative work to triangulate systematically diverse types of data (qualitative and quantitative) and inputs from stakeholders. While the inception report had the objective of

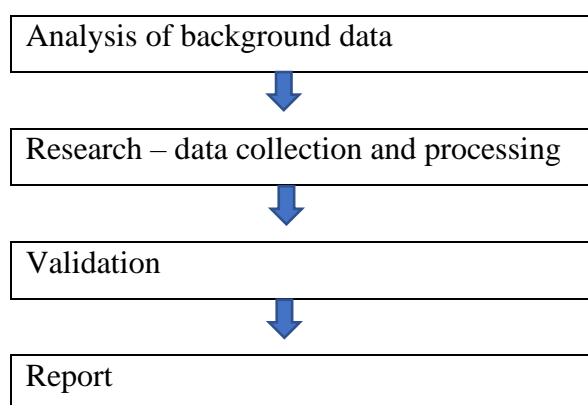
setting the terms and logic of the evaluation, a presentation of the draft report to the UN country office and government stakeholders was also foreseen from the beginning to encourage participation and sharing. The presentation and comments to the draft report will allow fine-tuning perspectives and information details, including further information if necessary and aligning the final report to the requirements of the end users of the report. The final step of the evaluation will be the delivery of the final report.

### **Ethical considerations**

The evaluation was carried out in accordance with the guidance, rules and procedures established by the UNDP, including the UNDP Evaluation Policy, the principles outlined in the UNEG '[Ethical Guidelines for Evaluation](#)' and the Ethical Code of Conduct for UNDP Evaluations. Evaluators must be free and clear of perceived conflicts of interest. Therefore, the evaluation abided by principles such as: independence, impartiality, transparency, disclosure, ethical, partnership, competencies/capacities, credibility and utility. The consultant has signed a code of conduct and an agreement upon signature of the contract. In addition to the UNDP guidance for outcome evaluations, the evaluator applied several methodological principles: (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.

### **Evaluation plan**

As mentioned, the study has started with the analysis of background data/documentation and consultations with the principal stakeholders, leading to the plan for the in-country research. After its approval, data collection took place in Angola (remotely) in the period between 13-27 November. The data information obtained was subsequently analysed. Discussion/validation of the preliminary findings/draft report followed, leading to the final version of the evaluation report.



The schedule of key milestones, deliverables and responsibilities and evaluation phases has been planned according to the terms described in the ToR, preliminary contacts with the UNDP office and initial contacts with stakeholders. The following reports and deliverables are required for the evaluation. Their provision represents the evaluation milestones set by the ToR. Indicative dates for their delivery are the following:



<b>Key milestones and deliverables</b>	
Inception report	November 16
Draft of the Inclusive Growth Programme Evaluation Report	November 23
Final Inclusive Growth Programme Outcome Evaluation report	December 16

The **resource requirements** tied to evaluation activities and deliverables included specific assistance required from UNDP in terms of:

- informing the partners and stakeholders about the evaluation;
- compiling and making available information related to the Outcome, namely reports and documentation, financial data and other supporting elements;
- inviting to and confirming with stakeholders meetings and interviews;
- mobilising the stakeholders' group to be involved in the evaluation processes, namely in the workshop for discussion of preliminary findings and review of the final report.

The evaluation was successful in communicating constantly with the office, accessing the needed documentation and data, and reaching out to the stakeholders and beneficiaries for the interviews and exchange of information.

## Data analysis

The evaluation provides evidence-based information that is credible, reliable and useful. Findings were triangulated using varied types of evidence and evaluation tools to gather information from different sorts of stakeholders and different levels of management. The following evaluation instruments were used to conduct this evaluation and the analysis:

**Evaluation Matrix:** the evaluator has developed an evaluation matrix based on the evaluation scope and the ToR, the programme expected results and the review of key documents (see Annex 2). This matrix is structured along the four evaluation criteria and includes all evaluation questions; including the scope presented in the guidance. The matrix provided overall directions for the evaluation and was used as a basis for interviewing people and reviewing documents.

**Review of Documentation:** the evaluator conducted a documentation review previous to the contacts and interviews to stakeholders based in Angola and also during the analysis (see References). In addition to being a main source of information, documents were also used to prepare the data collection through interviews and meetings in Angola. A list of documents was provided with the ToR and further searches were done through the web and contacts. The list of documents reviewed was completed during the data collection phase.

**Interview Guidelines:** The interviews were conducted through questions based on the evaluation matrix (Annex 3) to solicit information from stakeholders. The interview guidelines were adapted for each interview, depending on the type of informant/project. The interview guidelines follow the logic and contents of the Evaluation Matrix but are differently used – fully or only partially followed – depending on the different stakeholders, their roles and type of participation in the projects. The questions are open enough to capture the both the topics established by the evaluation rationale and objectives and unforeseen or new issues highlighted by the interviewees. The number and type of questions selected from the main list was adapted according to the applicability to the type of interviewee.

**Mission Agenda:** The UNDP office has developed an agenda for the remote interviews and contacts between the evaluator and stakeholders. The list of stakeholders to be interviewed was reviewed with UNDP Angola, ensuring it represented all relevant stakeholders of the programme. Subsequently, interviews were scheduled and conducted using digital platforms like Teams, Zoom and WhatsApp. The list of interviews is in Annex 5.

## Findings and conclusions

### General findings

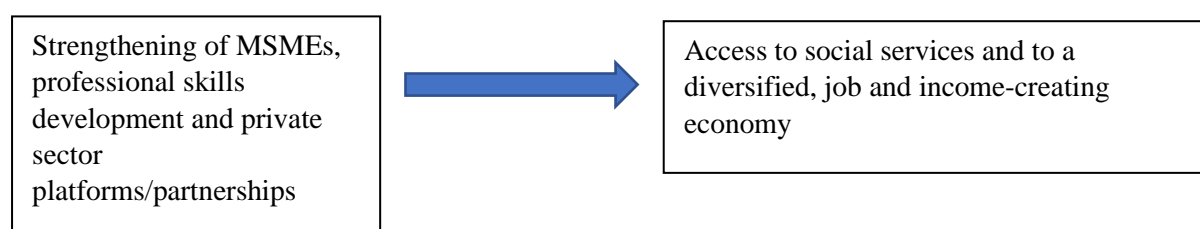
The evaluation findings are based on an analysis of the data collected through the desk review and interviews. The findings will support drawing conclusions for the evaluation. They are organised according to the evaluation topics and questions, providing supporting information and/or links and references to information.

1. The ICPE 2018 indicated that the UNDP country programme lacked a clear **theory of change**. For the current programming, 2020-2022, UNDP has set the rationale of the intervention in Angola: ‘if poverty eradication and inclusive economic growth are promoted, resilience is reinforced, and participatory and inclusive governance is strengthened, Angola will be able to accelerate its human development progress, end poverty in all its forms and reduce inequalities’ (p. 4). This places a clear emphasis on poverty and economic growth as a key development area. As mentioned, Outcome 60 continued to lack a clear definition of how and why the desired change is expected to happen in the Angolan context. This evaluation has developed a logic model of how UNDP economic management and inclusive growth interventions are expected to lead to improved national and local government management and service delivery. The construction of a theory of change for the outcome is based on stated objectives and anticipated results and more generally from UNDPs economic management and inclusive growth activities to address poverty, inequalities and develop capacity.

In the programme 2015-2019, Outcome 60 assumed that strengthening national systems and institutions would lead to achieving diversification, entrepreneurial development and sustainable livelihoods and, consequently, to inclusive and sustainable growth. Activities for strengthening national systems and institutions were focussed on: schemes/entrepreneurial development initiatives to expand and diversify employment and livelihood opportunities for youth and women; national capacity for producing plans.



For the Outcome programme 2020-2022, the objectives and rationale defined pointed to access to social services and to a diversified, job and income-creating economy through strengthening of micro, small and medium-size enterprises (MSMEs), professional skills development and private sector platforms/partnerships.



Only one of the projects in the Outcome area Inclusive Growth has set a logic for the intervention. The project *Technical assistance to foster economic diversification and private sector development in Angola in the context of the graduation from LDC and the achievement of the SDG* (Project ID 00110554, 2018-2021) expected that private sector development and institutional capacity building – capacity development for micro, small and medium-size enterprises (MSMEs) – would contribute to the Angolan economic diversification process, create employment for the youth and answer to development needs. The project of the previous

cycle (2013-2017), *Sustainable economic development and Inclusive growth* (Project ID 00076670) has not set forward a theory of change. It was designed as a continuation of the Programa Empresarial Angolano (PEA, Angola Entrepreneurship Programme) focussed on entrepreneurship and other larger-scale economy-related programmes. The Outcome Closure report of 2017 indicates that the project was conceived initially as transitional.

The way the Outcome was defined in the past and current programming contributed to a less clear logic before the drafting of the CPD 2020-2022. For the CPD 2020-2022, the theory of change was first developed with other UN agencies as part of identifying the priorities of the UNDAF and UNDP then selected the outcome of the UNDAF to include in its CPD. This was not the practice in the previous programme (2013-2017).

The lack of a theory for change was also a result of the significant changes that took place in Angola, with significant changes in the government's approach to economic production and diversification of the economy while at the same time the effects of an acute economic crisis increasingly becoming more visible. These transformations therefore affected the work and activities in the area of economic growth and development. The project was then conceived to cover all ad-hoc or scattered activities still to be developed in this area, under the CPAP framework, but with no clearly defined objectives or results or even a Project Document.

## Relevance

**1. The relevance and strategic positioning of UNDP support to Angola** on economic management, entrepreneurship and private sector development is evident. Economic growth is one of the priority areas for the Angolan government, both in the National Development Plan of 2013-2017 and of 2018-2022. In the 2013-2017 programme, the Angolan government has indicated economic related objectives in four of the six areas and in the current programme, economy and development are prioritised clearly in two objectives and indirectly in other two. **Table 2** highlights the emphasis placed on economic related objectives, both in government programmes and in the work of the UN and UNDP in Angola. However, the topic has not been sufficiently prioritised in the CP 2015-2019, with graduation given more prominence. The ongoing CP has more clearly emphasised the economic growth while continuing the approach to sustainable development as linked to economic development. In general, Outcome and Outputs are explicitly linked to national priorities but insufficiently focused on the economy. The objectives and strategies are consistent with the national development strategies and policies. The project was fully aligned with UNDP strategic plan 2014-2017 and UNDP's CPD 2015-2019.

**Table 2 – Focus on economic growth and development**

NDP 2013-2017 Main objectives	NDP 2018-2022 Strategic areas	UNDAF 2015-2019 Strategic Partnership Areas	UNDP Strategic Plan 2014-2017 Areas of work	CPD for Angola 2015-2019 programme priorities	CPD 2020-2022
1: Preservation of National Unity and Cohesion	1: Human development and well-being	1: Human, social and equitable development	1: Sustainable development pathways	1: Policies and strategies to promote inclusive, sustainable growth, leading to 'graduation' from the least	1: Fostering poverty eradication and inclusive economic growth

				developed countries group	
2: Guarantee of the basic conditions necessary for development	2: Sustainable and inclusive economic development	2: Rule of law and national cohesion	2: Inclusive and effective democratic governance	2: Participatory governance and the modernization of public institutions for effective service delivery	2: Increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development
3: Improvement of the quality of life	3: Infrastructures necessary for development	3: Inclusive and sustainable economic development	3: Resilience-building	3: Human rights, access to justice by all citizens, and accelerated progress on women's empowerment	3: Strengthening inclusive democracy, human rights, justice and rule of law.
4: Integration of the youth in active life	4: Consolidation of peace, strengthening of the democratic and rule of law, good governance, state reform and decentralization			4: Environmental sustainability for disaster risk reduction and economic advancement	
5: Private sector development	5: Harmonious territorial development				
6: Competitive integration of Angola in the international context	6: Guarantee of Angola's territorial stability and integrity and strengthening its role in the international and regional context				

In general, the Outcome is aligned with the Angolan government objectives for economic diversification and inclusive sustainable development. UNDP supported value chain development and private sector development through small projects and worked with the government for development issues, such as graduation from the LDC and SDG mainstreaming.

**2. UNDP work in the area of economic development/inclusive growth is considered important for the government.** However, UNDP's role in the development context in Angola and its comparative advantage vis-a-vis other partners has not been strategically set forward throughout the last programming. According to the Outcome report of 2017, the project of the previous cycle served as a transitional plan to support the country efforts towards preparation for a post- Millennium Development Goals (MDG) area. The project has opened new pathways for the Inclusive Growth and Sustainable Development cluster. This included building relationships with the government for government cost sharing and financing. The project has, for instance, supported the regional initiative on African Development Supply, to promote

green value chain analysis and products. In the areas of graduation and SDG indicators, support to the INE for the activities within the Outcome were the implementation of the road map to the graduation from the LDC status, work for the poverty indicators, mainstreaming of the SDGs. The latter was mostly done through UNDP supporting the government in the designing of the National Development Plan 2018-2022. The work with INE for the indicators involved a study on multidimensional poverty at municipal level based on the 2014 Census data; a study on multidimensional poverty at the national level based on the 2015-2016 health surveys; and another study is being prepared to be done in 2020 (affected by the Covid19 pandemic).

When communication was effective, the role of the UNDP in Angola in the area of inclusive growth became more visible and stressed. For example, the project produced a blog story about its intervention in Malanje that was launched in the UNDP Angola webpage and social media, with good reception, as mentioned in interviews. Also, the blog story contributed to UNDP Angola's Newsletter sent to partners, who became aware of project activities and results. In addition, the Project Manager coordinated and contributed to media pieces on Poverty Day and Rural Women to promote the UNDP's work in Angola and to celebrate the UN Days, which were disseminated via the UNDP webpage and social media channels. The media contents were well acknowledged in the interviews.

**3. UNDP's selected method of delivery has been appropriate** to the development context. UNDP has focussed on technical assistance and institutional support and less in operational activities. Projects such as the ASDP were designed and implemented in an appropriate way, linking agricultural production to commercialisation, access to credit and employment, which is the chain that is missing in the country in general, often mentioned by specialists. However, important recent changes have revealed the limited scope of the work in the Outcome area. While the economic crisis in Angola was increasingly producing negative effects in the population livelihoods, UNDP leadership was re-directing the country support away from the Inclusive Growth area, with the justification that the available resources were too small for a country context characterised by large-scale investments. This change of strategic focus resulted in small scattered and ad hoc support to activities, like those within the ASDP project or the vocational training study and support to internships in Huíla, and an emphasis on technical support to the SDGs/poverty indicators and the graduation process.

**4. UNDP has been influential in national debates on economic management and inclusive growth** to address poverty and inequality for vulnerable groups. However, until 2018 the work about poverty in Angola was practically absent and dormant. Poverty was only recently re-emphasised in programming and consequently the work with national stakeholders in this area has been gradually increasing. According to the 2017 Outcome report, results were the support to the Ministry of Economy and Planning in the implementation of the LDC graduation roadmap, in the elaboration of the Country MDG report where UNDP provided support to harmonization of the national data. The project has also produced a study on the non-oil value chain and more recently a report on the status of Corporate Social Responsibility in Angola. Regular political and economy analysis was also produced, as well as an assessment study to generate evidence and help planning for new activities, including the UNDP engagement with government authorities and stakeholders.

**5. UN reforms had a limited influence to the relevance of UNDP support to Angola in the economic management and inclusive growth sector.** Changes and re-orientations in the country programming, however, have significantly affected the Outcome area, which remained unclear, under-staffed and with few resources for a long period, roughly until 2018. On the other hand, the **capacity of response to changing scenarios and to requests** made by national partners in the Inclusive Growth area was evidently lagging behind when the Angolan economy was

impacted by the crisis. The economic changes in Angola continue to impact activities related to the economy and the effects of Covid19 in this area are still to be fully assessed. As a consequence for the Outcome area, the constant adaptation to changes and context characterises the implementation of the Outcome.

## Effectiveness

**1. UNDP support has contributed towards an improvement in national government capacity** for economic management and private sector led growth for employment generation and poverty reduction. At Outcome level, progress since 2015 has been focused on a limited number of projects and activities. At policy level, the project supported the Angola government to produce the country LDC process report on its graduation to MIC. Evidence in the area of economic development are projects conducted in Malanje by the SODEPAC. Through the African Supply Development initiative, UNDP supported 500 smallholders farmers through the Investment Development Hub (Sociedade de Desenvolvimento do Pólo Agroindustrial de Capanda, SODEPAC). In Huíla, in partnership with the Government of the Province, ADRA, the National Institute of Employment and Professional Training (INEFOP) and the University Mandume, and the intervention in Lunda Norte (Lóvua) for entrepreneurship and enterprise incubators among refugees, with the involvement of the Government of the Province and the ADPP in 2019. In Luanda, UNDP support the artisanal fisheries project for over 200 women until 2017, implemented by the Instituto da Pesca Artesal (IPA) and with funding from Sasol, Limited (100,000 USD).

**2. UNDP worked with other UN agencies and other international and national delivery partners** to deliver economic growth, private sector development strategies. However, effectiveness of this joint work was not emphasised or explored varied possibilities. The frameworks and strategies that UNDP has devised for its support to economic development resulted in a limited number of projects and activities in the areas of entrepreneurship and private sector development. This has to do not only with UNDP budget limits for this area compared to the immense needs in the country but also to the non-development of partnership strategies in all projects. Except for the study conducted in Huíla, projects normally mobilised few partners and the partnerships were only concluded after the projects had begun.

**3. UNDP utilised innovative techniques and best practices** in its economic management and inclusive growth programming. The project pioneered, for instance, agribusiness in Angola. The model is today is adopted by the ministry of agriculture and the ministry of economy and planning, and even International Financial Institutions (IFI) such as the AfDB or the World Bank/ International Fund for Agricultural Development (IFAD). Largely, most of IFI's investment portfolio are concentrated in agribusiness sector. Within the ASDP project, smallholders supplied the canteen of a sugar cane plantation (Biocom), which linked local production to market. In Huíla, UNDP has also mobilised partnerships to link research on vocational training needs done by the University Mandume to the provincial government, to the INEFOP and ADRA for training, and to the Associação Agro-Pecuária, Comercial e Industrial da Huíla (AAPCIL) for internships of the trainees.

**4. Stakeholders perceive UNDP as a strong advocate** for improving government effectiveness and integrity in economic management in Angola. While the UNDP has been traditionally more prominent in Angola working with Ministries like the MASFAMU or the MINAMB, its credibility was expanded to private and public partners in the economic sector through the projects in the Outcome Inclusive Growth. Currently, UNDP is working with the Office of Programme Monitoring of the Casa Civil of the presidency to map ongoing poverty



programmes (about 30 already identified). The work with INE is also referred to as very positive in the area of poverty and the initiatives for education/training and entrepreneurship area seen as examples to expand and replicate.

**5.** Despite its reorientation and focus in the CPD 2020 and the 2018-2021 project, **UNDP is currently not well suited to provide economic management/private sector development support** to national and local governments in Angola. UNDP has the technical capacity for this end but institutional arrangements of the UNDP country office have not been able to support it. Contributing factors that enhanced or impeded UNDP performance in this area were the capacity to mobilise networks and relevant partnerships but the fact that both programme and budget allocations to the Outcome were blurred and not clearly defined and reported contributed to scattered, ad hoc and inconsistent results. Moreover, the Outcome is diluted in an area that also includes the work in Health and Environment – both with the highest funding of the office – which makes poverty and economic development difficult to stand-out.

**6. The Outcome programme expected results were achieved in general.** There are examples of significant numbers of people benefiting from the activities, such as those under the ASDP project that reached 186 neighbourhoods in Cacuso, Malanje (13,800 families, about 68,000 people). However, these results do not fully correspond to the foreseen outputs and indicators, which reveals how the projects tried to address the rapid changes of context on the one hand and, on the other, activities that were developed ad hoc were considered under the umbrella of the Outcome a posteriori. The foreseen indicators both in the CPDs and the specific project are quite objective for the previous CPD but vague in the current one. On the other hand, the Project 00076670 has not set outputs and indicators. The mismatches of outputs and indicators from the different projects and programmes under which the Outcome Inclusive Growth has been and is and transitions from types of programming make the assessment of results a challenge.

A summary of the main achievements (**Table 3**) shows that activities were varied, touching many areas, not always in line with the planned activities and/or outputs of the CPs. Through the available reports, results are particularly difficult to assess for the period 2013-2017 when the Outcome area was operating under the project 00076670. However, according to the M&E reporting of 2017 the average delivery was over 90% .While ongoing activities are since 2018 more clearly focussing on economic development, the main work in the previous years was notoriously concentrated on the graduation and the SDGs/poverty indicators.

While the ROAR 2017 pointed out that the presidential election affected and slowed the government capacity to implement the LDC graduation road map and fully alignment of the SDGs with sectorial development plans, the main areas of **incomplete action** indicated in the ICPE 2018 (2015-2019) were:

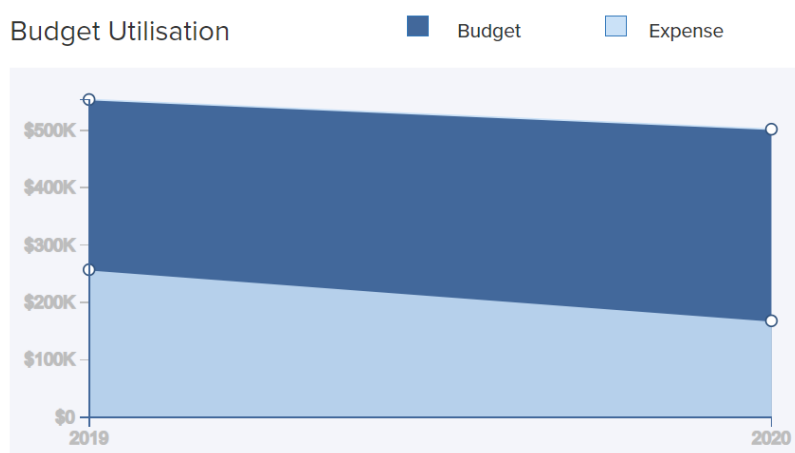
- the support to positioning Angola as a middle-income country and as a leader at regional and global levels as initially indicated in its CPD;
- the envisaged joint programmes or partnerships with the International Labour Organization (ILO), the African Development Bank (AfDB), the World Bank, and other partners that were not implemented;
- initiatives to mobilise the private sector on corporate social responsibility and social protection not developed;
- the efforts in economic diversification through a targeted approach to scalable livelihoods and entrepreneurship development;
- The initiatives did not target youth;
- The initiatives for small agricultural producers supported women in the production of honey but were not very successful in the case of the fisheries



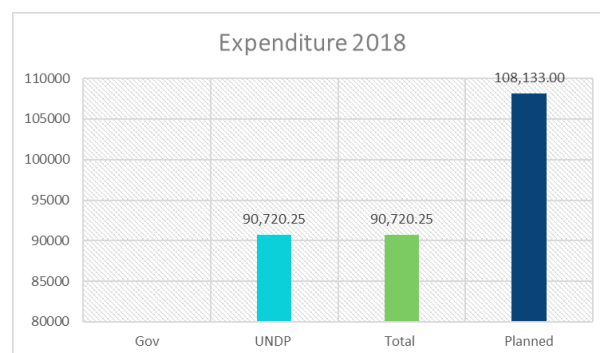
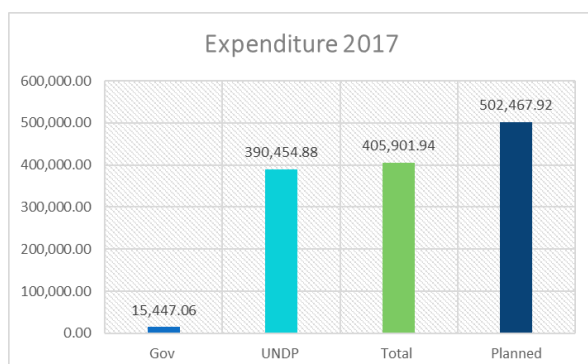
- Pilot initiatives were too small and did not manage to reach results in terms of the expansion and diversification of employment opportunities and the strengthening of national systems and institutions;
- Social protection that UNDP planned to advocate was not developed;
- And UNDP was not able to mobilize the private sector on corporate social responsibility.

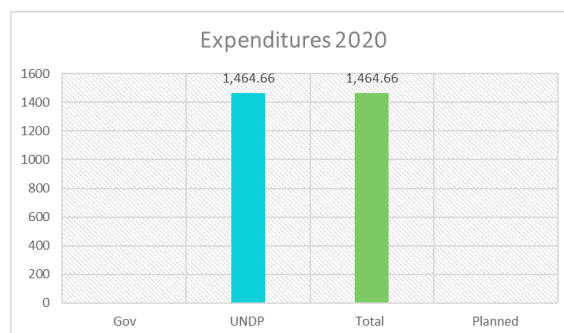
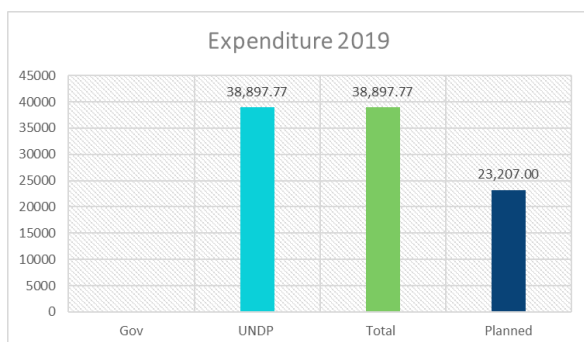
In the current CP (2020-2022), the Outcome has a budgeted funding of USD 26,828,000, representing 38% of the total funding for the Angola programme. Execution has notoriously slowed down in the second half of 2019.

**Figure 1 – UNDP Angola budget and execution for the Outcome Economic Diversification and Private Sector Development (2018-2021)**

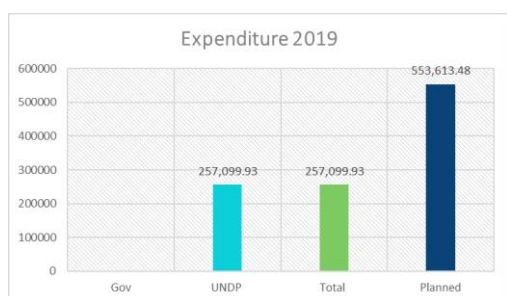
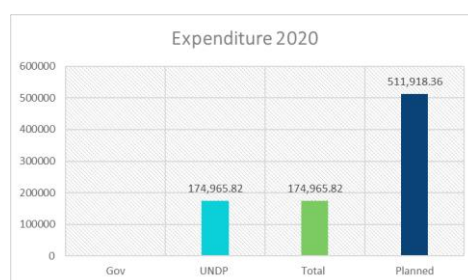
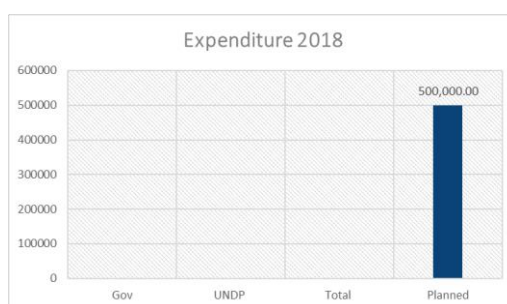


In terms of the two projects, the 2013-2017 project was not successful in harmoniously distributing expenses throughout the years and that led to dragging the execution pass the period of the project – and consequently the activities.

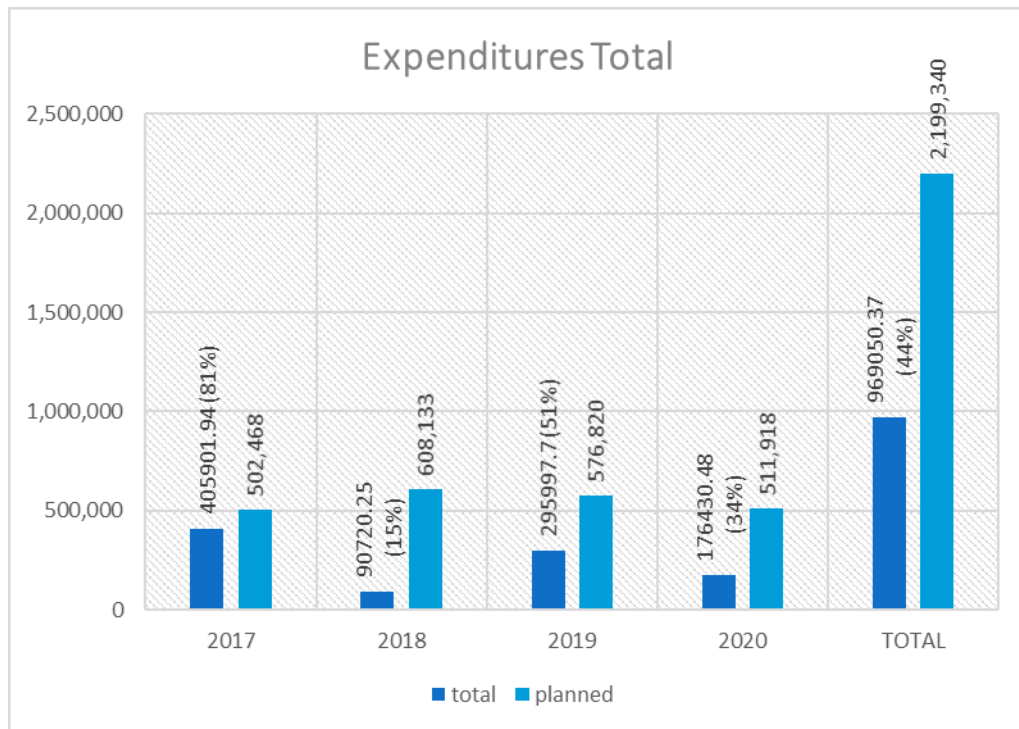




The ongoing project of 2018-2021 has also underspent the resources so far, which may point similarly to a concentration of activities in the last years of the project or even beyond the project timeframe.



While the resources available and planned for the Outcome are relatively low when compared to the needs of the country in terms of fight against poverty and economic development, UNDP's use of these limited resources has fallen beyond the expected within the established timeframes.



**Table 3 – Summary of progress towards results**

Programme	Indicators	Done
CPD 2015-2019	<p><b>Indicator 1.2.1.</b> No. of schemes enabled to expand and diversify employment and livelihood opportunities for youth and women  <i>At least 3 entrepreneurial development initiatives brokered between investors and producers</i></p>	<p><b>ROAR 2017</b>  Skills development and livelihood diversification scheme reached 13,000 people  Establishment of ReMA Academy reaching 10,000 schoolchildren  Value chain scheme benefitted 3,000 youths/women in three provinces  Market Facilitation project helped 500 women in the fishing processing sector to establish commercial protocols in 10 local supermarkets  Provision of inputs to 2,500 small farmers that entered in partnerships with the leading company in horticulture sector  <b>ROAR 2019</b>  Skill supply and demand study in Huila province  Two Corporate Forums led to establish the National Corporate Social Responsibility (RARSE)</p>
	<p><b>Indicator 1.3.1.</b> No. of plans, strategies and analytical reports produced using high-quality, disaggregated data.  <i>At least 2 plans use updated and disaggregated data</i></p>	<p><b>ROAR 2015</b>  Government submitted to The Economic and Social Council (ECOSOC) session in September 2015 the national report for LCD graduation which led to a formal endorsement by the General Assembly  Memorandum of Understanding for continued collaboration on the LDC graduation processes and mainstreaming the SDGs into the national development frameworks and budgets  <b>ROAR 2017</b>  Country national progress report on the graduation road map  INE Country baseline on SDGs  <b>ICPE 2018</b>  Production of documents about the graduation and the oil crisis  Raise the interest of the Government for the Agenda 2030  Country baseline for the SDGs  Mainstreaming the SDGs into the national planning framework  Preparation of the 2018-2022 National Development Plan  <b>ROAR 2019</b>  Technical support to review effectiveness of 36 social national programs to end poverty  INE support to elaborate the composition Multidimensional Poverty Index (MPI) of 164 municipalities  Technical workshop to train 50 senior officials from the government on the LDC graduation of Angola</p>
CPD 2020-2022	<p><b>Indicator 1.2.1.</b> Number of high-quality plans, strategies and analytical reports on labour market and</p>	

Programme	Indicators	Done
	<p>entrepreneurship ecosystem produced, disaggregated data by sex, age and geographical location.</p> <p><b>Indicator 1.2.2.</b> Extent to which a programme to support MSME and enhance the economic inclusion of youth and women that targets poverty reduction is implemented and operational.</p> <p><b>Indicator 1.3.1.</b> Extent to which an innovative solution for social impact investment initiatives is implemented and operational.</p> <p><b>Indicator 1.3.2.</b> Existence of an operational new public-private partnership that contributes to the SDGs.</p>	
<p><b>Project 00110554 (2018-2021)</b></p>	<p><b>Indicator 1.1.</b> Number of people from Angolan Government, Academia and CSOs trained on LDC graduation, the SDGs and the Human Development (50)</p> <p><b>Indicator 1.2.</b> Number of analytical documents and reports on LDC graduation and the SDGs published (3)</p> <p><b>Indicator 1.3.</b> Number of national reports and high-level meetings on LDC graduation of Angola conducted (6)</p> <p><b>Indicator 1.4.</b> Number of national commissions or committees on LDC graduation and SDGs established (1)</p> <p><b>Indicator 1.5.</b> Number of preliminary analysis of the pillars of the National Smooth Transition Strategy (NSTS) for the LDC graduation of Angola identified (1)</p> <p><b>Indicator 2.1.</b> Number of people who benefit from vocational training (800)</p> <p><b>Indicator 3.1.</b> Number of business start-ups and business cooperatives established (5)</p> <p><b>Indicator 3.2.</b> Number of schemes to expand and diversify employment and livelihood opportunities for youth and women enabled (3)</p> <p><b>Indicator 4.1.</b> Number of initiatives to enhance access to social protection for the poor and other risk groups adopted (2)</p> <p><b>Indicator 5.1.</b> Number of National statistical SDGs baseline report published (1)</p> <p><b>Indicator 5.2.</b> Number of national voluntary review (NVR) on SDGs in Angola published (1)</p>	<p><b>ROAR 2019</b></p> <p>Technical support to review effectiveness of 36 social national programs to end poverty</p> <p>INE support to elaborate the composition Multidimensional Poverty Index (MPI) of 164 municipalities</p> <p>Technical workshop to train 50 senior officials from the government on the LDC graduation of Angola</p> <p>Skill supply and demand study in Huila province</p> <p>Two Corporate Forums led to establish the National Corporate Social Responsibility (RARSE)</p> <p><a href="#">UNDP online</a></p> <p><b>2018</b></p> <p>1.3 MoU signed with Catholic University of Angola, University Lusíada and Mandume</p> <p>2. Agreement reached with ILO, University Mandume and UNDP to conduct a joint studies on skills supply and demand</p> <p><b>2019</b></p> <p>1. The labour analysis on skills supply and demand conducted in a joint effort with ILO, Universidade Mandume and UNDP. The findings will be presented in Q1 2020 and an Action Plan prepared for local authorities and decision makers.</p> <p>2. 130 people trained in social and community entrepreneurship. Seed capital, Mentorship and coaching for selected beneficiary will be provided in Q1 2020 for small-scale business.</p> <p>3. 60 Provincial Directors of Statistics and planning trained on data collection for SDGs and alignment between Local Development Programme and SDGs.</p> <p>4. With UNDP and OPHI support, The National Bureau for Statistics was able to develop and produce the Municipal Multidimensional Poverty Index for 163 municipalities. The review of the social programme to end poverty was conducted by the Presidential House with UNDP and IPC-IG to establish the effectiveness and monitoring mechanisms.</p>

Programme	Indicators	Done
	<p><b>Indicator 5.3.</b> Number of partnerships with Angolan universities established (3)</p> <p><b>Indicator 5.4.</b> Number of research papers and reports on the SDGs by Angolan universities published (4)</p> <p><b>Indicator 6.1.</b> Number of implementing financial partnerships agreement signed (4)</p>	<p>5. The Angolan Corporate Social Responsibility Network was legally endorsed by Angolan government as vehicle for private sector engagement with SDGs.</p>

In terms of assessment of Outcome area results, the evaluation of the UNPAF of 2018 has also highlighted a limited set of accomplishments related to economic inclusive growth.

### **UNPAF 2015-2019 evaluation – main accomplishments Strategic Area 3 and Outputs 1.2 and 1.3**

Implementation of the Roadmap and preparation of the report on the PMA Angola Graduation
Preparation of the country's baseline on the SDGs
Integration of Sustainable Development Goals in Sector Plans
Integration of Sustainable Development Goals in Sector Plans
Strengthening the livestock, agricultural and artisanal fishing sectors, reaching more than 7,000 families
Training and practices in horticulture, logistics and the value chain in Malanje
Training of 130,000 women in agribusiness, training of 2,000 young people in vocational training and strengthening of the artisanal fishing and aquaculture sectors
Initiatives to develop spirulina production and reduce post-harvest losses
Diagnostic capabilities of animal diseases were strengthened at the Veterinary Research Institute of Huambo
Technical support to MINUHA in the reformulation of the National Urbanism and Housing Program especially in the directed self-construction component; in the formulation of the National Policy for Housing and the Strategic Plan for Urbanism and Housing 2025 (PLANEUHA)
Technical support to the Government in the legal-institutional and institutional implementation of the separation of law of building land rights to finance urban development in Angola
Implementation of the Joint United Nations Program for Urbanization
Elaboration of the National Gender Report and established a national gender baseline to report and monitor support national monitoring, with particular focus on SDG 5 on gender equality and women's empowerment

Results directly targeting economic development and job creation/promotion became more visible in the 2020-2022 Outcome programme. More targeted activities towards the Outcome Inclusive Growth have in fact been implemented in the current year. The programme Know-How, focussed on professional internships for young people to create their own jobs, was only implemented in August 2020. The presentation of the study O papel do desenvolvimento das competências profissionais na promoção do emprego em Angola (the role of the development of professional competences in the promotion of employment in Angola) only took place in November 2020.

The most salient enabling/impeding factors were the absence of a well-designed and clear project or programme for the Outcome in period 2013-2017; the profound economic changes in the country; and the limited resources. Mitigation techniques employed were scarce and limited given the available resources.

### **Efficiency**

**1. UNDP approaches, resources, models, conceptual framework are currently relevant to achieve the planned Outcome but were fragmented in the 2013-2017 Outcome programme.**

They are increasingly sensitive to the political and development constraints of the country: political stability, economic crisis, the urgent need to address youth employment. The resources are limited and are expected to decrease with the graduation of the country in 2021. Most of these resources are regular, from programme sources and there were few projects developed in the 2013-2017 period, despite the available resources then. Outcome 1 had a budget of USD 1,000,000 for the period 2017-2021 to implement all six foreseen outputs in the period of four years, which was very limited. Between 2018-2019 the Outcome even had no funding at all. In total, the Outcome has a funding of USD 6 million for the whole duration of the Outcome programme (2013-2021), which is evidently limited.

Funding for the CP 2020-2022 Outcome area 1 is USD 26,828,000, which represents 38% of the total UNDP funding for the period. However, much of the resources in the Outcome area are from bigger funding for health and particularly for HIV programmes. Consequently, most projects lack substantial and relevant funding for the activities they aim to conduct. The evaluation of the ASDP project indicated that it had not enough resources and interviews with several implementing partners have also stressed this challenge.

Reactive and mitigation measures put in place to address unpredicted external factors consisted of re-allocations of funding, like for the project of vocational training in the Huíla that did not budgeted for expenses with meals and transportation for the trainees. Also, the fast depreciation of the Kwana and escalation of prices required the UNDP to cut some expenses, like for instance some kits foreseen for the vocational training courses. At a more radical level, UNDP has cancelled support to the project with the IPA on artisanal fisheries that was not able to comply with reporting and could not justify expenses made.

**2. UNDP's governance strategy and execution has been efficient and cost effective.** Despite the mentioned budget cuts and revisions and delays in disbursements mentioned by implementing partners in the interviews, there has been in general an economical use of financial and human resources and synergies with other CO resources. The area is understaffed, with only two staffs permanently hired but given the increase in the projects and activities, UNDP's Senior Economist was strategically mobilised to provide support to the area. The total resources mobilised as a proportion of funding needs for the Outcome in general are evidently miniscule when compared to the country's needs. The proportion of resource allocation for marginalised groups is high, if we take in consideration the activities put in place directly linked to economic growth. Synergies in the use of resources have been the joint work with the Senior Economist, with FAO and with the ILO. Some scattered discontinued funding was also secured from partners like Sasol Limited, the Swiss International Development Fund or from (Corporate Social Responsibility) CSR funds from the private sector.

**3. The monitoring and evaluation systems** that UNDP has in place help to ensure that programmes are managed efficiently and effectively. The Monitoring and Evaluation (M&E) plan is conceived alongside with the Annual Work Plan (AWP). Comprehensive M&E activities were developed for the project under the Poverty/Sustainable Development Unit in accordance with standard UNDP procedures, including the UNDP monitoring and evaluation practices for programmes and projects. Quarterly and annual progress were elaborated and submitted by the Project Manager and the UNDP Country Office and implementing partners have conducted visits to project sites to assess first-hand project progress. Field Visit Reports/ Back To the Office Reports (BTORs) were prepared and circulated to the project team. A set of indicators with their respective baselines and targets at the end of the project were identified and entered in ATLAS and IATI platforms. Since 2015, UNDP is systematically using the Implementation and Monitoring Stage Quality Assurance Report model and the Closure Stage Quality Assurance Report. Specifically, UNDP has conducted an evaluation for the



Agribusiness Supplier Development Programme (ASDP) (2017), which allowed reviewing the workplans, budgets and even setting up new partnerships. Evaluation and monitoring were also key to reviewing and cancelling the project with IPA due to inadequate reporting. The project is relatively small, which makes M&E part of daily activity of the staff involved in the project. While there is no specifically budgeted M&E plan, staff members of the project produce quarterly economic and social analyses to support management decisions.

**4. Alternative approaches were not considered in designing the projects.** Due to the unclear and changing character of the programming since 2013 until 2020, the design of the activities and outputs for the Outcome was not sufficiently matured. Moreover, the fact that the projects were too small, with a limited scope and under-staffed conditioned the elaboration of adequate alternatives in the design phase. Alternatives were developed only at the implementation stages, like the revisions of budgets forced by the escalating inflation in Angola; adaptations to local needs, like the revision of the vocational training project in Huíla to respond to the demands of local businesses; or the work with the government for the assessment of poverty programmes in the country, not initially foreseen by the project.

## Sustainability

**1. UNDP Economic management and inclusive growth interventions are likely to be sustainable.** There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. Initially, the 2013-2017 project for the Outcome was conceived as a transitional plan to support the Country Office for new interventions aiming to support Angola in its efforts towards poverty reduction, inclusive growth and the achievement of the Millennium Development Goals. The 2020-2022 project moved forward with some of the objectives in this area – in particular, focussing on the SDGs, and supported the Angolan government to produce the country LDC process report on its graduation to MIC. Last year, UNDP supported the INE for holding four regional workshops for the dissemination of the SDGs at the provincial offices and provincial government planning offices. In other areas of intervention, there are two identified areas with potential for scaling-up and attracting funding, given the results and visibility fostered: the youth skills and vocational training and the sustainable development of value chains. These areas were integrated in the private sector development CO strategy. Evidence of these advancements is the ongoing dialogue with the government and the African Development Bank, which is at an advanced stage.

While not fully as planned, some facilities created by projects remain and are used by the beneficiaries for their productive activities. For instance, in the Buraco/Cabo Ledo project for artisanal fishing has left to fisheries' women the cement infrastructure to dry and packing fish is working, despite some materials have been lost or degraded, like knives or buckets. In the ASDP project, the cooperatives created were able to continue using computer based accounting due to the training received, but can no longer use the same computer programme that is expensive and moved to Excel. Joint initiatives, like the Corporate Social Responsibility Network (RARSE) involving NGOs, government and private sector have also been continued, although new platforms like the Plataforma dos Objectivos de Desenvolvimento Sustentável have been created based on the same principles. At the individual level, some beneficiaries also referred sustainable outcomes, especially for women: 'some women are now the ones supporting their husbands' (interview with ADRA beneficiaries, Caluquembe).

**2. UNDP has set in place mechanisms to support the government of the Angola to sustain improvements made through these inclusive growth interventions.** The share of outputs

sustained throughout the duration of the Outcome programme is, however, limited given the fragmentation of the programme and limited-time activities it developed.

The project has facilitated major engagement with ministerial sectors in preparation and elaboration of the MDG report 2015 and continued this support for the work in the ODS. The INE is also investing continuously in the preparation of poverty indicators. The INEFOP, based on the experiences with the UNDP project is currently developing further activities on vocational training needs assessments at the national level. The study conducted in Huíla about micro-credit will also be used by the Government of the Province and the University Mandume has contributed to improvements in the survey for vocational training, which makes it now have a more accurate tool for future studies. A sign of continuity for the UNDP projects/approach was also, for instance, a grant of USD 100,000 received from the private sector to contribute to fishery value chain. Dialogue with IFAD and government continued with submission of a full proposal for private sector development, youth skills and volunteer programme.

The share of stakeholders expressing appropriation and the intention to continuity of the type of activities and the existence of formal political and financial commitments to provide sustainability to activities in the area of sustainable growth is noticeable. Recently, the UNDP Angola has signed an agreement with the MAPTSS for promoting youth employment and training ([MAPTSS e PNUD assinam acordo para promover emprego e formação profissional dos jovens](#)). In addition, the UNDP will be providing technical support to the ministry to accelerate and implement the Employability Promotion and Action Plan (Plano de Acção e Promoção da Empregabilidade, PAPE) in the 2018-2022 PDN programme by strengthening the National employment and vocational training system and other key initiatives for job creation with attention to women and girls. One of the highlights of the cooperation will be the award of professional internship grants to 100 youths who have completed professional training at the INEFOP. This action has recently received the support of the Republic of Turkey, as part of the partnership between Turkey and the UNDP. The strengthening of technical and institutional capacities will be another strong point of this agreement, involving the training of trainers and the adaptation of the professional training curricula.

## Partnership strategy

**1. The partnership strategy** in the economic management and inclusive growth sector **has been limited and inconsistent.** The changes of programming and the limited resources prevented the UNDP of defining a clear strategy for partnerships, particularly throughout the 2013-2020 period. UNDP's engagement with the private sector has led to legally constitute the Angolan Corporate Social Responsibility Network (RARSE). There are current and potential complementarities such as those with the private sector, the government and UN agencies such as FAO and the ILO. There are some overlaps with national partners' programmes, namely with the government's Kwenda programme – to assist the poor and vulnerable with social transfers – or with the Prodesi programme, aimed at supporting national production and economic diversification. FAO participates in the latter for the acceleration of inclusive & sustainable agribusiness investment in economic corridors (2020-2021) but the UNDP is not involved. However, UNDP has managed to efficiently work with the government in the areas relevant to the Outcome. UNDP has, for instance, provided technical and financial assistance to the National Institute of Statistics (INE) – in partnership with Oxford Poverty and Human Development Initiative (OPHI) – to elaborate the Multidimensional Poverty Index (MPI) of Angolan municipalities. UNDP also worked effectively with other international partners to deliver on good economic management initiatives and facilitated alliances and partnerships.

During 2019 and 2020, UNDP has expanded its partnerships. A new project has also been initiated with the AfDB for solar-grids, there is a project being prepared with UNICEF and other UN agencies. The ASDP project, involved not only the implementer SODEPAC but also the UNDP Regional Service Centre for Africa (RSCA) and the regional project in six African countries, which has evolved for other joint proposals to the regional office, integrating additional partners such as the Swiss and China cooperation.

**2. Partnerships affected the progress** towards achieving the outputs, positively and negatively. At the government level, high rotation of staff at key ministries such as the MASFAMU and/or organisational changes have conditioned some activities. Partnerships with UN agencies were relevant and worked positively with the ILO and the multi-stakeholders urban project on knowledge and capacity building in Huíla and the rural project with FAO. The project involving FAO and IFAD funding for Agricultural Recovery (ARP) was halted in 2019 and is still being negotiated. The project involved action with local populations in the Cuvelai, Cunene for Output 1.2. of the current Outcome programme and UNDP contribution was USD 150,665. A new project was also initiated with the INEFOP and the ADPP in the Lunda-Norte, at Lóvua, addressing youths and refugees to access training and be able to make business plans. More extensively, the participation and involvement of the UNDP in the RARSE has been considered a positive joint collaboration. Some partners, such as those in the project Saber Fazer were key in implementing the projects.

**3. UNDP has been effective in partnering with civil society and the private sector** to promote good and sound economic management. The Outcome area is particularly sensitive to partnerships with the private sector to stimulate training and entrepreneurship capacities. Civil society and Academia were also involved in the work within the Outcome through, for instance, the UNDP and the Mandume Yandemufayo University collaborative work for a study in Huíla under a specific MoU. UNDP was able to provide technical expertise, contribute to financial independence of beneficiaries in some projects and help foster mechanisms to increase the capacities of rights holders. The project has opened new pathways for the Inclusive Growth and Sustainable Development cluster, including the engagement with IFIs and building relationships with the government for government financing. Through the African Supply Development (ASDP) initiative UNDP supported 500 smallholders farmers within the Investment Development Hub (SODEPAC) in Malanje and in Huíla with the NGO ADRA; and supported more 200 women in the artisanal fishing sector through the Artisanal Fisheries Institute (IPA). This was done through donor-supported grants interventions aimed at improving entrepreneurship and strengthening stakeholders' networks and business ecosystem. UNDP has also continued its long-term partnership with ADRA while involving new partners in the activities and projects, such as the AAPCIL with whom the Outcome programme organised trainings on taxation and digital tools and supported applications for funding for youths. UNDP also worked with private sector partners, such as the Odebrecht and the Hans Neumann Foundation (project ASDP).

### **Cross-cutting issues: gender and human rights**

**1. Gender was addressed in the design, implementation and monitoring of economic management and inclusive growth projects.** Gender marker data is assigned to projects, despite its attribution being indicated by the project managers and not specifically monitored by the gender sector. Gender work in the CO is under the Outcome area of Governance and it is not a transversal area, although the sector may contribute to preparation and execution of projects and programmes. In addition, gender mainstreaming and women's empowerment remains at the core of UNDP's support to Angola's development. The foreseen Gender Seal

prepared by the CO has not yet been implemented; this process was affected by the Covid19 pandemic. Gender equality mechanisms are, however, generally foreseen and in place and gender reporting mechanisms are in place and functioning. Gender was part of activities implemented by the project through interventions in the agribusiness sector, skills development, employment and social inclusion initiatives. Women and especially young women were the most targeted by the projects. Gender balance was particularly relevant in the election of 250 candidates for vocational training and entrepreneurship where women represented 55% of beneficiaries. Also, UNDP's support to Entrepreneurship Business Centres facilitating skills transfer and certification for 2,000 youths included 50% of girls. The activities to promoting rural small farmers involved 70% women in horticulture sector in 2016. The ongoing Cycle of Trainings and Formalisation of Cooperatives, implemented by the UNDP, however, does not involve UNDP's Outcome on Inclusive Growth.

**2. UNDP economic management and inclusive growth support promoted positive changes in gender equality, but not explicitly.** Unintended effects of the projects were gender disproportion regarding training or entrepreneurship activities. In some cases, however, gender imbalances may have resulted, such as in the trainings for exclusively female or male beneficiaries. Some activities targeted women solely – like the artisanal fisheries project in Luanda or the crafts support in Huíla – while the vocational training courses in Huíla only trained young men. The ongoing training for female cooperatives for 30 women in Luanda, for instance, only targets women. The work with ADRA in Cunene also targeted women exclusively to the strengthening of productive and organisational capacity. The same did the project for income generation of women in Huíla through crafts and commercialisation. But while this targeting may have contributed to imbalance in terms of the beneficiaries, the results to fostering positive changes in gender equality are mentioned by stakeholders, including beneficiaries. The project helped empower women and promote greater participation and equity in the formal economy by providing skills in entrepreneurial education, agribusiness and fish processing. Some women in particular, in Caluquembe, mentioned for instance that now they can stay at the same level of their husbands in terms of providing for the family.

**3. The poor, indigenous and tribal peoples, youth, persons with disabilities, women and other disadvantaged and marginalized groups benefitted** from UNDPs work in support of economic management and inclusive growth. While not all of the disadvantaged groups were targeted by the project, youth and women were particularly the focus of some of the projects. The project was also designed using a participatory and Human Right approach. The proportion of persons with disabilities, women and other disadvantaged and marginalised groups that benefitted from UNDPs work in the Outcome cannot be fully assessed but examples of projects targeting women and youth are abundant and may even represent a majority of the activities conducted.

## Conclusions

**1. The Outcome area lacked for most of its duration a clear theory of change.** The area was only capable of clearly defining the logic behind the intervention for the 2020-2022 programming: strengthening of MSMEs, professional skills development and private sector platforms/partnerships will allow access to social services and to a diversified, job and income-creating economy. Similarly, when drafting a specific project in 2018, the Outcome area envisaged that private sector development and institutional capacity building – capacity development for micro, small and medium-size enterprises (MSMEs) – would contribute to the Angolan economic diversification process, create employment for the youth and answer to

development needs. This resulted in the implementation and development of the project without a clear rationale for most of the time.

### *Relevance*

#### **2. Inclusive Growth is a very relevant strategic area for Angola and particularly emphasised in the government programming but unclearly prioritised by the UNDP.**

Economic development is a crucial area for the country, particularly within its efforts for economic diversification, support to youth employment and mitigating the effects of the crisis. Youth employment, in particular, is a key focus of government programming since the previous Outcome programme period. However, despite highly recognised by the government, the Outcome had reduced activities in this sense and only recently, from 2017, Poverty was back in UNDP programme. Angolan poverty is currently above the 50% share while, at the same time, two thirds of the population are under 25 years old. Because the theory of change was for long absent, the relevance of the Outcome and its activities were for long diffused and diluted in other areas/funding. The Outcome was not sufficiently clear and detached although the UNDP is particularly relevant and a strategic partner to support Angola on economic management, entrepreneurship and private sector development. UNDP's work in the area of economic development/inclusive growth is considered important for the government but the selected method of delivery has not been optimised to the development context.

**3. The work for the Angola graduation from LDC and SDGs related was predominant within the Outcome.** The UNDP has been influential in national debates on economic management and inclusive growth to address poverty and inequality for vulnerable groups within the limitations of the Outcome in terms of staff and financial resources. UN reforms had a limited influence to the relevance of UNDP support to Angola in the economic management and inclusive growth sector but the changes to the country approach to development support have led to the concentration of Poverty related work in the graduation and SDGs/poverty indicators.

### *Effectiveness*

**4. The Outcome produced a limited number of results or activities, with a limited geographic scope and number of beneficiaries.** The short duration of the activities, the lack of a theory of change throughout and the ad hoc character of some of the interventions has contributed to the low execution, especially in the areas specifically dealing with economic growth. Given that the expected results were not ambitious, programme expected results were achieved in general but the Covid19 affected activities, some projects were halted and some lines of work of the Outcome became less visible with the inception of major government-led programmes in the areas of agricultural development (Prodesi) or social protection (Kwenda). In general, UNDP support has contributed towards an improvement in national government capacity for economic management and private sector led growth for employment generation and poverty reduction, providing good examples but the reach was narrow. UNDP worked with other UN agencies and other international and national delivery partners to deliver economic growth, private sector development strategies and utilised innovative techniques and best practices in its economic management and inclusive growth programming. Varied stakeholders perceive UNDP as a strong advocate for improving government effectiveness and integrity in economic management in Angola. Despite its reorientation and focus in the CPD 2020 and the 2018-2021 project, UNDP is currently not yet well suited to provide economic management/private sector development support to national and local governments in Angola.

### *Efficiency*

**5. UNDP approaches, resources, models, conceptual framework are increasingly relevant to achieve the planned Outcome but were fragmented in the 2013-2017 Outcome programme.** The Outcome is under-staffed, does not have enough financial resources as a result of not being prioritised by the UNDP. Despite the limitations, UNDP's governance strategy and execution of the Outcome has been efficient and cost effective, dealing with budget cuts, revisions and delays and mobilising synergies with other CO resources. UNDP has in place monitoring and evaluation systems that help to ensure that programmes are managed efficiently and effectively but, on the other hand, did not ensure alternative approaches were in the designing the projects.

#### *Sustainability*

**6. A number of UNDP Economic Management and Inclusive Growth interventions are likely to be sustainable** and UNDP has set in place mechanisms to support the government of the Angola to sustain improvements made through these interventions. While some activities were unplanned and at times ad hoc – and therefore hardly sustainable – pilot-type small projects revealed important potentials and possibilities for replication. Sustainability was generally in the planning and preparation of the longer-term projects and activities and the results obtained through the work with the government were widely appropriated and even led to replication in some occasions. There was a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project remained on track in meeting the requirements set out by the plan. Covid19 is likely to compromise the outcomes already achieved and those still foreseen for the coming next years of the project.

#### *Partnerships strategy*

**7. The partnership strategy in the Economic Management and Inclusive Growth sector has been limited and inconsistent, so far.** The changes of programming and the limited resources prevented the UNDP of defining a clear strategy for partnerships, particularly throughout the 2013-2020 period. Partnerships – and the lack of – affected the progress towards achieving the outputs, positively and negatively. While UNDP has been effective in partnering with civil society and the private sector to promote good and sound economic management, only a limited number of partners have the potential to be relevant for the Outcome future work and investment in inclusive growth.

#### *Cross-cutting issues*

**8. Gender equality was addressed in the design, implementation and monitoring of economic management and inclusive growth projects although not sufficiently emphasized.** There was not sufficient emphasis on women as agents of economic development and the poor and vulnerable were mostly targeted within the work for graduation from LDC and the SDGs. Some the small vocational trainings and programmes for employment opportunities have also only targeted either men or women exclusively. The Outcome support promoted positive changes in gender equality through some of its activities and projects, although not explicitly. The youth and women were particularly targeted in some projects and benefitted from UNDP's work in support of economic management and inclusive growth but accent is not yet sufficiently given in the programming and the informal economy, as it absorbs a large portion of youth and women, was not part of the Outcome programme. Some beneficiary populations in rural areas impacted by drought and climate change have also been targeted in some activities.

#### *General considerations*

**9. In general, the Outcome is relevant but the results and efficiency were affected by the unclear definition of a ToC and discontinuity throughout the duration of the Outcome**

**programme.** Given the specific objectives set by the evaluation, the evaluation found that the UNDP is relevant and strategically positioned to support Angola on Economic Management, entrepreneurship and private sector development. However, the frameworks and strategies devised in this area as well as planning, budgeting and partnerships were not clearly defined throughout and require more consistency.



## Lessons learned

Lessons learned for future UNDP inclusive and sustainable economic growth support to Angola are mostly focussed on how unclear planning and programming affects the Outcome; the activities that produced recognisably good results; on the potentials of partnerships and synergies; on the weight contextual changes can have in programmes and projects.

- The transition of the Outcome from different programmes, the preparation of a new project late in the Outcome duration and even the period the Outcome had no project at all, contributed to scarce results, ad hoc activities and less visibility of the potentials and relevance of the area. Good planning, supported by a solid theory of change, is therefore the crucial work to be done.
- Still, the UNDP was able to implement relevant and successful activities within the Outcome area. Although limited in scope and available resources, pilot-type of projects raised awareness and interest among government partners and will likely be replicated and/or continued and expanded. The study in Huíla and vocational training, the work with cooperatives or the Social Responsibility network are a few examples of this.
- Partnerships, especially those involving a variety of competences, abilities and sector-wise importance, are key for conducting activities and reaching improved results. Especially when entering ‘non-traditional’ sectors, like economic development, UNDP’s work can only gain from expertise and know-how of partners while contributing with its own value.
- Angola has experienced a series of impacts from the economic crisis, political transformation and lately the Covid19 pandemic was added to the list of transformations the country will be going through for a long time in the future. New programming will have to be based on these important trends and also be flexible to accommodate any other unforeseen major alterations.



## Recommendations

### *Relevance, effectiveness and efficiency*

**1. UNDP Country Office should follow and systematically re-appraise the theory of change of the intervention and the Outcome area should become more focussed, with solidly established objectives and activities leading to economic development.** This needs to be defined as early as possible in the new programming, stating clear directions for the work to be done. Regularly, and especially through monitoring and evaluation, the theory should be revisited to assess its validity, relevance and feasibility. Work in this area is particularly important in the context of the coming discussions for the country programme in 2021. The projects and programme should establish clear outputs and indicators and assure their monitoring and evaluation throughout. The Outcome needs to continue to consolidate its efforts and avoid fragmentation through clearly defined programming and resource allocation. UNDP should review the importance of the Outcome for its CP and allocate more staff – for instance, through the UN JPO Programme – and seek for increased funding, for example through partnerships initiated with IFI and bilateral cooperation. The current programming is more objective but the resources available to finance and conduct the activities are low taking into consideration the needs of the country in the area of Inclusive Growth. The Outcome is understaffed, does not have enough financial resources as a result of not being prioritised by the UNDP. UNDP should review the importance of the Outcome for its CP and allocate more staff – for instance, through the UN JPO Programme – and seek for increased funding. Solutions currently being explored like funding from IFIs, credits for the acceleration of projects or funds from the [SDG Acceleration Action](#), funding from programmes of the European Investment Bank, the AfDB or the IFAD/World Bank, or bilateral cooperation, are possibilities to be further explored. UNDP should invest in becoming a relevant partner to provide economic management/private sector development support to national and local governments in Angola. The Outcome should be prepared for an expansion of the expected results. While the Outcome is not considered at scale, there are explicit plans in place to scale it up in the future. Key activities to be continued are the pilot-type of projects and initiatives in relevant areas, investing on the extension of their coverage. In addition, increased normative work for economic development policy is needed and can be done by using project results to advocate for policy change.

### *Relevance and strategic positioning*

**2. UNDP needs to focus more on youth and employment to more adequately align to the government priority set for youth, employment and the economy in general to address poverty and development.** These two targets should be clearly emphasised in the Country Program, making economic development particularly targeted at youth an autonomous area within the programme. Simultaneously, the development of the Outcome should work to transversalise economic development to other CP areas like the environment, sustainable value chains or gender focussed projects. Poverty should be brought forth again to the programming of the UNDP Angola, together with improved communication of Outcome results to increase relevance. The Angolan president's speech at the UN General Assembly highlighted this aspect and UNDP has a 'natural' vocation for this theme, particularly at the policy level. The rationale economic development and the fight against poverty needs to become clearer. The UNDP work in the area of the SDGs should become more a CO effort than of the UNDP specifically. While the support to UN key issues like graduation or the SDGs is central and should continue to be

central for the UNDP given its role in the UN system, the fact that the government and development partners alike have absorbed and engaged in programmes oriented by the SDGs can help focussing in a joint work with the INE on SDG monitoring only.

### *Sustainability*

**3. Activities in the Outcome should continue to invest in sustainability, especially through the expansion of successful sustainable projects and practises.** While the new activities should continue to emphasize and target sustainability, the projects and activities that have already proved to be likely to be replicated and even continued by the government in the same or similar models should be given priority. The UNDP through the Outcome should prepare to expand successful activities like the assessment of needs for vocational training or the agriculture value chains' projects. The Economic Management and Inclusive Growth portfolio should be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term and for that reason the projects and activities that have already proved to be likely to be replicated and even continued by the government in the same or similar models should be given priority.

### *Partnerships strategy*

**4. UNDP should develop a clear and relevant partnership strategy, based on the good experiences of joint work and oriented towards the Outcome objectives and aims.** At the UN CO level, the UNDP should explore synergies with the ILO and FAO, especially in what productive and income generating activities are concerned. The Prodesi programme is one of the possibilities in the productive area. Given the graduation of Angola to MIC, government funding for activities in this area needs to be more actively sought. The potentials of a possible joint project with UNICEF and Norwegian cooperation in Angola on youth employment – and also focussed on women – need to be prioritised, as well as the projects foreseen within the One UN for youth entrepreneurship, family agriculture, food security and value chains. Also, the synergies with the UNDP Accelerator Lab in Angola need to focus on innovations for job and economic opportunities creation, particularly for the youth and women in the informal economy. UNDP can also further explore the partnerships and funding from the European Union, , who is also involved in the fight against poverty and in productive development programmes like the FRESAN. Funding and partnerships should also be consolidated with the World Bank/IFAD or the AfDB. The sectors where government investment for Inclusive Growth are being made, like the mentioned major programmes on agricultural development or on social protection but especially the revitalisation of the vocational training programmes of the INEFOP are also potential partnerships. The changes that should be made in the current set of partnerships to promote long-term sustainability are mostly linked to an increased focus on youth employment.

### *Cross-cutting issues*

**5. Gender equality and Human Rights should continue to be taken into consideration in the design and implementation of projects but an increased focus on women as key actors for the Angolan economic development should be pursued.** While the continuation of activities targeting women or vulnerable groups is desired, the Outcome needs to open for new modalities of fostering equality and addressing the more vulnerable. Projects or activities targeting vulnerable populations like those in the climate change affected areas of the southern provinces need to be informed by a deep understanding of the Human Rights of indigenous people in order to fulfil UN values.

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## Annexes

### Annex 1. Terms of Reference

#### **Consultant for Outcome Evaluation of the Inclusive Growth Programme**

**Location:** Luanda, ANGOLA

**Application Deadline:** 21-Sep-20 (Midnight New York, USA)

**Additional Category:** Democratic Governance and Peacebuilding

**Type of Contract:** Individual Contract

**Post Level:** International Consultant

**Languages Required:** English Portuguese

**Starting Date:** (date when the selected candidate is expected to start) 01-Oct-2020

**Duration of Initial Contract:** 20 working days

**Expected Duration of Assignment:** 4 weeks

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence. UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

**Background** The Country Programme Document (CPD) for Angola (2020-2022) was formally adopted by the Executive Board in September 2019, signalling the formal start of a new programme cycle. The UNDP country programme, 2020-2022, is based on the premise of 'leaving no one behind' and 'reaching those furthest behind first'. The programme includes integrated solutions to complex, interconnected development challenges. Three interconnected priorities define the 2020-2022 programme: (a) fostering poverty eradication and inclusive economic growth; (b) increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development; and (c) strengthening inclusive democracy, human rights, justice and rule of law. The components of those three priority areas are based on the assumption that – if poverty eradication and inclusive economic growth are promoted, resilience is reinforced, and participatory and inclusive governance is strengthened – Angola will be able to accelerate its human development progress, end poverty in all its forms and reduce inequalities. The country programme will support Angola in effectively managing its development resources and bolstering the voice of those furthest behind and their ability to hold government accountable. It will do this while building their resilience to shocks and crises through effective disaster and climate risk management, and increasing their access to inclusive, equitable employment. Within the three programme components, UNDP will support the Government on the overarching national objective in the NDP, 2018-2022, of maintaining stability and peace. Within the Poverty and Inclusive Growth, UNDP assistance will have two main elements. First, it will support policies and initiatives for self-employment and growth of micro and small enterprises, targeting sectors with high impact on poverty reduction and addressing inclusion of the informal economy. Second, as part of government initiatives to strengthen entrepreneurship skills and employment for young Angolans ages 18 to 35, it will support government policy on vocational training, institutional development and testing of innovative models, ensuring the most vulnerable sections of the workforce have access to skills and resources that match labour market demand. It addresses United Nations Sustainable Development Cooperation Framework (UNSDCF) Pillar 1. By 2022, the Angolan population, particularly the most vulnerable (children, adolescents, youth, women, people with disabilities), have greater access to quality, integrated, social services as well as to a diversified, job and income-creating economy, thereby realizing their rights in accordance with the Goals. UNDP's poverty and inclusive growth programmes support national government priorities as

defined under the National Development Plan (NDP 2018-2022), to the Goals and assisting in ensuring a multi-partner response to key multidimensional development challenges. UNDP will continue to act as operational support platform for other development organizations, and partner with civil society and academia in advancing development agendas and building capacities. The current Coronavirus Disease (COVID-19) outbreak has affected 15 (out of 18) Provinces in Angola. As on 1 September 2020, there were 2 777 confirmed cases 1 115 cured/discharged, and 112 deaths in Angola. The Case Fatality Rate in the country stands at 4.03%. While majority of the initial cases were imported, most of the new cases have no travel history or contact with such people. With surging of new COVID-19 cases and a huge number of contacts to be traced, the government has shifted its strategy to promptly bring community health workers on board and scale up the use of mobile Apps for COVID-19 awareness and contact tracing. The negative impacts of COVID-19 will exacerbate the prolonged economic contraction — four years of negative growth since 2016. Angolan Government is acting decisively in the national interest to keep the public safe during the worst public health crisis. Angola declared the state of emergency for COVID-19 on March 27 ? which has been extended until May 24, when it was replaced by the State of Calamity. The country has moved from the containment measures reflected in the National Contingency Plan for Pandemic Control to mitigation strategies putting in place stricter social mobility limitations to slow the spread of the virus but with enormous social and economic impact on people and business, exacerbating existing gender violence and inequalities. The social and economic shocks will be huge, considering pre-COVID high unemployment rate (estimated at 32.0% in the first quarter 2020) and monetary poverty (47.6% of the population live below the international poverty line of US\$1.90 per day). With high level of multidimensional poverty (51.1% of the population based on the Global Multidimensional Poverty Index 2020), a limited social protection system (budgeted expenditure on social protection in 2020 accounted for 1.3% of GDP ), a large share of the population working in the informal economy (72.4% of the economically active population aged 15 years or above ), mostly formed by women, and high unemployment among youth aged 15-24 years (57.8% in the first quarter 2020) and women (32.8% in the first quarter 2020)[1], a lockdown caused by COVID-19 will likely lead to massive tears in social fabric and loss of trust in public institutions. The COVID-19 context has significantly impacted the delivery of the programme but has also given space for further innovation in the way the programme is managed, with focus on informal sector, social protection and digitalization.

**Evaluation Purpose:** UNDP commissions outcome evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the UN Development Assistance Framework (UNDAF) and UNDP Country Programme Document (CPD). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of Angola, this outcome evaluation was planned for this year 2020 to assess the impact of UNDP's development assistance across the major thematic and cross cutting areas of economic management and governance outcomes. The UNDP Office in Angola is commissioning this evaluation on economic management to capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of current programming, which can be used to strengthen existing programmes and to set the stage for new initiatives. The evaluation serves an important accountability function, providing national stakeholders and partners with an impartial assessment of the results of UNDP governance support. The evaluation will also provide the Country Office with insights as relates for needs for strategic re-alignments and prioritization with a specific focus within its economic management sphere of work.

**Duties and Responsibilities** The outcome evaluation will be conducted during the months of September to October 2020, with a view to enhancing programmes while providing strategic

direction and inputs to the evaluation of the UNDP country programme and the UNSDCF both started in 2020 also.

**Specifically, the outcome evaluation will assess:** The relevance and strategic positioning of UNDP support to Angola on economic management; entrepreneurship and private sector development; The frameworks and strategies that UNDP has devised for its support on economic management and evidence-based planning and budgeting; entrepreneurship, private sector development including partnership strategies, and whether they are well conceived for achieving planned objectives; The progress made towards achieving an accelerated Inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups outcome, through specific projects and advisory services, and including contributing factors and constraints; The progress to date under these outcomes and what can be derived in terms of lessons learned for future UNDP inclusive and sustainable economic growth support to Angola. As described earlier the UNDP Angola country office is implementing two projects (Annex ) that reside within this outcome. An analysis of achievements across all 2 projects is expected. As part of economic immediate economic response to COVID 19, the programme is implementing a interventions related to economic recovery of MSME and informal economy actors as way for building their resilience, biosafety measures in informal market spaces. The intervention has not altered the direction of the projects but has accelerated UNDP understanding of value of informal sector in the Angolan economy.

**Evaluation Questions** The outcome evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

**Relevance:** To what extent is UNDP's engagement in sustainable and inclusive growth support a reflection of strategic considerations, including UNDP's role in the development context in Angola and its comparative advantage vis-a-vis other partners? To what extent has UNDP's selected method of delivery been appropriate to the development context? Has UNDP been influential in national debates on economic management and inclusive growth to addressing poverty and inequality for vulnerable groups? To what extent have UN reforms influenced the relevance of UNDP support to Angola in the economic management and inclusive growth sector?

**Effectiveness:** What evidence is there that UNDP support has contributed towards an improvement in national government capacity for economic management and private sector led growth for employment generation and poverty reduction? Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver economic growth, private sector development strategies? How effective has UNDP been in partnering with civil society and the private sector to promote good economic management in Angola? Has UNDP utilised innovative techniques and best practices in its economic management and inclusive growth programming? Is UNDP perceived by stakeholders as a strong advocate for improving government effectiveness and integrity in economic management in Angola? Considering the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing economic management/private sector development support to national and local governments in Angola? What contributing factors and impediments enhance or impede UNDP performance in this area?

**Efficiency** Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crisis situations, etc.)? Has UNDP's governance strategy and execution been efficient and cost effective? Has there been an economical use of financial and human resources? Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively? Were alternative approaches considered in designing the Projects?

Sustainability

What is the likelihood that UNDP Economic management and inclusive growth interventions are sustainable? What mechanisms have been set in place by UNDP to support the government of the Angola to sustain improvements made through these inclusive growth interventions? How should the Economic management and inclusive growth portfolio be enhanced to support central authorities, local communities and civil society in improving service delivery over the long term? What changes should be made in the current set of partnerships to promote long term sustainability?

**Partnership strategy** Has the partnership strategy in the economic management and inclusive growth sector been appropriate and effective? Are there current or potential complementarities or overlaps with existing national partners' programmes? How have partnerships affected the progress towards achieving the outputs Has UNDP worked effectively with other international delivery partners to deliver on good economic management initiatives? How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote good and sound economic management?

The evaluation should also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

**Human rights** To what extent have poor, indigenous and tribal peoples, youth, persons with disabilities, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of economic management and inclusive growth?

**Gender Equality** The assignment will require the consultant/s to do a gender assessment of the outcome and show how gender sensitive in planning implementation and sharing of benefits specifically investigate the following: To what extent has gender been addressed in the design, implementation and monitoring of economic management and inclusive growth projects; Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects); To what extent has UNDP economic management and inclusive growth support promoted positive changes in gender equality? Were there any unintended effects Based on the above analysis, the evaluators are expected to provide overarching conclusions on UNDP results in this area of support, as well as recommendations on how the UNDP Angola Country Office could adjust its programming, partnership arrangements, resource mobilization strategies, and capacities to ensure that the economic management and inclusive growth portfolio fully achieves current planned outcomes and is positioned for sustainable results in the future. The evaluation is additionally expected to offer wider lessons for UNDP support in the Angola and elsewhere based on this analysis.

### **Methodology**

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since 25 March and travel in the country is also restricted. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager. If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report. The outcome evaluation is expected to take a "theory of change" (TOC) approach to determining causal links between the interventions that UNDP has supported and observe progress in economic management and inclusive growth at national and local levels in the Angola. The evaluator will develop a logic



model of how UNDP economic management and inclusive growth interventions are expected to lead to improved national and local government management and service delivery the evaluators are expected to construct a theory of change for the outcome, based against stated objectives and anticipated results, and more generally from UNDPs economic management and inclusive growth to address poverty, inequalities and capacity development strategies and techniques. Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers and virtual meetings with stakeholder interviews, focus groups, surveys.

The following steps in data collection are anticipated:

**Desk Review** A desk review should be carried out of the key strategies and documents underpinning the economic management and inclusive growth work of UNDP in the Angola. This includes reviewing the UNSDCF and pertinent country programme documents, and the UNDP Strategic Plan, 2018-2021 as well as a wide documents on economic management and inclusive growth project, to be provided by the UNDP country office. Annex 3 The evaluators are expected to review pertinent strategies and reports developed by the Government of the Angola that are relevant to UNDP's economic management and inclusive growth support. This includes the government's National Development Plan (NDP 2018- 2022), the Angola Vision, Agenda 2030, African Union Agenda 2063 and key national strategies to be made available by the UNDP Country Office. The evaluator will examine all relevant documentation concerning the 2 main projects implemented within the economic management and inclusive growth area, including project documents, annual and technical assessment reports.

**Virtual meetings** Following the desk review, the evaluators will build on the documented evidence through an agreed set of interview methodologies, including: Remote/ virtual meetings, interviews with key partners and stakeholders Survey questionnaires where appropriate.

### **Deliverables**

In line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID19 and limitations to the evaluation, that deliverable or service will not be paid. The following reports and deliverables are required for the evaluation: Inception report Draft of the: Inclusive Growth Programme Evaluation Report Presentation at the virtual meeting with key stakeholders Final Inclusive Growth Programme Outcome Evaluation report One week after contract signing, the evaluation manager will produce an **inception report** containing the proposed theory of change for UNDPs work on economic management in the Angola. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed. Protocols for different stakeholders should be developed. The inception report will be discussed and agreed with the UNDP country office before the evaluators proceed with virtual meetings. The **draft evaluation report** will be shared with UNDP country office. Feedback received should be considered when preparing the final report. The evaluator will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the **final report**. The suggested table of contents of the evaluation report is as follows: Title; Table of contents; Acronyms and abbreviations; Executive Summary; Introduction; Background and context ; Evaluation objective, purpose and scope; Evaluability analysis; Cross-cutting issues; Evaluation approach and methodology; Evaluation Matrix/Data analysis; Findings and conclusions; Lessons learned; Recommendations; Annexes.

### **Evaluation ethics**

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and sign the Ethical Code of Conduct for UNDP Evaluations Annex 5. Evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex.

**Implementation Arrangements** UNDP Country Office will support the implementation of remote/ virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the Country office to the evaluation Consultant. The Head of Cluster will arrange introductory virtual meetings within the CO and the DRR, also to establish initial contacts with partners and project staff. The consultant will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization. The Head of Cluster will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The Consultant is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain unaddressed. The evaluation will use a system of ratings standardising assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability. The Country Office will provide support to assisting in setting virtual interviews with senior government officials and to arrange most interviews with project beneficiaries.

**Time-Frame for the Evaluation Process** The evaluation is expected to take 20 working days for the Consultant, over a period of four weeks from the contract issuance.

**Competencies Corporate Competencies:** Demonstrates commitment to UNDP's mission, vision and values; Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; Highest standards of integrity, discretion and loyalty.

**Functional Competencies:** Strong working knowledge of the UN and its mandate in the Angola, and more specifically the work of UNDP in support of government, private sector and civil society in the Angola; Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART (S-Specific; M-Measurable; A-Achievable; R-Relevant; T-Time-bound) indicators; Excellent reporting, good interpersonal and communication skills, an ability to communicate with various stakeholders, and an ability to express ideas and concepts concisely and clearly; Strong team leadership and management track record.

**Required Skills and Experience Education:** Minimum Master's degree in economics, development management, public administration, regional development/planning, or other social science.

**Experience:** Minimum 10 years of professional experience in economic sector development, including in the areas of economic management, planning, regional development, gender equality and social services; At least seven {7} years' experience in conducting external project evaluations using different approaches and these will include non- traditional and innovative evaluation methods; At least 5 years of experience in conducting evaluations of government

and international aid organisations, preferably with direct experience with civil service capacity building; Experience in implementing evaluations remotely.

**Language:** Fluent in English.

**Fees and payments** Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD. The UNDP Country Office will then negotiate and finalise contracts. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

Inception report \_\_\_\_\_ 20%

Draft Evaluation \_\_\_\_\_ 30%

Final Evaluation \_\_\_\_\_ 50%

**Evaluation Process:** Applicants are reviewed based on Required Skills and Experience stated above and based on the technical evaluation criteria outlined below. Applicants will be evaluated based on cumulative scoring. When using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as: Being responsive / compliant / acceptable; and Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation where technical criteria weighs 70% and Financial criteria / Proposal weighs 30%. Technical Evaluation - Total obtainable points 100 points: Criteria 1: Educational Qualification: Master in economics, Development management, Public Administration and or other related social sciences; and 10 years of professional experience in economic sector development, including in the areas of economic management, planning, regional development, gender equality and social services. Maximum Points: 20. Criteria 2: Proven technical experience in conducting external project evaluations using different approaches and evaluations of government and international aid organisations, preferably with direct experience with civil service capacity building: Maximum Points: 30. Criteria 3: Demonstrated knowledge of the UN and its mandate in the Angola, and more specifically the work of UNDP in support of government, private sector and civil society in the Angola: Maximum Points: 30. Criteria 4: Demonstrated knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying indicators and excellent reporting skills: Maximum Points: 20. Financial Criteria: (30% of the total evaluation) based on the total all-inclusive lump sum amount for professional fee for tasks specified in this announcement Having reviewed applications received, UNDP may invite qualified/ shortlisted candidates for interview. Candidates obtaining a minimum of 70% (70 points) of the maximum obtainable points for the technical criteria (100 points) shall be considered for the financial evaluation. Financial Evaluation - Total 30% (30 points) The following formula will be used to evaluate financial proposal:  $p = y (\mu/z)$ , where  $p$  = points for the financial proposal being evaluated  $y$  = maximum number of points for the financial proposal  $\mu$  = price of the lowest priced proposal  $z$  = price of the proposal being evaluated

**Contract Award:** Candidate obtaining the highest combined scores in the combined score of Technical and Financial evaluation will be considered technically qualified and will be offered to enter into contract with UNDP.

**Application Procedures** The application package containing the following (to be uploaded as one file): A cover letter with a brief description of why the Offer considers her/himself the most suitable for the assignment, and a summary of the understanding of the TOR; Personal CV, indicating all past experience from similar consultancy and specifying the relevant assignment period (from/to), as well as the email and telephone contacts of at least two (2) professional references. The financial proposal should specify an all-inclusive daily fee (based on a 7-hours working day - lunch time is not included - and estimated 20 days).

**Methodology, and Timeline**

The financial proposal must be all-inclusive and take into account various expenses that will be incurred during the contract, including: the daily professional fee; (excluding mission travel); living allowances at the duty station; communications, utilities and consumables; life, health and any other insurance; risks and inconveniences related to work under hardship and hazardous conditions (e.g., personal security needs, etc.), when applicable; and any other relevant expenses related to the performance of services under the contract. In the case of unforeseeable travel requested by UNDP, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and Individual Consultant, prior to travel and will be reimbursed. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

## ANNEXES

ANNEX 1 - LIST OF Programme/Outputs to be evaluated CPD 2015-2019: AGO\_OUTCOME\_60 By 2019, Angola has put into place and is implementing policies and strategies to promote inclusive and sustainable growth, leading to graduation from the least developed countries group. AGO\_OUTPUT\_1.1 Innovative development solutions and partnerships to support positioning Angola as a middle-income country and leadership at regional and global level; AGO\_OUTPUT\_1.2 Strengthened national systems and institutions to achieve diversification, entrepreneurial development and sustainable livelihoods; AGO\_OUTPUT\_1.3 Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring; AGO\_OUTPUT\_1.4 Options enabled and facilitated for inclusive and sustainable social protection. CPD 2020-2022: UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP: By 2022, the Angolan population, particularly the most vulnerable (children, adolescents, youth, women, people with disabilities), have greater access to quality, integrated, social services as well as to a diversified, job and income-creating economy, thereby realizing their rights in accordance with the Goals. Output 1.1. National and subnational institutions have strengthened technical capacities to develop, implement and monitor strategies and programmes to end extreme poverty; Output 1.2. National institutions and programmes support job creation and inclusive growth through the strengthening of micro, small and medium-size enterprises (MSMEs) and professional skills development, particularly for women and youth; Output 1.3. Private sector platforms enabled to participate in the achievement of the Goals.

Annex 2- List of Projects Project Title: Sustainable economic development and Inclusive growth – Project ID 00076670 Project Title: Economic Diversification and Private Sector Development – Project ID 00110554

Annex 3- List of IRRF Indicators To be submitted ANNEX 3 - DOCUMENTS TO BE CONSULTED United Nations Development Assistance Framework 2015 – 2019 UNDP Country Programme Document 2015– 2019; 2020-2022; NDP- 2014-2017; 2018-2022 CO ROAR 2015, 2016, 2017, 2018 and 2019; UNDG Ethical Code of Conduct of Evaluators

Project Documents, reports and project evaluation reports Ethical Code of Conduct for Evaluation in UNDP UNDG Result-Based Management Handbook Annual project reports Annual SDG report 2017 Financial Project documentations United Nations Development Assistance Framework (UNDAF) Evaluation Report; Independent Country Evaluation Programme 2015-2019 (ICEP 2018); UNDP Strategic Plan (2014-2017, 2018-2021) Agenda 2030, African Union Agenda 2063, the NDP, 2018-2022 and key national strategies; Human Development Reports, World Bank Ease of Doing Business Reports, etc.

**Annex 4: EVALUATION MATRIX** Evaluation matrices are useful tools for planning and conducting evaluations; helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data

source are presented, and the standard or measure by which each question will be evaluated is shown. Key questions; Specific sub-questions; Data sources; Data collection methods; Indicators/success standards; methods for Data Analysis

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

## Annex 2. Evaluation matrix

Criteria	Evaluation key questions	Specific sub-questions	Data sources and methods	Indicators/success standards	Methods for data analysis
<b>Relevance</b>	To what extent is UNDP's engagement in sustainable and inclusive growth support a reflection of strategic considerations, including UNDP's role in the development context in Angola and its comparative advantage vis-a-vis other partners?	To what extent has UNDP's selected method of delivery been appropriate to the development context? Has UNDP been influential in national debates on economic management and inclusive growth to addressing poverty and inequality for vulnerable groups? To what extent have UN reforms influenced the relevance of UNDP support to Angola in the economic management and inclusive growth sector?	Country programmes and strategies Project documents Programme and project reports Interviews	Outcome and Outputs are explicitly linked to national priorities The objectives and strategies are consistent with the national development strategies and policies Capacity of response to changing scenarios and to requests made by national partners	Triangulation of information Qualitative analysis tools Quantitative analysis tools
<b>Effectiveness</b>	What evidence is there that UNDP support has contributed towards an improvement in national government capacity for economic management and private sector led growth for employment generation and poverty reduction?	Has UNDP worked effectively with other UN Agencies and other international and national delivery partners to deliver economic growth, private sector development strategies? How effective has UNDP been in partnering with civil society and the private sector to promote good economic management in Angola? Has UNDP utilised innovative techniques and best practices in its economic management and inclusive growth programming? Do stakeholders perceive UNDP as a strong advocate for improving government effectiveness and integrity in economic management in Angola? Considering the technical capacity and institutional arrangements of the UNDP country office, is UNDP well suited to providing economic management/private sector development support to national and local governments in Angola? What contributing factors and impediments enhance or impede UNDP performance in this area?	Project documents Programme and project reports Interviews	Extent to which programme results were achieved Level of achievement of outcome indicators Enabling/impeding factors and innovative techniques employed	Triangulation of information Qualitative analysis tools Quantitative analysis tools
<b>Efficiency</b>	Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints of the country (political stability, post crises, etc.)?	Has UNDP's governance strategy and execution been efficient and cost effective? Has there been an economical use of financial and human resources? Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively? Were alternative approaches considered in designing the Projects?	Project documents Programme and project reports Interviews	Total resources mobilised as a proportion funding needs Proportion of resource allocation for marginalised groups Evidences of synergies in the use of resources Reactive and mitigation measures put in place to address unpredicted external factors	Triangulation of information Qualitative analysis tools Quantitative analysis tools
<b>Sustainability</b>	What is the likelihood that UNDP Economic management and inclusive growth interventions are sustainable?	What mechanisms have been set in place by UNDP to support the government of the Angola to sustain improvements made through these inclusive growth interventions? How should the Economic management and inclusive growth portfolio be enhanced to support central	Project documents Programme and project reports Interviews	Sustainability mechanisms foreseen and in place Share of outputs sustained throughout the duration of the programme Share of stakeholders expressing appropriation and the intention to continuity and existence of formal political	Triangulation of information Qualitative analysis tools Quantitative analysis tools

Criteria	Evaluation key questions	Specific sub-questions	Data sources and methods	Indicators/success standards	Methods for data analysis
		<p>authorities, local communities and civil society in improving service delivery over the long term?</p> <p>What changes should be made in the current set of partnerships to promote long term sustainability?</p> <p>Partnership strategy</p> <p>Has the partnership strategy in the economic management and inclusive growth sector been appropriate and effective?</p> <p>Are there current or potential complementarities or overlaps with existing national partners' programmes?</p> <p>How have partnerships affected the progress towards achieving the outputs</p> <p>Has UNDP worked effectively with other international delivery partners to deliver on good economic management initiatives?</p> <p>How effective has UNDP been in partnering with civil society (where applicable) and the private sector to promote good and sound economic management?</p>		<p>and financial commitments to provide sustainability</p> <p>Alliances and partnerships facilitated</p> <p>Technical expertise, financial independence and mechanisms to increase the capacities of rights holders created</p>	
<b>Human rights</b>	To what extent have poor, indigenous and tribal peoples, youth, persons with disabilities, women and other disadvantaged and marginalized groups benefitted from UNDPs work in support of economic management and inclusive growth?		<p>Country programmes and strategies</p> <p>Project documents</p> <p>Programme and project reports</p> <p>Interviews</p>	<p>Human rights mechanisms foreseen and in place</p> <p>Proportion of persons with disabilities, women and other disadvantaged and marginalized groups that benefitted from UNDPs work in the Outcome</p>	<p>Triangulation of information</p> <p>Qualitative analysis tools</p> <p>Quantitative analysis tools</p>
<b>Gender Equality</b>	To what extent has gender been addressed in the design, implementation and monitoring of economic management and inclusive growth projects?	<p>Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects);</p> <p>To what extent has UNDP economic management and inclusive growth support promoted positive changes in gender equality? Were there any unintended effects.</p>	<p>Country programmes and strategies</p> <p>Project documents</p> <p>Programme and project reports</p> <p>Interviews</p>	<p>Gender equality mechanisms foreseen and in place</p> <p>Gender balance in benefited stakeholders</p> <p>Gender reporting mechanisms in place and functioning</p> <p>Gender marker assigned to projects</p>	<p>Triangulation of information</p> <p>Qualitative analysis tools</p> <p>Quantitative analysis tools</p>

### Annex 3. Interview guiding questions

Name of interviewed	Organisation	Position	Date	Contact

#### 1. Relevance

Has the UNDP Outcome programme prioritized the country needs and took in consideration UNDP's role in the development context in Angola?

Has UNDP's selected method of delivery been appropriate to the development context?

Has it responded to rapid changes (humanitarian, political, health)?

Has it responded to UN reforms?

Has UNDP been influential in national debates? Do stakeholders perceive UNDP as a strong advocate for economic management in Angola?

#### 2. Effectiveness

Has the Outcome programme addressed what was intended, contributed to the outcomes defined?

Has UNDP support contributed towards an improvement in national government capacity for economic management and private sector led growth for employment? What evidences?

How effective has UNDP been in partnering with civil society and the private sector?

Did it reach the targeted groups equitably?

How were human rights and gender mainstreaming incorporated in the implementation?

How unintended results, if any, have affected national development positively or negatively and the achievement of results? And to what extent have they been foreseen and managed?

Has UNDP utilised innovative techniques and best practices?

#### 3. Efficiency

Were the available resources appropriate, adequate and sufficient (financial, human, technical)?

Has UNDP's governance strategy and execution been efficient and cost effective?

Did resource allocation took into account the political and development constraints of the country (political stability, post crises, etc.)?

Are the monitoring and evaluation systems that UNDP has in place helping to ensure that programmes are managed efficiently and effectively?

Were alternative approaches considered in designing the projects?

#### 4. Sustainability

To what extent the benefits from the intervention have continued, or are likely to continue, after it has been completed? Provide examples.

What mechanisms have been set in place by UNDP to support the government of the Angola to sustain improvements made through these interventions?

How should the Economic management and inclusive growth portfolio be enhanced?

What changes should be made in the current set of partnerships to promote long-term sustainability?

#### 5. Partnership strategy

Has the partnership strategy been appropriate and effective?

Are there current or potential complementarities or overlaps with existing national partners' programmes?



How have partnerships affected the progress towards achieving the outputs?

Has UNDP worked effectively with other international delivery partners?

How effective has UNDP been in partnering with civil society (where applicable) and the private sector?

#### **6. Cross-cutting issues**

To what extent have poor, indigenous and tribal peoples, youth, persons with disabilities, women and other disadvantaged and marginalized groups benefitted from UNDPs work?

To what extent has gender been addressed in the design, implementation and monitoring of projects?

Is gender marker data assigned to projects representative of reality (gender marker 2 and 3 projects);

Has UNDP support promoted positive changes in gender equality? Were there any unintended effects.

#### Annex 4. Evaluation timeline

Phase 1: Conducting the evaluation	Responsibilities	November				December			
Data collection tools development	Consultant								
<b>Inception report</b>	Consultant		13						
Feedback to the Inception report	UNDP office			16					
Inception Report signed off	UNDP office			17					
Data collection (desk review and interviews)	Consultant								
<b>Phase 2: Analysis &amp; reporting</b>									
Data analysis	Consultant								
Draft report writing	Consultant								
<b>Draft of the Inclusive Growth Programme Evaluation Report</b>	Consultant				23				
Presentation at the virtual meeting with key stakeholders	Consultant				25				
Feedback and input from UNDP and stakeholders	UNDP office								
<b>Final Inclusive Growth Programme Outcome Evaluation report</b>	Consultant					7			

## Annex 5. List of interviews and meetings

	Name	Position	Organisation	Contact	Date	Tool
1	José Félix	Program Specialist	UNDP	<a href="mailto:jose.felix@undp.org">jose.felix@undp.org</a>	4/11, 24/11	Teams
2	César Fernando Reis	Dean of the Faculty of Economics	Universidade Mandume ya Ndemufayo	<a href="mailto:nandoreis33@yahoo.com.br">nandoreis33@yahoo.com.br</a> 923518837	13/11	Teams
3	Lorenzo Mancini	Economist	UNDP	<a href="mailto:lorenzo.mancini@undp.org">lorenzo.mancini@undp.org</a> 948105557	16/11, 27/11	Teams
4	Maria Casal	Gender Official	UNDP	<a href="mailto:maria.casal@undp.org">maria.casal@undp.org</a>	16/11	Teams
5	Anastácio Roque Gonçalves		FAO	<a href="mailto:anastacio.goncalves@fao.org">anastacio.goncalves@fao.org</a> 923649264	17/11	Teams
6	Humberto Teixeira Alves	Former official	SODEPAC	<a href="mailto:brasalves@yahoo.com.br">brasalves@yahoo.com.br</a> 949858371	17/11	Zoom
7	Edo Stork	Resident Representative	PNUD	<a href="mailto:edo.stork@gmail.com">edo.stork@gmail.com</a>	17/11	Teams
8	Simione Chiculo	Director of the Huíla and Cunene branch	ADRA	<a href="mailto:simione.chiculo@gmail.com">simione.chiculo@gmail.com</a> 929651864	17/11	Teams
9	Leonor Sá Machado	CEO	TheBridge	<a href="mailto:leonordesamachado@thebridge.global">leonordesamachado@thebridge.global</a>	18/11	Teams
10	Alberto Bartolomeu	Huíla Province Director	INEFOP	<a href="mailto:inefophuila@gmail.com">inefophuila@gmail.com</a> 923954742	18/11	Teams
11	Manuel Mbangui	National Director	INEFOP	<a href="mailto:manuel.mbangui@maptss.gov.ao">manuel.mbangui@maptss.gov.ao</a> 923784074	19/11	Zoom
12	Otto Adriano	Advisor for the Social Area	Government of the Province of Huíla	<a href="mailto:otto_adriano@yahoo.com">otto_adriano@yahoo.com</a> 931874642	19/11	Teams
13	Eliana Quintas	Information and dissemination department	National Institute of Statistics	<a href="mailto:eliana.carvalho@ine.gov.ao">eliana.carvalho@ine.gov.ao</a> 993 543 111	19/11	Teams
14	Hernâni Silva	Coordinator of the Enterprise and Exchange office (GEI)	Universidade Mandume ya Ndemufayo	<a href="mailto:hernaniporcel@yahoo.com.br">hernaniporcel@yahoo.com.br</a> 923489698	19/11	Zoom
15	Eliseu Canjila	Treasurer and Chief Human Resources	AAPCIL	<a href="mailto:aapcil.ao@gmail.com">aapcil.ao@gmail.com</a> 924662765	20/11	Zoom
16	Ahmet Akyol	Advisor to the ambassador	Turkish Embassy in Angola	<a href="mailto:ahmet.akyol@mfa.gov.tr">ahmet.akyol@mfa.gov.tr</a> 939765337 931550819 (private)	20/11	Zoom

17	Alves da Rocha	Director of the Centre of Scientific Studies and Investigations (CEIC)	Catholic University of Angola	<a href="mailto:alvesdarocha@ceic-ucan.org">alvesdarocha@ceic-ucan.org</a> 917465196	23/11 <sup>13</sup>	Zoom
18	Group of beneficiaries of the ADRA – UNDP project of income generation	Facilitated by Elisa Lucamba – coordinator of the ADRA in Caluquembe municipality	ADRA	925691768	18/11	WhatsApp
19	Claudia Fernandes	Result Based Management & Communications Analyst	UNDP	<a href="mailto:claudia.fernandes@undp.org">claudia.fernandes@undp.org</a>	23/11	Teams
20	Beneficiaries of the INEFOP training	Facilitated by Fernanda Luzia, INEFOP Huíla	INEFOP – Huíla	<a href="mailto:inefophuila@gmail.com">inefophuila@gmail.com</a> 930652817	24/11	WhatsApp
21	Henrique Gonçalves	National Director	Institute of Artisanal Fisheries	<a href="mailto:henriquegoncalves64@hotmail.com">henriquegoncalves64@hotmail.com</a> 9332035224	26/11	WhatsApp
22	Orlando Domboca	Beneficiary and Secretary of the Cooperative	SODEPAC Cooperative of Cacuso, Malanje	935614906	26/11	Phone
23	Mariana Sango	Beneficiary Huíla	Project with the Government of the Province	924172311	27/11	Phone
24	António Manuel	Beneficiary and Secretary of the Cooperative	SODEPAC Cooperative of Cacuso, Malanje	939355956	27/11	Phone
25	Joana Cortez	National Director for Family	MASFAMU	<a href="mailto:jcortez@live.com.pt">jcortez@live.com.pt</a> <a href="mailto:quitocua@hotmail.com">quitocua@hotmail.com</a> <a href="mailto:santajoseernesto68@gmail.com">santajoseernesto68@gmail.com</a> 923893335	27/11	WhatsApp and Zoom
26	João Kilongua Mbale	Soba of Michole – Caculuvale	Project local crafts with the Government of the Province of Huíla	926755151	8/12	Phone
27	Deolinda Muenedumbo	Artisan	Project local crafts with the Government of the Province of Huíla	927493685	8/12	Phone

<sup>13</sup> [Angola Forum 2020: Sustainability and Inclusion in Economic Recovery and Reform](#), Chatam House, London.

## **Annex 6. Code of conduct**

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Cristina Rodrigues

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

Signed at Lisbon on 12/11/2020

Signature: Cristina Rodrigues