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| Evaluation of the UNDP Angola Country Programme (2020-2022) |
| **Draft Report** |

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# Acknowledgements

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# List of Acronyms and Abbreviations

|  |  |
| --- | --- |
| ADPP | Development Aid from People to People |
| ANASO | Angolan Network of Aids Service Organizations |
| ASCAM | Christian Solidarity and Mutual Aid Association |
| CAJ | Centro for Youth Support |
| CO | Country Office |
| CPD | Country Programme Document |
| FRESAN | Strengthening Resilience and Security |
| GEF | Global Environment Facility |
| GF | Global Fund |
| GRES | Gender Results Effectiveness Scale |
| HR | Human Resources |
| IEO | Independent Evaluation Office (UNDP) |
| INEFOP | National Institute of Employment and Professional Training |
| IRIS | Angolan Association for the Défense of the Rights of Sexual Minorities. |
| KIIs | Key Informants Interviews |
| MASFAMU | Ministry of Social Affairs, Family and Women's Promotion |
| MAT | Ministry pf Territorial Administration |
| MWENHO | Association of women living with HIV/AIDS |
| NDP | National Development Plan |
| RBM | Results Based Management |
| TB | Tuberculosis |
| ToRs | Terms of Reference |
| UNDP | United Nations Development Programme |
| UNEP | United Nations Environment Programme |
| UNICEF | United Nations Children’s Fund |
| UNSDCF | United Nations Sustainable Development Cooperation Framework |
| WHO | World Health Organization |

# Executive Summary

# Introduction and Background

## 1.1 Introduction

The UNDP Executive Board approved the UNDP Angola Country Programme Document (CPD 2020-2022) at its 2nd regular session of 3-6 September 2019. In line with requirements, UNDP Angola has commissioned an independent evaluation of the CPD 2020-2022), which was undertaken from August – November 2021. This report presents the main findings, conclusions and recommendations of the evaluation in six chapters as follows:

* Introduction, Background and Context
* Overview of UNDP Angola Country Programme
* Evaluation Method and Approach
* Evaluation Findings
* Evaluation Conclusions and Lessons
* Evaluation Recommendations

Several annexes provide additional details to the report.

## 1.2 Background and Context

The UNDP Angola Country Programme Document (CPD 2020-2022) priorities were set to respond to a challenging macro-economic and socio-cultural situation. The onset of the COVID 19 pandemic has aggravated the situation and Angola witnessed unprecedented crisis which threatened to worsen the already challenged economic situation and further put additional stress on the lives of the Angolans. With the UNDP promise of “leaving no-one behind’ and ‘reaching those furthest behind first’, the organization employed integrated and complex solutions to contribute to the Country’s National Development Plan 2018-2022 (NDP) and support the Government on the overarching national objective of maintaining stability and peace.

Angola has made impressive economic, social and political progress since the end of the civil war in 2002. However, the country is faced with significant development challenges including: reducing its dependency on oil and diversifying its economy; rebuilding infrastructure; improving human and institutional capacities; strengthening governance and political participation; advancing social indicators, including for women and youth and improving living conditions of the population.

This section presents a brief overview of the governance and political, economic, social and environmental context within which the CPD is being implemented. It also examines the socio-economic impact of Covid-19 on Angola. It draws upon multiple sources, including: national documents; UN-system publications; World Bank; IMF; African Development Bank and other sources.

### 1.2.1 Governance and Political Developments

Angola has maintained political stability since the end of its 27-year civil war in 2002. Much progress has been made with respect to political developments and democratic governance since. Three national legislative elections were held to consolidate its nascent democracy and a peaceful political transition. In 2010, a constitution established a presidential parliamentary system with the head of the party winning the most votes designated as President. Angola held its fourth electoral process in 2017 and the government has taken a new political direction, recommitting itself to promote sound democratic governance, the rule of law, and human rights. In 2022, the country is expected to hold the 5th national and legislative elections, as well as local government elections which were due to be held in 2021 but were postponed.

One of the flagship policies of the new administration that came to power in 2017, is to fight against corruption and undertake reform of state institutions. It has also embarked upon political and administrative decentralization, economic diversification and expansion of the private sector, and fostering closer cooperation between the government and civil society. Angola’s governance institutions are also being progressively strengthened and new ones created to play a more effective role in facilitating access to justice and aligning them with the country’s obligations under international conventions and treaties.

Angola has also undertaken reforms of the justice system, with the adoption of the new Criminal Code and Criminal Procedure Code in 2019 to replace the code of 1892. The country has enacted laws for the fight against corruption, specifically on the laws on the repatriation of illicitly acquired assets (Law 9/18 on voluntary repatriation and Law 15/18 on coercive repatriation). Determined actions have been taken to recover stolen assets, leading to the ongoing criminal prosecutions, anti-corruption moral campaigns, as well as the development of strategic plans and actions.

Government has recognized the important role of civil society and has taken action to foster greater government-civil society collaboration: regular presidential press conferences with journalists from all political spectrums; presidential forums with youth and NGO groups; the creation of the Social and Economic Council composed of 45 civil society members to advise the President on economic, social, and political matters; presidential tributes to civil and political activists once considered persona non-grata; and the increasing openness of political space and press freedom[[1]](#footnote-1). The 2020 Mo-Ibrahim Index of good governance, ranked Angola among the eight countries with the most improvements in governance in the 2010-2019 period, which is strongly correlated with the political commitments of the new government[[2]](#footnote-2). Much however, remains to be done, and in particular, in the area of local governance which remains challenging.

The Government of Angola has taken many steps since 2002 to strengthen citizens’ participation in national policy processes. In March 2021, Participatory Budgeting, a mechanism that aims to allow citizens to become directly involved in the management of public finances at the local level through the Municipal Budgets[[3]](#footnote-3) was launched. This important mechanism will allow citizens to freely define their priorities and projects and to participate in the definition of priorities of local governments or administrations. Similarly, the National Assembly in February 2021, hosted a Seminar on Gender Budget Analysis and Monitoring, which aimed to promote the continuous process of information production, knowledge building and implementation of methodological practices for the promotion of gender equality through governance and democratic consolidation mechanisms, using Gender Budgeting as a vehicle.

### 1.2.2 Economic

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| Box 1: Angola - Key Economic and Social Indicators (2020)[[4]](#footnote-4) |
| Population, millions 32.9  GDP, current US$ billion 62.6  GDP per capita, current US$ 1 903.05 International poverty rate ($1.9) 49.9  Lower middle-income poverty rate ($3.2) 71 .5 Upper middle-income poverty rate ($5.5) 88.5 Gini index 51 .3  School enrolment, primary (% gross) 1 1 3.5 Life expectancy at birth, years 60.8 |

Angola has the third largest economy in Africa, after Nigeria and South Africa, and is Africa's second largest oil producer. The country is a net producer of natural gas and also the third largest producer of diamonds in the continent, surpassed only by Botswana and the Democratic Republic of Congo. In addition to diamonds, the country also produces gold, granite, gypsum, marble, and salt, and possesses numerous undeveloped minerals with potential for extraction including beryllium, clay, copper, iron-ore, lead, lignite, manganese, mica, nickel, peat, phosphate rock, quartz, silver, tungsten, uranium, vanadium, and zinc.

In February 2021, Angola graduated to a Middle-income Country (MIC) status, a testimony to the rapid economic growth the country has experienced in the last two decades. This implies that effectively the context will change, because Angola will now be expected to be more self-sufficient in terms of financial resources to implement its own plans as ODA will diminish and it will be necessary to mobilise more domestic/local resources. However, although Angola’s gross national income (GNI) per capita is well above the MIC graduation threshold (see Box 1), the country faces challenges in the other two criteria for graduation: i) the Human Assets Index (HAI) remains at 55.9, which is below the graduation threshold which is set at 66 as the country measured poorly with respect to education and health indicators; and ii) the index of Economic Vulnerability (EVI) is at 39.3, very much above the minimum for graduation which is set at 32 points[[5]](#footnote-5) because of limited diversification of the economy. This means that although Angola is considered a Middle-Income Country, it faces considerable human development and economic vulnerability challenges. This situation informs the economic and social context within which the UNDP Country Programme is being implemented.

The growth of Angola’s economy has for decades largely been driven by the oil and gas sector which accounts for around 30 percent of GDP, 60 percent of fiscal revenues, and more than 90 percent of exports in 2019[[6]](#footnote-6). However, a decline in oil prices in 2015, resulted in Angola’s real GDP shrinking by a cumulative 9.5 percent, with GNI per capita (in dollar terms) cut in half[[7]](#footnote-7). The lower oil prices have resulted in a prolonged recession and it is estimated that as result, half of the population lived on less than $1.90 per day (2011 PPP) in 2018 (a rate similar to 2008) and debt-to-GDP exploded to an estimated 128 percent by the end of 2020 from 69% in 2017[[8]](#footnote-8). More than half (55.9 percent) of budgeted expenditure for 2020 is allocated to public debt operations, including amortizations. Consequently, Angola experienced a fifth consecutive year of recession in 2020, as GDP contracted by an estimated 4%. This has adversely affected fiscal space available for social expenditures on health, education and related sectors. A partial recovery is expected in 2021, with GDP projected to grow by 0.9 percent and accelerating to 3.5 percent in 2022, still slower than population growth[[9]](#footnote-9).

The Government of Angola has initiated, with some degree of success, an ambitious reform program in order to redress the dire economic and social situation of the country[[10]](#footnote-10). The reforms are aimed at achieving macro-economic stabilization through a number of measures including, floating of the currency, strengthening tax revenue, and passage of a fiscal responsibility law. A key government reform measure is the reprofiling of Angola’s debt and negotiations with Angola’s main creditors, through the G20 Debt Service Suspension Initiative (DSSI) which has led to increased social spending[[11]](#footnote-11). Consequently, Angola was able to negotiate a new IMF agreement (Extended Fund Facility) of US$ 39 billion.[[12]](#footnote-12) Other reforms aimed at shifting the Angolan economy from dependence on oil and the SOE sector through privatization of state assets, removal of extensive price controls, improved regulation and oversight of financial institutions and creation of a competition authority. Finally, to reduce poverty and inequality, the Government in 2020 launched the Kwenda cash transfer program which aims to reach 1.6 million poor families. However, lower oil revenues hampered the government’s capacity to fully protect livelihoods from the effects of the pandemic[[13]](#footnote-13). As a result, the socioeconomic situation worsened. The unemployment rate rose to 34.0% in the third quarter of 2020 compared with 30% a year before, with youth unemployment rising to a high of 56.4% from 54.2% in the third quarter 2019. The pandemic is expected to exacerbate the 2019 official poverty incidence of 40.6%.

Angola’s transition to a more diversified, private-sector led growth model is yet to take off and accelerating the reforms has become even more urgent in the face of COVID-19[[14]](#footnote-14). It is recognized that agriculture and financial services have large untapped potential and can generate the jobs crucial for poverty reduction. Despite its potential, the agricultural sector is underdeveloped and not very productive, contributing 6.7% of GDP but employing 50% of the population. Continued progress on policy and structural reforms and more effective investments in human capital are needed to advance towards a more productive and inclusive Angola[[15]](#footnote-15).

Despite the robust growth experienced by Angola in previous decades, poverty is deep and endemic. The Angola VNR 2021 reports that according to World Bank (WB) estimates, in 2018, 49.9% of the Angolan population lived below the international poverty line (extreme poverty) of USD 1.90 per day per person (2011 PPP). The Expenditure, Income and Employment Survey (IDREA) 2018-2019 on the other hand showed that 32.3% of the population lived below the national poverty line. Angola has adopted the Multidimensional Poverty Index (IPM-A) as the national index to measure multidimensional poverty in the country[[16]](#footnote-16). The IPM-A) shows that 54.0% of the Angolan population lived in multidimensional poverty in the period 2015-2016. To reach the SDG target 1.2 that aims to at least halve this proportion, the country needs to attain a percentage of multidimensional poverty less than or equal to 27.0% by the year 2030.

The IPM-A provides a detailed picture of which communities are most vulnerable and what investments can be made to improve certain indicators. For example, 70% of multidimensional poverty in the country is due to deprivation in terms of education and quality of life. Indicators such as nutrition, maternal health, civil registration and years of schooling also contribute to this number. The IMP-A confirms the disparities observed in the country. In urban areas, approximately 1 in 3 people (35% of the population) is multidimensionally poor, while in rural areas this figure increases to 9 out of 10 people (88% of the population). In Luanda, 23.7% of the population is multidimensionally poor, but in Bié, Cunene, Lunda Norte, Moxico, Cubango, Uíge, Huíla, Cuanza Sul and Huambo, multidimensional poverty affects at least 70% of the population in those provinces.

Key drivers of poverty in Angola are unemployment, especially youth employment, the predominance of the informal economy, which largely has a female face, and lack of social protection. In accordance with the Angola VNR, in the fourth quarter of 2020, the employed population aged 15 and over was estimated at 10.7 million people, with 5.3 million men and 5.4 million women. The employment rate was estimated at 62.8%, and was significantly higher in the rural than in urban areas (79.4% and 51.4%, respectively). Informality predominates in rural areas, (93.3%) among women, (90.3%) among men and (77.1%) among youth aged 15-24. The rate of informal employment in the non-agricultural sector, was about 59.9% in 2019, with women showing the highest rate, about 79.5%, compared to 43.7% among men. Due to the weight of the informal economy, a significant part of the employed population is concentrated in informal sector activities with low compensating wages. The minimum wage has stagnated due to consumer price inflation (20% in 2020); the constant high inflation and stalled growth has resulted in stagflation.

Poverty and lack of employment opportunities is aggravated by limited availability of social protection and inequities. It is estimated that only 7.4% of the population has mandatory social protection, which in turn is also related to the wide extent of the informal economy – about eight out of every 10 people employed in Angola have an informal job[[17]](#footnote-17).

Income inequality is significant in Angola, and appears to be growing; the Gini coefficient was 43 in 2004, but by 2018 it had risen to 51.3. It is estimated that the poorest quintile captures only 3.8% of the national income, while the richest quintile captures 55.6% of this income[[18]](#footnote-18). That is, the average income of a person in the richest quintile is 15 times higher than the average income of a person in the poorest quintile. Given this difference between the first and fifth quintile, inequality in Angola is high, reaching 0.51 in urban areas, as measured by the Gini index. There is more inequality in urban areas (0.48) than in rural areas (0.44). The World Bank estimates that in 2018 the richest 10% of Angola captured 39.6% of national income, while the poorest 10% captured only 1.3% of national income. Angola thus ranks among the ten most unequal countries in the world.

### 1.2.3 Social

The government´s past efforts to improve social and economic conditions have started yielding some positive results and Angola has attained medium Human Development Index status. Among others, the mortality rate of children under five fell from almost 300 per 100,000 live births at the beginning of the century to around 68 in 2015. The net attendance rate for secondary education is situated at 39.9% (2019) and, between 1990 and 2019, the average life expectancy increased by 15.8 years to 61.2 years[[19]](#footnote-19). The country has also managed to make great strides in the eradication of hunger, reducing the prevalence of malnutrition from 52.2% (2004-2006) to 19% (2017-2019). However, Angola’s social indicators demonstrate significant development challenges. More recently, with the fall in oil prices, the country has experienced an economic recession, exacerbated by the pandemic of COVID-19, in a context where social protection is already significantly limited.

Regarding health, the maternal mortality ratio measured in the 2015-2016 IIMS was 239 maternal deaths per 100,000 live births. In the first quarter of 2021, administrative data obtained from health facilities record 248 maternal deaths per 100,000 live births. According to MINSA data, the maternal mortality ratio increased from 291.97 per 100,000 live births in 2018 to 287.89 per 100,000 in 2019[[20]](#footnote-20). Thus, the situation with respect to maternal deaths has remained stagnant.

The HIV prevalence among 15-49 years old in Angola is 2%, with significant regional, gender and age variations; a higher prevalence is seen among women (2.6%) compared to men (1.2%)[[21]](#footnote-21). In relation to age differences, nearly 1% of 15-24 years old are living with HIV. Seven (7) provinces are identified as high disease burden. A recent Integrated Behavioural and Biological Survey (IBBS) data among Key Populations (KP) show HIV prevalence of 7.8% among female sex workers (FSW) and 2.4% among men who have sex with men (MSM) in Luanda and Benguela provinces. Angola remains among the 30 high TB burden countries globally and TB incidence rates remain high (370/100,000, and Treatment success rates are slowly increasing but remain low. High loss to follow up (LTFU, 22% in 2016) rates remain a major concern. MDR/RR-TB case notification is rising[[22]](#footnote-22). During 2020 the malaria Incidence rate was 250/1,000 population, higher compared to the year 2019, which recorded 234/1,000 population. According to the National Malaria Control Program (2020), the rise in cases, is due to the reduction in integrated preventive interventions.

Severe food insecurity affects almost two million households, with rural areas and female-headed households being the most affected[[23]](#footnote-23). Malnutrition and micronutrient deficiencies are highly prevalent. Data from the Ministry of Education for the year 2020 indicate a net school attendance rate in primary education of 76.1%. As a consequence, at least 23.9% of children in the 6-11 age group are outside elementary school[[24]](#footnote-24). Despite continued efforts by the sector to increase the completion rate, retention in primary education is low. 2019 has seen a growth in the completion rate for both genders, being 69.70% for girls and 79.97% for boys. Retention in the Lower Secondary Education and Upper Secondary Education levels are still low, as a result of grade repetition. Gender parity indices showed that school attendance rates by gender are relatively balanced, as per the 2015-2016 IIMS results.

The 2014 Census shows that 52% of the population are women, but they face significant challenges. Updated data from the 2015-2016 IIMS showed that 32% of women had experienced physical violence since the age of 15; 8% had experienced sexual violence and 34% of women aged 15-49 and married, had experienced marital, physical or sexual violence.[[25]](#footnote-25)

With regards to women’s employment, official data produced by INE for the fourth quarter of 2020 indicate that the unemployment rate in the population aged 15 or older, estimated at 30.6% is higher for women (32.1%) than for men (29.1%)[[26]](#footnote-26). The vast majority of employed people are in informal employment (74.5% in 2019), and this proportion is higher among women (79.5%) compared to men (43.7%). The majority of women and young girls are employed in the informal market, which due to the low level of literacy and technical formal education, relegates them to commercial and similar activities, which do not require higher qualification.

Currently, women are represented at various levels of governance: 29.6% in Parliament; 39% in Central Government, 12% are State Secretaries; 22.2% Provincial Governors, 19.5% Vice-Governors, 25.6% lead Municipal Administrations; 27.4% in diplomacy. In the Judiciary, they represent 34.4% in the Public Prosecution, 38% in the Judicial Magistracy, and 31% in the Legal Profession[[27]](#footnote-27). The legal and policy framework in Angola is conducive to promoting gender equality and non-discrimination against women and girls and empowerment. It is also progressively aligned to signed and ratified international and regional conventions. However, to ensure the transformation of the gender situation in the country, implementation of existing legal and policy provisions needs to be accelerated.

### 1.2.4 Environment and Climate Change

Angola has vast renewable natural resources – forests, land, water, biodiversity, etc. The terrestrial ecosystems (forest, river and agricultural) of Angola provide food, income, employment and work directly to more than 90% of the population through agro-livestock activities, fishing and aquaculture, hunting and forest exploitation. The country has 66.6 million hectares of forests and 58 million hectares of arable land. The sustainable management of renewable natural resources has great potential to contribute to the diversification of the economy and can potentially lead to job creation and income generation at the national and local levels.

However, Angola has a climate vulnerability and readiness index of 37.4, thus making it the 50th most vulnerable country to climate change and the ninth least prepared to act and combat its effects and consequences out of a total of 181 countries analysed in 2018[[28]](#footnote-28). Thus, climate change and environmental degradation pose real challenges to the country’s growth and development. Angola is reported to be the fourth country with the highest annual net forest loss (difference between forest created and destroyed) in the last decade (2010-2020), losing 555,000 hectares on average every year[[29]](#footnote-29). Woody biomass and charcoal continue to be one of the most used forms of energy in rural and urban Angola, representing an income generation in rural areas. However, the current lack of regulation of this sector generates serious environmental problems through uncontrolled deforestation.

The droughts of 2012-2015 and 2019-2021 have affected millions of Angolans, especially those living in the southern regions of the country. On the other hand, torrential rains and floods have been the catastrophic events that have caused the most victims and material damage, especially in urban areas and in infrastructure, namely social infrastructure. The 2020-2021 drought, the worst in forty years in the southwest of the country, has brought severe consequences for crops, with losses of up to 40% of crops, and also for livestock survival by causing food shortages. Environmental issues, especially disasters, affect women in a variety of ways. Because women suffer disproportionately from poverty, they will also suffer more when the effects of an unstable climate cause droughts or floods. While existing evidence emphasizes women’s vulnerability to climate change, there is also much that highlights that, women play an important role in supporting families and communities to mitigate the effects of and adapt to climate change.

Angola is rich in water resources and the hydrographic network of Angola is quite dense. Most of the underground water resources are found in the southwest of the country, more specifically in Cunene (40%), Namibe (30%) and Huíla (15%), making a total of 85%, and also in Benguela (7%) and Cabinda (3%). The 2021 VNR notes that Angola shares five International or Transboundary River Basins: Cunene, Cuvelai, Cubango/Okavango, Zaire/Congo and Zambezi. In this context, it is part of five international river basin commissions: Cuvelai Watercourse Commission (CUVECOM); the former Angola/Namibia Permanent Joint Technical Commission for the Development and Use of Cunene River Basin Resources (CTPC), now the Angola/ Botswana/Namibia Trinational Permanent Okavango River Basin Water Commission (OKACOM); the Congo-Ubangui-Sangha CICOS International Commission; and the Zambezi Watercourse Commission (ZAMCOM). The proportion of transboundary basins with an operational agreement for water cooperation is 79% in 2020 (100% of transboundary rivers and lakes and 15% of transboundary aquifers). Sustainable exploitation of these water resources can assist in drought mitigation and promote robust socio-economic development of the country.

### 1.2.5 Overall Conclusion

As noted in the Voluntary National Report (2021), Angola is endowed with important human and natural resources, essential for structural transformation and diversification and to enhance inclusive and sustainable productivity and prosperity, underpinned by solid institutions. The country has made much progress, culminating in graduation to a middle-income country in February 2021. However, lack of economic diversification and overdependence on the oil sector, corruption, rigid state structures, high unemployment and endemic poverty recently aggravated by Covid-19 pandemic continue to pose serious challenges.

The government that came to power in 2017 is making a determined effort and has launched an ambitious programme of reform. However, to succeed, the reforms must translate into an increase in quality/decent employment and a reduction in multidimensional poverty, which remains high, with more than half of Angolans living in this condition, especially in rural areas. It is therefore necessary that measures are taken to improve inclusive access to services, including quality education, technical and professional training, drinking water, electricity, internet and credit, in general reducing the main inequalities, between urban and rural areas, and the economic. The gender inequality index in 2019 was 0.536 and women and girls generally have less access to education, are more affected by HIV-AIDS, suffer more from gender violence, are less represented in decision making bodies and have lower access to employment. Advances in gender equality will therefore act as an important stimulus to growth and poverty reduction efforts in Angola.

### 1.2.6 Socio-economic impacts of Covid – 19

The Covid-19 pandemic has had a devastating impact world-wide, with over 250 million infected and over 5 million fatalities. Although official figures show that the Africa region has largely been spared and the worst fears have so far not materialized, all countries have suffered to varying degrees from the severe socio-economic consequences of the pandemic. In Africa, the Southern Africa region is the hardest hit by the pandemic, with economic contraction of 7% of GDP in 2020[[30]](#footnote-30). However, the region is expected to grow by 3.2% in 2021 and 2.4% in 2022, as lockdowns ease and both consumer and business spending rebounds.

Covid-19 has had devasting impact on Angola as reported in the joint UN-World Bank study[[31]](#footnote-31)[[32]](#footnote-32). The study showed that the COVID-19 pandemic is affecting Angola directly but also has a severe indirect impact on the Angolan economy through its impact on the global oil market. The pandemic is also aggravating the recessionary dynamic the Angolan economy has been experiencing since the end of 2015. The key socio-economic impacts have been highlighted in detail in these studies: (i) poverty rate could increase from 53.6 percent in 2019 to 56.4 percent in 2020, with the absolute number of Angolans living below the international poverty line of US$ 1.90 PPP per day increasing by 1.5 million to 18.5 million;(ii) the pandemic is putting pressure on informal workers, which has increased since the pandemic - Informal employment rose to 79.6 percent of total employment in the third quarter of 2020, from 74.5 percent averaged in 2019. This corresponds to about 600,000 more people in informal employment, nearly 8 million people in total; (iii) the impact of COVID-19 on health and education threatens to exacerbate multidimensional poverty. In 2015-2016, 54.0 percent of Angolans lived in multidimensional poverty according to the Angola’s Multidimensional Poverty Index. The impacts of COVID-19 on health, education, and employment are threatening to exacerbate those deprivations; (i) inequality has risen over the past decade and will remain a major obstacle to boosting an inclusive economic recovery post-pandemic; and the increase in poverty, fiscal constraints, and the interruption of learning caused by the COVID-19 crisis threaten to weaken Angola’s human capital even further.

The study highlights a number of policies the government of Angola has taken to mitigate the situation, namely: actions to limit spread of the disease; measures to alleviate negative impacts on businesses; cash transfer as a key measure to alleviate poverty; measures to boost credit availability; review and alignment of the NDP; revision of the national budget; fiscal reform; re-negotiation of the country’s longer-term debt and reprofiling; and continued progress on privatization.

# Overview of UNDP Angola Country Programme

Three complementary priorities define the UNDP Angola Country programme for the period 2020-2022:

1. fostering poverty eradication and inclusive economic growth;
2. increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development; and
3. strengthening inclusive democracy, human rights, justice and rule of law.

The components of these 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 aims to 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.

## 2.1 The UNDP Project Portfolio

A total of 24 projects are being implemented under the current UNDP Country Programme. The portfolio is evenly distributed across the three outcomes/programme clusters in terms of number of projects: Poverty/inclusive growth (6 - without the Global Fund), Environment (7), and Governance (6). The Global Fund Portfolio has 4 projects under implementation, while the Accelerator Lab has one activity. All the relevant projects being implemented in the context of the current CPD are listed in Annex 1.

## 2.2 UNDP Programme Resources

Analysis of the UNDP programme resources is presented in Tables 1, 2 and 3, and Figure 1 below.

**Table 1: Summary of UNDP Project Portfolio**

|  |  |  |  |
| --- | --- | --- | --- |
| Table 1: Summary of UNDP Project Portfolio | | |  |
| **Programme Cluster/Outcome** | **No. of Projects** | **Budget** | **% of Total Budget** |
| **Poverty/Inclusive Growth** | 6 | $1 959 948 | 3% |
| **Environment/Building Resilience** | 7 | $13 855 928 | 21% |
| **Governance** | 6 | $3 953 870 | 6% |
| **Global Fund** | 4 | $44 073 834 | 68% |
| **Accelerator** | 1 | $967 483 | 1% |
|  | **24** | **$64 811 063** | **100%** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Table 2: Summary of UNDP Project Budget and Expenditures by Source of Funds** | | |  |
| **Programme Cluster/Outcome** | **No. of Projects** | **Budget** | **Expenditures** |
| **Poverty/Inclusive Growth** | 6 | **$1 959 948** | **$872 614** |
|  | UNDP | $1 260 000 | $745 569 |
|  | VARIOUS | $344 577 | ($42 743) |
|  | NORWAY | $355 371 | $169 787 |
|  | GEF | $0 | $0 |
|  | EUCOMM | $0 | $0 |
|  |  |  |  |
| **Environment/Building Resilience** | 7 | **$13 855 928** | **$5 837 480** |
|  | UNDP | $691 067 | $559 032 |
|  | VARIOUS | $27 348 | $0 |
|  | NORWAY | $0 | $0 |
|  | GEF | $12 687 048 | $4 998 252 |
|  | EUCOMM | $450 465 | $280 196 |
|  |  |  |  |
| **Governance** | 6 | **$3 953 870** | **$2 722 783** |
|  | UNDP | $2 183 610 | $1 706 040 |
|  | VARIOUS | $446 790 | $209 950 |
|  | NORWAY | $1 067 954 | $676 586 |
|  | GEF | $0 | $0 |
|  | EUCOMM | $255 516 | $130 207 |
|  |  |  |  |
| **Global Fund** | 4 | **$44 073 834** | **$14 618 821** |
| **Accelerator** | TRAC | **$701 598** | **$578 038** |
| **Accelerator (Various donors)** |  | **$265 885** | **$43 662** |
| **Total** | 23 | **$64 811 063,02** | **$24 673 398,80** |
|  |  |  |  |

From data above the following observations can be made on the UNDP portfolio:

1. The total value of the UNDP portfolio for the period 2020 and 2021 is USD 64.8 million. The portfolio is however very skewed: while only 3% and 6% of the total budget is devoted to poverty and Governance respectively, 21% is devoted to environment and 68% to Global Fund activities. A preliminary conclusion is that, while not deliberate on the part of the UNDP CO, there appears to be a mis-match between national priorities and funding allocation under the CPD - the portfolio is evidently dictated by available funding rather than by a deliberate choice on the part of the CO.
2. By far the largest source of funding is from the Global Fund (68%) followed by GEF (21%). Together these two sources account for approximately 90 % of the country office portfolio. While positive, in the sense that the CO has clearly built the confidence and trust needed to secure such significant resources from these two sources, and for which the UNDP CO should be commended, at the same time this over-reliance on these two sources may pose certain risks in the future.
3. Core funding amounting to $4.5 million accounts for only 7% of the portfolio. This shows that while core funding is relatively low in the portfolio, the CO office has been fairly successful in using this as seed resources to mobilize significant additional funding and drawing upon its comparative advantages.
4. Many donors are contributing to UNDP programme resources. Apart from Global Fund and GEF, the EU is an important bilateral partner, while Norway and Germany are significant donors. It is also important to note that the CO has also been successful in mobilizing resources from the Government of Angola, albeit on a limited basis so far. The rest are small scale contributors who UNDP should continue to partner with in the efforts to both broaden and deepen the funding base.
5. UNDP commits under the CPD to allocate 5% of its core budget to innovation (e.g., Accelerator Lab). Current allocation of $0.5 million constitutes 11% of the core budget of $4.5 million, which is two-fold the commitment made in the CPD.
6. Finally, there are a number of projects under $ 1million, the management of which entails high administrative costs. This calls for greater efforts to consolidate resources under fewer and larger sized projects – portfolio consolidation.

The UNDP Country Office has successfully mobilized funds from 16 donors to support the Country Programme – see Table 3 below. ***Overall, for every dollar of the core funds, UNDP has leveraged an additional 14 dollars.***

|  |  |  |  |
| --- | --- | --- | --- |
| **Table 3: 2020 Budget and Expenditures by Donors** | | |  |
|  | **2020 – Budget** | **2021 – Budget** | **Total** |
| ADB | $0,00 | $0,00 | $0,00 |
| ANGOLA | $90 848,00 | $50 000,00 | $140,848 |
| EUCOMM | $316 609,69 | $432 573,29 | $749,182.98 |
| FAO | $13 510,00 | $13 510,00 | $27,020 |
| GEF Trust Fund | $5 336 709,22 | $7 350 338,47 | $12,700,557.7 |
| GER | $266 103,61 | $68 501,16 | $294,604.77 |
| GIZ | $0,00 | $0,00 | $0.00 |
| GLOBAL FUND | $10 866 010,00 | $33 207 824,00 | $44,073,834 |
| ITA | $69 009,00 | $0,00 | $69,009 |
| NET | $57 000,00 | $49 254,73 | $106,254.73 |
| NORWAY | $693 418,00 | $729 906,71 | $1,423,324.71 |
| PeaceParkF | $0,00 | $104 115,72 | $104,115.2 |
| QFFD | $16 485,17 | $197 384,04 | $213,869.21 |
| TURKEY | $43 201,69 | $56 411,94 | $99,613.63 |
| UKM | $0,00 | $52 164,00 | $52,164 |
| UNDP | $1 723 663,59 | $2 761 013,32 | $4,484,676.91 |
| UNDP -FW | $287 384,36 | $1,00 | $287,385.36 |
| UNICEF | $164,00 | $164,00 | $328 |
| USAID | $0,00 | $986,00 | $986.00 |
|  | **$19 780 116,33** | **$45 074 148,38** | $64,811,063 |

## 2.3 Programme Expenditures and Delivery

### 2.3.1 Country Office Performance in 2020 and 2021

Combined delivery of the UNDP Country Office for 2020 and 2021 as at end September 2021 amounts to 38%. While delivery was 60% in 2020, delivery so far for 2021 as at end September was 28.2%- see Table 4 below. Annex 1 presents delivery performance at project and cluster level for 2020 and 2021.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Table 4: Delivery by Programme Cluster** | | |  |  |  |  |  |
|  | **2020** | | **2021** | | **Total** | | **Delivery**  **(%)** |
| **Budget** | **Expenditure** | **Budget** | **Expenditure** | **Budget** | **Expenditure** |  |
| Poverty/ Inclusive Growth | $624 050 | $470 370 | $1 335 898 | $401 976 | $1 959 948 | $872 346 | 44.5 |
| Environment/ Building Resilience | $5 888 977 | $2 339 179 | $7 966 951 | $3 498 301 | $13 855 928 | $5 837 480 | 42.21 |
| Governance | $2 006 280 | $1 348 984 | $1 947 590 | $1 373 799 | $3 953 870 | $2 722 783 | 68.9 |
| Global Fund | $10 866 010 | $7 452 733 | $33 207 824 | $7 166 088 | $44 073 834 | $14 618 821 | 33.2 |
|  | $19,736,915 | $11,965,068 | $45,074,148 | $12,708,062 | $64,811,063 | $24,673,131 | 38.1 |
| Delivery (%) | 60.6 | | 28.2 | | 38.1 | |  |

Table 4 and Figure 2 below shows delivery by source of funding. While the delivery figure appears low percentage wise, in dollar terms, Global Fund resources accounted for 59% of total CO expenditures for 2020 and 2021 – see figure 3, thus, representing a dominant operation in the Country Office portfolio in terms of both quantum of resources and financial expenditures. Delivery by programme cluster is further analysed and presented under chapter 3.

**Table 5: Delivery by Source of Funding**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Budget** | **Expenditures** | **IR** |
| UNDP | $4 484 676,91 | $3 234 608,55 | 58% |
| VARIOUS | $1 436 198,42 | $564 671,70 | 5% |
| NORWAY | $1 423 324,71 | $846 373,89 | 74% |
| GLOBAL FUND | $44 073 834,00 | $14 618 821,45 | 22% |
| GEF | $12 687 047,69 | $4 998 252,28 | 43% |
| EUCOMM | $705 981,29 | $410 402,84 | 53% |
|  | **$64 811 063,02** | **$24 673 130,71** |  |

### 2.3.2 Comparative Delivery with Other Southern Africa Countries

An analysis was conducted to find out how the UNDP Angola Country ranks in terms of delivery of programme resources when compared to 11 other Southern Africa countries. Information was extracted from the UNDP Transparency Portal for the 11 countries, while for Angola data from ATLAS was used. The results are presented in Table 6 and figures 4, 5, 6 and 7. The analysis shows that at 38% combined delivery for both 2020 and 2021, Angola ranked the lowest in programme delivery and this was consistent for both years.

**Table 6: Comparative Programme Delivery of UNDP Country Offices in Southern Africa**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Country** | **Budget** | | **Expenditures** | | **Implementation Rate** | | **Combined Implementation Rate** |
| **2020** | **2021** | **2020** | **2021** | **2020** | **2021** |  |
| Angola | $19,73 | $45,07 | $11,96 | $12,70 | 61% | 28% | 38% |
| Botswana | $7,42 | $11,75 | $4,96 | $4,76 | 67% | 41% | 51% |
| DRCongo | $109,08 | $81,79 | $84,36 | $32,97 | 77% | 40% | 61% |
| eSwatini | $5,16 | $3,66 | $4,25 | $3,17 | 82% | 87% | 84% |
| Lesotho | $7,75 | $7,63 | $5,61 | $3,66 | 72% | 48% | 60% |
| Malawi | $44,79 | $31,91 | $33,38 | $22,90 | 75% | 72% | 73% |
| Mozambique | $42,54 | $39,09 | $31,91 | $18,67 | 75% | 48% | 62% |
| Namibia | $6,06 | $10,43 | $6,22 | $5,10 | 103% | 49% | 69% |
| South Africa | $13,36 | $14,08 | $9,22 | $6,57 | 69% | 47% | 58% |
| Tanzania | $27,54 | $35,63 | $20,84 | $15,51 | 76% | 44% | 58% |
| Zambia | $17,11 | $28,55 | $11,83 | $7,37 | 69% | 26% | 42% |
| Zimbabwe | $188,69 | $218,20 | $170,55 | $136,22 | 90% | 62% | 75% |

Source: UNDP Transparency portal (millions)

\*Source for Angola is ATLAS

Source: UNDP Transparency portal (millions)

\*Source for Angola is ATLAS

Source: UNDP Transparency portal (millions)

\*Source for Angola is ATLAS

Source: UNDP Transparency portal (millions)

\*Source for Angola is ATLAS

Source: UNDP Transparency portal (millions)

\*Source for Angola is ATLAS

## 2.4 UNDP in the United Nations Development System in Angola

The UNDP Country Programme is closely aligned with the United Nations Sustainable Development Framework (UNSDF 2018-2022) of Angola, and UNDP is playing a vital role in its implementation. The UNSDF has four outcomes as follows:

1. *Outcome 1: By 2022, the Angolan population, particularly the most vulnerable, has better access to quality and integrated social and productive services and to a diversified economy capable of the creation of decent employment and earnings in order to reduce poverty.*
2. *Outcome 2: By 2022, adolescents, youth, women and the most vulnerable are given priority in social, economic, cultural, and environmental policies and programmes, including within humanitarian contexts.*
3. *Outcome 3: By 2022, vulnerable population is resilient to climate change and the risk of disasters, having an inclusive and sustainable production; with planning and management of the territory, cities, natural resources and the environment*
4. *Outcome 4: By 2022, citizens participate in and monitor governance, everyone has access to justice and Human Rights are observed, within an environment of peace and regional security*

Annex 2 presents a synopsis of UNDP’s planned contributions to the UNSDF (2018-2022) and through it, to national development priorities:

1. UNDP plans to be involved in all four UNSDF outcomes to varying degrees. Of the total 39 outputs of the UNSDF, UNDP is involved in 37, or 95% of them.
2. UNDP’s planned contribution to the projected UNSDF budget of $261 million is $71.7 million or 27%.
3. UNDP is the predominant player in the outcomes related to environment, poverty and governance, where its planned contributions amount to 44%, 31% and 20% respectively of the planned UNSDF budgets.
4. UNDP’s direct contribution to outcome 2 focusing on women, youth, adolescents is not as high as in other outcomes, although contributions are planned through investment in other outcomes.
5. Given the context of Angola, and the importance of outcome 2 as an accelerator/catalyst for her development, more resources from UNDP would be a worthwhile investment.

# Evaluation Scope, Methods and Challenges

## 3.1 Evaluation Purpose and Scope

The purpose of the evaluation is to assess UNDP's contribution and performance in supporting the national development and priorities under the Country Programme Document approved by the Executive Board. The evaluation serves an important accountability function, providing national stakeholders and partners Angola with an impartial assessment of the results of UNDP support.

The evaluation captures evidence of the relevance, effectiveness, efficiency and sustainability of the current programme, as well as its adaptation to the Covid-19 pandemic, which would be used to strengthen existing programmes and to set the stage for new the preparation of a new CPD. The scope of the CPD evaluation includes UNDP’s contribution to the outcomes and in entirety activities at output levels covering from 2020 to date, including their adaptation to the Covid -19 pandemic, south- south initiatives etc.

The evaluation also covers interventions funded by all sources, including core UNDP resources, donor funds and government funds. Initiatives from regional and global programmes will be included in the CPD evaluation. The evaluation examines the UNDP’s contribution toward cross-cutting issues, e.g., human rights, gender, leaving no one behind, and capacity development. The evaluation draws lessons from the current CPD and proposes recommendations for the next CPD, including on the UN objective of “building back better” post COVID.

## 3.2 Evaluation Methods and Approach

### 3.2.1 Evaluation Criteria

As set out in the ToRs, the evaluation was guided by the following three broad questions:

* What did the UNDP country programme intend to achieve during the period under review?
* To what extent has the programme achieved (or is likely to achieve) its intended objectives at the output level, and what contribution has it made at the outcome level and towards the UNSDCF?
* What factors contributed to or hindered UNDP’s performance and eventually, the sustainability of results?
* To what extent was UNDP able to adapt to the COVID-19 situation and contribute effectively to the national response?

In addition to the above questions, the evaluation examined the evaluation criteria of relevance, effectiveness, efficiency and sustainability. These are further developed in the Evaluation Matrix in annex 3. The UNDP CPD results framework, with its outcomes, outputs and indicators was used to ensure that the results achieved by UNDP are accurately and objectively identified, documented and analysed. The evaluation team also assessed programme interlinkages, synergies and reviewed evidence of mutually reinforcing results.

### 3.2.2 Evaluation Approach and Methodology

The evaluation followed the Guidelines of the UNDP Independent Evaluation Office (IEO), and in particular as reflected in the detailed Terms of Reference developed by UNDP Angola. This section presents the approach and methodology of the consultants. Particular efforts were made to ensure a fully inclusive and participatory process, in line with “leave no one behind” mantra.

The evaluation was conducted in six phases, namely: a) Inception Phase; b) Stakeholder Consultations; c) Field Visits; d) Analysis and Drafting of Report; e) Validation with Stakeholders; and f) Finalization and submission. Key activities included: stakeholder consultations; site visits and extensive documents review and analysis. The details are in the Inception Report.

### 3.2.3 Stakeholder consultations and Site Visits

The evaluation team consulted with all the main stakeholders and partners UNDP is working with to implement the CPD 2020-2021. The principle of “Leave No One Behind” which informs the CPD was observed in selecting stakeholders to consult. A list of key stakeholders is presented in Annex 4. The stakeholders were identified in close consultation with UNDP CO based on the following criteria:

1. The portfolio analyses presented under sections 2.1 and 2.2 was taken into account in guiding the stakeholder selection. Stakeholders were representative of the entire UNDP project portfolio – thus stakeholders from each of the projects of each of the three programme clusters were interviewed.
2. For each programme cluster and project, efforts have been made to ensure that stakeholders represent a broad spectrum: Government Institutions; Local authorities; Civil society; project beneficiaries; Women; youths; UN partners; and development partners. This served to ensure that when reviewing a particular programme cluster and related projects, the views of all stakeholders involved is collected and analysed. Any inconsistences and or conflicting views by different stakeholders were documented and followed up, thus strengthening triangulation of evidence collected.
3. UNDP is currently the Principal Recipient of the Global Fund in Angola, and this portfolio is of significant and growing importance to the UNDP portfolio – accounting for 68% of the CO budget. The evaluation team therefore aimed to ensure that all the stakeholders involved in implementing Global Fund activities are fully consulted. The stakeholders identified under this cluster included: the Global Fund Country Coordinating Mechanism (CCM), UNDP as PR; Sub-Recipients (2 International NGOs); Sub-Sub-Recipients (CBOs); Government Institutions (mainly Ministry of Health and related national programmes on Malaria, TB and HI and AIDs); and, the beneficiaries of Global Fund activities, which include the PLHIV (People Living with HIV and AIDs) as well as their respective support organizations.
4. Finally, as much as possible, stakeholders have been selected, where relevant, to represent national level institutions, as well as provincial/municipal authorities at the decentralized level.

The main tool used by the evaluation team for the stakeholder consultations was Key Informant Interviews (KIIs), which was adapted to different stakeholder contexts – Annex 5.

The evaluation undertook selected site visits the purpose of which was to assess first hand project activities, dialogue with project staff, beneficiaries and local authorities. However, due to Covid-19 travel restrictions in place, the evaluation was not able to undertake comprehensive site visits, and the visits were therefore limited to Luanda Province. In consultation with UNDP Programme Officers, a representative sample of sites (see Table 7) was therefore selected for field visits. In total six sites were selected for the field visits based on the following considerations:

1. All programme clusters/CPD outcomes are represented in the sample;
2. Sites for field visits reflect importance in UNDP project portfolio – thus given the predominance of Global Fund activities, the majority of the sites were selected from these projects – 4 sites;
3. Sites should demonstrate inter-programme linkages: e.g., Municipality of Cazenga/Luanda Province (Poverty and Governance programme custers).

**Table 7: Evaluation Field Site Visits**

|  |  |  |
| --- | --- | --- |
| PROGRAM CLUSTER | PROJECT | SITE |
| Global Fund | Strengthening the National Response to HIV in Angola | CAJ – Center for Young support – Makulusso |
| Angola IRIS Association – Ingombota |
| NGO Mwenho – Street of Samba |
| ASCAM – Association of Christian Solidarity – District of Palanca |
| Environment and Disaster Risk Reduction | Promotion of Sustainable Charcoal in Angola through a Value Chain Approach | Ministry of Environment, Municipality of Talatona |
| Expansion and strengthening of Angola’s Protected Area system | Ministry of Environment, Municipality of Talatona |
| Sustainable Development and Inclusive Growth | Building back better post COVID-19. Enhancing skill development and job creation for the youth in Angola | Professional Training Centre in Cazenga, Municipality of Cazenga |
| Governance Unit | Fair and Inclusive Society | Field visit to legal clinic – Municipality of Rangel |

### 3.2.4 Documents review

All the key documents to be reviewed were identified by programme cluster and are presented in Annex 6. These are in addition to those already listed in the ToRs. The consultants have observed that there are gaps in terms of some key documents such as progress reports, and efforts were made in close collaboration with programme officers to collate all the needed documents for review.

### 3.2.5 Cross-cutting Issues

The UNDP CPD identifies a number of cross-cutting themes such as Gender, Capacity development and Human rights. The evaluation reviewed the extent to which these three key cross-cutting themes are reflected in UNDP’s programmatic interventions, and the results achieved, as outlined below.

**Gender**

The UNDP CPD has gender as a central cross-cutting concern and across all the three programme clusters/outcomes. UNDP CO has taken measures to strengthen gender by recruiting a gender expert. It has recently also been designated as a “Gender Seal” Country Office in August of 2021. This is a welcome development but it is still at an early stage.

The evaluation team reviewed all CPD projects being implemented with a gender lens, using the following approaches:

1. Use of the gender marker to assess programme results, as a proxy for monitoring the programme’s responsiveness to the gender equality agenda.
2. Collection and analyses, were possible, of sex-disaggregated data to correctly assess impact/potential impact on women, men, boys and girls;
3. Observations by the team and interactions with beneficiaries, project staff and local authorities during field visits; and
4. Assessment of how the UNDP Country Office is working to advance gender holistically in its work.

**Capacity Development**

Capacity development is a core mandate of UNDP, and preliminary review of UNDP Angola CO project portfolio reveals that the Office aims to undertake significant capacity building interventions across all programme clusters/outcomes. The evaluation therefore comprehensively mapped the nature of these capacity building interventions to identify evidence of the impact of these interventions. The UNDP Capacity Development Framework was used by the evaluation to document the nature and scope of capacity interventions.

**Human Rights**

UNDP under the CPD commits to ensure integration of human rights issues across all its three core programmatic interventions, principally through the governance programme. The extent to which it has succeeded and the resulting impacts was assessed by the consultant team.

### 3.2.6 Data Analysis

Data analysis were was done through review of documents, qualitative analytical methods, and quantitative analytical methods.

## Challenges in carrying out the Evaluation

A number of challenges were faced by the evaluation team as follows:

1. The main one was that Covid-19 travel restrictions did not allow the international consultant to travel to Angola, and the national consultant’s ability to meet face to face with stakeholders and undertake field visits was seriously curtailed. Hence most of the interactions with UNDP Country Office and stakeholders were done remotely.
2. Institutional realignments in government and frequent staff changes within government institutions resulted in loss of institutional memory and difficulties in properly documenting and obtaining detailed feedback from some stakeholders;
3. Reporting against targets is relatively weak within the Country Office; and
4. Access to data, relevant documentation and responses to questionnaires from the UNDP country Office was exceedingly slow and protracted, and this led to serious delays[[33]](#footnote-33).

Any evaluation in a dynamic and fluid context such as exists in Angola, and for a UNDP Country office that is rapidly transforming in response to many factors, is challenging at best. This is compounded by the Covid-19 pandemic. Nonetheless, the consultants are of the view that useful findings and recommendations can be obtained despite these concerns.

# Evaluation Findings

This section of the report presents the key findings of the evaluation and documents the associated results and evidence. The findings are presented by programme outcome/cluster, followed by discussion of the key cross-cutting themes. For each programme cluster, the parameters relating to relevance, effectiveness, efficiency and sustainability were assessed.

## 4.1 Fostering poverty eradication and inclusive economic growth

### 4.1.1 Relevance

**Finding 1: UNDP’s planned interventions under the poverty and inclusive economic growth outcome of the CPD are judged to be highly relevant to national development priorities as reflected in the NDP 2018-2022, are closely aligned with the United Nations Sustainable Development Framework (UNSDF 2018-2022), the UNDP strategic plan (2018-2021) and the UN Sustainable Development Goals**

The country context analysed in the preceding sections has highlighted that despite impressive growth experienced by Angola for the past decades and its new found status as a middle-income country, poverty is deep and multi-dimensional, the economy remains oil-dependent and largely undiversified, unemployment and informal economy is pervasive thus heightening economic vulnerabilities of the country.

Under the CDP, UNDP committed to support national priorities to address the challenges highlighted by deepening its engagement to end poverty in Angola and reduce inequalities through substantive analysis, dialogue and technical advice to develop more effective national policies and programmes. It also planned to 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. An important area of concern for UNDP under the CPD is the strengthening of entrepreneurship and employment for young Angolans ages 18 to 35, and supporting government policy on vocational training, institutional development and testing of innovative models, and ensuring that the most vulnerable sections of the workforce have access to skills and resources that match labour market demand. UNDP planned to also continue its youth internship programme and enhance it with the national volunteer programme. In the same vein, UNDP also planned to contribute to mobilizing international and national private capital for financing development projects within the context of DP/DCP/AGO/4. In its integrator role, UNDP set out to facilitate the establishment of an engaged private sector platform through the umbrella of the Angolan Corporate Social Responsibility Network and Public-Private Partnership Initiative.

In the area of health, UNDP planned to strengthen its support to national efforts for sustainable solutions in health, in line with the UNDP HIV, health and development strategy, 2016-2022 (HHD). Building on its Global Fund Principal Recipient role, UNDP committed to deliver packages of HIV prevention services to adolescent girls and young women, female sex workers, men having sex with men. In the same vein, and in order to reduce gender, legal and human rights-related barriers to accessing basic social services, UNDP planned to promote national ownership of the 2018 HIV legal environment assessment report and the national strategy for key populations, and revision of the 2004 HIV law. UNDP planned to deliver capacity-building packages for advocacy to CSOs.

Economic and social development are key priorities for the Government of Angola and UNDP’s planned activities outlined above are directly in line with national priorities in the NDP 2018-2022. Specifically, the CPD is firmly anchored on Axis 1 of the NDP (Human development and Wellbeing), which constitutes a central dimension of the entire plan, focusing on the improvement of well-being of citizens and the quality of life of Angolan families, the reduction of poverty and inequalities and the promotion of the level of human development as essential conditions for progress. Similarly, the CPD responds directly to Axis 2 of the NDP (Sustainable Development and Inclusive Economic Growth) which focuses on sustainable and diversified economic development, inclusive growth, and generation of employment opportunities.

UNDP’s planned interventions are also well aligned with the UNSDF (2018-2022). In particular, Outcome 1: *“By 2022, the Angolan population, particularly the most vulnerable, has better access to quality and integrated social and productive services and to a diversified economy capable of the creation of decent employment and earnings in order to reduce poverty”.* UNDP action is envisaged in all the planned outputs of this outcome, contributing 31% of the projected UNSDF resources for this area. UNDP in this regard plans to work with UN and national partners by providing technical assistance, advocacy, service delivery and capacity building.

Finally, the CPD outcome on poverty is also closely aligned with the UNDP Corporate Strategic Plan (2018-2021) and the SDGs. The UNDP Strategic Plan vision states as follows: “*to help countries to achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks identified*. Specifically, the CPD outcome is aligned with the UNDP Strategic Plan priority to eradicate poverty in all its forms and dimensions. Similarly, the CPD outcome on poverty speaks directly to the SDG goals 1 (no poverty), 4 (quality education), 5 (gender equality) and 8 (decent work and economic growth).

### 4.1.2 Effectiveness

Under the CPD, UNDP set out to strengthen technical capacities of national and subnational institutions to develop, implement and monitor strategies and programmes to end extreme poverty. UNDP also planned to 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. Under the CPD, private sector platforms would be enabled to participate in the achievement of the Goals. Finally, the capacities at national and local levels would be strengthened to deliver HIV and related services, including for people living with HIV, adolescent girls and young women, and key populations.

Through the Poverty and Inclusive Growth cluster, UNDP is implementing ten projects, four of which are Global Fund ones, as shown in Table 8. The total resources committed to this outcome amounts to US$46 million, or 71% of CPD budget. Annex 7 summarizes the key achievements for this CPD outcome, and the key findings are presented in the sections below.

**Table 8: UNDP Projects under the Poverty and Inclusive Growth Cluster**

| No. | Project Title | | Government | | Private Sector | | Budget |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1.1 | Technical Assistance Economic Diversification | | MAPTSS/INEFOP/ INAPEM/ MEP/ INE / Ministry of Public Administration, Labour and Social Security – National Institute for Employment and Vocational Training | | Lubango Livestock and Commercial Association | | $195 000 |
| 1.2 | AGO COVID-19 Econ. Social Impact | | MAPTSS/INEFOP/ INAPEM/ MEP/ INE | |  | | $600 000 |
| 1.3 | Turkey- UNDP Partnership | | MAPTSS/INEFOP | | Lubango Livestock and Commercial Association | | $99 614 |
| 1.4 | Building back better post COVID-19. Enhancing skill development and job creation for the youth in Angola | | MAPTSS/INEFOP | |  | | $260 000 |
| 1.5 | Integrated Sustainable Development Goals | | MEP – Ministry of Economy and Planning | |  | | $405 371 |
| 1.6 | Support for National Policies to Accelerate the SDGs | | MEP – Ministry of Economy and Planning | |  | | $399 964 |
|  | **SUB-TOTAL** | |  | |  | | **$1 959 948** |
| GLOBAL FUND | | | | | | | |
| 4.1 | | HIV MAL & TB NFM3 BENGUELA CUANZA SUL | |  | |  | $22 261 910 |
| 4.2 | | HIV MAL & TB Z GRANT | |  | |  | $19 457 327 |
| 4.3 | | Strengthen the National Health procurement system of Angola | |  | |  | $0 |
| 4.4 | | Strengthening the national response to HIV in Angola | |  | |  | $2 354 597 |
|  | | **SUB-TOTAL** | |  | |  | **$44 073 834** |
| GRAND TOTAL | | | |  | |  | **$46,033,782** |

**Finding 2: UNDP is making appreciable contributions to strengthening national capacities to develop, implement and monitor strategies and programmes to end poverty, and foster integration of the SDGs into national policies and promote dialogue*.***

1. *Output 1.1. National and subnational institutions have strengthened technical capacities to develop, implement and monitor strategies and programmes to end extreme poverty*

UNDP has made progress with respect to building national capacities for the design of policies, strategies and programmes to end poverty and develop tools to foster critical policy dialogue and action. Among the key achievements was that UNDP in partnership with the Oxford Poverty and Human Development Initiative (OPHI), provided technical support to the National Bureau for Statistics to publish in 2020 the flagship report on the first national Multidimensional Poverty Indicators; two MPI reports based on domestic statistics were also published. There is now growing interest from government on evidence-based planning and budgeting and the IPM-A is serving as a guide for more informed decisions on issues related to poverty eradication, budgeting and targeting. The report was used by the Government to review the National Development Plan (in the context of the serious economic downturn), a process that has resulted in the reduction of National Programmes from 84 to 70. The IMP-A assisted in the prioritization of national social and economic programmes and allocation of state budget in context of Covid 19. The desegregation of data made possible by the Multidimension Poverty Index has contributed to understanding the factors contributing to poverty among female householders in the country. With UNDP support, Angola is among, if not the first, African countries to domesticate use of the MDPI as a policy tool with great effectiveness.

UNDP and the Ministry of State for Social Affairs partnered in 2019-2020 to conduct a comprehensive review of 36 key social programs, including the programme to combat poverty. The major challenges and bottlenecks with the programmes were assessed and recommendations made to the Ministry of State for Social Affairs. UNDP and the Casa Civil have also worked together to structure the first-ever national programme for the volunteering, which was approved by Presidential Decree.

UNDP partnership with MEP facilitated the establishment, in 2020, of the **SDG Platform**, which is a national forum to promote dialogue on the SDGs that includes representatives from the government, the National Assembly, UN agencies, civil society organizations, private sector, academia, and development partners. In the context of the SDG Platform, UNDP has worked closely with the MEP to coordinate the working groups that have elaborated the first-ever **Voluntary National Review (VNR) of the SDGs** of Angola which was published in July 2021. This is a major achievement as it is the first-ever VNR in the country. The MEP led the process with UNDP as a key partner from inception to the publication of the VNR, including workshops, technical meetings, and preparation of the official presentation by the President of Angola at the UN in July 2021.

In addition to the above, three socioeconomic assessments of the impacts of COVID-19 in Angola were led by UNDP within the UNCT and with the World Bank. Used as advocacy tools, the assessments led the Government to accelerate the implementation of coronavirus relief measures. In addition, and jointly with the provincial governments of Huila, Namibe and Cunene, and the National Civil Protection Commission of the Ministry of Interior of Angola, UNDP and the EU are developing a Covid-19 Monitor using technologies such as Power BI and GIS maps. The Covid-19 Monitor will be integrated in a wider information platform with dashboards correlating different dimension such as demographic, health, water, socio-economic and infrastructure variables to identify vulnerable groups, higher risk areas in the Southern part of the country where 1.1 million people are severely affected by climate change. UNDP is also collaborating with Government and private sector for the registration of vendors in 24 informal markets to contribute to the Registry for Social Protection.

**Finding 3: UNDP’s catalytic role in assisting the Government of Angola translate policies into concrete action in support of job creation and inclusive growth by piloting innovative approaches to the strengthening of micro, small and medium-size enterprises (MSMEs) is significant. UNDP support for professional skills development, particularly for women and youth, as well as facilitating the involvement of the private sector in SDG implementation are of strategic value.**

1. *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*

The Government of Angola has crafted flagship policies to address the interlinked challenges of poverty, unemployment and informality in the economy, which have become more aggravated by the Covid-19 pandemic. Angola has had relative success in producing policies and programmes as well as in establishing institutions to stimulate private sector development towards employment creation and entrepreneurship. Examples include: the Programa Angola Investe (PAI) aimed at fostering the establishment of micro, small and medium-sized enterprises (MSMEs)9 through the provision of subsidized credit with public guarantee; the Instituto Nacional de Apoio as Micros, Pequenas e Médias (INAPEM) that provides training and capacity building services to foster entrepreneurship, and provides technical assistance to MSMEs. However, the implementation of these policies and programmes and the functioning of the support institutions had limited results due to structural factors, which were aggravated by the economic downturn. Government budget constraints have hindered the full implementation of these and other government initiatives, including efforts to mainstream youth into the broader employment and entrepreneurship programmes.

UNDP in collaboration with partners, is piloting innovative approaches, which potentially lend themselves to scaling up across the country. To support the government of Angola’s job creation and promotion of entrepreneurship initiatives, UNDP signed a Memorandum of Understanding with the Ministry Labour, employment and Social Insurance to strength the national vocational training system through implementation of Professional Internship Programs. With financial support from Norway and Turkey-UNDP partnership young people in Huila province from local TVET benefited with scholarships to participate in industrial attachment related to mechanics, electricity, ICT, sewing welding, carpentry and decoration with local companies. Benefits of an internship include gaining hands-on experience and networking with professionals while consolidating their skills and prospects for the employability. Offering paid Internships has attracted 20 local companies and linkages with business associations.

In partnership with the National Institute for Development of Small and Medium 130 people in Lunda Norte Province were trained in business planning and grouped by business segment through incubation and development of small businesses. With UNDP technical support 18 MSME were constituted and start up business kits were distributed in sectors of sewing, food entrepreneurship, ICT and agribusiness. In Luanda, in collaboration the Ministry of Social Welfare 120 women were trained on how to form business associations and cooperatives and have access to legal and funding support.

The ratio of 60% of women and 40% for male has guided the intervention either in vocational training admissions and business development. An MoU between UNDP and MAPTSS was signed on October 2020 with the objective to reinforce collaboration areas of TVET and job creation. A group work was created with personnel of both institutions and a study on skills supply and demand on labour market in Huila province was undertaken. Similarly, 600 scholarships were granted for young people to attend vocational training courses and professional internships with private sector. The assessment of level of implementation and impact of skills development has led to review the targets of the National Programme on Promotion of Youth employment and also the revision of the curricula of vocational training education.

In a pilot in Huila Province, 100 TVETs - young girls and boys, were matched with private and public companies in order to create jobs, and replicate it in other provinces of the country. UNDP and MEP have worked together to design a new project to promote the implementation of the PREI programme on the informal economy. The start of the project awaits the signature by government.

Overall, UNDP’s work on employment creation and entrepreneurship is on the right track but needs to be improved: (i) currently, the efforts are being supported in a fragmented way (UNDP core funds of US$ 1 million; Norway US$ 500,000; and Turkey US$ 100,000) instead of one consolidated programme; (ii) due to differences in institutional mandates, employment and entrepreneurship are being handled by separate ministries of the Angolan government. This fragmentation in both project delivery mode and institutions is not helpful and needs to be corrected.

1. *Output 1.3. Private sector platforms enabled to participate in the achievement of the Goals.*

Work has been started with respect to this output with UNDP supporting the establishment of the Angolan Network for corporate social responsibility and a study was done on perception and mainstreaming of SDGs in corporate planning, investment and reporting. The new law on Public-Private Partnership was approved which provides clear incentives for corporate investment in social areas. However, there is no evidence so far whether these efforts have yielded results in terms of investments by the private sector. UNDP needs to put in place a mechanism to be able to track such investments.

**Finding 4: Despite UNDP’ work on employment, especially for the youth and informality in the Angolan economy, scaling up these initiatives remains a daunting challenge, and UNDP has not yet made sufficient progress and needs to reflect further on how to creatively accomplish this*.***

The scale of the employment challenge faced by Angola dwarfs by far the pilot initiatives being spearheaded by UNDP and partners. Going forward, a key task therefore of government, UNDP and partners will be to devise effective scaling up strategies that can make substantial impact on the employment situation in Angola on a sustainable and cost-effective basis.

UNDP is contributing US$ 5 million with government (US$ 500,000/per annum) and other partners (EU US$ 5.5 million; Norway US$ 500,000; Turkey US$ 100,000) similarly making contributions. There are opportunities to do this as the Turkish-UNDP project is linked to the Presidential initiative to expand apprenticeships, entrepreneurship and vocational training, close the skills gap and reduce regulatory burdens on workforce development programmes. The initiative with a total of USD120 million, is financed fully from the national state budget, and 41,000 young Angolans will benefit for next two years. However, the tight fiscal space faced by Government and the country’s graduation to MIC status and the implication of this on the availability of ODA funding, makes the scaling up a daunting challenge. But the payoffs from a successful effort will have huge impacts on Angola’s development trajectory. There is a need for reflection on strategies of scaling up to make these initiatives impactful and sustainable.

**Finding 5: In its lead role as Principal Recipient of the Global Fund in Angola, UNDP has successfully mobilized and manages substantial resources to strengthen capacities at national and local levels to deliver HIV and related services, including for people living with HIV, adolescent girls and young women, and key populations*.***

UNDP has a long history of engagement with the Global Fund in Angola whose activities were initiated soon after the war ended in 2002.The first phase was from 2005-2010 and UNDP was designated as a Principal Recipient (PR). In 2010, responsibility for TB/Malaria was transferred to the Ministry of Health and UNDP continued to manage the HIV/AIDS component of the grant. The GF portfolio in Angola was re-organised in 2016, because of the serious problems that arose during the period 2010-2015. Under the new arrangement three PRs were designated: HIV (UNDP); Malaria/TB (MoH); and Malaria Community (World Vision). Subsequently, a Global Fund audit in 2019 concluded that Angola had made very limited impact on the three diseases and a decision was taken to change the business model and a sub-national approach, concentrating on two provinces (Benguela and Cuanza Sul) was adopted. UNDP was designated as the sole PR (NFM3) based on its track record in managing the previous grants. Between November 2020 to July 2021, GF assets, documents and the Programme Management Unit (PMU) were transferred from MoH to UNDP.

Since inception, Global Fund has funded three grants for Angola – NFM1, NFM2 and NFM3. During the period under review, UNDP implemented: (i) the Z-grant of the Global Fund which was a consolidation of NFM2 following changes with the PR status for the period 2020-2021; (ii) NFM3 for the period 2021-2024; and (iii) Covid-19 support. In total, UNDP is managing US$103 million of Global Fund resources – US$ 84 million for NFM3 (US$ 34 million for HIV; US$ 31 million for malaria; and US$ 15 million for TB) and US$ 20 million for Covid-19 response. UNDP also allocates US$70-150,000 annually from TRAC resources and this is used in strategic ways such as developing the National PMTCT Elimination Plan and funding formulation of the Strategic Plan of ANASO[[34]](#footnote-34). Additional funds are also received from UBRAF which were used for Treatment Adherence Support.

1. *Output 1.4. Capacities at national and local levels strengthened to deliver HIV and related services, including for people living with HIV, adolescent girls and young women, and key populations.*

At the time of the evaluation, the UNDP Global Fund Unit was engaged in the tedious and challenging task of closing off activities related to the Z-grant and putting in place arrangements for the implementation of the NFM3 grant.

With respect to the Z-grant, positive results were achieved in consolidating UNDP as a trusted partner for the Global Fund in Angola in terms of both delivering on targets and competent management of the resources entrusted, building of national capacities and putting in place effective partnerships to address the scourge of the three diseases. In the context of the CPD, the following specific results were achieved:

1. Number of people living with HIV currently receiving antiretroviral treatment, including adolescent girls and young women, and key populations.

The UNDP set out in the CPD to increase the number of PLHIV on treatment from 77.559 to 122,193. The first half of 2021, despite the limitations imposed by the pandemic on the national response to HIV, reached encouraging results Compared to the first half of 2021, HIV testing increased by 13.72% (1,046,908 / 920,620). In the province of Benguela it increased by 23.96% (110.333 / 89.004). During the reporting period, 18,817 PLHIV started ART, with a higher incidence in females - 71.4% and (13426 /18,817). The gross cumulative number of 130.005 PLHIV on ART until June 2021, results from the definitive sum of patients in December 2020 (111,188), plus the total number of new patients (18,817) who started ART this semester in this report. With gross cumulative PLHIV on treatment reaching 130,000, this target has been met and fully surpassed.

1. Number of HIV positive pregnant women who received antiretroviral treatment during pregnancy to reduce the risk of mother-to-child transmission of HIV.

The CPD planned to increase the number of women on ARV from **7 008 to 15.537.** Definitive data from Spectrum 2020 estimated a vertical transmission rate of 19% (5,196/27,951) for Angola. Improving programmatic indicators for mother-to-child transmission stems from the national priority of ensuring an HIV/AIDS-free generation. In the reporting period, 40% (425,249/1.046,908) of pregnant women were tested, resulting in a positivity rate of 1.3% (5,545/425,249). The number of HIV+ pregnant women who received ART was 9,396 and 45% of these (4,226/9396) were HIV+ pregnant women who were already using ART before the current pregnancy. This result indicates that the country is in good track to achieve the set target.

1. Number of: (a) adolescent girls and young women; and (b) female sex workers reached with HIV prevention services.

UNDP planned to increase HIV prevention services from 27,859 to 90,000 and from 2,499 to 16,584, respectively for AGYW and FSWs. (a) Adolescent girls and young women - 81.550 adolescent girls and young women were reached with a defined package since January 2020. Two SR's (ADPP and APDES) contributed to the performance of this indicator. The largest contributor to this component was ADPP, providing a defined package of HIV prevention services in five provinces (Huíla, Luanda, Benguela, Cunene and Cuando Cubango). This coverage is the result of actions taken at the “Bancadas Femininas” inside and outside the school, which consisted of offering adolescents and girls, on an ongoing basis, information on HIV prevention, comprehensive sexual education and empowerment. (b) female sex workers - a total of 14625 FSW were reached with a prevention package during the reporting period. In the first half of 2021, the SRs in the provinces of Bié (APDES), Cuanza Sul and Benguela (ADPP/OIC and ASCAM) made significant progress in providing the prevention service package to female sex workers. In addition, 78.6% (6,858/8,725) of the FSWs were tested for HIV resulting in a positivity rate of 4.4% (302/6,858). The highest number of positive tests were obtained in the provinces of Luanda, Benguela and Cuanza Sul. A total of 13,738 condoms and lubricants were distributed.

As can been, UNDP is on track to meeting the targets or has actually surpassed all the targets with respect to the outputs and indicators of the CPD related to HIV and AIDs. Annex 7 highlights some of the contributory factors for this success. The continued availability of funding at the level of UNDP and its implementers (Sub- Recipients) is the primary factor contributing to this positive performance. All SRs have received at least two disbursements, if not three, which has enabled them to execute their workplans in a timely manner. Other factors contributing to this positive performance is the continued commitment and experience of NGO implementers in community outreach approaches. In addition to that, UNDP and the National AIDS Programme's (INLS) efforts to ensure a continued supply of HIV tests and antiretroviral treatment also contributed to achieving the treatment targets.

Other achievements that can be cited include:

1. The partnership between the Instituto Nacional de luta contra sida (INLS) and UNDP continued to be strengthened in 2020. By managing Government funds for the procurement of HIV products, UNDP helped create the conditions for the continuous delivery of quality assured products to the INLS-led National AIDS Programme. This has also resulted in significant savings in foreign exchange for Government of Angola as UNDP relied on its international connections to purchase the ARV drugs at lower prices than private sector suppliers in Angola[[35]](#footnote-35). Its success has since raised the Ministry of Health's interest to secure similar agreements with UNDP for non-HIV specific products (for malaria and Tuberculosis). UNDP assisted in building the capacity of INLS (by placing a Capacity Development Adviser within INLS) and other national partners.
2. During this period, civil society (key and vulnerable populations) training activities in tools and international mechanisms in human rights was carried out. The report of the evaluation of HIV legal environment was finalized, published and disseminated and a technical group was created to revise the HIV law. What has worked well is the combination of UNDP-led achievements and funding with UNAIDS access to strategic spaces and opportunities. Further opportunities for such combinations are being pursued in 2021.
3. Under the consolidated AGO-Z-UNDP Grant, the main change in relation to the HIV Programme was the piloting of a sub-national approach in Benguela. Extensive consultations and work planning sessions were held with the provincial authorities and disease focal points in June and August 2020 to operationalise the approach. The approach was piloted over the July 2020 – June 2021 period and involved the recruitment of a Benguela based team by UNDP. Grant performance during this period was characterised by high levels of programmatic target execution vs relatively low financial absorption, including the completion of the transition process from the Ministry of Health.

However, a series of adverse factors affected grant implementation during the reporting period. These include:

1. A three months delay in the reception of Grant funds at the UNDP GF unit despite timely conclusion of all Grant documents (June 2020)
2. The COVID-19 restrictions related to travel and meeting which resulted in under absorption of related funds at SR level
3. The discontinuation of two SRs i.e., MSH and ODP and resulting under absorption of funds
4. Delays in recruitment processes at the level of UNDP resulting in overloading of existing staff
5. Absorption of UNDP GF staff in the NFM 3 Funding Request development process due to staffing constraints, complexity of the Funding Request and tight timelines
6. Absorption of UNDP GF staff in the OAI Audit process (September-November 2020)
7. Low motivation of staff in the TB and Malaria Programmes due to delayed payment of salary incentives, as a result of the delayed grants disbursement
8. Limited experience of TB and Malaria Programmes, which, when combined with the suboptimal health information system for these two disease programmes, exacerbate reporting difficulties. This also explains the considerably lower target execution for the indicators related to the malaria and TB programmes during the reporting period.

Overall, the evaluation concludes that UNDP has performed exceedingly well in discharging its responsibilities as PR, has worked diligently and achieved the targets set and is well positioned to implement the NFM3 grant successfully. However, the evaluation did not see evidence of direct linkages between the Global Fund activities with the other components of the poverty cluster, nor with the remaining outcomes of the CPD. This is regarded as a weakness arising from the vertical nature of how these funds are managed. While challenging given the rigidity in the administration of Global Fund resources, some attempts could have been made.

The NFM3 grant implementation was in the initial stages at the time of the evaluation. The subnational approach of the new grant defined by the Global Fund, which is effective as from July 1st 2021, will entail extensive changes in order to operationalise the new approach in Benguela and Cuanza Sul. This new approach means that most PMU staff will be based in Benguela and Cuanza Sul, with Luanda being a coordination and political hub. Staff mobility and the recruitment of new staff is underway to support this new approach.

Already UNDP has taken a number of steps including the following: signing of agreements with the five sub-Recipients (SRs) of the Grant (World Vision; ADDP, MoH, and the two Provincial Administrations); setting up of sub-national offices in Benguela and Cuanza Sul and transfer of staff and equipment; and strengthening of the UNDP GF PMU through new recruitments, etc.

In interviews with various stakeholders a number of issues were highlighted which were judged critical to the success of the new approach, and implementation of NFM3 such as:

1. Implementation capacity needs to be substantially strengthened both at the central level and in the provinces. Most stakeholders met described the UNDP team as competent but small and needed substantial strengthening for the new approach to work. They recommend that the PMU should be strengthened with increased staff with broadened expertise, in particular M&E and programme management[[36]](#footnote-36). Negotiations between UNDP and GF should be accelerated to ensure timely recruitments to avoid gaps;
2. Given UNDP’s operational challenges, mechanisms for accelerating delivery should be put in place otherwise there would be adverse consequences on grant implementation;
3. UNDP should strengthen expertise in TB and Malaria given its lack of experience in these areas. It was further suggested that such expertise would be more appropriately placed with the two respective national programmes, rather than within the PMU;
4. Systemic challenges related to Health Information Systems, timeliness of reporting and supply management at municipal and provincial levels need urgent attention;
5. UNDP should redouble efforts and work in partnership to build capacities of local NGOs, particularly in the following areas: governance; technical and management support; and resources, in order to strengthen their role in the selected provinces;
6. Coordination mechanisms should be strengthened between the centre and the provinces, and at provincial level as well to ensure smooth implementation as there are many actors in place. In particular, it was recommended that UNDP institute regular meetings with the five SRs.

### 4.1.3 Efficiency

Programme expenditures for the non-Global Fund poverty cluster activities in 2020 and 2021 is shown in Figure 4 below. Average delivery over the two years was 44.5% and, in both years, expenditures are below budget but significantly lower in 2021. Thus, while delivery was 75% in 2020, so far delivery for 2021 stands at 30% due to the impact of Covid-19 and other factors. Delivery has also been affected by the fact that two key projects that came on stream during 2021 (AGO COVID-19 Econ. Social Impact; and Integrated Sustainable Development Goals) were yet to take-off at the time of the evaluation.

Figure 5 shows budget and expenditures with respect to the health outcome supported by the Global Fund, in particular HIV, TB and Malaria plus heath system strengthening. In both years, expenditures are below budget but significantly so in 2021. Thus, while delivery was 68.5% in 2020, so far delivery for 2021 stands at 21.5% due to impact of Covid-19. Performance is also affected by the fat that NFM3 is just coming on stream with activities focussed on putting in place arrangements for programme implementation.

Apart from considerations of delivery of programme resources, efficiency with respect to the poverty outcome of the CPD is adversely impacted by the very high proportion of Global Fund resources relative to resources for the rest of the components under this outcome. This situation appears to represent, on the surface, a mis-match with national priorities, and UNDP should redress this in the short-term by linking Global Fund activities more closely to poverty reduction efforts - a challenging proposition given the peculiarity of the Global Fund.

### 4.1.4 Sustainability

Given the commitment at the highest level within government to economic diversification and tackling poverty, UNDP interventions are judged to be potentially sustainable provided that the government of Angola stays the course on reforms. However, the recent graduation of Angola into a MIC, and the fact that grant resources will become increasingly difficult to mobilize, UNDP should devise new strategies to carry on this important work by diversifying sources of funding, for example, by working more closely with the government to ensure the state budget prioritizes these areas.

With respect to the Global Fund, it is highly likely that UNDP’s role as PR will, after sometime shift back to government. In such a case, UNDP will need to find another way of supporting Angola’s fight against the three diseases of HIV/AIDs, Malaria and TB. Thus, in the long run the current status quo is judged as not sustainable. This will have serious implications for the Country Office in the near future. UNDP should therefore initiate the process of devising an exit strategy while at the same time ensuring that it is fully carrying out its current commitments and responsibilities, as well as building the capacity of MoH for a possible handover in the future.

### 4.1.5 Overall conclusions on UNDP’s work on the Poverty cluster

In assessing UNDP’s work under the poverty cluster, the evaluation noted largely positive outcomes in the following ways:

1. By focusing on poor, illiterate women working in the informal markets and sectors of the economy, youth, people living with HIV and AIDs, LBGT, sex workers and MSMs, UNDP has firmly and successfully embedded the philosophy of “Leave no one Behind” in its work. UNDP’s work in this area contributing to the advancement of the economic and social rights of its beneficiaries and/or ensuring that their human rights are protected.
2. UNDP’s work on Multidimensional Poverty Index is deemed very valuable as: (i) it advanced evidence-based policy making in Angola; (ii) raised the awareness and improved the ways local governments looked at poverty; and (iii) improved data availability on a key issue that opens up opportunities for cross-programme integration, which is a weakness in the way the current CPD is being implemented;
3. Spearheading new ways through which youth employment, entrepreneurship and addressing informality in the economy is addressed, a key priority of government of Angola. Although the numbers directly affected are small, the whole approach will have an important demonstration value for the bigger government initiative – PAPE;
4. Consolidating UNDP’s reputation and capacity to mobilize resources through its competent handling of its role as PR for the Global Fund of many long years of standing and playing a strong role in assisting Angola battle the triple diseases of HIV, Malaria and TB.

The fact that (in particular a to c above) has been achieved with a rather limited budget is to be commended. UNDP however, needs to significantly scale its efforts if it is to have lasting impact, and take steps to consolidate its fragmented portfolio. Given the newness of its work in the area of employment and taking into account its core mandate, UNDP should adopt a partnership approach with major donors such as the IFIs (e.g., World Bank, ADB, etc), rather than go it alone.

## 4.2 Increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development

### 4.2.1 Relevance

**Finding 6: UNDP’s work on environment, climate change, disaster risk reduction and building resilience is judged highly relevant. These are important priorities for Angola, as reflected in the NDP. The interventions are also well aligned with the UNSDF (2018-2022), the UNDP Strategic Plan and the SDGs.**

Angola is endowed with a huge natural resources’ potential in terms of forests, land, water and biodiversity, the sustainable exploitation of which could provide livelihoods, food security, jobs, as well as spur economic growth and diversification. However, unsustainable use of these resources coupled with climate change has set in motion a process of environmental degradation, loss of biodiversity, increased frequency of droughts which is affecting the lives and livelihoods of millions of Angolans and hindering economic growth. Angola’s natural resources are also not been adequately used to spur economic diversification.

Within the context of its Country Programme, UNDP seeks to address these interrelated challenges through several interventions. UNDP commits to support low-carbon development. Through policy advice and implementation of GEF projects, UNDP plans to support the Government in the conservation of forest and protected areas by rehabilitating infrastructure, training, equipment, preparation of management plans, surveys of flora and fauna, engagement with communities, combatting illegal wildlife trade, and establishing the first marine protected areas.

UNDP intends to scale up gender responsive disaster and climate risk management support, building on its demonstrated results, adopting an integrated approach to resilience. UNDP also aims to help strengthen water management practices at the community level and adopt flood warning systems and provide training to strengthen capacities to cope with shocks and crises. UNDP plans to help to boost investments in building the resilience of the 1.2 million drought-affected people in the south, within the innovative common framework established.

Addressing climate change, environment and natural resources’ degradation and building resilience through disaster risk reduction are key priorities enshrined in the NDP of Angola. Axis 2, in particular, Policy11 (Promotion of Production, Substitution of Imports and Diversification of Exports) and Policy 12 (Environmental Sustainability), Policy 15 (Electric Energy) and Policy 16 (Water and Sanitation) all speak to these issues and underline the importance attached by the Government of Angola to these national priorities**.** Of core importance is Policy 12 which seeks to addressClimate Change, Biodiversity and Conservation Areas, Marine Spatial Planning and Ecosystem Health and Risk Prevention and Environmental Protection, all of which feature very well in the UNDP Country Programme.

UNDP’s planned interventions are also well aligned with the UNSDF (2018-2022). In particular, Outcome *3: “By 2022, vulnerable population is resilient to climate change and the risk of disasters, having an inclusive and sustainable production; with planning and management of the territory, cities, natural resources and the environment.”* UNDP action is envisaged in all the planned outputs of this outcome, contributing 44% of the projected UNSDF resources for this area. UNDP will work with UN and national partners by providing technical assistance, advocacy, service delivery and capacity building.

UNDP country programme interventions are closely aligned with the UNDP Strategic Plan, which in priority areas 2 and 3 focus on accelerating structural transformations for sustainable development and building resilience to shocks and crises. Similarly, UNDP Angola’s planned interventions are in line with SDG goals 6 (Clean Water and Sanitation); goal 7 (Affordable clean Energy); goal 12 (Responsible production and consumption); goal 13 (Climate Action); goal 14 (Life below water); and goal 15 (Life on land).

### Effectiveness

Under the Country programme, UNDP intended to support government in this outcome in a variety of ways: it sought to support government to implement low-carbon development pathways and promote renewable energy access, including promoting low emission and/or climate-resilient development in development plans and strategies; and scale up solutions for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains. Natural resources that will be managed under a sustainable use, conservation, with access and benefit -sharing regime include: (a) marine habitat; (b) protected areas; (c) shared water ecosystems (fresh or marine; (d) reduction of harmful chemicals and their disposal; and (e) solid waste recycling.

UNDP plans to strengthen capacities of vulnerable communities to respond to natural and human-induced risks and disasters and adapt to climate change. This will include, setting up operational agrometeorological monitoring and early warning systems to limit the gender-differentiated impact of natural hazards. Finally, UNDP plans to enhance technical and financial capacities of government to support drought recovery and resilience building in the southern provinces. This will be done through designing, budgeting, implementing and monitoring of gender-responsive disaster risk reduction plans/strategies, in accordance with the drought recovery framework, the Sendai Framework for Disaster Risk reduction, and the NDP, 2018- 2022.

In connection with the above, UNDP is implementing seven projects as shown in Table 10 below. The total resources committed to this outcome amounts to US$ 13.9 million, or 21% of CPD budget. Annex 8 presents a summary of the key results achieved relative to the indicators of the results matrix and these are further elaborated below.

**Table 10: UNDP Projects in the Environment, Climate Change and Disaster Risk Reduction Cluster**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No. | Project Title | Government Partner | Private Sector Partner | Budget |
| 2.1 | Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities | Ministry of Interior - Civil Protection National Commission |  | $3 004 359 |
| 2.2 | Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan’s Cuvelai River Basin | Ministry of Culture, Tourism and Environment - National Directorate of Environment and Climate Action |  | $7 492 446 |
| 2.3 | Addressing urgent coastal adaptation needs and capacity gaps in Angola | Ministry of Culture, Tourism and Environment - National Directorate of Environment and Climate Action |  | $459 358 |
| 2.4 | Promotion of Sustainable Charcoal in Angola through a Value Chain Approach | Ministry of Culture, Tourism and Environment - National Directorate of Environment and Climate Action |  | $905 001 |
| 2.5 | Expansion and strengthening of Angola’s Protected Area system | Ministry of Culture, Tourism and Environment - National Biodiversity and Conservation Institute |  | $0 |
| 2.6 | Creation of Marine Protected Areas in Angola | Ministry of Culture, Tourism and Environment - National Biodiversity and Conservation Institute |  | $1 008 500 |
| 2.7 | Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola | Ministry of Culture, Tourism and Environment - National Biodiversity and Conservation Institute |  | $986 265 |
|  | **SUB-TOTAL** |  |  | **$13 855 928** |

**Finding 7: UNDP in partnership with GEF, has mobilized substantial resources and is making a strong contribution to government of Angola’s quest to address Climate Change, environment and manage the country’s natural as well as transboundary resources on a sustainable basis**

*Output 2.1. Government institutions and local communities have enhanced technical capacity to implement low-carbon development pathways and promote renewable energy access*

In November 2020, Angola ratified the Paris Agreement, with UNDP support. Following ratification of the Paris Agreement the Government of Angola initiated the development of a Nationally Determined Contributions (NDC), a draft of which has been submitted to UNFCCC in May 2021. The NDC sets out Angola´s ambitions in adaption and mitigation actions, both with clear unconditional and conditional contributions. These international commitments are mirrored by a stronger institutional presence of climate change within the structure of the newly created Ministry of Culture, Tourism and the Environment (MCTA), with a National Directorate of the Environment and Climate Action replacing the former Climate Change Cabinet. These changes reflect an increasing awareness of climate change in the country which was clearly visible at the 3rd UNDP supported climate change round table meeting in September 2020, chaired by the MCTA with attendance by the Minister of Foreign Affairs and representatives of UN Agencies, IFIs, EU and foreign Embassies.

In terms of the indicator, setting up renewable energy supply chains improved, with involvement of national institutions during the first months of 2020, the Dom Bosco professional school in Luanda with technical support from the University of Córdoba, Spain, and funding from the UNDP-GEF Sustainable Charcoal project, designed a cookstove model with reduced carbon emissions and significantly lower particle (PO2.5) and carbon monoxide (CO) emissions from locally available materials that can be produced at a competitive price compared to locally available cookstoves. Metal workers being trained at the Dom Bosco school and the ADPP professional school in Luanda took part in the design process and learned to fabricate the cookstoves from local materials, with the simple tools available at the training schools. The design and testing of the cookstove model are the first step towards its production and distribution through local markets, with expected benefits for carbon emissions from cooking and the health especially of women and children. The certification of Charcoal was also successfully supported.

In addition, with the support of UNDP, the government of Angola through a Public-Private Partnership (PPP) embarked on a large program aimed at revolutionizing energy access in Angola and taking it to deprived geographical locations (in terms of supply and access to the grid). Photovoltaic panels are being installed and built, totalling 370 megawatts (MWp) as targeted by 2022 in six provinces. UNDP has recently approved a sustainable energy access project, aiming at contributing to off-grid energy supply to rural communities in Moxico province.

The Oil and Gas sector is predominant in Angola’s economy, with deep and entrenched interests, which will make the transition to a low carbon growth pathway a critical but extremely challenging endeavour. Support currently provided by UNDP for the National Climate Change Strategy and the updating of the NDC are significant contributions in this regard but not sufficient. UNDP should deploy greater efforts to assist Angola’s transition to a low carbon growth strategy. This will require financing, and top class technical and policy advisory capacities within UNDP Angola or through its global networks. Beyond the examples cited above, there is little evidence of such a strategic shift in UNDP’s work. How Angola can mobilize and commit significant domestic resources for such a transition, and UNDP’s assistance in this regard, will be vital to success.

*Output 2.2. Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.*

UNDP through the CPD sought to improve the management of Angola’s Natural Resources in particular strengthening the management of the country’s Protected Area system. UNDP’s interventions sought to improve ecosystem representation in the PA system and strengthen PA management operations at key sites. Important progress was made in April 2020 when Parliament approved the new Protected Areas law that is modelled on IUCN protected areas categories. It replaced colonial-era protected areas legislation and created a much stronger link between conservation, sustainable natural resource management, and local communities than was previously the case. First steps were taken to adjust the protected areas system to the new legislation, although this will be a long and complex process. In 2020, the Government took the first concrete steps towards creating its first marine protected area with support from a UNDP/GEF project.

Under the Expansion and Rehabilitation of Protected Areas project, three planned new protected areas (Kumbira Forest with 127,737 ha, Pingano Mountain range with 206,818 ha, and Moco Hill with 107,464 ha) are at advanced stage on mandatory studies and management plans, which are currently under final stakeholders’ consultation processes at local and national levels. This will be followed by a submission of the package to the National Assembly for gazetting as new Protected Areas in Angola.

In addition, another new Protected Area (Carumbo Lagoon with 228,034 ha) is at advanced stage for its gazetting by the national assembly. These will extend the network of Angola´s PA system by an additional 442,019 hectares of land under protection, as well as under improved management; and 228,034 ha of new fresh water ecosystems. Additionally, 150,000 ha are being considered to form the first Marine Protected Area in Angola, with studies and zonation process currently at advanced stages.

With regards to the reduction and/or disposal of harmful chemicals, the HCFC-22 (Chlorodifluoromethane or difluoromonochloromethane) consumption has been decreasing over the past 5 years due to the implementation of the activities under the Hydrofluorocarbons Phase Out Management Plan (HPMP) - Montreal Protocol, particularly the enforcement of the licensing and quota system, training of customs officers, improved servicing practices and containment strategies in the refrigeration servicing sector. In addition, old HCFC-based equipment has been replaced by HFC-based equipment, mainly based on R-410A and R-404A refrigerants. Angola has been able to reduce the consumption of HCFC-22 by 11.50 metric tonnes between 2019 and 2020.

However, the evaluation noted that work is yet to start and no progress has been made with respect to solid waste recycling. This is an area of increasing concern given the rapid urbanisation Angola is going through with Luanda now inhabited by over a third of the country’s population of ten million.

Under the current CPD, UNDP is implementing through GEF support several important long-term regional projects that address the management of transboundary resources in partnership with neighbouring countries: (i) (the Cubango-Okavango River basin shared by Angola, Botswana and Namibia - PIF signed in November 2013; project document signed in February 2018 and expected closing date July 2022; (ii) Improving Ocean Governance and Integrated Management in the Benguela Current Large Marine Ecosystem (BCLME) extending from Angola's Cabinda Province in the north, to just east of Port Elizabeth in South Africa (covering Namibia, Angola, Namibia, South Africa, Regional – Africa) – PIF signed ay 2014; Project signed December 2016; and project end date March 2022. These are important but complex projects and UNDP Angola has to work in collaboration with regional bodies (e.g., the Permanent Okavango Commission and Benguela Current Commission), national authorities, other UNDP Country offices, UNDP RBA and GEF. Overall, there has been progress and the projects are largely on track, although with understandable delays due to Covid-19. However, UNDP Angola needs to ensure that it is on top of the monitoring and reporting of these projects as the evaluation had challenges to access documents from UNDP Angola that had to in turn request the reports from other UNDP offices.

**Finding 8: Through the support of UNDP, the Government of Angola has improved capacities at national and provincial levels to address natural and human induced risk and adapt to climate change, through enhanced early warning capacities and putting in place appropriate disaster risk management plans and strategies.**

*Output 2.3. Most vulnerable communities have strengthened technical capacities to respond to natural and human-induced risks and disasters and adapt to climate change.*

The establishment and operationalization of agrometeorological monitoring and early warning systems is extremely important in order to limit the gender-differentiated impact of natural hazards. Through the GEF adaption project in the Cuvelai river basin project, 10 Automated Weather Stations (AWS) and 2 calibration stations were installed across to basin (project target area) and handed over to the responsible entity (INAMET). Currently there is ongoing installations of 3 Telemetric-type hydro-climatological stations and 4 limnometric scales under the leadership of GABHIC, the entity responsible for the management of the basin, who will be responsible in the use of such equipment, collect and analyse data generated. The equipment is complemented with Satellite phone and mobile radios to ensure efficient transmission and dissemination of information in the advent of extreme weather events to relevant stakeholders, with emphasis to the local communities. When fully operational the various equipment and the training and capacity building will make a good contribution to building effective EWS. However, much will depend on the capacity of Angolan central and Provincial administrations to maintain and put to good use these important assets.

*Output 2.4. The Government has increased technical and financial capacities to support drought recovery and resilience building in the southern provinces.*

Given that when disaster strikes, women children and the elderly often suffer the most, UNDP planned to design and implement gender-responsive disaster risk reduction plans/strategies budgeted, implemented and monitored in accordance with the drought recovery framework, the Sendai Framework for Disaster Risk reduction, and the NDP, 2018- 2022. Towards this end, the main achievements are: (i) six contingency Plans were developed at the Provincial level (3 Flood Contingency and Response Plans in Cunene, Huila and Namibe provinces and 3 Covid-19 plans) under the framework of the FRESAN project. The provincial contingency plans for Covid-19 in the three target provinces were approved in 2020, followed by immediate implementation by the Provincial Governments; (ii) training and capacity building of civil protection staff, GIS set up as well as an Operational Command Centre within which the UNDP provincial team is embedded; (iii) improved coordination which is setting up conditions for consolidation; (iv) 14 EWS plans out of 20 have been developed in the provinces; and (v) efforts being made to secure funds for the DRM from the government budget, rather than donor funds.

Challenges faced include: (i) COVID-19 pandemic and associated lockdowns impacted negatively the delivery of most of the expected results under this output; (ii) a UNDP small team is deployed to cover a large area, but the strategy to embed the team within civil protection appears to be working well; (iii) frequent changes within provincial governments; (i) low budgets; (v) UNDP operations support (finance, procurement and administration) is not efficient. UNDP needs to significantly improve on its operations support, if its regional presence and decentralisation into the provinces is to work.

During 2020, with support from the GEF/LDCF Cuvelai project, eight community level disaster management groups were set up and trained by the Civil Protection of Cunene Province, resulting in increased disaster preparedness for over 55,000 people in this most vulnerable province of Angola. 20,632 people of which 11,106 women in the same province benefited from improved sanitation with construction of 1,128 latrines and 1,027 hand washing devices in their communities, of which 6 were certified "open air defecation free" and 5 are awaiting certification. Under the same project, over 300,000 rural people in the province were reached through a radio program in two local languages (Otchivambo and Nhaneca-Humbe) on topics related to vulnerability to drought and flooding, climate change, sustainable agriculture, and covering Covid related issues, with three weekly transmissions by Radio Cunene. Under the GEF Sustainable Charcoal project, over 95,000 rural people in the provinces of Huambo and Cuanza Sul received training in sustainable forest management, including Covid related topics such as handwashing and distancing with installation of simple hand-washing equipment in the communities

Under FRESAN Project and in coordination with UNDP’s Cuvelai project in Cunene province ensuring 10 community groups were created and trained in DRR/DRM and a radio communication system was establish between SPCB Cunene (municipal headquarters and 11 vehicles were procured) and 12 isolated communities to improve internal communications and with target communities.

A strong gender element was included in the training program on community-based sanitation in Cunene Province under the GEF/LDCF Cuvelai project, where 54% of the 20,632 beneficiaries of basic sanitation training were women. In the same project, 225 women from 15 communities were trained in the fabrication of soap to supply the 1,027 hand washing installations. The Cuvelai project also continued to employ 22 community extension workers, of which 10 (45%) were female, to train communities in climate change resilient agriculture and horticulture. Of the members of the community disaster response committees set up and trained by Civil Protection, 40% were women which is remarkable since the members of those committees are chosen by the traditionally very male dominated communities themselves. In the team preparing the radio program on climate change resilience emitted in two local languages by Radio Cunene, 4 out of 10 team members (40%) were female, including 3 students of theatre and one translator, while 6 out of the 17 members (35%) of the advisory committee selecting the topics for the radio program were female, ensuring that gender aspects are taken into account in the selection of topics and that female voices play a prominent role in the communication of climate resilience topics.

With UNDP support, in collaboration with the International Training Centre of the International Labour Organization, Gender Sensitive Disaster Risk Management (DRM) and Sustainable Local Development Program was developed for the 3 provinces in southern Angola most affected by the drought (namely: Huíla, Namibe and Cunene). With UNDP support, in Cunene province, 10 community groups were created and trained on DRR/DRM and a radio communication system was established between Angola's Civil Protection and Fire Services (SPCB) isolated communities to improve internal communications on disaster occurrence and action.

### 4.2.3 Efficiency

Programme expenditures for the environment and climate change cluster in 2020 and 2021 is shown in Figure 6 below. Averaged over the two years, the implementation rate was 42.1% and, in both years, expenditures are below budget and at about the same level - delivery was 40% in 2020 and so far, 44% for 2021. There is a strong likelihood that the performance by end of 2021 will be significantly better than in 2020. Enhanced delivery in 2021 is in part due to two projects that came onstream (Addressing urgent coastal adaptation needs and capacity gaps in Angola; and Promotion of Sustainable Charcoal in Angola through a Value Chain Approach).

### 4.2.4 Sustainability

Sustainability is judged to be good as with UNDP assistance a sound policy framework on environment and climate change is in place, and there appears to be strong commitment at highest government level. However, vested interests in the Oil and Gas sector and other factor could act as bottlenecks, although these are not insurmountable. The fact that several initiatives in this area are of a transboundary nature involving other countries in the sub-region, enhances the chances for sustainability. However, there is need for reflection on putting in place a sustainable national financing mechanism to address natural resources management, climate change and environment issues in Angola.

### 4.2.5 Overall conclusions on UNDP’s work on Environment, Climate Change and Resilience Cluster

UNDP’s interventions under this outcome address the needs of very vulnerable segments of society in addition to assisting Angola tackle pressing Climate and natural resources degradation challenges. For example, the Cubango-Okavango River Basin where UNDP is intervening, is situated in remote areas with predominantly rural communities, who are dependent on natural resources, subsistence rain-fed agriculture and flood-recession agriculture. As a result, the people of the basin are poorer, less healthy, and less well educated than national averages in their respective countries. Similarly, under the FRESAN project, the victims of recurrent drought are mostly poor, rural women, children and the elderly. Thus, as with poverty cluster UNDP has prioritized and its programmes are reaching many of the poor, marginalized and deprived communities, which is really at the core of its mandate.

The evaluation further notes that the strategy inherent in UNDP’s interventions under this outcome, to address simultaneously the needs of poor marginalized communities within the framework of attaining sustainable management of environmental and biodiversity resources is striking a right and judicious balance.

The evaluation judges all the interventions as relevant largely on track. However, UNDP is yet to gear itself up to the task of assisting Angola seriously embark on a low carbon growth pathway. Over and above its current work Climate strategy and the NDC, UNDP should seek to deepen national dialogue on what the implications of a low carbon growth are for an economy and state so dependent on hydrocarbons.

## 4.3 Strengthening inclusive democracy, human rights, justice and rule of law

## 4.3.1 Relevance

**Finding 11: UNDP’s work on strengthening inclusive democracy, human rights, justice and rule of law is judged to be highly relevant to national priorities as reflected in the NDP 2018-2022. It is also closely aligned with the United Nations Sustainable Development Framework (UNSDF 2018-2022) and the Sustainable Development Goals.**

Over the last two decades, Angola has made great strides in improving governance, reform of public administration, anti-corruption and citizens’ involvement in public policies. In the 2020 Mo-Ibrahim Index of good governance, Angola ranked among the eight countries with the most improvements in governance in the 2010-2019 period. Notwithstanding, the country still faces significant governance challenges arising from political divisions which are a legacy of the long civil war that ended in 2002, entrenched traditions from a centralized state structure, as well as other factors. A key challenge is broadening democratic participation through decentralization and building the capacity of local administrations and strengthening service delivery.

UNDP, in the context of the CPD, plans to support efforts to ensure the first-ever elected local governments (now postponed) deliver on promises for democratic development and improved local service delivery. UNDP intends to strengthen the capacity of elected local governance institutions and support participation mechanisms, such as participatory budgeting and civil society involvement in policy formulation, implementation and monitoring.

UNDP plans to support transparency and accountability in public management to improve services and finance development. UNDP will partner with the Office of the Attorney General, General Inspection Services, Court of Auditors, Parliament and Public Procurement Services in developing standard operating procedures and tools for public management to strengthen prevention and fight corruption.

Under the CPD UNDP will support the capacity of justice and human rights institutions at national and local levels to handle citizens’ grievances and address human rights cases, including economic, social and cultural rights, as well as strengthen the policy and legal environment, alignment with international human rights principles and commitments, and support initiatives on crime prevention and security.

UNDP aims to promote the inclusion of women in development and service delivery and their effective participation and representation in decision-making processes. This will be done through capacity building and advocacy for gender-budgeting and development of gender statistics systems, promoting a gender-inclusive framework for local elections and support capacity-building for women to participate as candidates in local elections in 2020-2030. UNDP will support the participation of youth in governance processes by advocating for youth participatory processes and mechanisms.

Governance, political and administrative reforms, as well as the fight against corruption are major priorities of the Executive and central planks in the NDP of Angola. Axis 4 of the NDP focuses on these issues, in particular Policy 18 (Strengthening the Foundations of Democracy and Civil Society), Policy 19 (Good Governance, State Reform and Modernization of Public Administration) and Policy 20 (Decentralization and Strengthening of Local Power). Also relevant is Axis 1, in particular, Policy 1 which among other actions identifies Gender Promotion and Women's Empowerment as a priority.

UNDP’s planned interventions are also well aligned with the UNSDF (2018-2022). In particular, Outcome *4: “By 2022, citizens participate in and monitor governance, everyone has access to justice and Human Rights are observed, within an environment of peace and regional security”.* UNDP action is envisaged in all the planned outputs of this outcome, contributing 20% of the projected UNSDF resources for this area. UNDP plans to work with UN and national partners by providing technical assistance, advocacy, service delivery and capacity building.

The CPD’s planned interventions in the governance outcome contribute to the UNDP Strategic Plan – Signature Solution 2 (*Strengthen effective, inclusive and accountable governance)* as well as the SDGs (goal 5 – gender equality and goal 16 – peace, justice and strong institutions).

### Effectiveness

Work on governance and human rights, prior to the opening in 2017, was extremely challenging; most development partners shied away from engaging in this area on account of it being deemed sensitive. UNDP was among the few, if not the only development partner actively supporting governance, albeit with limited resources for its work. Since then, the political risk associated with such work has diminished considerably and many actors such as civil society have found their voice.

Under the CPD, UNDP plans to support government efforts to build inclusive and participatory local governance model, laws and regulations enabled for effective participation of individuals, particularly women and youth. This would be achieved by boosting the percentage of women and youth under 35 years that participate as candidates in local governance elections, supporting municipalities with platforms for participatory engagements of youth in budgetary development processes, and establishing of a functioning gender-responsive advocacy platform for pro-youth policies and programmes.

UNDP also intends to provide assistance to enable institutions and systems to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication. This will be achieved through supporting institutions and systems to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication and supporting institutions at the national and local levels carryout gender responsive service delivery.

Finally, UNDP plans to strengthen the capacities, functions and financing of rule of law and national human rights institutions and systems to expand access to justice and combat discrimination, with a focus on women and other marginalized groups. This will be achieved through strengthened local level institutions and systems supporting fulfilment of nationally and internationally ratified human rights obligations, and enhance access to justice, disaggregated by sex and marginalized groups.

In connection with the above, UNDP is implementing six projects as shown in Table 11 below. The total resources committed to this outcome amounts to US$ 4 million, or 6.2% of CPD budget. Annex 9 presents a summary of the key results achieved relative to the indicators of the results matrix and these are further elaborated below.

**Table 11: UNDP Projects in the Governance Cluster**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No. | Project Title | Government Partner | Private Sector | Budget |
| 3.1 | Fair and Inclusive Society | Ministry of Justice and Human Rights, Ministry of the Interior, MASFAMU, Ombudsman, Attorney General, Catholic University Human Rights Centre |  | $325 000 |
| 3.2 | Technical Assistance for Local Elections | Ministry of Territorial Administration, Ministry of Finance, Municipal Administrations, Parliament, Civil Society |  | $1 100 316 |
| 3.3 | Post-Elections Technical Assistance | National Electoral Commission, Civil Society |  | $209 215 |
| 3.4 | Support for Safe Functioning of Informal/Local Markets | Ministry of Territorial Administration, Municipal Administrations, Civil Society |  | $371 509 |
| 3.5 | Programme for Consolidating Economic Governance and Public Finance Management Systems | Court of Auditors, Parliament, Ministry of Finance, Civil Society |  | $1 614 571 |
| 3.6 | National Strategic Policy Support (COVID-19 intervention) |  |  | $333 260 |
|  | **SUB-TOTAL** |  |  | **$3 953 870** |

**Finding 12: UNDP is making a significant contribution to promoting governance, human rights and rule of law in Angola. In particular, UNDP’s work is advancing participatory local governance, government anti-corruption efforts, human rights, the role of women in governance and addressing harmful social practices affecting women. However, limited headway has been made with respect to access to justice**

UNDP is on track with regards to this outcome and is contributing to the reform of Angola's system of governance, from a centralized system to a decentralized system with the institutionalization of elected local governments and inclusive and participatory local governance model, laws and regulations enabling for effective participation of citizens, particularly women and youth. UNDP is also on track and contributing to the enhancement of capacities and functions of rule of law and national human rights institutions and systems to expand access to justice and combat discrimination, and enjoyment of socio-economic and civil and political rights by citizens, with a focus on women and other marginalized groups i.e., people with disabilities, refugees, prison population.

1. *Output 3.1. Inclusive and participatory local governance model, laws and regulations enabled for effective participation of individuals, particularly women and youth*.

UNDP has collaborated with the Caucus of Women Parliamentarians and has prepared a cohort of 50 leading women from a diverse range of political party affiliations and civil society to participate as candidates and mobilizers in Angola's local elections. The project has established a national dialogue e-platform on participatory governance and the role of women, led by the 50 leading women, joined by national and international local governance and gender experts. The 50 leading women have been trained on public leadership, on local governance and the role of women in local development, and will be trained on Angola's local governance model, legal framework, institutions and processes. Successful partnerships with the Government (at national and local levels) based on technical value proposition offered by UNDP, UNDP's programmatic alignment with national priorities per the PDN 2018-2022; availability of funding through cost sharing contributions by development partners (e.g., Norway, Netherlands) were some of the factors which contributed to the progress made.

Likewise, UNDP has supported municipalities with platforms for participatory engagements of youth in budgetary development processes. Five out of six Local Governance Legal Framework were developed and approved based on political consensus. With UNDP support, Participatory Budgeting (PB) was instituted (Presidential Decrees n.˚234 and n.˚235) in Angola. Participatory Budgeting Committees for the Citizen Budget (component 1 of PB) were established and are functional in 100 out of 164 municipalities. Furthermore, Municipal Forums for Participatory Budgeting of Municipal Administrations (component 2 of PB) were established in all the 164 municipalities and Residence Committees instituted (Executive Decree n.˚170/20) and 3,213 Residence Committees were established countrywide. UNDP also helped establish functional Digital Database for Residence Committees networking and for public verification of official data on voter registration. Alongside the election of municipal governments, the MCPBs are a landmark in the ongoing reform of the system of governance in Angola, from a centralized to a decentralized system (Pillar 4 of Angola's Development Plan 2020-2022). The MCPBs are a mechanism for citizens to plan and execute a public annual budget of AOA 25 million (USD38.1 million), and to participate in the annual budgeting exercise of Municipal Administrations[[37]](#footnote-37).

The fact that a World Bank project is meant partly to support this process is a positive sign, but a lot more needs to be done in terms of building planning capacities of municipalities (e.g., they currently do not have strategi plans) as well as civil society and local communities.

1. *Output 3.2. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication.*

Anti-corruption was an extremely sensitive area to venture into for a development partner prior to 2017. The President of Angola launched the anti-corruption initiative in 2019, and UNDP has been accompanying the process, mainly through capacity building. UNDP signed an agreement with the General Inspections Office (IGAE) to foster risk assessment and preventive measures at sectoral level. In addition, with UNDP support, in technical collaboration with the UNDP Regional Hub for the Arab States Anti-Corruption and Integrity, Angola has established a Local Facility of trained trainers to lead anti-corruption action at sectoral level based on preventative approach. This intervention will lead to the adoption of standard operating procedures in public management to ensure transparency and accountability.

The agreement with IGAE (General Inspection Office) is now on hold because the latter has reviewed priorities, focusing now on building a training institution, which UNDP is not in a position to support (both technically and financially). The assessment of the current plan is still ongoing with results expected in 2022. Meanwhile, with the establishment of a High-Level Working Group led by Casa Civil, a new strategy is already under development and UNDP was consulted and provided a blueprint for the strategy.

Some of the key achievements include: (i) a Strategic Plan on anti-corruption, which is a first for Angola; (ii) capacity building of staff – they are now reportedly more skilled in handling cases; (iii) awareness raising on the issue at national level. According to staff interviewed at the Office of the Attorney General, UNDP is the only partner government has selected to work with it in this area. The choice they say is based on UNDP’s knowledge of the country, its sound technical assistance and government trust in view of its neutrality. They did not point to any operational bottlenecks but stated that sometimes government and UNDP priorities in this area diverge but that the partnership is strong. Going forward, assistance is sought in developing a strategy for addressing environmental crimes as well as the digitalization of their records.

The evaluation notes that while anti-corruption is of crucial importance and is a key policy priority of government, it is a challenging and politically sensitive area of work. UNDP should therefore craft its interventions and engagements in this area with great care to ensure lasting impact.

The fact that anti-corruption activities are not conducted by an independent body, as in other countries, but is rather embedded within government could be a limiting factor as anti-corruption could be perceived as lacking independence of agency. A positive sign is that the President has set up a High-Level Working Group on Anti-corruption and UNDP should look at ways by which it can support the work of this group. Given the complex political context of anti-corruption in Angola, UNDP should look to build alliances with other partners to support the process, rather than go it alone.

1. *Output 3.3. Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalized groups.*

UNDP’s work on human rights in Angola spans several areas: assisting government fulfil its reporting obligation under the various treaties-regional and international; follow up to the Universal Peer Review (UPR) – a participatory data base has been created to allow citizens follow recommendations online; substantive support for formulation of human rights strategies, human rights case handling and support to the work of human rights committees; work with the ombudsman the Police; inclusive rights (LGBT) and transitional justice, as well as on gender.

In terms of strengthening of local level institutions and systems supporting fulfilment of nationally and internationally ratified human rights obligations, UNDP designed and adopted the National Strategy for Human Rights Education, supported the establishment of: 18 Local Human Rights Councils; 52 Municipal Human Rights Committees (5 of which in Luanda) to respond to local human rights cases; Local Facility for training of Law Enforcement in the Ministry of Interior; a digital platform for tracking the implementation of national human rights recommendations at testing phase; ongoing digitalization of justice administration services, starting with the establishment of virtual courtrooms in 10 penitentiary services across the country and already benefiting over 20,000 inmates. Critical success factors have been integrated approach to human rights with social and development issues, as well as strong multisectoral partnerships with Ministries of Justice and Human Rights and Interior and civil society.

UNDP support is also provided to the Office of the Ombudsman, which listed the main achievements as follows: (i) capacity building of the office which has given it greater visibility and made it possible to publicise its work in the provinces and within academia; (ii) Organization of a Round Table with key partners and organisations; (iii) support for publication of its annual reports from 2015 to 2020 which has been pending.

The Gender context in Angola is a complex and difficult area, but UNDP is contributing in a variety of ways. UNDP is building upon work done in 2013 to formulate the gender strategy whose implementation UNDP is supporting through capacity building and mainstreaming gender in the MDAs, the revitalization of the Multisectoral committee on gender. Work on the Gender Observatory has started but progress has been interrupted by Covid-19. The purpose of the observatory is to address the data gap on gender and consolidate indicators to enable Angola respond to national, regional and international commitments. The goal is to create a digital platform for universal access. However, the work on gender is not without its challenges, and the cancellation of two gender programmes during the revision of the NDP sends a wrong message of government commitment.

In terms of women’s economic empowerment, UNDP initiated gender sensitive budgeting, supporting Angola through the Ministry of Social Affairs, Family and Women's Empowerment (MASFAMU), with a positive technical collaboration with Cabo Verde Country Office and public officials from Cabo Verde. UNDP Angola and UNDP Cabo Verde COs joined expertise in the technical assistance provided to the Minister of MASFAMU for the development of the proposal for the revision of the Law 15/10, drawing on expertise and experiences accumulated through the multi-country project for the PALOP countries and Timor-Leste for the strengthening of the Public Financial Management Systems (PFMs) in the PALOP countries and Timor-Leste. There were also experience exchanges between public officials from Cabo Verde and Angola on views and perspectives from both countries during high-level dialogues. With UNDP support, Gender-Sensitive Budgeting was instituted as a requirement in the 2022 State Budget (Presidential Decree n.˚195/21), gender markers introduced in the Sistema Integrado de Gestão das Finanças Públicas (SIFGE) and sectors were trained in Gender-Sensitive Budgeting.

To support, free legal aid for survivors of gender-based violence (GBV), UNDP has collaborated with the Ministry of Social Affairs, Family and Women's Empowerment and a local academy, on a model of integrated support for survivors of GBV (involving hotline, police protection, legal aid, psychological assistance and data tracking system), developed and already rolled out in six municipalities; a total of 2,600 beneficiaries to date (legal aid provided at 100% rate based on need). This intervention model will be replicated in other municipalities across the country by the Ministry of Family and Women's Affairs (MASFAMU). UNDP, UNICEF and UNFPA, under the overall coordination of the Office of the Resident Coordinator (RC), supported the Government of Angola, through the Ministry of Social Action Family and Women's Affairs (MASFAMU) to implement a nationwide campaign and activities for the 16 Days of Activism on Women's Rights with a focus on Gender Based Violence. Critical success factors have been the multisectoral collaboration with ministries of Women's Affairs, Interior and Justice and Human Rights, civil society organizations and the academy.

In the context of Covid-19, UNDP has collaborated with OHCHR, UN Police and UNDP Global Crisis Bureau and a Local Facility (trainers) has been established to lead capacity development among law enforcement agents countrywide to ensure non-derogable rights of citizens are respected in the course of enforcement of containment measures being adopted by the government. With UNDP technical support and responding to the COVID-19 restrictions, Angola has introduced e-services in the justice administration system, with the launch of virtual court rooms in 10 penitentiary services across the country, as well as the training of 35 penitentiary officers on their functioning and services. This experiment has been taken over by the Government to be replicated in the 30 other prison establishments across the country, leading to the digitalization of the country's justice services system. The system will benefit 26,000 inmates, will reduce excessive pre-trial detentions and excessive and illegal imprisonments, and will cut down the cost of legal services and the commuting by families to prison establishments.

In line with the “connecting the dots” tagline of the UNDP HIV, Health and Development Strategy, significant investments have been made in articulating the intersections between access to health and access to justice; health promotion and protection of human rights; good governance and health service delivery. Legal literacy training was delivered to representatives of Key Populations for HIV. Action planning by civil society organisations, health and justice stakeholders subsequent to the 2019 HIV Legal Environment Assessment was conducted. A new initiative on inclusive governance involving LGBTIQ communities was launched together with a corruption risk assessment in the health sector.

**Finding 13: Despite significant contributions, UNDP has not capitalized sufficiently on, and taken advantage of, the new opportunities presented by the recent political opening and reforms underway in Angola**

Angola is in the cusp of potentially significant political and governance transformation kick-started by the end of a protracted civil war in 2002 and more recently given new impetus and dynamism with the election of a new President in 2017. The new administration has put in place an ambitious governance reform agenda.

Although UNDP is one of the few agencies active in accompanying government and Angolan people in the field of governance and administrative reforms, funding available to it does not match the needs. It continues to rely mostly on core resources which is limited, as well as low scale bilateral funds obtained from habitual donors that have in recent years been Norway, Netherlands, UK and EU. While small, the TRAC amount that was allocated served as important seed funds to mobilize the bilateral resources and to ensure UNDP positioning in the currently challenged development funding environment in Angola. Through this effort important actions have been taken to leverage the limited available resources with bilateral partners and the government, resulting in a positive momentum for potential government cost. However, prospects are less promising with IFIs and other donors who seem to be more inclined towards economic and poverty priorities than towards governance issues. UNDP should devise more effective strategies to enable it to scale up its support in this area.

### 4.3.3 Efficiency

The efficiency of the actions with respect to the governance outcome of the UNDP country programme was judged high because with limited resources, UNDP achieved comparatively significant and strategic results, which are in line with the reform agenda of the new administration in Angola. The interventions were also significant in terms of piloting new and strategic initiatives such as participatory budgeting, strengthening role of women and contributing to the decentralization process. Overall, the interventions were judged cost effective.

In terms of delivery of programme resources, the governance cluster had the best performance in the country office, with budget execution rates of 67% and 71% respectively for 2020 and 2021. However, in both years, as depicted in figure 7 below, delivery is less than optimum. There were no expenditures for the project on post elections assistance.

### 4.3.4 Sustainability

The sustainability of the interventions was judged to be potentially high in view of the strong high level political commitments of the Executive to implement wide-ranging governance reforms. Sustainability is also rendered high in view of the fact that Government of Angola is committing state funds to support the reform process and has trust and confidence in, and recognizes and appreciates UNDP’s world class technical advisory capacities in the area of governance and its ability to facilitate access to global and regional experiences and expertise.

### 4.3.5 Overall conclusions on UNDP’s work on the Governance Cluster

UNDP is carrying out important work under the governance outcome, and achieving several positive impacts on Angola’s governance landscape such as: human rights; anti-corruption; women’s empowerment through gender sensitive budgeting; decentralisation of a centralized and rigid administration. but its means are limited. Yet resources are limited for what is clearly a core mandate of UNDP. Taking cognizance of this situation, the Country Office management has allocated the highest proportion of core resources to the governance outcome, but this still insufficient.

In the context of the above, UNDP should be selective where its resources could be best put to use and have the most effect, as it is not likely that UNDP will suddenly benefit from a large surge in resources for governance. Two areas that should be prioritized as they are also good candidates to secure government cost sharing resources are the support for the modernisation of the public administration of Angola and decentralisation.

## 4.4 Programme Interlinkages and Synergies

The underlying logic of the CPD was framed as follows “the components of these 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”. Taking these assumptions of the CPD as a point of departure, the evaluation sought evidence of programme interlinkages, synergies and mutually supporting results.

**Finding 14: Programme interlinkages and synergies are evident, but these are modest, mostly indirect and efforts are not sufficiently systematic or consistent. The numerous small projects in UNDP’s portfolio are an obstacle/bottleneck to programme integration and the achievement of development outcomes**

Given the intertwined nature of poverty, governance and environment, the evaluation examined evidence of programme linkages. Programme interlinkages between poverty and governance are evident as exemplified by the following few examples show:

1. The “Just and Inclusive Society”, is addressing rights in the social and economic areas through the Human Right Committees and the monitoring of the implementation of human rights recommendations;
2. The two Clusters have collaborated in training and legalization of women's cooperatives, with the partnerships of MASFAMU, Ministry of Justice and Human Rights and INAPEM).
3. Similarly, linkages can be discerned through the project, “Technical Assistance for Local Elections”, which is promoting participatory budgeting and gender sensitive budgeting, both of which are critical mechanisms to advance social and economic conditions of the populations because they enable the participation of citizens in decision making regarding budgeting priorities in the face of the local realities, and hence eradicating poverty.
4. Finally, through the project “Support for Safe Functioning of Informal/Local Markets”, the issue of lack of observation of biosafety measures in the local markets per the government's decrees to contain the spread of Covid-19 threatens the livelihood of over 70% of the active population who work in the informal sector is being addressed. The project seeks to secure the livelihood of the majority of the population through the observation of biosafety measures, creation of basic organizational conditions (e.g., sanitation); contributes to the formalization of the informal economy through the registration of vendors; and contributes to social protection by linking the markets registration database with the social protection database (registo social único).

In terms of the poverty and environment clusters, several potential interlinkages are being built and/or exist: (a) the Economic diversification project involves promoting agriculture and value chains products that have linkages with the environment component; and (b) similarly, both the Turkey-UNDP Partnership project and the “Building back better post COVID-19. Enhancing skill development and job creation for the youth in Angola”, under the poverty cluster have strong linkages with the environment cluster. Promotion of renewable energy represents a key connecting point with Technical Vocational an Educational training centres. INEFOP Huila has now established the course of renewable energy course in their package of training.

The evaluation examined linkages between the environment and governance clusters and identified the following: (i) **Project 1:** Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities: Synergies in strengthening Interinstitutional Multi-Level (national and sub-national) Mechanisms for Disaster Risk Management. This entails integration of DRM into planning and budgeting processes, through capacity development of planning officers at provincial level; development of provincial preparedness, contingency, response, and recovery plans; and (ii) **Project 7:** Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola: The project has started, synergies expected on the work related to strengthening the Environmental Crime Unit, with strong involvement of the Judiciary system, Police, Army and Conservation Areas agency. Potential sensitization work with the parliament to advocate on the need for review of the laws on crimes related to wildlife. Work on environmental crimes was one of the priorities identified by the Attorney General’s Office in its work on anti-corruption. The links of the other projects were not clear enough.

From the analysis of these and other information available at the time of drafting the report, the evaluation concluded as follows:

1. There is a clear potential and good opportunities for integration across all the programme clusters but these have not been sufficiently identified and pursued as a deliberate internal strategy. There is a need more a systematic approach from project design to implementation phase of the projects.
2. Lack of institutional dialogue in government and sectors and fragmentation of responsibilities is a challenge for synergy and integration of actions. A case in point is the issue of employment and entrepreneurship which are closely linked and are under a single project within UNDP, but under different ministries.
3. Areas of great potential that need to be explored include: youth employment; renewable energies and gender all of which are key for integration process. Programme integration is vital in the context of dwindling development resources and will be significantly advanced if the UNDP Country Office shifts towards portfolio programmes, rather than the too projectized approach currently adopted.
4. The ISDG project has a significant role to play. The major expected output is the application of the integrated simulation models for national development planning to different issues and contexts, building national capacities around the use of the model and publication of the reports with the results monitoring progress and levels of the SDG achievements in Angola. Using the iSDG model, the project could be used to identify the policy interventions that have the highest potential to be ‘SDG Accelerators’ and enable progress towards the achievement of these agendas’ goals, and facilitate programmatic integration. So far, it is not being fully exploited towards such ends.
5. A common integrator across all three outcomes is gender; poverty and unemployment mostly affect women who also happen to be often more marginalized in terms of political representation and finally are often the principal victims of disasters. Thus, conceptualising a flagship gender programme that wholistically treats all these aspects could serve as a potent integrator and provide a platform for collaborative work involving all three programme clusters of the UNDP Angola Country Programme.

## 4.5 Impact of Covid-19 on Programme Delivery and Mitigation Measures

In response to the global pandemic, the UN Secretary-General’s Shared Responsibility, Global Solidarity report, directed that a significant proportion of the UN’s existing US$17.8 billion portfolio of sustainable development programmes across all the Sustainable Development Goals (SDGs) should be adjusted and expanded towards COVID- 19 related needs. As a result, the UN Framework for the Immediate Socio-Economic Response to COVID-19 was launched in April 2020, as a blueprint for an integrated support package to protect the needs and rights of people during the pandemic for the first 12-18 months.

This evaluation assessed the role that UN played within the UN system in Angola, the impact of the pandemic on UNDP programme delivery and reviews the effectiveness of measures UNDP put in place to ensure programme delivery.

### 4.5.1 Impact of Covid-19 on UNDP programme delivery

**Finding 15: UNDP has played a lead role within the UN system in devising a robust response to Covid 19, but notwithstanding, the pandemic has had an adverse impact on all aspects of the work of the Country Office.**

The impact of Covid 19 on CPD implementation was significant but variable across and within programme cluster.

1. For the poverty cluster, the start of implementation of several projects has been delayed for reasons not related to the pandemic. This is the case for the “ISDG” and “Support for National Policies to Accelerate the SDGs” projects wherein the delay was due to changes in government programmatic approach. In other projects, e.g., “Technical Assistance for Economic Diversification”, the impact was not significant as the projects focus is on policy dialogue. For the “Building back better post COVID-19. Enhancing skill development and job creation for the youth in Angola”, there was some impact, particularly the component dealing will skill training and not so much for the component dealing with policy dialogue. However, for the Turkish-UNDP Partnership, the impact was such that a six-month project extension was requested.
2. For the HIV, TB and Malaria programme, during the period from March to May 2020, the combination of challenges in domestic funding, airspace closure and subsequent delays in the delivery of health products for HIV, TB and Malaria, resulted in serious difficulties in an already strained supply chain. However, achieving the performance targets for the PMTCT, ART, TB and Malaria Grant required the continued provision of tests, reagents and ARVs and CVs at the health facility level. Measures taken included: Programme SRs reduced their community outreach services during the period from March to May 2020, regular capacity building and peer education meetings, GAMS, activists, etc. stopped being held or became irrelevant.
3. The impacts of Covid-19 on the governance programme were significant. For example, in the “Fair and Inclusive Society Project”, Covid-19 challenged implementation, with about three months of inactivity while adapting to the new normal. There was also a need for programmatic adjustments to respond to emerging needs; workload increased significantly due to internal corporate adjustment programs and actions, hence impacting personnel capacity to respond to exponentially increasing demand. For the “Post-Elections Technical Assistance” Project, Covid-19 challenged implementation on the ground i.e., field missions and overall planning due to changing public measures. Also, it was difficult to find available resource people due to work load; the main national counterpart (MAT)'s political attention was also often veered towards its Covid-19 containment measures, hence delaying decision-making process for the project activities; finding need increased significantly from the established projections. For the “Programme for Consolidating Economic Governance and Public Finance Management Systems”, it was not possible to conduct most of the field planned missions, hence affecting delivery capacity in 2020-21.

### 4.5.2 Response and Mitigation Measures

**Finding 16: UNDP has taken measures to mitigate impacts on programme delivery, but this was not sufficient and Covid-19 has aggravated already slow operational processes within the organization, resulting in a precipitous decline in delivery during 2021**

The UNDP Country Office response to the pandemic was assessed at three levels: (i) overall support of UNDP to Angola UN system response; (ii) internal UNDP Country office measures to minimize impact on office operations and safeguard staff health and safety; and (iii) mitigating impact at programme level.

1. *Overall contribution of UNDP to the UN-system response to Covid-19 in Angola*

The UN system in Angola led by the UN Resident Coordinator in June 2020, formulated the UN Socio-Economic Response & Recovery Framework COVID-19 in Angola. UNDP was the technical lead to devise the UN system-wide response. UNDP also in direct response to the pandemic, designed and is implementing a project “Building back better post COVID-19. Enhancing skill development and job creation for the youth in Angola”. The project funded by Norway for US$ 512,630, is being jointly implemented with UNICEF and covers the period January 2021-July 2022, and aims to enhance skill development to foster employment opportunities for Angolan youth in the peri-urban areas of the municipality of Cazenga, Luanda, through the promotion of quality Technical and Vocational Education and Training (TVET), youth employment and entrepreneurship, and youth engagement. Under the governance programme, a new project – “Support for Safe Functioning of Informal/Local Markets” - was designed as a direct response to Covid-19. It is an example of programmatic adjustment. Nonetheless, there were the same challenges of implementation as above, which became more relaxed in 2021. Locally based resources were utilized to facilitate implementation and avoid intra-border travel hindrances. For example, market administrators were given responsibility for oversight of execution, with an arms-length support from project team. Working meetings were mostly held online.

1. *internal office arrangements to minimize impact on the functioning of the office and safeguarding staff health and safety*

The Country Office went on full telecommuting and provided staff with working conditions (modems for those who did not have internet at home, reimbursement of internet charges). The office also provided for PPE for staff and dependents (masks, thermometers, sanitizers), and ensured that the UN/WHO protocol for COVID19 was implemented when there were cases among staff and dependents. Staff were also afforded the opportunity to be vaccinated.

1. *mitigating impact at programme level*

At programme level, the UNDP Country Office took a number of measures to mitigate the negative impacts on programme delivery in all programme clusters. The common measures included: introducing innovative solutions to deliver training and courses for most of beneficiaries and trainer of trainers; wider used of digital services to conduct consultations and regional workshops; and reprogramming of resources for 2022. Specifically, the responses at programme level included the following:

Given the specific nature of HIV, TB and Malaria, a number of mitigation measures were taken. These included the following: ensuring the realization of Viral Load and DPI in the provinces where this strategy is already implemented, ensure the continuity of AT, ART, and HIV prevention services in the acute phase of COVID-19; ensuring the availability of technicians for the diagnosis and treatment of HIV in the US; diagnosis and care for all TB cases; biosecurity of health technicians and patients at the level of the HU that care for TB cases; and adaptation of communication to the context of COVID-19. Other measures included: reconnecting with WSWs, integrate COVID-19 messages into outreach activities: purchase of PPE for extension workers, offer the complete minimum HIV prevention package to WSWs, MSM and AGYW during their connection to HIV, STD services, FP, GBV and medical check-up; increased frequency of contact with WSWs as controls started reducing, especially the treatment group, to ensure they remain in treatment. carry out monitoring and evaluation of the HIV/AIDS program; ensuring the continuity of AT, ART and HIV prevention services in the acute phase of COVID-19; ensuring the availability of technicians for the diagnosis and treatment of HIV in the US, diagnosis and care for all TB cases; biosecurity of health technicians and patients at the level of the HU who care for TB cases, adaptação da comunicação ao contexto da COVID-19. Under the strengthening of the national health procurement system, PSM supervision missions were undertaken to: a) assess stock status at provincial and health facility level; b) resolve distribution constraints; c) determine real needs on the ground; d) carry out in-service training, in terms of supply management and inventory of provincial, municipal and health facility employees; ensuring protective materials for personnel involved in the prevention and diagnosis of malaria; and ensuring the availability of technicians for the diagnosis and treatment of HIV in the US. Overall, these actions were judged adequate as it is contributing significantly to the control of the expansion of this disease in each province and throughout the country.

## 4.6 Cross-cutting Themes

The main cross cutting themes assessed by the evaluation were gender, capacity development and innovation. The findings are summarized below.

### Gender

UNDP has gender as a central cross-cutting concern and across all the three programme clusters/outcomes of the CPD. UNDP CO has taken measures to strengthen gender and women’s empowerment by recruiting a gender expert. It has recently also been designated as a “Gender Seal” Country Office in August 2021. This is a welcome development but it is still at an early stage. So far, the Country Office has submitted a self-assessment online to establish a baseline, on October 15 and it is awaiting feedback from the gender seal team at UNDP HQ. A Gender Focal Team led by the Resident Representative with the Deputy RR as an alternate, has been set up and work has started on developing an Action Plan to promote and strengthen organizational culture of equality and to meet the standards and integrate gender in all aspects of the Country Office work.

**Finding 17: UNDP has made efforts to integrate gender into its work both at the Country Office and specific programme level. However, as demonstrated by the evidence from the Gender Markers, resources allocated are not sufficient and UNDP therefore should prioritize resource needs for gender and deepen its engagement to render its actions more transformative.**

The evaluation assessed integration of gender in two ways: (i) review how gender was reflected in the activities of the various projects being implemented – through assessing proportion of women beneficiaries, where sex disaggregated data was available; and (ii) using Atlas gender markers to assess allocation of resources to gender.

1. *Gender in programmatic interventions*

Gender equality and women’s empowerment as a major focus of the poverty and inclusive growth programme cluster. In three out of the six key projects being implemented, approximately 61% (540) of the total beneficiaries (880) are females. Some of the projects were transformative in the sense that they are contributing to enhancing women’s access to non-traditional vocational training skills and jobs. Overall, most of projects designed in inclusive growth cluster fully integrate concerns on gender equality and women’s empowerment. Efforts have been made to ensure that women’s (as well as men’s) concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of the projects.

Under the Governance programme, UNDP is contributing in many significant and transformative ways in advancing women with respect to political governance and economic rights and in general, the advancement of women. Under the Fair and Inclusive Society project, one of the main objectives/results of which is the acceleration of gender equality and empowerment of women's human rights at all levels, 25% of the 5868 beneficiaries were female. The Technical Assistance for Local Elections project has women as a principal target group for empowerment as leaders and active (as mobilizers) and passive (as candidates) participants in local governance [elections]. One of the key results of the project is establishing a group of 50 women leaders. In addition, the “post-Election’s project” is promoting women’s involvement in general elections through the development and adoption of an electoral gender tracking tool. In terms of women’s economic rights, UNDP through the “Programme for Consolidating Economic Governance and Public Finance Management Systems” is mainstreaming gender into the national finance management system, for example through gender budgeting and gender marking. In a significant milestone, in August 2021, with support from UNDP, a Presidential Decree was approved to include gender component on the State Budget 2022. In the context of the project, “Support for Safe Functioning of Informal/Local Markets”, the primary beneficiaries are women, making up 81% of the 14,805 market vendors whose livelihoods were protected.

Under the Environment and Climate Change programme cluster, the projects being implemented are contributing to build resilience to Climate Change and disaster risks of the most vulnerable population primarily, while contributing to the sustainability of the country in managing its natural resources and the environment. Women and youth where possible are prioritized in skills development opportunities and alternative livelihoods community-based projects. Specifically, the following examples can be cited:

1. Under the Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities project, DRM plans and activities designed to address disasters preparedness, response and recovery mechanisms for the entire targeted communities and local/national institutions, with particular emphasis to women and the most vulnerable groups. Of the total of 77 beneficiaries 25% are women.
2. For the project promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan’s Cuvelai River Basin, Climate Change Adaptation measures and Early Warning Systems are being established to build resilience for the entire targeted communities and local/national institutions, with particular emphasis to women and the most vulnerable groups. Of the more than 82,000 beneficiaries, 53% are women.
3. Under the Promotion of Sustainable Charcoal in Angola through a Value Chain Approach, Gender equality aspects addressed through diversification of communities livelihoods options to reduce charcoal production (horticulture, beekeeping and honey processing, etc), improved charcoal production practices that allows involvement of women and youth in such activities. The project also has a strong skills development component targeting the youth on the production of energy efficient cooking stoves and brickets (as alternative to charcoal) in the municipalities of Huambo and Luanda. Of the 2540 beneficiaries, women constitute 40%.
4. For the projects related to the PA system, women constitute about a third of the beneficiaries.
5. *Gender Markers of Programmes*

Gender makers were extracted from ATLAS for all the CPD projects being implemented and the results are shown in the figures below.

The main observations flow from the analysis and data:

1. When summed over all UNDP projects, they predominantly either GEN 1 or GEN2 (28% and 62% in terms of budget; and 17% and 73% in terms of expenditures.
2. GEN 3 is proportionally low, with only 6% of the budget so classified and 1% of expenditures.
3. No projects fall under GEN0, but 5% and 8% of the budgets and expenditures are unclassified.
4. When the results of the different clusters are compared, governance at 19% (budget) and 7% (expenditures) has the highest GEN 3 rating.
5. The poverty cluster performed poorly in comparison with 56% in GEN1 for budget.
6. For all clusters, the gender marker for the budgets is far higher than for the expenditures.

The overall conclusion is that while all clusters have activities that contribute to women’s empowerment, in terms of actual resources allocated is limited.

### 4.6.2 Capacity Development

**Finding 18: Capacity development in all its three dimensions is being addressed under the country programme. However, policy support and training and skills development tend to dominate; there is somewhat less emphasis on organizational improvements. UNDP should place greater emphasis on supporting the government’s reform agenda of modernisation of the public administration in Angola and decentralisation**

Through the programmes being implemented, UNDP is making an important contribution to building national capacities. The results of the mapping exercise shows that UNDP is addressing all dimensions of capacity in its interventions, namely: policy and institutional environment; organizational improvements - structures, systems and processes; and developing, skills and competencies of individuals through training.

In terms of policies, key capacity outcomes from UNDP support are illustrated by the following examples: support to the formulation of the National Development Plan and its revision; various sector policies strategies and action plans (e.g.,). Similarly, at the individual level (training, skills and competencies) significant efforts are being made as all programmes have supported training activities

However, UNDP has not invested sufficiently in improving organizational effectiveness in terms supporting improved systems, processes and organizational restructuring/re-engineering of Angola’s public sector institutions which are recognized as very centralized and not sufficiently responsive in terms of service delivery and facilitating citizens’ participation. This is a major priority of government and Axis 4 (Policy area 19) of the NDP prioritizes State Reform and Public Administration Modernization.

### 4.6.3 UNDP Accelerator Facility

UNDP set out to make innovation a core element of the country programme, and committed to devote 5% of its core budget to delivering innovative solutions to development challenges. It further committed to establish an accelerator lab to create a learning network to test innovative ways of addressing development challenges.

UNDP has made some progress with limited resources in this area. There is no doubt that to address Angola’s development challenges, create jobs and render the economy more productive and competitive, R&D and innovation are vital. The UNDP Accelerator Facility is conceived as a global initiative that is seeking to assist countries and was started in Angola in 2019. Key initiatives undertaken in this regard by the Accelerator Facility are the following:

1. An Accelerator Facility has been set up in the Country Office and 11% of core resources have been in the Facility, which is double the amount committed under the CPD. The programme is now fully operational. The Facility plays an advisory role within the Country Office, and since Covid-19 struck, the facility has focused more on working with other UNDP units.
2. A diagnostic study on the innovation ecosystem in Angola was undertaken in order to create a network for technology transfer. Furthermore, development of a national policy to support the national ecosystem of innovation has started.
3. As part of the NextGen Cities Africa program, the AccLab developed a system thinking analysis of urban markets in Angola and put in place a portfolio of solutions. In partnership with the Ministry of Territory Administration (MAT) the AccLab designed the questionnaire for registry of market vendors in 24 markets.
4. To support the fight against COVID 19 and mitigate the risk of infections, the AccLab with local and market administrators carried out needs assessment to improve biosecurity measures in the three major markets (ASA Branca, Mercado do 30 in Luanda and Mutundo in Lubango). Working with the National Waste Agency, the AccLab conducted a survey about the use of plastic bags in 14 big supermarkets and retailers;
5. The Facility is focused on supporting innovation in Angola in service of development, in particular entrepreneurship innovation. In this regard, an MoU has been signed with the Ministry of Higher Education, Science and Technology for the period June 2020-June 2022. The Facility has also provided technical assistance to draw up a Strategic Plan for the Luanda Centre for Entrepreneurship.

However, UNDP needs to have a more strategic focus to make its work more effective through the following: (i) while the allocation from core is commendable, UNDP is throwing too little money at a vast problem to make real impact. To be effective, UNDP should seek other partnerships to both broaden the scale and depth of its operations; (ii) the interventions should be tied to two critical entry points for Angola – the climate change and the economic diversification agendas, and (iii) strengthen its links with the R&D system in Angola.

### 4.7 Partnerships and Resource Mobilization

**Finding 19: UNDP Angola is a trusted partner of government, national stakeholders and other development actors. The partnerships forged have facilitated UNDP’s work in the areas of advocacy, policy formulation, resource mobilization and programme delivery, hence enabling it to make important contributions to development outcomes. However, operational challenges pose a risk to this reputation**

UNDP is a trusted and well perceived partner by government and national stakeholders. According to stakeholders interviewed, the Government of Angola values UNDP’s top-class policy and technical advisory role and its neutrality. All national stakeholders interviewed have been unanimous in their views regarding the positive role UNDP is playing, and this includes vulnerable and marginalized groups such women, youth, people living with HI and AIDs. For the latter, UNDP is particularly appreciated for its stance in advocating their rights and assisting them face stigma and discrimination.

By virtue of the trust UNDP has developed, it has a good track record in mobilizing resources from diverse funding sources – government of Angola, bilateral and multilateral. While limited at present, government cost-sharing is increasing and likely to be of growing importance. Similarly, the trust earned has made UNDP an important custodian of significant resources from the Global Fund and GEF. For these two donors and many others, including in particular bilateral partners, UNDP has become the “go to” partner to achieve their development cooperation objectives. This is reflected also in the ability of UNDP to work in areas deemed too sensitive for bilateral donors specially to venture into – areas such as anti-corruption, elections and administrative reforms.

In its programmatic interventions, UNDP is able to bring together diverse actors to address key development challenges in Angola. For example, under the “Building back better post COVID-19. Enhancing skill development and job creation for the youth in Angola”, UNDP has mobilized major partners in its implementation: MAPTSS, MED, Ministry of Family, Social Action and Women Empowerment (MASFAMU), Ministry of Economy and Planning (MEP), Ministry of Youth and Sports, INEFOP, the National Institute of Small and Medium-sized Enterprises (INAPEM), the Provincial Government of Luanda, the Municipal Administration of Cazenga and the International Labour Organization (ILO), relevant business associations, youth and workers’ associations, National Youth Council (CNJ), TVET institutions, Angolan Forum of Young Entrepreneurs (FAJE), and other civil society organizations. This underscores the partnership building capacity of UNDP and its ability to bring together key players to address complex development challenges. The same approach of building broad-based partnership is also evident on policy front regarding establishment of the SDG platform in Angola.

UNDP is playing a strong leadership role within the UN-system in Angola as well, working closely with other UN agencies to implement priorities under the UNSDF – hence contributing in many ways to efforts to “deliver as one” in Angola. UNDP played a lead role in devising the UN-system socio-economic response to Covid-19. At the programme/project level, UNDP is working closely with sister UN agencies within the context of the UNSDF to support the Government of Angola. UNDP and UNICEF are working on a joint project (Building Back Better Post Covid-19) on enhancing skill development to foster employment opportunities for the Angolan youth in urban areas, through the promotion of quality Technical and Vocational Education and Training (TVET), youth employment and entrepreneurship, and engagement – with the goal of tackling multidimensional poverty. UNDP is collaborating with WHO in implementing Global Fund programmes in Angola. Through the partnership with the International Labour Organization (ILO) and the University of Mandume Ya Ndemufayo (University based in Lubango, Huíla), UNDP has been successful in harnessing specialized international expertise on labour and skill demands and apply it to concretely understand the local dynamics.

Finally, UNDP is a playing a key role in promoting south-south cooperation. For example, in its policy and technical advisory role on TVET, UNDP is able to draw upon the experiences of other countries such as Eritrea, Armenia, and Georgia where UNDP has successfully implemented TVET programmes.

Notwithstanding the above, a frequent refrain and complaint of partners is “UNDP is too bureaucratic”, and slow to respond to needs of its clients. While UNDP is not entirely to blame for the situation, efforts must be made to address these well-known and persistent operational bottlenecks highlighted by previous evaluations.

# 4.8 Key Challenges in Programme Implementation

UNDP Country Programme faces a number of internal (endogenous) and external (exogenous) challenges that are having an adverse effect on implementation and delivery of programme resources.

### 4.8.1 Endogenous Factors

The endogenous factors contributing to challenges in implementation of the Country Programme include the following:

1. For a combined portfolio of about US$ 64 million over the two years, UNDP is implementing 24 projects. The portfolio is fragmented with several projects of under US$ 1 million and, as a result, transaction costs could be high. This appears to be a typical problem in countries of the region, with the exception of a few: DRC, Mozambique and Zimbabwe – see Table 12 below.
2. There are several operational weaknesses relating to financial, procurement and other processes, that both staff and stakeholders have highlighted and these are further discussed in the following section 5.9 below.
3. The expansion of UNDP activities into the provinces while positive pose specific challenges, and have been aggravated by operational weaknesses cited above, as well as weak capacities of provincial administrations.
4. Finally, the Country Office in resource terms has grown rather rapidly in size, driven mainly by substantial increases in Global Fund resources which saw a five-fold increase from US$ 23 million to US$ 103 million. This, while welcome, at the same time, such a rapid growth obviously will pose operational challenges, as well as introduce a significant degree of distortion in Country Office priorities.

**Table 12: UNDP Country Office Portfolios in selected Southern Africa Countries**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Budget** | **No. of Projects** | **No. of Donors** | **Average per project** |
| Angola | $64,80 | 23 | 18 | $2,82 |
| Botswana | $19,17 | 16 | 11 | $1,20 |
| DR Congo | $190,87 | 60 | 41 | $3,18 |
| eSwatini | $8,82 | 15 | 11 | $0,59 |
| Lesotho | $15,38 | 18 | 13 | $0,85 |
| Malawi | $76,70 | 32 | 21 | $2,40 |
| Mozambique | $81,63 | 27 | 21 | $3,02 |
| Namibia | $16,49 | 18 | 16 | $0,92 |
| South Africa | $27,44 | 22 | 15 | $1,25 |
| Tanzania | $63,17 | 37 | 35 | $1,71 |
| Zambia | $45,66 | 28 | 38 | $1,63 |
| Zimbabwe | $406,89 | 30 | 26 | $13,56 |

### 4.8.2. Exogenous Factors

The factors outside of UNDP’s control, include:

1. The changes following the elections of 2017 that brought about a new government with a strong reform agenda has had consequences in terms of institutional realignment (e.g., merger of some Ministries), changes in priorities and leadership of state structures continues to have far-reaching effects on Angolan society and impact on and determine how UNDP implements the CPD;
2. Effecting policy changes in a context such as Angola is a result of long-term systematic efforts and often changes are incremental;
3. Economic contraction and impact on state budget which resulted in government not allocating resources to implement agreed priorities (e.g., the DRM strategy)
4. Covid -19 which has had adverse effects on the implementation of activities as a result of measures Government has put in place – see sections 4.5.1 and 4.5.2. the impacts were at three levels: (i) UNDP overall; (ii) in-country within projects; and (III) inability to procure goods and services from outside;
5. Weak capacities of national institutions and inadequate human resources which still reflect the legacy of many years of war. The situation is further compounded by administrative measures resulting in institutional realignments and frequent changes in personnel in the public administration.
6. Challenges around availability of quality data to support evidence-based policy formulation.

Finally, an overriding challenge is that Angola is a vast country with a big economy. The 2019 GDP was estimated at US$84 billion and government budget of approximately US$ 15 billion. It is a dauting task to really craft a programme that can have the desired impact with so limited resources.

## Human Resources, Operations Support and Quality Assurance

### Human Resources and Operations

In terms of human resources, the UNDP Country Office has 64 staff in the various categories. At the top are the Resident Representative and the Deputy RR. At the programme level, they are supported by team leads/programme specialists for the three programme clusters, a Global Fund Coordinator and a Gender Focal Point. The office also a team dedicated to M&E and quality assurance. The work of the Cluster leads is supported by a team of programme assistants who under current arrangements are not assigned to specific clusters. There is a full finance and administration team in place to provide operational and administrative support to the office. The costs for all these positions are sourced from either core resources, or projects or cost shared with agencies.

There are a number of challenges faced by the Country Office in terms of human resources such as inadequacy and challenges in getting staff with the right profiles due to the quality of applicants in relation to the post being recruited for. A common complaint of staff is a heavy workload; understaffing and too many projects under each staff due to too many small projects. As a result, support to Cluster Leads is also insufficient obliging them to spend valuable time attending to routine matters better handled at lower levels, which cuts into their ability to engage high level government counterparts in policy dialogue and rendering technical advice.

Stakeholders’ feedback with respect to country office operations pointed to UNDP delays in finance and procurements requests which were often detrimental to project implementation. These have affected both national counterparts as well as UNDP staff working on projects in the provinces. The problem however does not rest entirely on UNDP as Implementing Partners are also to blame due to non-respect of UNDP procedures and delays in submission of required documentation. Although training has been provided by UNDP on the procedures, the frequent changes in staff means that UNDP should on a continuing basis be providing induction to new IP staff if and when needed.

Similarly, several challenges are faced with regards to procurement, such as: requests to Procurement mostly at last minute, implying a reactive approach instead of a strategic approach to procurement processes; payments mostly resulting in successive claims of late payments by vendors; reconciliation of payments to vendors; vendor management: urgent requests to have vendors created. Delayed creation and approval resulting in late issuance of contracts to vendors; and customs Clearances: delayed processing of requests with Government Authorities resulting in additional costs and demurrages.

The UNDP Country Office was last restructured in 2015. There would be a need to review the office organizational set up and procedures to address these challenges and other challenges, and streamline delivery and instil greater efficiency.

### 4.9.2 Quality Assurance Mechanisms

The UNDP country office has reasonably functioning quality assurance and programme management mechanisms. For quality assurance, the Country office has three RBM/Communications analysts and two assistants to support the office in carrying out M&E functions and develop Integrated Work Plans (IWP). These cascade from the UNDP Regional Outputs to the CPD to programme and project levels. The process also involves preparation of financial and procurement plans.

The planning, implementation and monitoring process follows the following steps:

1. An annual retreat at the end of the year to agree on the strategic outputs for the coming year;
2. Strategy and delivery meetings involving heads of units that are held twice yearly;
3. Programme level meetings held twice monthly.

To facilitate communication and visibility of the office, the RBM/Communications team also maintains the Country Office website, and twitter and facebook (meta) accounts.

Quality assurance at the project level is assured through the mandatory setting up of a Project Board or Steering Committee whose responsibility is to provide strategic guidance and the general supervision of the project. The committee meets once a year and at the end of the project and when the partners deem it necessary to assess lessons learned, concerns about quality and management actions, discuss opportunities to scale up the project and to capitalize the results and lessons learned from the project.

All projects also have a Project Management Unit (PMU) headed by a Project Manager and depending on the nature of the project, focal points and the entities involved. The PMU is responsible for carrying out the project with the support of the heads of the UNDP clusters to ensure the quality of the project. With this management structure, UNDP aims to ensure synergies, transparency, national relevance, coordination and quality of implementation and contribution to national. These have been judged to be working well.

# 5. Conclusions and Lessons

## 5.1 Conclusions

The main conclusions of the evaluation are presented under the following six (6) areas: relevance; effectiveness; efficiency; partnerships; cross-cutting areas of gender and capacity development; and UNDP country office operations.

**Relevance**

1. The UNDP Country Programme for the period 2020-2022 is judged to be highly relevant. It is firmly anchored and responds to the priorities identified in Angola’s National Development Plan (2018-2022). Through its three programmatic interventions the CPD is directly addressing five out of the six axes of the National Development Plan. Similarly, the UNDP CPD has been found to be closely aligned to Angola’s United Nations Sustainable Development Framework (UNSDF 2018-2022). Finally, the country programme is firmly in line with the UNDP Corporate Strategic Plan (2018-2021). The common thread through all of these is Agenda 2030 which is a central guiding framework for the work of UNDP in Angola.
2. However, Angola is a vast country rich in natural resources and is Africa’s third largest economy with a GDP of US$ 84 billion in 2019 and an annual government budget of US$15 billion. The challenges are equally vast and complex. Given such a context how best can UNDP have maximum impact? The fact that the programme could only muster some US$ 2 million to address poverty in a country of 30 million out of whom over 50% are multidimensionally poor is a stark reminder that UNDP’s means fall way short of its ambition and the scale of the problem to address.
3. Furthermore, UNDP has apparently not yet fully internalized the implications of the graduation of Angola into a Middle-Income Country in its work. UNDP, indeed the entire UN system in Angola needs a strategic re-positioning in the context of such a development.
4. Notwithstanding the above, UNDP with its two-pronged approach of combining upstream policy work with supporting sub-national actors as manifested by its work on disaster risk reduction and Global Fund activities, is further enhancing the relevance of its work; it provides an opportunity to link UNDP programmes at the provincial level and respond to grassroots needs. However, the purpose of such an approach must be clearly articulated. As noted in the UNSDF “from the point of view of strategies for the downstream or support for the supply of services, innovative models and experiences will be tested, and if successful will be extended to the rest of the country. The implementation of the pilot projects will be focussed on generating ownership, at a central as well as a local level”.

**Effectiveness**

1. UNDP has made some progress in achieving what it set out to do in the Country Programme Document approved by the Executive Board. Despite the impact of Covid-19 pandemic, which had a major disruptive influence on programme implementation, overall, the programme is on track to meet the targets set, albeit with some difficulty. Some significant development outcomes can be attributed to UNDP, such as: the domestication of the Multidimensional Poverty Index as an evidenced-based policy tool which is being used with effect for the prioritization of budget allocations; a demonstrated competence and track record in mobilizing and managing significant Global Fund resources; support to the government of Angola’s governance reform agenda in the areas of anti-corruption, human rights, political participation of women and strengthening local governance, including the important advances in participatory budgeting; and the sustainable management of Angola’s environment and natural resources and addressing Climate Change and issues of resilience among poor communities in southern Angola.
2. By its focus on poor, illiterate women working in the informal markets and sectors of the economy, youth, people living with HIV and AIDs, LBGT, sex workers and MSMs, as well as prisoners and deprived communities in southern Angola who have been severely impacted by repeated droughts, UNDP has firmly and successfully embedded the philosophy of “Leave no one Behind” in its work.
3. In all its work, UNDP has maintained a steady and deepening commitment and taken a lead role in ensuring that the SDGs are effectively mainstreamed in Angola’s development policy frameworks, sector strategies and programmes

**Efficiency**

1. Over the two years of CPD implementation, UNDP had an average programme delivery of 38%, no doubt affected by Covid-19. UNDP therefore needs to improve on its delivery performance, which is judged as less than optimal. Moreover, when performance is compared with 11 other countries in the Southern Africa region, UNDP Angola ranks at the bottom. Although there are positive indications that the pace and rhythm of programme implementation is picking up, UNDP should address some of the structural causes affecting Country Office operations.
2. When assessed in terms of capacity to leverage resources, UNDP has proved to be highly efficient; ***UNDP leverage fourteen US dollars for every US dollar of core resources.*** Similarly, when programme expenditures are judged against results achieved, the Country Office has done reasonably well.
3. However, on the other hand, UNDP Angola has a disproportionate percentage of its resources devoted to Global Fund activities. This presents a skewed picture that is not reflective of national development priorities. While not deliberate, UNDP should take steps to foster greater linkages between Global Fund activities and the rest of the Country Programme. Moreover, UNDP should redouble its efforts to build national capacities to ensure that government is in a position to take over the PR role at an appropriate time in the future, and therefore begin reflection on an exit strategy.

**Partnerships and Resource Mobilization**

1. UNDP is well regarded overall as a trusted partner by national stakeholders, as well as by other actors in Angola. UNDP is valued for its technical and advisory capacity and therefore is also increasing being used by donor partners – bilateral and multilateral - as well by government to channel resources to address important development challenges Angola faces. However, outside of Global and GEF, this is yet to translate into significant resources for the country programme.
2. While UNDP has developed a resource mobilization strategy and has been fairly successful in leveraging funds, there appears to be no clear strategy and action plan on how to boost cost-sharing with Government of Angola[[38]](#footnote-38). Other than vertical funds such as GEF and the Global Fund, this avenue appears to be one of the most promising for UNDP to acquire the resources needed to support its work in Angola. However, this is not without its risks; relying mainly on government cost sharing could result in loss of autonomy in programming and risk relegating UNDP to the role of a mere execution agency for government, and diminished visibility for UNDP.
3. While the issue of resources is quite important, at the same time it is also vital to bear in mind what the UN system stands for in Angola. As clearly articulated in the UNSDF “The main reason for the UN presence in Angola is not to finance projects – even though it can make important contributions in this area - but to finance processes with great impact on the development of the country, including the supply of high-level technical support, innovation and the capacity building of national staff, as well as leveraging national and international resources to achieve the national development goals”.
4. As part of its SDG integrator role UNDP Angola assumed technical leadership in developing the SERP, positioning UNDP as a key player both within the UN system and the government on COVID-19 pandemic response. This underscores the strong role and contribution UNDP is making in the implementation of the UNSDF and the work of the UN in Angola.

**Cross/cutting issues**

1. UNDP has made some progress in advancing gender issues and women’s empowerment in Angola. The work done on participatory budgeting, women’s political representation and addressing poverty and inclusion through work in the informal sector, as well as catering to the needs of drought victims most of who are women, is illustrative. However, UNDP’s work has not been sufficiently transformative. The just started work of the country office on the Gender Seal could make a qualitative difference in how gender is addressed by UNDP Angola.
2. Capacity development is woven into all aspects of UNDP’s work in Angola and the organization is making positive contributions to building national capacities across all its programmes. However, the focus has essentially been either on policies or on training and skills development. There has been less attention given to organisational strengthening to enable Angola’s public sector institutions deliver policies and services more effectively. UNDP should address how it can support government implement the NDP policy 19 on modernization of Angola public administration and decentralization. As stated in the UNSDF “A key focus of the United Nations during the next few years will be to support the process of decentralisation of the Angolan State, which will involve the creation of local authorities and the effective transfer of responsibilities from the Central Administration to the municipalities in terms of local governance”.
3. Covid – 19 has had a major impact on UNDP’s work in Angola as in other countries. Although many measures were put in place, these were insufficient to fully mitigate the adverse consequences of the pandemic. Consequently, delivery of programmes suffered and this in turn has slowed down the achievement of the outcomes.

**Country Office Operations**

1. The UNDP country Office appears to have in place sufficient quality assurance mechanisms to support its work. However, the function is not sufficiently staffed. UNDP country office operations are generally perceived by stakeholders as slow and bureaucratic with many delays in operations which, is putting UNDP’s reputation at risk.
2. The UNDP Country Office appears to be understaffed which partly explains the operational bottlenecks referred to above. Human resources of the office need to be optimized so that the twin tasks of providing government (and other partners) with top/class policy and technical advice on the one hand, and smooth operational efficiency on the other, are both adequately fulfilled and not compromised.

## 5.2 Lessons Learnt

1. UNDP’s traditional comparative advantage is to focus on supporting policy work upstream and building national capacity. This is particularly important in a context of dwindling core resources and diminishing prospects for significant bilateral funding. However, in order to have meaningful impact on people, upstream policy work could be judiciously combined with carefully targeted downstream work. The MDPI of Angola clearly shows that multidimensional poverty is highest at provincial level, and to fight poverty there needs to be decisive action at that level. The balance to strike will depend on the prevailing circumstances, notably ability to secure the needed resources.
2. In a country such as Angola which has graduated to MIC status, vigorous reflection is needed to strategically re-position the organisation to render it more relevant. Doing business as usual is not an option.
3. The work done on Multidimensional poverty in Angola demonstrates that UNDP by introducing robust analytical policy tools such as this one can potentially have far greater impact on development outcomes than through simply implementing projects, important as these are.
4. To be effective, UNDP needs to sharpen both its policy and technical capacities, while at the same time enhancing and streamlining its operational processes and procedures; both are important and are mutually supportive.

# 7. Recommendations

The evaluation makes 14 recommendations organized thematically.

**GENERAL RECOMMENDATIONS**

1. ***Recommendation one***: UNDP should maintain the current focus of the Country Programme on: poverty and inclusive growth; environment, Climate Change and building resilience; and governance, going into the next country programming cycle. The specific details would however, be determined by the policy choices and orientations that will be agreed in the next National Development Plan of Angola.
2. ***Recommendation two***: UNDP should develop a re-positioning strategy to render it more relevant and effective in the new context of Angola as a Middle-Income Country. Such a strategic rethink should be undertaken as a first critical step in the development of the new UNDP Country Programme. UNDP Angola can fortunately draw upon UNDP’s vast network of country offices world-wide and the related experiences to craft such a re-positioning strategy. Of particular focus should be on innovative resource mobilization and optimization strategies that would be required to support the work of UNDP in Angola, including measures to secure cost-sharing resources from the government of Angola.
3. ***Recommendation three:*** UNDP should progressively consolidate the current trend of bolstering its work and presence in the provinces as more experience is gained. This move should build upon the work that Global Fund has started in Benguela and Cuanza Sul, as well as the FREZAN project being implemented in southern Angola.
4. ***Recommendation four:*** UNDP should review its staffing, structure and operations with a view to responding more effectively to recommendations 2 and 3 above. UNDP will, in the new context, be valued more for its policy and technical competence and operational efficiency and both need to be top-class. UNDP’s presence in the provinces will not yield the desired results unless operational efficiency is improved. Likewise, UNDP will not be a credible partner for government cost-sharing or secure donor funding unless it can demonstrate efficiency in its operations.
5. ***Recommendation five:*** UNDP should adopt a portfolio approach in the new programme cycle to ensure greater impact, improve operational efficiency and maximize use of its human resources. This will require the merging of many of the small projects into larger ones in order to achieve economies of scale. This should also be viewed as an important opportunity to foster programme interlinkages. UNDP should therefore engage donors on the portfolio consolidation initiative and use UNDP country program resources to advance this agenda.
6. ***Recommendation six:*** conclusion number 6 has highlighted the fact that the poor and marginalized, including mostly women are an important constituency/beneficiary of UNDP’s work. Many work in the informal economy and are poorly protected from major crisis. The social protection system remains fragmented and has been affected by a progressive reduction of budgeted expenditure in recent years. Existing social protection spending is weakly targeted and largely ineffective as it is mostly limited to specific groups (e.g., public sector retirees, war veterans) and does not reach most of those in need. UNDP should invest, in closely with partnerships, in putting in place effective social protection and social safety net.

**POVERTY AND INCLUSIVE GROWTH**

1. ***Recommendation seven:*** UNDP should continue and consolidate its work on the SDG platform and mainstreaming the SDGs into sector policies, strategies and programmes. A solid start has already been made and in particular drawing in the private sector civil society, and creating a powerful platform for dialogue, advocacy and joint action. This is an area that UNDP is extremely as a convener and integrator is good at.
2. ***Recommendation eight:*** UNDP’s work on employment and the informal economy, which largely affects women, is a new and ground-breaking venture for the organisation in Angola and should be continued. This work is likely to be a continuing policy priority for government. Moreover, the emphasis on poor and illiterate women and youth are very much in line with the concept of LNOB. In the next phase, UNDP should, in addition place more emphasis on forging the linkages and partnerships and facilitating the mobilization of resources required to significantly scale up this work.
3. ***Recommendation nine:*** UNDP should expedite implementation of the Global Fund NFM3 grant by moving rapidly to put in place the field structures, staffing and the coordination mechanisms necessary for the smooth implementation of the grant at the field and central levels. The PMU should be strengthened by recruitment of experienced programme and M&E staff to complement existing ones, as well as specialists in TB and Malaria who should be placed within the respective national programmes for efficiency, effectiveness and ownership.
4. ***Recommendation ten:*** UNDP should make efforts to better integrate the Global Fund activities with those under the poverty cluster, as well as the with the two other clusters of the Country Programme. This Country Office should also develop an exit strategy and a detailed action plan on how it will build national capacity for an eventual transfer of PR responsibility to government in preparation for that eventually at the appropriate time.

**ENVIRONMENT, CLIMATE CHANGE, DISASTER RISK REDUCTION & BUILDING RESILIENCE**

1. ***Recommendation eleven:*** UNDP should continue to support Angola’s efforts to sustainably manage her biodiversity and natural resources; in addition to fulfilling global environmental responsibilities, this could also be an important tool for economic diversification. UNDP should give priority to assisting Angola embark on a low carbon growth, which has not been given sufficient attention beyond support to the formulation of the Climate Change Strategy and revision of the NDC. Work on renewables and other related areas will be of particular importance, and UNDP with its global network is well positioned to facilitate access to knowledge, technologies and finance.
2. ***Recommendation twelve:*** UNDP should continue supporting the government of Angola’s DRM strategy, and work with government and other partners to ensure that resources to implement the strategy are prioritized in the national budget, and work to build capacities for resilience at provincial and community levels.

**GOVERNANCE**

1. ***Recommendation thirteen:*** UNDP should support the modernization of Angola’s public administration and decentralization, and consolidate its work on human rights and women’s political participation. Resources should be secured to scale up the pilots on participatory budgeting as this will help prepare municipalities and provinces for decentralisation and foster greater citizen’s engagement in public policies.

**GENDER**

1. ***Recommendation fourteen:*** UNDP should design and implement a comprehensive gender flagship programme that integrates poverty, governance and environment Climate Change concerns. Such an integrator programme should also link upstream policy action with downstream activities and be of national scope and scale. Gender mainstreaming has largely not resulted in the transformative results anticipated, partly because gender is often not a core objective of the programmes targeted and when included in programmes often do not address the multidimensional and complex challenges faced by women. This initiative will require enhanced gender capacities in the Country Office beyond the current focal point arrangement. The initiative could be spearheaded by the Gender Focal Team set up in connection with the Gender Seal Award and linked to the proposed work plan and activities.

# Annex 1: List of UNDP Projects by cluster and Budget Expenditures

| **Nbr** | **Project** | **Budget** | | **Expenditures** | | **Implementation Rate** | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020** | **2021** | **2020** | **2021** | **2020** | **2021** |
|  |  |  |  |  |  |  |  |
| **I** | **Sustainable Development and Inclusive Growth Unit** |  |  |  |  |  |  |
| 1.1 | Technical Assistance Economic Diversification | $125 000 | $70 000 | $97 089 | ($3 956) | 78% | -6% |
| 1.2 | AGO COVID-19 Econ. Social Impact | $100 000 | $500 000 | 0 | $157 793 | 0% | 32% |
| 1.3 | Turkey- UNDP Partnership | $43 202 | $56 412 | $42 948 | $1 905 | 99% | 3% |
| 1.4 | Building back better post COVID-19. Enhancing skill development and job creation for the youth in Angola | $150 000 | $110 000 | $145 933 | $64 904 | 97% | 59% |
| 1.5 | Integrated Sustainable Development Goals | 0 | $405 371 | 0 | $181 329 |  | 45% |
| 1.6 | Support for National Policies to Accelerate the SDGs | $205 848 | $194 116 | $184 401 |  | 90% | 0% |
|  | **SUB-TOTAL** | **$624 050** | **$1 335 898** | **$470 370** | **$401 975** | **75%** | **30%** |
|  |  |  |  |  |  |  |  |
| **II** | **Environment and Disaster Risk Reduction Unit** |  |  |  |  |  |  |
| 2.1 | Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities | $1 180 627 | $1 823 732 | $978 024 | $999 164 | 83% | 55% |
| 2.2 | Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan’s Cuvelai River Basin | $3 832 931 | $3 659 515 | $1 143 145 | $1 601 612 | 30% | 44% |
| 2.3 | Addressing urgent coastal adaptation needs and capacity gaps in Angola | 0 | $459 358 | 0 | $190 615 | 0 | 41% |
| 2.4 | Promotion of Sustainable Charcoal in Angola through a Value Chain Approach | 0 | $905 001 | 0 | $437 355 | 0 | 48% |
| 2.5 | Expansion and strengthening of Angola’s Protected Area system | 0 | 0 | 0 | 0 | 0 |  |
| 2.6 | Creation of Marine Protected Areas in Angola | $625 000 | $383 500 | $218 010 | $185 454 | 35% | 48% |
| 2.7 | Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola | $250 419 | $735 846 | 0 | $84 102 | 0% | 11% |
|  | **SUB-TOTAL** | **$5 888 977** | **$7 966 951** | **$2 339 179** | **$3 498 301** | **40%** | **44%** |
|  |  |  |  |  |  |  |  |
| **III** | **Governance Unit** |  |  |  |  |  |  |
| 3.1 | Fair and Inclusive Society | $135 000 | $190 000 | $134 689 | $126 498 | 100% | 67% |
| 3.2 | Technical Assistance for Local Elections | $542 206 | $558 110 | $221 926 | $522 482 | 41% | 94% |
| 3.3 | Post-Elections Technical Assistance | $208 212 | $1 003 | $136 542 | 0 | 66% | 0% |
| 3.4 | Support for Safe Functioning of Informal/Local Markets | $270 000 | $101 509 | $269 172 | $23 646 | 100% | 23% |
| 3.5 | Programme for Consolidating Economic Governance and Public Finance Management Systems | $695 346 | $919 224 | $480 094 | $581 219 | 69% | 63% |
| 3.6 | National Strategic Policy Support (COVID-19 intervention) | $155 516 | $177 744 | $106 561 | $119 954 | 69% | 67% |
|  | **SUB-TOTAL** | **$2 006 280** | **$1 947 590** | **$1 348 984** | **$1 373 799** | **67%** | **71%** |
|  |  |  |  |  |  |  |  |
| **IV** | **Global Fund** |  |  |  |  |  |  |
| 4.1 | HIV MAL & TB NFM3 BENGUELA CUANZA SUL | 0 | $22 261 910 | 0 | $874 722 | 0 | 4% |
| 4.2 | HIV MAL & TB Z GRANT | $10 866 010 | $8 591 317 | $7 452 733 | $6 570 131 | 69% | 76% |
| 4.3 | Strengthen the National Health procurement system of Angola | 0 | 0 | 0 | 0 | 0 | 0 |
| 4.4 | Strengthening the National Response to HIV in Angola | 0 | $2 354 597 | 0 | ($278 765) | 0 | -12% |
|  | **SUB-TOTAL** | **$10 866 010** | **$33 207 824** | **$7 452 733** | **$7 166 088** | **69%** | **22%** |
|  |  |  |  |  |  |  |  |
| **V** | **UNDP Accelerator Lab** |  |  |  |  |  |  |
| 5.1 | Accelerator Lab – Angola | $351 598 | $615 885 | $353 802 | $267 898 |  | 43% |
|  | **SUB-TOTAL** | **$351 598** | **$615 885** | **$353 802** | **$267 898** | **101%** | **43%** |
|  | **TOTAL GENERAL** | **$19 736 915** | **$45 074 148** | **$11 965 068** | **$12 708 062** | **61%** | **28%** |

# Annex 2: UNDP in the United Nations Sustainable Development Framework (UNSDF 2018-2022)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| UNSDF Outcomes | Outputs UNDP is involved | Role | Total Budget (USD million) | UNDP Planned Contribution (USD Million) | % of Total Budget |
| *Outcome 1: By 2022, the Angolan population, particularly the most vulnerable, has better access to quality and integrated social and productive services and to a diversified economy capable of the creation of decent employment and earnings in order to reduce poverty.* | 1.1; 1.2; 1.3; 1.4;1.5; 1.6; 1.7; 1.8; 1.9; 1.10; 1.11 | Technical assistance; advocacy; service delivery; capacity building | 86 | 26.8 | 31 |
| *Outcome 2: By 2022, adolescents, youth, women and the most vulnerable are given priority in social, economic, cultural, and environmental policies and programmes, including within humanitarian contexts.* | 2.1; 2.2; 2.3; 2.4; 2.5; 2.6; 2.7; 2.8; 2.9 | Technical assistance; advocacy; service delivery; capacity building | 64.3 | 1.4 | 2 |
| *Outcome 3: By 2022, vulnerable population is resilient to climate change and the risk of disasters, having an inclusive and sustainable production; with planning and management of the territory, cities, natural resources and the environment* | 3.1; 3.2; 3.3; 3.4; 3.6; 3.7; 3.8; 3.9; 3.10; 3.12; 3.13; 3.14 | Technical assistance; advocacy; service delivery; capacity building | 87 | 38.7 | 44 |
| *Outcome 4: By 2022, citizens participate in and monitor governance, everyone has access to justice and Human Rights are observed, within an environment of peace and regional security* | 4.1; 42; 4.3; 4.4; 4.5 | Technical assistance; advocacy; service delivery; capacity building | 24 | 4.8 | 20 |

# Annex 3: Evaluation Matrix

| Evaluation Criteria | Key Questions/Areas for Review and Assessment | Data Collection tools | Data Sources | Methods of Data Analysis |
| --- | --- | --- | --- | --- |
| Relevance | | | |  |
| To what extent is the initiative in line with the UNDP mandate, national priorities and the requirements of targeted women and men? | 1. To what extent is the UNDP CPD aligned to Angola NDP to the UNDAF? 2. How well does the UNDP CPD respond to national priorities? 3. To what extent is UNDP CPD aligned with the UNDP Strategic Plan 4. What are UNDP’s comparative advantages in delivering national priorities and on the CPD aspirations? 5. To what extent is the Country Programme a robust instrument for the attainment of the SDGs? | Key Informant Interviews  Focus group discussions  Desk review | Angola NDP  UNDAF  UNDP strategic Plans  CPDs | Review of Documents  Qualitative analytical methods |
| Has UNDP been able to effectively adapt the programme to the effects of the COVID-19 pandemic in Angola | 1. What is UNDP’s contribution to the UN-system response to Covid-19? 2. What is UNDP’s contribution to the national socio-economic response to Covid-19? 3. How has UNDP adapted its CPD in response to Covid-19? | KIIs  Desk Reviews | UN COVID-19 response plans  National Covid 19 Response Plans  UNDP Project documents | Review of Documents  Qualitative analytical methods |
| How well does the design of the programme address the needs of the most vulnerable groups in the context of leaving no one behind | 1. Has UNDP undertaken detailed needs assessment of the different vulnerable groups during programme development? 2. Were the vulnerable groups involved in programme/project formulation process? 3. To what extent are the needs of the vulnerable identified and catered for in the UNDP CPD and specific programmes and projects? 4. What specific vulnerable groups are identified in UNDP programme and project interventions? 5. What have been the impact of these interventions on these vulnerable groups? | FGDs with Beneficiaries  Desk reviews  Site visits to project implementation sites | UNDP CPD  Programme reports  FGDs with beneficiaries | Review of Documents  Qualitative analytical methods  Quantitative analytical methods |
| Effectiveness | | | |  |
| By reviewing the programme results and resources framework, is the UNDP programme on track to determinate the contributions at the outcome and output levels? | 1. What has been UNDP’s contribution to the outcomes and outputs [if mid-term, the outcomes dimension could be challenging] 2. What activities were implemented and account for the specific changes due to UNDP’s Interventions. 3. What was not implemented against what was intended, and to reflect on the causes, and implication for UNDP positioning and strategy in next cycle | Desk reviews  Survey | UNDP CPD  Work plans  Annual reports  Annual Reports | Review of Documents  Qualitative analytical methods  Quantitative analytical methods |
| What are the key achievements and what factors contributed to the achievements or non-achievement of those results? | 1. What were the key achievements and results of the Country Programme? 2. What factors contributed to the achievement of the results? 3. What factors hampered the achievement of results? 4. Did UNDP critically analyse the risks and put in place mitigation measures? | KIIs  Beneficiaries ‘FGDs  Desk review | UNDP CPD  Work plans  Annual reports  Annual Reports | Review of Documents  Qualitative analytical methods  Quantitative analytical methods |
| To what extent has UNDP programme contributed towards an improvement in national government capacity, including institutional strengthening? | 1. What is the national context in terms of capacities and capacity development? 2. Does the UNDP CO have and overall country office approach to capacity development and is it in conformity with the UNDP capacity development conceptual framework? 3. What capacities has UNDP strengthened and in which institutions? 4. What results and changes in government’s capacity and other partners can be attributed to UNDP Programme? 5. What capacity building activities are directed particularly at local community actors and organizations? 6. What strategies are in place to ensure capacity utilization and retention from the UNDP capacity development activities? | Desk Review  KIIs | NDP reports  UNDP annual Reports  Training reports | Review of Documents  Qualitative analytical methods  Quantitative analytical methods |
| To what extent has UNDP been able to form and maintain partnerships with other development actors including bilateral and multilateral organizations, civil society organizations and the private sector to leverage results during the COVID crisis | 1. Does the UNDP CO have a partnership strategy? 2. Who are the key partners UNDP works with/How does UNDP involve other Development partners’ engagement in the implementation of CPD related projects? 3. Is the UN in Angola Delivering as One? 4. How many Joint Programmes have been identified under the UNDAF? 5. What joint programmes or activities is UNDP undertaking with other UN agencies to maximize results and synergize efforts in the UNDAF? 6. How is UNDP perceived by: UN agencies; Donors; Government; and Civil Society | Desk review  KIIs | Partnership strategy  Joint programme documents  Project documents  UNDAF  Development Partners’ programme documents | Review of Documents  Qualitative analytical methods  Donor Landscape analysis |
| Efficiency | | | |  |
| To what extent have the programme or project outputs resulted from economic use of resources (funds, human resources, time, expertise, etc.)? | 1. What is the quantum of resources mobilized by UNDP and from what sources and for what activities? 2. What is the delivery performance of UNDP and how is this related to the achievements? 3. What strategies being implemented to ensure economical use of resources? 4. What cost efficiency methods has UNDP introduced in the implementation of UNDP’s Programmes? | Desk Reviews  Online Survey  KII | Project financial reports  Annual reports | Review of Documents  Qualitative analytical methods  Quantitative analytical methods |
| Programmatic Integration | 1. How is UNDP ensuring interlinkages and synergies between its three programme clusters – governance, inclusive growth and environment? |  |  | Review of Documents  Qualitative analytical methods |
| Sustainability | | | |  |
| To what extent did UNDP establish mechanisms to ensure the sustainability of the country programme Outputs? | 1. What measures or specific strategies does UNDP have to ensure sustainability in the programmes? 2. Are there sustainability plans for the UNDP projects and/or plans to upscale up interventions/results 3. Degree of harmonization and utilization of Government ‘s existing structures and systems 4. To extent is there government uptake of UNDP interventions? | Desk reviews  KIIs with Stakeholders | Project sustainability plans  Government policies  NDP | Review of Documents  Qualitative analytical methods |
| What is the likelihood that the benefits that resulted from CPD will continue at national and subnational levels through adequate ownership, commitment and willingness displayed by the Government? | 1. What are Stakeholder perception and confidence on the sustainability potential of UNDP interventions? 2. How is the CO supporting domestic resource mobilization efforts? | KIIs  Desk Reviews  Surveys | Government policies and reports  Project reports | Review of Documents  Qualitative analytical methods |
| Gender | | | |  |
| To what extent have gender equality and the empowerment of women, including HIV-related Key Populations, been addressed in the programme strategic design, implementation (including during COVID), monitoring and reporting? | 1. How is UNDP mainstreaming Gender in programme design & implementation? 2. What is the internal CO strategy on Gender? 3. What Specific projects or assistance is UNDP providing to Women during the COVID 4. What are the key achievements of UNDP on Gender? | Desk reviews  FGDs with beneficiaries  KIIs | The Ministry of Social and Family Affairs Strategic and implementation Plans  UNDP CPD and project documents  Sector Reports | Review of Documents  Qualitative analytical methods  Quantitative analytical methods |

# Annex 4a: List of UNDP Staff met during Entry Meetings

|  |  |  |
| --- | --- | --- |
|  | Names | Position |
| 1 | Edo Stork | UNDP Angola RR |
| 2 | Mamisoa Rangers | DRR |
| 3 | Lorenzo Mancini | Economist |
| 4 | Janeiro Avelino | Environment and Disaster Risk Reduction Unit |
| 5 | Zeferino Teka | Governance Unit |
| 6 | José Félix | Sustainable Development and Inclusive Growth Unit |
| 7 | Beryl Massiya | UNDP, HR |
| 8 | Daniela Lima | UNDP Accelerator Lab |
| 9 | Alberto Hungulo | UNDP Accelerator Lab |
| 10 | João Neves | UNDP, FRESAN Project Manager |
| 11 | Tonta Diamoneka | UNDP, Head of Unit in Charge (Finance) |
| 12 | Cláudia Fernandes | RBM & Communications Unit |
| 13 | Maria Casal | UNDP Angola Gender Specialist |
| 14 | Ana Ernesto | RBM & Communications |
| 15 | Avelina Lopes | RBM & Communications |

# Annex 4b: List of Stakeholders Consulted

|  |  |  |  |
| --- | --- | --- | --- |
|  | **GOVERNMENT INSTITUTIONS & NGO** | | |
|  | **Name** | **Function** | **Project** |
|  | **ENVIRONMENT AND DISASTER RISK REDUCTION UNIT** | | |
| 1 | Giza Gaspar Martins | Director | Ministry of Environment |
| 2 | Ernesto Escórcio | Project Coordinator | Ministry of Environment |
| 3 | Carla Silva Pompilio | Project Coordinator | Addressing Urgent Coastal Adaptation Needs and Capacity Gaps in Angola, |
| 4 | Manuel Lutango | Project Coordinator | Civil Protection |
| 5 | Edson Fernando | Assistant | Civil Protection |
|  |  |  |  |
|  | **GLOBAL FUND** | | |
| 6 | António Coelho | President | NGO “Anaso” |
| 7 | Dr. Delfina da Silva | Head of Public Health Department | Province of Kwanza Sul |
| 8 | Dr. Silveiro dos Santos | President | CAJ (Center of Young’s support) |
| 9 | Carlos Fernandes | President | President of IRIS - Angola Association |
| 10 | Rosa Francisco | President | President of Mwenho ONG |
| 11 | Domingos Lukato | President | ASCAM |
| 12 | João Misselo da Silva, | Executive Director | IHO- International Humanitarian Organization-Subrecipient HIV |
| 13 | Rikke Viholm | President | ADPP - President of the Administration Council |
| 14 | Evaristo Waya | Senior Partnership | ADPP - Senior Partnership & Community Development Officer |
| 15 | Ambrósio Disadidi | National Coordinator | National Coordinator of the Tuberculosis Programme |
| 16 | Siene Tienabe | Assistant | Tuberculosis Programme |
| 17 | Maria Lúcia Furtado | Director | National AIDS Institute |
| 18 | Maria Carolina da Silva | Director | WORLD VISION |
| 19 | Alfredo Francisco | Executive | World Vision |
| 20 | Georgina Panzo Marques | Assistant | Ministry of Health |
|  |  |  |  |
|  | **GOVERNANCE** | | |
| 21 | Celeste Cuchimuila J. Cassoma | Director of GEPE | Ministry of Territorial Administration (MAT), |
| 22 | André Brito | Assistant | Attorney General's Office |
| 23 | José Miguel | Assistant | Audit Office (Tribunal de Contas) |
| 24 | Florbela Araújo | Chairperson | Ombudsman office |
| 25 | Alex | Assistant | Ombudsman office |
| 26 | Yannick Bernardo | Director | Ministry of Justice and Human Rights, |
| 27 | Suzana Peres | Consultant | Ministry of Justice and Human Rights, |
| 28 | Wilson Adão | Project Coordinator | Field visit to legal clinic |
| 29 | Elsa Barber | Secretary of State | Ministry of Family, Social Welfare and Gender Promotion |
| 30 | Margarida | Director | Ministry of Family, Social Welfare and Gender Promotion |
| 31 | Adelaide Almeida | Director of Planning | Ministry of Interior |
| 32 | Silvia Lunda | Assistant | Ministry of Interior |
|  |  |  |  |
|  | **SUSTAINABLE DEVELOPMENT AND INCLUSIVE GROWTH** | | |
| 33 | Chaney Rosa Jones | Director | Director, National Institute of Statistics |
| 34 | Teresa Sangossango | Assistant | National Institute of Statistics |
| 35 | Anália Prata | Deputy Director | Deputy Director, National Institute of Statistics |
| 36 | Jaime Jerónimo | Deputy Director | Deputy Director, National Institute of Statistics |
| 37 | Osvaldo Machado | Deputy Director | Professional Training Centre in Cazenga, |
| 38 | Edgarda Sacramento Neto | Deputy Director | Deputy Director of INEFOP |
|  |  |  |  |
|  | **ACCELATOR LAB** | | |
| 39 | Jones Heitor | Director | Ministry of Higher Education, Science, Technology and Innovation |
|  |  |  |  |
|  | **DONORS** | | |
| 40 | Merethe Luis | Deputy Head of Mission | Norway Embassy |
| 41 | Irina Alves | Advisor | Norway Embassy |
| 42 | Ahmet Akoyol |  | Turkey Embassy |
| 43 | Paulo Nelson da Costa Leitão | Project Coordinator | EU |
|  | **UN AGENCY** | | |
| 44 | Javier Aramburu | Disease Prevention & Control | WHO |
| 45 | Marina Morales | Head of Education Section | UNICEF |
|  |  |  |  |

# Annex 5: Indicative Checklist of Questions for Stakeholders

| Area | Key Questions/Issues for Discussion | Purpose |
| --- | --- | --- |
| General | 1. Identification of the persons being interviewed and roles in institution 2. Overview of stakeholder or Institution 3. National context of the Sector or area of concern 4. History of partnership with UNDP 5. Other partners working with Institution and areas of support provided | * To document participants to the process * To have an appreciation of the national context and assess the relevance of UNDP’s intervention * Obtain a clear picture of the stakeholder and role in the UNDP intervention |
| Area of collaboration with UNDP in the Context of CPD 2020-2021 | 1. What areas are you working with UNDP? 2. Are all these activities within the period 2020-2021 | * To re-affirm areas of the partnership from standpoint of stakeholder * Ensure that the activities being evaluated are the right ones |
| Achievements and key results | 1. What are the main activities undertaken? 2. What have been the main results due to UNDP? 3. What are the factors that contributed to the achievement of the results? 4. What has not been undertaken and why? 5. How do you intend to sustain or scale up the results/achievements of the programme? | * Obtain from the stakeholder what the key achievements and results are? * Triangulate with reports and interviews with UNDP staff * Ensure that there is clear understanding of what results can be directly attributed to UNDP and its contribution to higher level outcomes |
| Implementation challenges and Issues | 1. What are the main challenges met in programme implementation? 2. Have these been overcome and how? 3. How did Covid-19 impact on the programme and how did you adjust or adapt? | * Obtain an appreciation of implementation challenges and how to solve them * Obtain a clear idea on how Covid-19 impacted programme performance and adjustments made |
| Partnership with UNDP | 1. What are your perceptions of UNDP as a partner? 2. How well has the collaboration worked? 3. What would you recommend for UNDP to improve programme implementation and the partnership? | * Obtain stakeholder views on partnership with UNDP * Obtain recommendations on how UNDP can strengthen its partnerships |
| Way Forward | 1. What are your recommendations for UNDP’s future programme? | * Obtain inputs for UNDP CPD successor programme |

# Annex 6: List of Documents (In addition to those listed in ToRs)

**GOVERNANCE**

**Projects Document**

1. Strengthening legality in economic management;
2. Technical Assistance for the Ombudsman's Office

**Agreements**

1. Technical assistance for the protection of human rights at the local level in 2020;
2. Letter of Agreement between the United Nations Development Program and the Human Rights Center of the Catholic University of Angola for the implementation of the project "For a fair and inclusive society";
3. Cooperation Protocol between the Ministry of Interior of the Republic of Angola and the United Nations Program for Development in the Matter of Human Rights;

**General**

1. Women and transformative leaders for local authorities in Angola;
2. Training on Local Governance Women and Development – Report – Centre of Coordination of Gender Issues – Eduardo Mondlane University – December, 2020;
3. Strengthening legality in economic management;

**SUSTAINABLE DEVELOPMENT AND INCLUSIVE GROWTH**

**Project Documents**

1. Project Proposal Template Turkey- UNDP Partnership in Development Programme (Phase II) - Vocational training for women and youth on priority skills gaps for livelihood;
2. Narrative Progress Report – Funded by the European Union;

**ACCELERATOR LAB**

**UNDP Corporate Documents**

1. Multi-Country Project Document Accelerator Lab Network;
2. Project Document: Towards a Fair and Inclusive Society;

**Reports & Studies**

1. PROGRESS REPORT UNDP & Ministry of Higher Education, Science, Technology and Innovation Partnership;
2. UNCTAD/ UNDP/MESCTI – Study on Innovation and Entrepreneurship - Diagnosis and Recommendations;

**General**

1. Online Hackathon – Concept Note Provisional Title: “PALOP Hack the Crisis”;
2. Luanda Entrepreneur Academy Luanda Local Government + UNDP Action Plan;
3. Design of the Strategic Plan of the Luanda Academy of Entrepreneurs;
4. Letter of Agreement Between Ministry of Administration of The Territory And United Nations Development Program - ‘Supporting the Safe Functioning of Local Markets;
5. Urban Markets in Angola – Fostering recognition and increasing value creation by building on the potential that lies within networks;
6. NextGenCities program: Angola & Urban Markets, by Daniela Lima, Judite Silva, Alberto K Hungulo - UNDP Office in Angola;
7. Understanding and engaging with the complexity of Informal Urban Markets in Angola;

**ENVIRONMENT AND DISASTER RISK REDUCTION**

**Project Documents**

1. Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities:
2. Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan’s Cuvelai River Basin;
3. Addressing urgent coastal adaptation needs and capacity gaps in Angola;

**Reports**

1. Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan’s Cuvelai River Basin – Mid Term Review – Final Report;
2. Project Implementation Review (PIR), 2020 – Promoting climate-resilient development;
3. Project Implementation Review (PIR) – Coastal Adaptation in Angola;

**GLOBAL FUND**

**Project Document**

1. Strengthening National Capacity to Fight HIV/AIDS in Angola;
2. Global Fund - Z Grant Implementation Map - updated on 24 June 2020
3. Consolidated Z Grant- Angola – Narrative Proposal for the Reprogramming of Revision of Programmating Intervention under the NFM 2, Malaria, HIV and TB Grants – 1 July 2020 to 30 June 2021;

**Reports**

1. Report to the National Global Fund Grant Coordination Mechanism in Angola (MCN ANGOLA);
2. Audit Report Global Fund Grants in the Republic of Angola GF-OIG-20-003 27 February 2020 Geneva, Switzerland;
3. REPORT Community HIV-AIDS Prevention Project – For the Quarter March-April-May 2021;
4. AGO-H-UNDP: Performance Letter: Progress Report covering the period 1 January, 2017-30 June, 2017 with Disbursement Request covering the period 1 July 2017-30 June, 2018

**Funding Request**

1. Global Fund – Funding Request – Tailored to Material Change;
2. Global Fund – Allocation Period 2020-2022;
3. AGO-H-UNDP Performance Letter for the Progress Report with Disbursement Request covering the period 01 July 2019 –30 June 2020 (and buffer period 01 July 2020 – 31 December 2020);
4. AGO-H-UNDP - Performance Letter Progress Report covering the period 1 July 2019-31 December 2019;
5. AGO-H-UNDP\_Progress Report 31 Dec 2018 - Final-22 Feb 2019;
6. AGO-H-UNDP: Performance Letter Progress Report covering the period 1 July, 2018 - 31 December, 2018;
7. Implementation MAP – NFM3 GRANT – 01 JUL 2021 to 30 JUN 2024
8. Global Fund – Performance Framework

Draft Report

**NATIONAL LEGISLATION**

1. Presidential Decree nº 195/21 of August 18, which approves the Rules and Modalities for the Elaboration of the State General Budget for 2022 and addresses the issue of the gender-sensitive budget;
2. Presidential Decree nº 234/19 of 22 July – Defines the amount to be allocated to each municipality under the participatory budget;

**UNDP CORPORATE DOCUMENTS**

1. UNDP Evaluation Guidelines Revised Edition: June 2021
2. Handbook On Planning, Monitoring and Evaluating for Development Results

# Annex 7: Fostering Poverty Eradication and Inclusive Economic Growth Results Template

| **Outcome/Outputs** | **Indicators** | **Key Achievements at Mid-Term** | **Factor Contributing to Achievement of Results** | **Factors Contributing to Non-achievement of Results** |
| --- | --- | --- | --- | --- |
| ***UNDP CPD Outcome 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.*** | | | | |
| **Output 1.1**. National and subnational institutions have strengthened technical capacities to develop, implement and monitor strategies and programmes to end extreme poverty. | **Indicator 1.1.1**. Extent to which national strategies and programmes to end poverty are developed, implemented, budgeted and monitored.  **Baseline: 2**  **Target: 5** | Support for government in elaboration of National Voluntary report. The iSDG model accepted to be established in government as basis for planning process.  **Rating: 3** | Political will and government interest in achievement of key SDG indicators. | Continued reduced state budget for priority areas |
| **Indicator1.1**.**2** Existence of national platform to operationalize strategies to tackle multidimensional poverty and promote the Goals.  **Baseline: No**  **Target: Yes** | National Multidimension Poverty Indicator established and two MPI reports based in domestic statistics were also published.  **Rating: 3** | There is growing interest from government on evidence-based planning and budgeting. | Covid-situation has delayed the realization of The Multiple Indicator Cluster Surveys (MICS) and  Household Income Survey, critical tools for updating the MPI |
| **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 | I**ndicator 1.2.1**. Number of high-quality plans, strategies and analytical reports on labour market and entrepreneurship ecosystem produced, disaggregated data by sex, age and geographical location.  **Baseline: 1**  **Target: 5** | The study on skills supply and demand on labour market in Huila province. Provision of 600 scholarships for young people to attend vocational training courses and professional internships with private sector.  **Rating: 3** | The assessment of level of implementation and impact of skills development has led to review the targets of the National Programme on Promotion of Youth employment and also the revision of the curricula of vocational training education. | Professional internship we severely |
| **Indicator 1.2.2**. 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.  **Baseline: 1**  **Target: 5** | In collaboration with Ministry of Women and Social Affairs and National Institute for Development of Small and Micro Enterprises has led to establishment of 55 women cooperatives through training and facilitation to legal process and access to the microfinance.  **Rating: 2** | Definition and identification of area work with Ministry of Economy and Planning and National Institute for Development of Micro, Small and Medium Enterprises | private sector heavily hit by Covid |
| **Output 1.3.** Private sector platforms enabled to participate in the achievement of the Goals. | **Indicator 1.3.1.** Extent to which an innovative solution for social impact investment initiatives is implemented and operational.  **Baseline: 1**  **Target: 5** | Support for establishment of the Angolan Network for corporate responsibility.  **Rating: 2** | The work with private sector has led to establishment of the National Network for Social Corporate Responsibility and engagement of private sector with SDGs | Private sector heavily hit by Covid |
| **Indicator 1.3.2**. Existence of an operational new public-private partnership that contributes to the SDGs.  **Baseline: No**  **Target: Yes** | Realization of study on perception and mainstreaming of SDG in corporate planning, investment and reporting.  **Rating: 2** | The new law on Public-Private Partnership approved and with clear incentive for corporate investment in social areas. | Private sector heavily hit by Covid |
| **Output 1.4.** Capacities at national and local levels strengthened to deliver HIV and related services, including for people living with HIV, adolescent girls and young women, and key populations. | **Indicator 1.4.1.** Number of people living with HIV currently receiving antiretroviral treatment, including adolescent girls and young women, and key populations.  **Baseline: 77.559**  **Target: 122,193.** | The first half of 2021, despite the limitations imposed by the pandemic on the national response to HIV, reached encouraging results Compared to the first half of 2021, HIV testing increased by 13.72% (1,046,908 / 920,620). In the province of Benguela it increased by 23.96% (110.333 / 89.004). During the reporting period, 18,817 PLHIV started ART, with a higher incidence in females - 71.4% and (13426 /18,817). The gross cumulative number of 130.005 PLHIV on ART until June 2021, results from the definitive sum of patients in December 2020 (111,188), plus the total number of new patients (18,817) who started ART this semester in this report.  **Rating: 3 (Green - Excellent and well on track)** | The reason for the positive performance of this indicator had the following reasons: 1. The recount of patients in active queue for ART in Benguela province. This is a good practice and its expansion to the province of Cuanza Sul will be recommended; 2. The carrying out of training supervisions on Malaria, HIV, PTMF, TB, SSR and M&E in the 18 provinces; 3. Ongoing training for program technicians on the national TA protocol and ART standards and on integrated data collection instruments; 4. In-service training of technicians on early childhood diagnosis and viral load in the provinces of Luanda, Benguela, Bié, Cunene, Huambo, Huila and Namibe; 5. The timely distribution of supplies in the provinces and in some specialized health units and private clinics (Clingiest, Girassol, 29 de Novembro and Sagrada Esperança); 6. The complementarity of community support services for prevention, diagnosis and treatment, implemented by SRs and SSRs in the provinces of Bie, Cuando Cubango, Namibe, Huila, Luanda, Benguela and Cunene, achieved the following results in this period: • Distribution of 82,059 materials on information, education and communication related to HIV/AIDS; • Conducting IEC sessions in communities, benefiting 4,694 people; • 85 Advocacy meetings with traditional authorities, religious, community leaders and health facilities; • Community guidance on antiretroviral therapy to 11,065 people; • Home visits to 6,448 PLHIV in follow-up. Source: DHIS2 semestral DHIS2, Spectrum e base de dados consolidado SR. | Not applicable |
| **Indicator 1.4.2**. Number of HIV positive pregnant women who received antiretroviral treatment during pregnancy to reduce the risk of mother-to-child transmission of HIV.  **Baseline: 7 008**  **Target: 15.537** | Definitive data from Spectrum 2020 estimated a vertical transmission rate of 19% (5,196/27,951) for Angola. Improving programmatic indicators for mother-to-child transmission stems from the national priority of ensuring an HIV/AIDS-free generation. In the reporting period, 40% (425,249/1.046,908) of pregnant women were tested, resulting in a positivity rate of 1.3% (5,545/425,249). The number of HIV+ pregnant women who received ART was 9,396 and 45% of these (4,226/9396) were HIV+ pregnant women who were already using ART before the current pregnancy. This result indicates that the country is in good track to achieve the set target.  **Rating: 3 (Green - Excellent and well on track)** | The reasons for this performance are related to good practices such as: 1. UNDP support to MOH in the acquisition of ARVs; 2. Advising UNDP in the elaboration of the National Plan for mother-to-child vertical transmission. 3. Ongoing training for providers of the Protocol and Adherence to the Prevention of Mother-to-Child Transmission of HIV; 4. Creation of a flowchart for the transport of the viral load sample to the provinces of Luanda and Benguela. 5. Offering community support services to pregnant women reaching: • 7,244 IEC sessions on PTMF held in the community, including during antenatal sessions. • 5,910 home visits to HIV + pregnant women • 771 HIV+ pregnant women identified and monitored in the community. • 773 HIV+ pregnant women referred | The restrictions imposed by the COVID-19 pandemic affected the regular movement of the population, including fear to visit health facilities despite the government efforts to convince that pregnant women should not stop attending the ANC clinics and avoid home births. In addition to this, in many areas of Angola, pregnant women have a preference to not attending ANC. This is a problem that the country has recognised as a priority. |
| **Indicator 1.4.3.** Number of: (a) adolescent girls and young women; and (b) female sex workers reached with HIV prevention services.  **Baseline:** (a) 27,859; (b) 2,499.  **Target:** (a) 90,000; (b) 16,584. | (a) Adolescent girls and young women - 81.550 adolescent girls and young women were reached with a defined package since January 2020. Two SR's (ADPP and APDES) contributed to the performance of this indicator. The largest contributor to this component was ADPP, providing a defined package of HIV prevention services in five provinces (Huíla, Luanda, Benguela, Cunene and Cuando Cubango). This coverage is the result of actions taken at the “Bancadas Femininas” inside and outside the school, which consisted of offering adolescents and girls, on an ongoing basis, information on HIV prevention, comprehensive sexual education and empowerment. (b) female sex workers - a total of 14625 FSW were reached with a prevention package during the reporting period. In the first half of 2021, the SRs in the provinces of Bié (APDES), Cuanza Sul and Benguela (ADPP/OIC and ASCAM) made significant progress in providing the prevention service package to female sex workers. In addition, 78.6% (6,858/8,725) of the FSWs were tested for HIV resulting in a positivity rate of 4.4% (302/6,858). The highest number of positive tests were obtained in the provinces of Luanda, Benguela and Cuanza Sul. A total of 13,738 condoms and lubricants were distributed.  **Rating: 3 (Green - Excellent and well on track)** | Adolescent girls and young women: Factors that contributed to performance were:  a) The operationalization of community information systems and the introduction of new Risk Assessment b) Sheets and ITS's Tracking Sheets; c) Operationalization of the Drop-in Center in Bié for the testing of AGYW; d) To circumvent the limitations imposed by COVID-19, SRs used the advantages of the various applications (WhatsApp; Facebook; Instagram; Zoom; Twitter) for the collection and sharing of data and information, conducting group discussions, as well as raising awareness; and further strengthening and expanding the network of contacts and the interrelationship between groups of key populations individuals.   Female Sex workers: Factors that contributed to performance were:  1. The expansion of the package of services to Key Populations in the province of Cuanza Sul, municipalities of Sumbe and Amboim with ASCAM, ADPP SSR; 2. Redefinition of the grant SSR management arrangement map placing OIC and ASCAM under ADPP management; 3. Mapping of new focus in the province of Cuanza Sul and strengthening the assessment during counselling; 4. Implementation of a FSW empowerment approach as part of the program strategy on rights education and gender-based violence (GBV); 5. In Benguela, sensitization and training of health workers in the provision of friendly services for KP, without stigma and discrimination; 6. Conduct stigma coordination and training sessions with police department heads and health professionals. 7. Referral and follow-up of FSWs who test positive for HIV to ART facilities. | The COVID-19 pandemic limited the implementation of community outreach activities due to the restrictions that were imposed. Nevertheless, the country in in good track to reach the set target. |

# Annex 8: Increasing Resilience to Shocks and crises and enhancing management of natural resources for conservation and economic development - Results Template

| **Outcome/Outputs** | **Indicators** | **Key Achievements at Mid-Term** | **Factor Contributing to Achievement of Results** | **Factors Contributing to Non-achievement of Results** |
| --- | --- | --- | --- | --- |
| ***UNDP CPD Outcome 2: By 2022, the vulnerable population is resilient to climate change and disaster risk, with sustainable and inclusive production, planning and management of the territory, cities, natural resources and the environment.*** | | | | |
| **Output 2.1.** Government institutions and local communities have enhanced technical capacity to implement low-carbon development pathways and promote renewable energy access. | **Indicator 2.1.1.** Existence of targets for low emission and/or climate-resilient development in development plans and strategies.  Baseline: No  Target: Yes | After ratification of Paris Agreement in November 2020, the Government of Angola initiated the development of a Nationally Determined Contributions (NDC), which a draft has been submitted to UNFCCC in May 2021. The NDC sets out Angola´s ambitions in adaption and mitigation actions, both with clear unconditional and conditional contributions. |  | Changes at the IP - mainly Ministry responsible for Environment (changes at ministerial level), and COVID-19 pandemic and associated lockdowns. |
| **Indicator 2.1.2**. Number and proportion of households benefitting from clean, affordable and sustainable energy access in rural areas.  **Baseline: 180,000 (11.2%).**  **Target: 300,000 (18.7%).** |  |  |  |
| **Output 2.2.** Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains. | **Indicator 2.2.1.** Natural resources that are managed under a sustainable use, conservation, access and benefit -sharing regime: (a) area of land and marine habitat under protection (hectares); (b) area of existing protected area under improved management (hectares); (c) number of shared water ecosystems (fresh or marine) under cooperative management; (d) amount of harmful chemicals reduced or disposed (metric tonnes); (e) number of companies involved in solid waste recycling.  **Baseline**: (a) 16,264,200 land; 0 marine; (b) 1,615,000; (c) 2; (d) 0; (e) 20  **Target:** (a) 16,500,000 land, 150,000 marine; (b) 3,657,000; (c) 4; (d) TBD; (e) 30. | Under the Expansion and Rehabilitation of Protected Areas project, 3 planned new protected areas (Kumbira Forest with 127,737 ha, Pingano Mountain range with 206,818 ha, and  Moco Hill with 107,464 ha) are at advanced stage on mandatory studies and management plans, which are currently under final stakeholders consultation processes at local and national levels. This will be followed by a submission of the package to the National Assembly for gazettement as New Protected Areas in Angola. In additon, another new Protected Area (Carumbo Lagoon with 228,034 ha) is at advanced stage for its gazettment by the nacional assembly. These will add up the network of Angola´s PA system by additional 442,019 hectares of land under protection, as well as under improved management; and 228,034 ha of new fresh water ecosytems. Additionally, 150,000 ha are being considered form the first Marine Protected Area in Angola, with studies and zonation process currently at advanced stages. The HCFC-22 (Chlorodifluoromethane or difluoromonochloromethane) consumption has been decreasing over the past 5 years due to the implementation of the activities under the Hydrofluorocarbons Phase Out Management Plan (HPMP) - Montreal Protocol, particularly the enforcement of the licensing and quota system, training of customs officers, improved servicing practices and containment strategies in the refrigeration servicing sector. In addition, old HCFC-based equipment has been replaced by HFC-based equipment, mainly based on R-410A and R-404A refrigerants. Angola has been able to reduce the consumption of HCFC-22 by 11.50 metric tonnes between 2019 and 2020. | Despite challenges imposed by coVID-19 pandemic, adaptive management practices were employed. Virtual meetings replaced face-to-face (with some limitions when it came to interactions with local communities). | Changes at the IP - mainly Ministry responsible for Environment (changes at ministerial level), and COVID-19 pandemic and associated lockdowns. |
| **Indicator 2.2.2.** Number of renewable energy supply chains improved, with involvement of national institutions.  **Baseline: 0**  **Target: 2** | Angola Government throught PPP have embarked into a large program aiming at revolutionizing energy access in Angola and taking it to deprived geographical locais (in terms of supply and access to the grid). Photovoltaic panels are being installed and built, totaling 370 megawatts (MWp) as target by 2022 in 6 provinces. UNDP has recently approved a sustainable energy access project, aiming at contributing with off-grid energy supply to rural communities in Moxico province. | Established government incentives on investments into renewable energies in Angola. |  |
| **Output 2.3.** Most vulnerable communities have strengthened technical capacities to respond to natural and human-induced risks and disasters and adapt to climate change. | **Indicator 2.3.1**. Number of operational agrometeorological monitoring and early warning systems established to limit the gender-differentiated impact of natural hazards.  **Baseline: 0**  **Target: 15** | Through the Adaption in the Cuvelai river basin project, 10 Automated Weather Stations (AWS) and 2 calibration stations were installed across to basin (project target area) and handed over to the responsible entity (INAMET). Currently there is ongoing installations of 3 Telemetric-type hydro-climatological stations and 4 limnimetric scales under the leadership of GABHIC, entity responsible for the management of the basin, who will be responsible in the use of such equipment, collect and analyse data generated. The equipments are complemented with Satellite phone and mobile radios to ensure efficient transmission and dissemination of information in the advent of extreme weather events to relevant stakeholders, with emphasis to the local communities. | Despite challenges imposed by the pandemic, new ways of working were adopted,ie characterized by shifting of face to face trainings into virtual mode. When air travels resumed to Luanda, contracts were ammended to allow consultants to come in country and accommodated costs related to mandatory self-quarentine. | Changes at the IP - mainly Ministry responsible for Environment (changes at ministerial level), weak capacity of the recipient directorate to manage complex multi-sector projects, and COVID-19 pandemic and associated lockdowns. |
| **Output 2.4.** The Government has increased technical and financial capacities to support drought recovery and resilience building in the southern provinces. | **Indicator 2.4.1**. Number of newly designed gender-responsive disaster risk reduction plans/strategies budgeted, implemented and monitored in accordance with the drought recovery framework, the Sendai Framework for Disaster Risk reduction, and the NDP, 2018- 2022.  **Baseline: 0**  **Target: 3** | Three Provincial Flood Contingency and Response Plans were developed and approved (in Cunene, Huila and Namibe provinces) under the framework of the FRESAN project. Support for the elaboration and approval of provincial contingency plans for Covid-19 in the three target provinces has been provided and the plans were approved in 2020, followed by immediate implementation by the Provincial Governments. | Despite challenges imposed by COVID-19 pandemic, the field based project staff remained on site working closely with provincial governments on activities that were possible to be implemented under the circunstances. Adaptive management has been employed, by re-prioriotizing the risks response lens into emerging pandemic, and with additional resources dedicated to COVID-19, the project was able to deliver contingency plans at provincial level. | COVID-19 pandemic and associated lockdowns impacted negatively the delivery of most of the expected results under this output. |

# Annex 9: Strengthening Inclusive Democracy, Human Rights, Justice and Rule of Law: Consolidated Results Template

| **Outcome/Outputs** | **Indicators** | **Key Achievements at Mid-Term** | **Factor Contributing to Achievement of Results** | **Factors Contributing to Non-achievement of Results** |
| --- | --- | --- | --- | --- |
| ***UNDP CPD Outcome 3: By 2022, citizens participate and exercise governance oversight, people have access to justice, and human rights are observed in a context of regional peace and stability.*** | | | | |
| **Output 3.1.** *Inclusive and participatory local governance model, laws and regulations enabled for effective participation of individuals, particularly women and youth.* | **Indicator 3.1.1**. Percentage of women and youth under 35 years that participate as candidates in local governance elections.  **Baseline: 0 Target: Women: 30%; Youth: 10%** | 50 leading women from a diverse range of political party affiliations and civil society prepared to participate as candidates and mobilizers in Angola's local elections | Successful partnerships with the Government (at national and local levels) based on technical value proposition offered by UNDP; UNDP's programmatic alignment with national priorities per the PDN 2018-2022; availability of funding through cost sharing contributions by development partners e.g. Norway, Netherlands | Local elections postponed due to lack of adequate material conditions and to Covid-19 concerns |
| **Indicator 3.1.2**. Percentage of supported municipalities with platforms for participatory engagements of youth in budgetary development processes.  **Baseline: 0 Target: 20%** | 5 of the 6 Local Governance Legal Framework developed and approved based on political consensus; Participatory Budgeting (PB) instituted (Presidential Decrees n.˚234 and n.˚235) in Angola; Participatory Budgeting Committees for the Citizen Budget (component 1 of PB) established and functional in 100 municipalities; Municipal Forums for Participatory Budgeting of Municipal Administrations (component 2 of PB) established in all the 164 municipalities; Residence Committees instituted (Executive Decree n.˚170/20) and 3,213 Residence Committees established countrywide; established and functional Digital Database for Residence Committees networking and for public verification of official data on voter registration. | ibid |  |
| **Indicator 3.1.3**. Existence of a functioning gender-responsive advocacy platform for pro-youth policies and programmes.  **Baseline: No. Target: Yes** | Established and functional digital platform for women and women's organizations networking | Successful partnerships with Parliament (esp. Caucus of Women Parliamentarians), political parties and civil society based on UNDP's technical value proposition and alignment with national priorities; availability of funding by third parties. |  |
| **Output 3.2.** *Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication.* | **Indicator 3.2.1**. Percentage of public institutions that implement the national anti-corruption plan, 2018-2022, for effective assessment of risks and prevention of the impact of corruption on public interest.  **Baseline: 0 Target: 20%** | Agreement was signed with the General Inspections Office (IGAE) to foster risk assessment and preventive measures at sectoral level. |  | Agreement with IGAE (General Inspection Office) is on hold because the latter has reviewed priorities, focusing now on building a training institution, which UNDP is not in a position to support (both technically and financially). Assessment of the current plan is still ongoing with results expected in 2022. Meanwhile, with the establishment of a High-Level Working Group led by Casa Civil, a new strategy is already under development and UNDP was consulted and provided the blueprint for the strategy. |
| **Indicator 3.2.2**. Extent to which institutions at the national and local levels carryout gender responsive service delivery. **Baseline: 2 23 Target: 5 23** | Gender-Sensitive Budgeting instituted as a requirement in the 2022 State Budget (Presidential Decree n.˚195/21); gender markers introduced in the Sistema Integrado de Gestão das Finanças Públicas (SIFGE); sectors trained in Gender-Sensitive Budgeting | Principal factors were UNDP's strategic vision and technical value proposition. |  |
| **Output 3.3**. Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalized groups. | **Indicator 3.3.1**. Existence of strengthened local level institutions and systems supporting fulfilment of nationally and internationally ratified human rights obligations.  **Baseline:15** Provincial Human Right Committee (PHRCs)  **Target: 18** Provincial Human Rights Committees (PHRC) | Designed and adopted the National Strategy for Human Rights Education; 18 Local Human Rights Councils established; 52 Municipal Human Rights Committees established (5 of which in Luanda) to respond to local human rights cases; Local Facility for training of Law Enforcement established in the Ministry of Interior; a digital platform for tracking the implementation of national human rights recommendations at testing phase; ongoing digitalization of justice administration services, starting with the establishment of virtual courtrooms in 10 penitentiary services across the country and already benefiting over 20,000 inmates. | Critical success factors have been integrated approach to human rights with social and development issues, as well as strong multisectoral partnerships with Ministries of Justice and Human Rights and Interior and civil society. |  |
| **Indicator 3.3.2**. Percentage of people who have access to justice, disaggregated by sex and marginalized groups.  **Baseline: 20%**  **Target: 80%** | Not yet achieved |  | Government's priority is currently the composition and establishment of Human Rights Committees in all the municipalities. Indicators and case tracking system are going to be developed as a next step, in the context of the capacity building of the Local Human Rights Committees. This is a target for 2022. |
| **Indicator 3.3.3**. Percentage of gender-based violence cases reported and cases prosecuted.  **Baseline: 41%**  **Target: 71%** | Model of integrated support for survivors of GBV (involving hotline, police protection, legal aid, psychological assistance and data tracking system) developed and already rolled out in six municipalities; a total of 2,600 beneficiaries to date (legal aid provided at 100% rate based on need). | Critical success factors have been the multisectoral collaboration with ministries of Women's Affairs, Interior and Justice and Human Rights, civil society organizations and the academy. |  |

# Annex 10: Implementation Plan for Evaluation Recommendations

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| Theme/Area | Issue | Recommendations |
| General |  |  |
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1. Angola Voluntary National Report April 2021 [↑](#footnote-ref-1)
2. Ibid [↑](#footnote-ref-2)
3. Ibid [↑](#footnote-ref-3)
4. World Bank Macro Poverty Framework 2021 [↑](#footnote-ref-4)
5. Angola UNSDF 2018-2022 [↑](#footnote-ref-5)
6. World Bank-UNDP: Confronting the Socio-economic Consequences of Covid-19 In Angola [↑](#footnote-ref-6)
7. World Bank Macro Poverty Outlook, Angola April 2021 [↑](#footnote-ref-7)
8. World Bank-UNDP: Confronting the Socio-economic Consequences of Covid-19 In Angola [↑](#footnote-ref-8)
9. World Bank Macro Poverty Outlook, Angola April 2021 [↑](#footnote-ref-9)
10. Ibid [↑](#footnote-ref-10)
11. Angola owes huge amounts of debt to Chinese Commercial Banks as well as to Multilateral Financial Institutions (World Bank, ADB, European Investment Bank) [↑](#footnote-ref-11)
12. IMF Country Report 21/140 June 2021 [↑](#footnote-ref-12)
13. ADB Angola Economic Outlook [↑](#footnote-ref-13)
14. World Bank Macro Poverty Outlook, Angola April, 2021 [↑](#footnote-ref-14)
15. World Bank Macro poverty Outlook, Angola, April 2021 [↑](#footnote-ref-15)
16. This Index includes four dimensions – health, education, quality of life, and employment – with indicators that express the different deprivations faced by people living in poverty. [↑](#footnote-ref-16)
17. Angola VNR 2021 [↑](#footnote-ref-17)
18. Ibid [↑](#footnote-ref-18)
19. National Voluntary Report of Angola 2021 Highlights [↑](#footnote-ref-19)
20. Angola VNR 2021 [↑](#footnote-ref-20)
21. NFM3 [↑](#footnote-ref-21)
22. NFM2 [↑](#footnote-ref-22)
23. Ibid [↑](#footnote-ref-23)
24. Ibid [↑](#footnote-ref-24)
25. Angola VNR 2021 [↑](#footnote-ref-25)
26. Ibid [↑](#footnote-ref-26)
27. Ibid [↑](#footnote-ref-27)
28. Angola VNR 2021 [↑](#footnote-ref-28)
29. See the latest FAO forest study carried out in 235 countries cited in Angola VNR 2021 [↑](#footnote-ref-29)
30. African Business October 2021 [↑](#footnote-ref-30)
31. UNDP-World Bank: Confronting the Socio-economic Consequences of Covid-19 in Angola [↑](#footnote-ref-31)
32. See also The United Nations Socio-Economic Response & Recovery Framework COVID-19 in Angola, June 2020. [↑](#footnote-ref-32)
33. The request of the Evaluation Team for a copy of the 2020 Audit Report was turned down supposedly because it was an internal document [↑](#footnote-ref-33)
34. ANASO is a civil society platform established in 1994 coordinating 315 NGOS in 18 Provinces of Angola (115 NGOS; 100 Faith-based organizations; and 100 HIV/LBGT organizations) [↑](#footnote-ref-34)
35. The Government of Angola is responsible for purchasing 80% of the ARV drugs while the Global Fund covers the remaining 20% [↑](#footnote-ref-35)
36. The new UNDP GF Coordinator was recruited in April 2021 but fell ill soon after in July 2021 and is yet to resume duties. Redeployment of staff from Luanda to the sub-offices in the two provinces is still incomplete at the time of reporting [↑](#footnote-ref-36)
37. Actual transfers from the Ministry of Finance are at present quite small reportedly at US$40,000 for each Municipality, especially when set against a state budget of US$ 15 billion. However, it is good start for hitherto highly centralized state [↑](#footnote-ref-37)
38. Managing loans to Government of Angola by IFIs could also be a promising avenue but requires the good will and authorization of government [↑](#footnote-ref-38)