

Report of the Final Evaluation UNDP Angola Country Programme (2020-2022)



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Table of Contents

Acknowledgements.....	0
List of Boxes	4
List of Tables	5
List of Figures	6
List of Acronyms and Abbreviations	7
Executive Summary.....	9
1. Introduction and Background	13
1.1 Introduction	13
1.2 Background and Context.....	13
1.2.1 The Governance and Political Landscape	13
1.2.2 Economic.....	14
1.2.3 Social	15
1.2.4 Environment and Climate Change	16
1.2.5 Socio-economic Impacts of Covid – 19	17
2. Overview of UNDP Angola Country Programme	18
2.1 The UNDP Portfolio	18
2.2 UNDP Programme Resources	18
3. Evaluation Approach, Methods and Challenges	21
3.1. Evaluation Approach and Methods	21
3.2 Challenges in carrying out the Evaluation	22
4 Evaluation Findings	23
4.1 Relevance	23
4.1.1 Fostering Poverty eradication and Inclusive Growth.....	23
4.1.2 Increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development	24
4.1.3 Strengthening inclusive democracy, human rights, justice and rule of law	25
4.2 Effectiveness	26
4.2.1 Poverty and Inclusive Economic Growth	26
4.2.2 Increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development	34
4.2.3 Strengthening inclusive democracy, human rights, justice, and rule of law	39

4.3 Efficiency	42
4.3.1 Programme Delivery and Efficiency in Use of Resources	43
4.3.2 Interlinkages and Synergies	43
4.4 Sustainability.....	45
4.4.1 Government Policy Commitment	45
4.4.2 Linkages and Potential Uptake of UNDP interventions	46
4.4.3 Support to Resource Mobilization	46
4.5 UNDP Response to COVID 19.....	47
4.5.1 Role of UNDP in the UN-system Response to Covid -19 in Angola.....	47
4.5.2 Impact on UNDP and Mitigation Measures	48
4.6 Cross-cutting Themes.....	50
4.7.1 Gender	50
4.6.2 Capacity Development	55
4.6.3 UNDP Accelerator Laboratory.....	55
4.7 Partnerships and Resource Mobilization	56
4.8 UNDP in the United Nations Development System in Angola	57
4.10 Human Resources, Operations Support and Quality Assurance.....	58
4.10.1 Human Resources and Operations	58
4.10.2 Programme Management and Quality Assurance Mechanisms	59
4.11 Key Challenges in Programme Implementation	60
4.11.1 Endogenous Factors.....	60
4.11.2. Exogenous Factors	61
5. Conclusions, Lessons and Recommendations.....	62
5.1 Conclusions	62
5.2 Lessons Learnt.....	65
5.3 Recommendations	65
Annex 1: List of UNDP Projects by cluster and Budget Expenditures (2020 and 2021).....	69
Annex 1a: 2021 Angola Delivery by SOF	71
Annex 3: Evaluation Matrix.....	77
Annex 4: List of Documents (In addition to those listed in ToRs).....	81
Annex 5a: List of UNDP Staff met during Entry Meetings	84
Annex 5b: List of Stakeholders Consulted	85
Annex 6: Indicative Checklist of Questions for Stakeholders	88

Annex 7: Evaluation Field Site Visits	89
Annex 8a: Template for Mapping and Assessment of Gender Inclusiveness in UNDP Projects	90
Annex 8b: Template for Mapping and Assessment of Capacity Development Activities in UNDP Projects	91
Annex 9: Fostering Poverty Eradication and Inclusive Economic Growth Results Template	92
Annex 10: Increasing Resilience to Shocks and Crises and enhancing management of natural resources for conservation and economic development - Results Template	99
Annex 11: Strengthening Inclusive Democracy, Human Rights, Justice and Rule of Law: Consolidated Results Template.....	104
Annex 12: Gender Marker of UNDP Project Portfolio	108
Annex 13: Mapping UNDP’s contribution to the United Nations Sustainable Development Framework (UNSDF 2018-2022)	109
Annex 14: Implementing Modality of UNDP Projects.....	110

List of Boxes

Box No	No. and Title of Box	Page No.
1	Angola - Key Economic and Social Indicators (2020)	14

List of Tables

Table No	Title of Table	Page No.
1	Summary of UNDP Project Portfolio – (2020 – 2021)	18
2	Programme Budget, Expenditures and Delivery (2020 and 2021)	43
3	No of females benefitting from Global Fund-funded activities	53

List of Figures

Figure No	Title of Figure	Page No.
1	Proportion of Resources under the three UNDP Outcomes/Clusters	19
2	Consolidated Gender Markers for the UNDP Country Programme	54
3	Gender Markers in the Sustainable Inclusive Growth	54
4	Gender Markers in Environment /Disaster Reduction	55
5	Gender Markers for Governance	55

List of Acronyms and Abbreviations

ADPP	Development Aid from People to People
AGYW	Adolescent Girls and Young Women
ANASO	Angolan Network of Aids Service Organizations
ART	Anti-Retroviral Treatment
ART/PMTCT	Anti-Retroviral Treatment / Prevention of Mother to Child Transmission
ARV	Anti-Retroviral
ASCAM	Christian Solidarity and Mutual Aid Association
AT	Counselling and Testing
CAJ	Centre for Youth Support
CO	Country Office
CPD	Country Programme Document
DHIS	District Health Information Software
DPI	Days Post infection
EVI	Economic Vulnerability Index
FP	Family Planning
FRESAN	Strengthening Resilience and Security
GBV	Gender Based Violence
GEF	Global Environment Facility
GF	Global Fund
GHSC-PSM	Global Health Supply Chain – Procurement and Supply Management
GNI	Gross National Income
GRES	Gender Results Effectiveness Scale
HR	Human Resources
HU	Health Unit
IEC/CMC	Information, Education and Communication
IEO	Independent Evaluation Office (UNDP)
INEFOP	National Institute of Employment and Professional Training
IPM	Multidimensional Poverty Index
IRIS	Angolan Association for the Defence of the Rights of Sexual Minorities.
KIIs	Key Informants Interviews
LTFU	Loss to Follow Up
MASFAMU	Ministry of Social Affairs, Family and Women's Promotion
MAT	Ministry of Territorial Administration
MDRTB	MDRTB – Multi-drug Resistant Tuberculosis
MIC	Middle-income Country
MSM	Men Who have Sex with Men
MWENHO	Association of women living with HIV/AIDS
NDP	National Development Plan
OpenLMIS	Open Logistics Management Information System
PPE	Personal Protective Equipment
PSM	Procurement and Supply Management

PTV	Prevention of Mother to Child Transmission
RBM	Results Based Management
SR/SSR	Sub-recipient; Sub-sub-recipient
STD	Sexual Transmitted Disease
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
SU	Sanitary Unit
WHO	World Health Organization
WSWs	Women Sex Workers

Executive Summary

The UNDP Executive Board approved the UNDP Angola Country Programme Document (CPD 2020-2022) at its 2nd regular session of 3-6 September 2019. The CPD was recently extended at the end of 2021 by another year through mutual agreement between the Government of Angola and the UN system to cover the period 2020-2023. An independent evaluation of the CPD was carried out in its 2nd year, from August 2021 – January 2022 by a two-person team (Lead/International Consultant and a National Consultant). The findings, conclusions and recommendations are summarized below.

The CPD is defined by three interlinked priorities: (a) fostering poverty eradication and inclusive economic growth; (b) increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development; and (c) strengthening inclusive democracy, human rights, justice and the rule of law.

The evaluation set out to answer the following broad questions: (i) What did the UNDP country programme intend to achieve during the period under review? (ii) 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 United Nations Sustainable Development Framework (UNSDCF)? (iii) What factors contributed to or hindered UNDP's performance and eventually, what is the sustainability of the results achieved?, and (iv) To what extent was UNDP able to adapt to the COVID-19 pandemic and contribute effectively to the national response?

The evaluation was conducted through interviews with over 60 stakeholders broadly representative of the programme and included government officials, private sector, civil society, programme beneficiaries, development partners and UNDP Country Office staff; extensive documents and literature review; and visits to project sites. The data collected was analysed using both qualitative and quantitative methods and triangulated for quality assurance.

In the midst of the implementation of the CPD and at the time of the evaluation, Angola was reeling from the severe twin impacts of the Covid-19 pandemic – a serious decline in oil revenue and deep socio-economic crisis from the loss of jobs and livelihoods because of the prolonged lockdowns – and a prolonged five-year recessionary trend of the Angolan economy, starting from 2015, which saw the debt to GDP ratio explode from 64% in 2017 to 128% in 2020 and serious decline in government revenue and contraction of the national budget. At the same time, Angola was also continuing to enjoy many positive developments in the country's political and governance landscape, arising from the election of a new government in 2017.

The evaluation team arrived at 16 findings, 10 conclusions, drew 3 lessons and made 13 recommendations. The main conclusions of the evaluation were the following:

1. The Country Programme Document (CPD 2020-2023) is highly relevant to Angola's development challenges – a complex and linked set of economic, social and environmental vulnerabilities. UNDP through the CPD is making a strong contribution through the provision of appreciable support to the government of Angola's efforts to address these development challenges. During the period under review, UNDP has made substantial progress in achieving what it set out to do in the CPD 2020-2021, despite the adverse and disruptive effects of the Covid-19 pandemic.
2. Some examples of key development outcomes that can be attributed to UNDP are:

- a) UNDP, through its role as Principal Recipient (PR) of the Global Fund has consolidated its reputation and track record for mobilizing and managing substantial resources to assist Angola in tackling the triple diseases of HIV, Malaria and TB and to the strengthening of the health system. Youth unemployment, entrepreneurship, and informality in the Angolan economy, all of which are key priorities of government, have benefitted from UNDP support, with the results having an important added/demonstration value and laying a strong basis for government and partners to extend these initiatives nation-wide. Through its support to work on the Multidimensional Poverty Index in Angola, UNDP, is contributing to strengthening evidence-based policy making in Angola. However, the lack of sufficient linkages between the various streams of work under the poverty outcome is regarded as a weakness, particularly in view of the fact that 78% of CPD resources are under this outcome.
- b) UNDP's strong partnership with the GEF has allowed for progress to be made with respect to advancing the climate change agenda, ensuring that a strong basis is laid for the sustainable management of the country's natural resources and reducing risks and strengthening resilience of communities in the face of devastating droughts that have afflicted the country. Angola's ratification of the Paris Agreement and formulation of the NDC with UNDP support, the strengthening and consolidation of Angola's Protected Areas (PA) System and support to the government of Angola to put in place institutional mechanisms as well as building capacities for resilience at national, provincial and community levels can be considered as major achievements. However, more efforts are needed to facilitate Angola's transition to a low carbon growth pathway, despite the declared political commitment.
- c) UNDP has been a crucial partner to government and its support has contributed to advances made in governance areas. Advances have been, with UNDP's support in women's empowerment and political participation, human rights, elections, and anti-corruption. However, limited funding has hampered UNDP's ability to sufficiently capitalize on the new opportunities presented by the recent political opening and reforms underway in Angola. For this topic, UNDP continues to rely mostly on core resources which are scarce, as well as limited bilateral funds obtained from traditional donors that have in recent years been Norway, Netherlands, UK and the EU. In view of these funding challenges, UNDP CO plans to mainstream governance to the main priority areas of the Country Office (CO) portfolio i.e., health, environment and inclusive growth.
- d) Governance still has a high priority, but the CO has shifted its strategy towards mainstreaming Governance to priority programmatic areas. The CO is still keen to grow the Governance portfolio further and feels there is potential, and it is seen as important to interconnect with other office priorities to make the area realize its potential and to mobilize more significant resources in addition to the core UNDP funds. Another reason why UNDP wants to mainstream or connect its Governance portfolio to other priority areas is that UNDP wants to make sure that the Governance decisions made by national authorities in Angola as a matter of fact do have a positive impact on those Angolans living in poverty and or are vulnerable. This is why it wants to connect Governance to other priority areas of intervention. Decentralization also still fits with the new strategy for Governance. The office has prioritized the Luanda-Huila corridor as a geographic area of focus for health and employment and this local work lends itself very well for UNDP to also assist the Government on any decentralization efforts.
- e) UNDP has maintained a steady and deepening commitment in leading the effective mainstreaming of the SDGs within Angola's development policy frameworks, sector strategies and

programmes. The UNDP has worked particularly well to support the UN system's work in Angola. As part of its SDG integrator role, UNDP Angola assumed technical leadership in developing the Socio Economic Response Plan (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. UNDP has also lead the implementation of a new iSDG planning tool (that works with complex systems theory and financial investments into SDG attainment on the national level) is currently being rolled out by the Government of Angola and the UN system.

3. The efficiency with which the CPD was implemented the CPD was regarded as satisfactory. Over the CPD period, UNDP programme delivery was 72%, which is a robust performance particularly, in the light of disruptive and adverse impact of Covid 19. However, efficiency is being hampered by the fact that the CO is implementing many small projects that take valuable staff time and have high transaction costs. The Country Office is currently a pilot office for UNDP globally on a new "portfolio approach" that aims to group various projects or initiatives together into a larger portfolio and this will help the CO to further consolidate its programmatic work.
4. There are reasonable prospects for the sustainability of UNDP's interventions due to: the high-level policy commitments by the Executive; efforts by UNDP to build broad-based partnerships around the interventions; and efforts to link the interventions to larger national programmes. UNDP is achieving some promising results in its efforts to engage government on cost-sharing and broaden its funding base through advocacy with several new partners (AFDB, IFAD, EIB), which is yielding promising results. This will enable the UNDP CO to put its interventions on a more sustainable footing at a time of dwindling core resources.
5. 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. The just started work of the CO on the Gender Seal will give further impetus to current efforts and could make a qualitative difference in how gender is addressed by UNDP Angola. However, UNDP could do more in further enhancing its work on gender and identifying activities of a more transformative nature by complementing its mainstreaming work across programmes with more integrated and wholistic interventions.
6. The UNDP CO adjusted relatively well to the Covid 19 pandemic and adopted internal measures that enabled it to accelerate delivery and assure staff health and safety. As a result, CO programme delivery target of USD 22 million which was set with HQ was met in 2020 when Covid 19 struck, rose further to exceed expectations to approximately USD 47 million for 2021¹ more than doubling the delivery goal set with HQ of 23 million USD. The delivery for 2021 represents a record delivery for the CO in its history. The lead role played by UNDP within the UN system response to Covid 19 was also significant as noted above.
7. 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. The capacity development strategy for the CPD is captured within the current CPD document in sections nr. 27, 28, 34, 36, 37, 41, as well as in the results annex under output 2.1.

¹ At the time of writing financial closing processes are still ongoing and delivery may land somewhere between USD 46-51 million.

In terms of recommendations, the key general ones are the following:

1. Recommendation one: UNDP should maintain the current focus of the Country Programme going into the next country programming cycle. It is further recommended continues to grow its Governance work and to achieve this to deepen its new strategy to mainstream it into the other outcomes of the Country Programme – see reasons advanced under conclusion 4. The evaluation concurs with the decision to create a new outcome on health as this recognizes the reality already on the ground: the Global Fund accounts for the lion's share of the CO portfolio and it has autonomous management and reporting system and creating the health outcome justifiably recognizes the importance of the partnership with the Global Fund.
2. Recommendation two: 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 FRESAN project being implemented in southern Angola. UNDP can use its new geographic focus for the Luanda-Huila corridor provinces to deepen this approach and can also continue to apply Governance and Decentralization elements in such a sub national approach which would then ultimately also influence the national policy and strategic level and if sufficiently successful, could be further replicated.
3. Recommendation three: UNDP should build upon and continue the work it has started on the portfolio approach and systems thinking exercise with SIU. This will enhance programme integration, amplify impact, and enhance efficiency and staff productivity.
4. Recommendation four: UNDP, in view of the promising prospects with cost-sharing and its likely role in helping implement Government of Angola loan agreements with partners (IFI in particular), should set up efficient and effective adequately resourced portfolio or project structures, provided sufficient resources are mobilized, to manage cost-sharing resources from government and multilateral financial institutions, and taking into account lessons learned from the UNDP/Global Fund Unit. Such a change can further create higher effectiveness and efficiency in HR, financial and procurement activities and ensure smooth and efficient operations with regards to the management of these resources. If successful, this can build trust and confidence of Government of Angola partners, which in turn could result in significant resources being entrusted to UNDP.

1. 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. The CPD was extended by one year (see comments above). In line with requirements, UNDP Angola has commissioned an independent evaluation of the CPD (2020-2022), which was undertaken from August – December 2021. The evaluation was carried out by a two-person team; an international consultant/team leader and a national consultant. This report presents the main findings, conclusions and recommendations of the evaluation.

1.2 Background and Context

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 and climate change / extreme weather events are somehow exacerbating the already pre-existing development challenges. This section presents a brief overview of the governance and political landscape, and the economic, social and environmental context within which the CPD is being implemented and examines the socio-economic impact of Covid-19 on Angola. It draws upon multiple sources, including: national documents; UN-system publications; World Bank; International Monetary Fund (IMF); African Development Bank and other sources.

1.2.1 The Governance and Political Landscape

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. Three general elections (Presidential and Legislative) were held in the process of consolidation of its nascent democracy and peaceful transition of power. In 2010, a new constitution established a presidential parliamentary system with the head of the party winning the most votes designated as President. In 2017, Angola held its third electoral process since achieving peace in 2002, and the elected government has taken a new political direction, committing itself to promoting sound democratic governance, the rule of law and human rights. In 2022, the country is expected to hold the 4th general elections, and possibly also local government elections initially planned to be held in 2020.

The new administration that came to power in 2017, is committed to fight against corruption and undertaking reform of state institutions. In this regard, laws to fight corruption have been enacted, specifically on the laws on the repatriation of illicitly acquired assets (Law 9/18 on voluntary repatriation and Law 15/18 on coercive repatriation). The government 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. A new Criminal Code and Criminal Procedure Code was adopted in 2019 to replace the code of 1892. The government has also recognized the important role of civil society and has taken action to foster greater government-civil society collaboration. Consequently, 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 reflective of the political commitments of the new government². However, gains are fragile and reversible and at the global level, Angola's governance indicators show that much remains to be done. Angola ranked 40/100 for Overall Governance,

² Angola VNR 2021

44/100 for Security & Rule of Law, 39.3/100 for Participation, Rights & Inclusion, 34.3 on Human Development, 142/180 for the 2020 Corruption Perception and 31 of Not Free on the Global Freedom Score³.

The Government of Angola has taken steps 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 Budgets⁴ 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 sensitive budgeting as a vehicle.

1.2.2 Economic

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 the third largest producer of diamonds. Additionally, the country also produces gold and other precious minerals.

Angola's economy has grown rapidly over the past decades, but the country faces economic vulnerability challenges due to inadequate diversification of the economy. 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 2019⁶. 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 half⁷. The lower oil prices have resulted in a prolonged recession, and it is estimated that as a result, half of the population lived on less than \$1.90 per day (2011 PPP) in 2018 (a rate similar to 2008) and the debt-to-GDP exploded to an estimated 128% by the end of 2020 from 69% in 2017⁸. More than half (55.9%) of budgeted expenditure for 2020 is allocated to public debt operations. 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.

Considering the above, the government of Angola has initiated an ambitious reform program to redress the dire economic and social situation of the country⁹. The reforms are aimed at achieving macro-

Box 1: Angola - Key Economic and Social Indicators (2020)⁵

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)	113.5
Life expectancy at birth, years	60.8

³ 2021 ROAR

⁴ Angola VNR 2021

⁵ World Bank Macro Poverty Framework 2021

⁶ World Bank-UNDP: Confronting the Socio-economic Consequences of Covid-19 In Angola

⁷ World Bank Macro Poverty Outlook, Angola April 2021

⁸ World Bank-UNDP: Confronting the Socio-economic Consequences of Covid-19 In Angola

⁹ Ibid

economic stabilization through several measures¹⁰. Other reforms aimed at shifting the Angolan economy from dependence on oil and the State Owned Enterprise (SOE) sector through privatization of state assets and other measures. 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 have hampered the government's capacity to fully protect livelihoods from the effects of the pandemic¹¹. 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-19¹². 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, structural reforms and more effective investments in human capital are needed to advance towards a more productive and inclusive Angola¹³.

Despite the country's significant potential, poverty is deep and endemic in Angola. The Multidimensional Poverty Index (IPM-A) shows that 54.0% of the Angolan population lived in multidimensional poverty in the period 2015-2016. The IPM-A provides a detailed picture of which communities are most vulnerable; 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.

The key drivers of poverty in Angola are unemployment, especially of the youth, the predominance of the informal economy, which largely has a female face, and lack of social protection. Climate change is also affecting food security and people's livelihoods. Poverty and lack of employment opportunities is aggravated by the 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 job¹⁴. 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, and 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 39.9% (2019) and, between 1990 and 2019, the average life expectancy increased by 15.8 years to 61.2 years¹⁵. The country

¹⁰ Angola owes huge amounts of debt to Chinese Commercial Banks as well as to Multilateral Financial Institutions (World Bank, ADB, European Investment Bank)

¹¹ ADB Angola Economic Outlook

¹² World Bank Macro Poverty Outlook, Angola April, 2021

¹³ World Bank Macro poverty Outlook, Angola, April 2021

¹⁴ Angola VNR 2021

¹⁵ National Voluntary Report of Angola 2021 Highlights

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), albeit with significant development challenges.

Angola's health system is faced with many challenges among which are: limited government financing (7% of State Budget which is half the Abuja Declaration target of 15 %); limited coverage in terms of qualified health personnel; deficiencies in health and logistics information management systems; inadequate investments in health promotion and community-based approaches. Maternal mortality ratio measured in the 2015-2016 IIMS was 239 maternal deaths per 100,000 live births. The HIV prevalence rate 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%)¹⁶. Seven (7) provinces are identified as high disease burden. A 2016 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 also rising¹⁷. During 2020 the malaria incidence rate was 250/1,000 population, higher compared to the year 2019, which recorded 234/1,000 in population. 5.8 million malaria cases were reported in 2020 and Angola accounts for 3.4% of cases and 2.6% of malaria deaths globally. According to the National Malaria Control Program (2020), the rise in cases, is due to the reduction in integrated preventive interventions.

The 2014 Census shows that 52% of the population are women, but they face significant challenges. Reports show 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.¹⁸ 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 Profession¹⁹. 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 need to be accelerated.

1.2.4 Environment and Climate Change

Angola is endowed with vast natural resources – forests, land, water, biodiversity, etc. The terrestrial ecosystems (forest, river and agricultural) of the country 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, and eradication of poverty.

¹⁶ NFM3

¹⁷ NFM2

¹⁸ Angola VNR 2021

¹⁹ Ibid

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 2018²⁰. 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 year²¹. Woody biomass and charcoal continue to be one of the most used forms of energy in rural and urban Angola, representing an income generation avenue in rural areas. However, the current lack of regulation of this sector generates serious environmental problems through uncontrolled deforestation. A number of measures have been taken to protect Angola's biodiversity through the establishment of a network of protected areas and parks. However, the changes made in 2021 (Lei n.º 12/21 de 07 de Maio that changes Lei n.º 08/20 de 16 de Abril) to the Angolan Conservation Law allowed mining activities in Protected Areas System. This is regarded as a step back after years of efforts to negotiate legislation that would guarantee the ecological integrity of conservation area systems.

Due to the worst droughts in 40 years, many areas in Southern Angola are suffering from food insecurity. An IPC Acute Food Insecurity analysis of 17 municipalities of Southern Angola found that, between July and September 2021, around 1.32 million people (49% of the analysed population) have experienced high levels of acute food insecurity (IPC Phase 3 or above), of which 38% are in IPC Phase 3 (Crisis) and 12% in IPC Phase 4 (Emergency). These people face difficulties in accessing food or are only able to meet the minimum food requirements through crisis and/or emergency coping strategies.²²

1.2.5 Socio-economic Impacts of Covid – 19

Covid-19 has had a devastating impact on Angola as reported in the joint UN-World Bank study^{23,24}. 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 key socio-economic impacts have been highlighted in detail in these studies and include the following:

- (i) Poverty rate could increase from 53.6 % in 2019 to 56.4 % in 2020 and the absolute number of Angolans living below the poverty line 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 % of total employment in the third quarter of 2020, from 74.5 % averaged in 2019; and
- (iii) The impact on health and education threatens to exacerbate multidimensional poverty.

Among measures taken by Government of Angola are: actions to limit spread of the disease; alleviating the negative impacts on businesses; cash transfer to alleviate poverty; credit availability; review and alignment of the NDP and the national budget; fiscal reform; re-negotiation longer-term debt and reprofiling; and continuation of privatization.

²⁰ Angola VNR 2021

²¹ See the latest FAO forest study carried out in 235 countries cited in Angola VNR 2021

²² IPC Angola: Acute Food Insecurity Situation and Acute Malnutrition Situation April 2021 - March 2022

²³ UNDP-World Bank: Confronting the Socio-economic Consequences of Covid-19 in Angola

²⁴ See also The United Nations Socio-Economic Response & Recovery Framework COVID-19 in Angola, June 2020.

2. Overview of UNDP Angola Country Programme

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

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

The components of these three priority areas assume 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.

In 2021, Angola Country Office (CO) redefined its strategic priorities as: supporting the delivery of essential health services while addressing the socio-economic determinants of health; promoting an inclusive growth through youth employment, formalization of the economy and economic diversification; and mitigating the impact of climate change and environmental degradation including through renewable energy. The promotion of good governance, human rights and gender equality is to be tightly woven into each of these priorities.

This section provides an overview of the UNDP Angola portfolio and broadly analyses programme resources and sources of funding for the Country Programme.

2.1 The UNDP Portfolio

A total of 23 projects are being implemented under the current UNDP Country Programme – see Annex

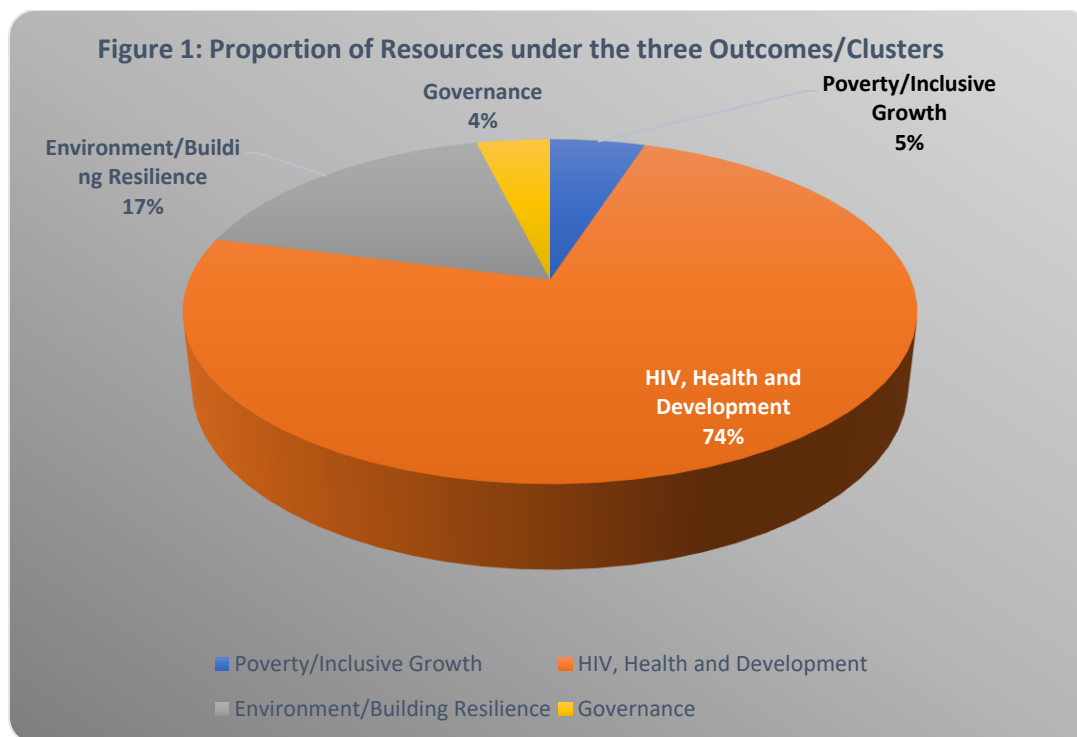
1. The Poverty/inclusive growth cluster has 5 projects
2. The Health unit has 5: 4 Global Fund projects and one government cost shared health project
3. the Environment cluster has 7,
4. Governance has 6 projects under implementation.

2.2 UNDP Programme Resources

A summary of UNDP programme resources is presented in Table 1 and Figure 1 below. Annex 2 presents resources by source of funding.

Table 1: Summary of UNDP Project Portfolio – (2020 – 2021)

Programme Cluster/Outcome	No. of Projects	Budget
Poverty/Inclusive Growth	5	\$4 197 663
Health	5	\$61 269 412
Environment/Building Resilience	7	\$14 689 736
Governance	6	\$3 173 830
	23	\$83 330 641



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

- Total programme resources for the period 2020 and 2021 is US\$ 83.3 million. The funding is however not evenly distributed: while 74% of the total CO budget is devoted to health outcomes, 5% to poverty and inclusive growth, 17% is devoted to the environment and only 4% to governance activities. The very high proportion attributed to the health cluster is driven primarily by the Global Fund resources which at a total budget of approximately US\$ 62 million accounts for 97% and 75% respectively of the budget of the poverty outcome and the total budget of the CO. This skewed pattern in resource allocation is evidently dictated more by the availability of funding rather than a deliberate choice on the part of the CO.
- The Global Fund and GEF budgets account for approximately 95 % of the CO 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 could pose certain risks in the future.
- Core funding amounting to \$4.5 million accounts for only 5.7% of the portfolio and is reflective of a declining pattern observed over the last few years. However, while core funding is relatively low in the portfolio, the CO has been successful in using this as seed resources to mobilize significant additional funding, drawing upon its comparative advantages.

- d) The UNDP CO has successfully mobilized funds from 16 donors to support the Country Programme. ***Overall, for every dollar of the core funds, UNDP has leveraged an additional 17.5 dollars.*** Apart from Global Fund and GEF, other important contributors include the EU, Norway, and Germany. 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 (e.g., Turkey) who UNDP should continue to partner with in the efforts to both broaden and deepen the funding base.
- e) UNDP commits under the CPD an important part of its core budget to innovation (e.g., Accelerator Lab). The current allocation exceeds the commitments to more than double those made in the CPD.
- f) Finally, there are several 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.

3. Evaluation Approach, Methods and Challenges

As set out in the ToRs, the evaluation was guided by the following 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. Evaluation questions related to these parameters 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.

3.1. Evaluation Approach and Methods

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 and was conducted using the following main methods:

- a) Desk and literature review: a comprehensive review of documents was undertaken. UNDP Angola provided an initial list of key documents to be reviewed and these were supplemented by additional ones collected during the evaluation – see Annex 4.
- b) Stakeholder consultations: The evaluation team consulted 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 5. The stakeholders were identified in close consultation with UNDP CO and took into account the following criteria: be representative of the whole portfolio; be inclusive of all stakeholders - government institutions; local authorities; civil society; project beneficiaries; women; youths; UN partners; and development partners; be reflective of the importance the Global Fund in the portfolio; and 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 6.
- c) Site visits: The evaluation made 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 number of sites that could be visited was limited to only those in Luanda Province – see Annex 7. A total of six sites were selected for the field visits based on the following considerations: all programme clusters/CPD outcomes are represented in the sample; sites reflect importance in UNDP project portfolio; and sites demonstrate inter-programme linkages: e.g., Municipality of Cazenga/Luanda Province (Poverty and Governance programme clusters).

The evaluation assessed the extent to which three key cross-cutting themes – gender, capacity development and human rights - are reflected in UNDP's programmatic interventions, and the results achieved, as outlined below.

Gender: all CPD projects being implemented were reviewed with a gender lens, using the following approaches:

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

Capacity Development: all the capacity building activities undertaken by UNDP projects were mapped using the *UNDP Capacity Development Framework*.

Data and information on the above was collected through questionnaires and templates which were administered to UNDP programme staff – see Annex 8.

3.2 Challenges in carrying out the Evaluation

For obvious reasons, Covid-19 travel restrictions posed a challenge; the team leader could not travel to Angola, and the national consultant's ability to meet face to face with stakeholders and undertake field visits was seriously curtailed. Interactions with the UNDP CO and stakeholders were therefore done remotely. Interactions of the evaluation team with government stakeholders was hampered by institutional realignments and frequent staff changes which resulted in loss of institutional memory and difficulties in documenting and obtaining detailed feedback from some stakeholders. Finally, the team had challenges in timely access to data, relevant documentation, and responses to questionnaires from the UNDP CO, and this led to serious delays.

4 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 in accordance with the key evaluation parameters of relevance, effectiveness, efficiency, and sustainability with regards to the three CPD outcomes. The section also presents with findings on cross-cutting issues of gender, capacity development, partnerships, the impact of Covid-19, and UNDP contributions to the UNSDF. Finally, findings with respect to programme management, quality assurance and support operations and overall programme implementation challenges are presented.

4.1 Relevance

The evaluation assessed the relevance of the three CPD outcomes in terms of alignment with: (a) national priorities as reflected in the NDP of Angola (2018-2022); (b) the UNSDF of Angola (2018-2022); (c) the UNDP Strategic Plan (2018-2021); and (d) the Sustainable Development Goals (SDGs).

Finding 1: UNDP's planned interventions under all the three outcomes of the CPD are judged to be highly relevant to national development priorities as reflected in the Angola NDP (2018-2022). They were also found to be closely aligned with the UNSDF (2018-2022), the UNDP Strategic Plan (2018-2021) and the UN SDGs.

4.1.1 Fostering Poverty eradication and Inclusive Growth

The country context analysed in the preceding sections shows that despite the impressive growth experienced by Angola for the past two decades, poverty is deep and multi-dimensional. The economy remains oil-dependent and largely undiversified, unemployment and the informal economy is pervasive therefore heightening the economic vulnerabilities of the country.

UNDP committed to support national priorities to address these challenges 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 and men having sex with men (MSM). In the same vein, and 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.

Finally, the CPD outcome on poverty is also closely aligned with the UNDP Corporate Strategic Plan (2018-2021) and the SDGs. 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 Increasing resilience to shocks and crises and enhancing management of natural resources for conservation and economic development

The unsustainable use of Angola's vast natural 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. Angola's natural resources have also not been adequately exploited to spur economic diversification.

In 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, provision of 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, Policy 11 (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 address climate change, biodiversity and conservation areas, marine spatial planning, ecosystem health, 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); 7 (Affordable clean Energy); 12 (Responsible production and consumption); 13 (Climate Action); 14 (Life below water); and 15 (Life on land).

4.1.3 Strengthening inclusive democracy, human rights, justice and rule of law

Over the last two decades, Angola has made important strides in improving governance, reform of public administration, anti-corruption and citizens' involvement in public policies. 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 plans to support efforts to hold the first-ever elected local governments (when held) to 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. UNDP plans to 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 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).

4.2 Effectiveness

The evaluation assessed the extent to which the programme achieved (or is likely to achieve) its intended objectives at the output level, and the factors that contributed to or hindered UNDP's performance. The key findings are presented below for each of the three CPD outcomes.

4.2.1 Poverty and Inclusive Economic Growth

UNDP is implementing ten projects under this outcome, four of which belong to Global Fund, as shown in Annex 1. The total resources committed to this outcome amounts to US\$65.3 million, or 78% of CPD budget. Annex 9 summarizes the key achievements for this CPD outcome, and the key findings are presented below.

Finding 2: UNDP is making appreciable contributions to the strengthening of 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.

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

With UNDP support, the government of Angola registered good progress in terms of formulating and implementing policies and strategies to advance its development agenda. Among the key achievements under this output was that the 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 (IPM-A²⁵); two 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 NDP (in the context of the serious economic downturn), a process that has resulted in the reduction of National Programmes from 84 to 70. The IPM-A assisted in the prioritization of national social and

²⁵ Portuguese acronym for Multidimensional Poverty Index, Angola

economic programmes and allocation of state budget in context of Covid-19. The desegregation of data made possible by the IPM-A has contributed to understanding the factors contributing to poverty among female headed - households in the country.

With UNDP support, Angola is among, if not the first, African country to domesticate use of the Multidimensional Poverty Index as a policy tool with great effectiveness. The work with the National Bureau of statistics on the IPM-A was accompanied by training and led to the building of technical capacities in this new area and in evidence-based policy making. For example, in collaboration with Oxford Poverty and Human Development Initiative, 30 Bureau for statistics staff were trained in preparation for the Multiple Indicator Cluster Surveys in 2022 and Multidimensional Poverty Index. Furthermore, 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 were made to the Ministry of State for Social Affairs.

UNDP continued its support to government in relation to the SDGs. UNDP partnership with the Ministry of Economy and Planning (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 in Angola which was published in July 2021. This is a major achievement as it is the first-ever VNR for 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. The inception workshop for the Integrated SDG (iSDG) model was also successfully held, under the auspices of the SDG Platform. UNDP and the Casa Civil have also worked together to structure the first-ever national programme for volunteering, which was approved by Presidential Decree.

Finding 3: UNDP is successfully assisting the government of Angola to translate policies into concrete action for job creation, inclusive growth and strengthening of micro, small and medium-size enterprises (MSMEs). UNDP support for professional skills development, particularly for women and youth, as well as facilitating the involvement of the private sector in SDG implementation is of strategic value.

b) 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 developed policies and programmes, and established institutions to stimulate private sector development for employment creation and entrepreneurship. Examples include 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 therefore supporting innovative approaches to support the government of Angola job creation agenda as illustrated by the following examples:

- (i) *Bringing together diverse partners - government, the private sector (companies) and donors - to address the challenge of employability for Angolan youth through training and internship programmes:* To support the government of Angola's job creation and promotion of entrepreneurship initiatives, UNDP has forged key partnerships with diverse actors: a) UNDP signed in 2020, a Memorandum of Understanding (MoU) with MATPSS to strengthen the national vocational training system through implementation of professional internship programs; b) with financial support from Norway and Turkey-UNDP partnership young people in Huila province from local Technical and Vocational Education and Training (TVET) benefited from 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 employability. Offering paid internships has attracted 100 individuals for apprentices in Huila and 300 in Cazenga in 2020, and in 2021, 700 scholarships for vocational training were awarded to youth based in Luanda and Huila Provinces, 60% of whom were young women; c) the partnership with UNICEF in the Norway project implementation which is working very well; d) the partnership with the municipal administration of Cazenga, especially in its direct involvement with the Entrepreneurship Youth Challenge Award Initiative; and e) the partnership with National Institute for Small and Medium Enterprise – INAPEM to promote institutional dialogue and opportunities available for INEFOP students. The UNDP strategy of bringing together diverse partners to work together to address a complex development challenge such as in the area of employment of youth and women lays the ground for greater uptake of these initiatives by government, private sector and donors.
- (ii) *Setting up of incubation and business development centres to support start-ups for women and youth:* In partnership with the INAPEM, 130 people in Lunda Norte Province were trained in business planning using incubation and development of small businesses processes. With UNDP technical support, 18 MSMEs 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 were given access to legal and funding support. 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 is also introducing digital financial services in the informal sector of the economy, where women will benefit from training in matters of business management, financial literacy, and access to microcredit to strengthen their businesses, resulting in the improvement of their living conditions and their families. The project will involve partnership with the private sector, with a high potential of creating economies of scale, expanding the benefits to a bigger number of beneficiaries. National institutions are also being strengthened in the area of start-ups and vocational training. Examples include: training of senior staff of the National Institute for Employment and Vocational Training on business management, curriculum development and distance learning course provision; the design of the Strategic Plan of the Luanda Entrepreneurship Academy (AEL) that was launched in April 2021; designing the Strategic Plan for the implementation of public university incubators, and preparing the launch of 2 Pilot university incubators in partnership with the Ministry of Higher Education, Science, Technology and Innovation (MESCTI); and together with other UNDP COs from the Portuguese-speaking African countries PALOPs, launching the PALOP Hackathon 'E-voluir', accelerating innovative start-ups. The setting up of the business incubation units has practical

implications of directly contributing to enhancing the employability of Angolan youth, but also has a demonstration value in terms introducing the concept of business incubation as an important tool for building entrepreneurship. In addition, the accompanying UNDP support to institutions is contributing to strengthening national capacity in this critical area and thus laying the basis for national ownership and sustained actions.

- (iii) *Transforming traditional gender roles in the labour market by training and providing young women with skills in non-traditional areas:* with a ratio of 60% of women and 40% for males guiding the intervention in both vocational training admissions and business development, UNDP is contributing to transforming the roles for women in the Angola job market. However, uptake of vocational training by young women is low and UNDP is reflecting on ways to formulate corrective measures to improve female representation. Another area of concern is that despite efforts by UNDP to promote female applications for internship programme, there are still challenges to attract female candidates and application with technical training background; 70% of women are from candidates majoring in traditional training areas such as: hair and beauty, nursing, tailoring, ICT and accounting services courses that are not in great demand by companies.

While all these approaches are sound and have clearly demonstrated positive effects, additional resources, preferably from the national budget (for sustainability and ownership) will be needed to expand them in scale and scope. Fortunately, with UNDP, support steps are now being taken to link the current initiatives to national programmes to address the unemployment situation in Angola on a sustainable and cost-effective basis. UNDP and MEP have worked together to design a new project to promote the implementation of the PREI programme on the informal economy with potential of securing support from the national budget. The start of the project which will be national in scope, awaits signature by government. Agreement was reached with the MEP for the implementation of a US\$ 2.1 million loan from the African Development Bank to foster the Reconversion of the Informal Economy and the Government Multisectoral Commission for the Execution of the Strategy for the Formalization of the Economy was also established. In addition, UNDP through an MoU with MAPTSS (signed on October 2020) is assisting to reinforce collaboration in TVET and job creation. A taskforce was set up with personnel of both institutions and a study on skills supply and demand on the labour market in Huila province was undertaken. The assessment of the level of implementation and impact of skills development has led to review of the targets of the National Programme on Promotion of Youth Employment and also the revision of the curricula of vocational training education. Finally, the Turkish-UNDP project referred to above 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 prospect of these initiatives growing in scope and scale will very much depend on the fiscal space (which is currently tight) available, which in turn depends on future government revenues from oil. Nonetheless, the evaluation noted the commitment of the government of Angola to build upon and expand these initiatives and to transform them into national programmes.

c) Output 1.3. Private sector platforms enabled to participate in the achievement of the Goals.

UNDP is continuing to pursue strengthening of private sector engagement with the SDGs in Angola. UNDP is 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. During 2021, in partnership with PwC, UNDP for the first time in Angola,

conducted a survey of several medium and large companies in Angola to investigate how they consider the SDGs in their annual reports and business strategies. Similarly, UNDP facilitated the participation of the private sector in the SDG Platform and engaged with the private sector to promote youth apprenticeship. The overall result of these initiatives is that investors and enterprises are increasingly aligning their activities with the SDGs. UNDP is also developing an SDG Impact Seal. However, there is no evidence so far whether these efforts have yielded results in terms of investments by the private sector or whether UNDP has put in place a mechanism to be able to track such investments.

Finding 4: In its lead role as Principal Recipient of the Global Fund in Angola, UNDP has successfully helped mobilize and managed substantial resources to strengthen capacities at national and local levels to deliver HIV and related services, including for people living with HIV, adolescent girls, young women, and key populations.

UNDP has a long history of collaboration with the Global Fund in Angola. The first phase was from 2005-2010 when UNDP was designated as a Principal Recipient (PR) for Global Fund grants for HIV, TB and Malaria. 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 Global Fund overall portfolio in Angola was re-organised in 2016, after the suspension of the malaria grant in 2012. Three PRs were designated: HIV (UNDP); Malaria/TB (MoH); and Malaria Community (World Vision). Subsequently, a Global Fund audit in 2019 concluded that limited impact on the three diseases had been made in Angola. A decision was therefore taken to adopt a sub-national approach concentrating on two provinces (Benguela and Cuanza Sul), with a potential to expand to more provinces should this model work and resources allow. Under this new model and grant funding for the period 2021-2024 (NFM3), UNDP was designated as the sole PR for all the three disease components by the Global Fund in November 2019. This action by Global Fund speaks to the confidence the donor has in UNDP. Between December 2019 to June 2020, Global Fund assets, documents and the Programme Management Unit (PMU) were transferred from MoH to UNDP. The transfer of the MoH grants to UNDP was effective by 1st July 2020.

Since 2016, Global Fund has funded three grants for Angola under its New Funding Model (NFM) – NFM1 (2016-2018), NFM2 (2018-2021) and NFM3 (2021-2024). During the period under review, UNDP implemented the following Global Fund grants: (i) the Z-grant which was a consolidation of the UNDP-managed HIV grant with the Ministry of Health-managed malaria and TB grants over the period 2020-2021; (ii) NFM3 for the period 2021-2024; and (iii) Covid-19 awards under the Global Fund newly created CR19 RM mechanism. In total, as of July 2021, 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; US\$ 15 million for TB) plus US\$ 20 million for Covid-19 response. UNDP also allocates US\$70-150,000 annually from TRAC resources to the HIV response and this is used in strategic ways such as developing the 2018-2022 National Plan for the Elimination of Mother to Child Transmission of HIV, syphilis and hepatitis B 2018-2022 and funding formulation of the 2018-2023 Strategic Plan of ANASO²⁶. Additional funds are also received from the UNAIDS Budget and Results Accountability Framework (UBRAF) which were used for Treatment Adherence Support among other activities.

d) 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.

²⁶ 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/LGBT organizations)

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 and Covid-19 award.

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:

- (i) Number of people living with HIV currently receiving antiretroviral treatment (ART), including adolescent girls and young women, and key populations.

In close partnership with the INLS and NGO Sub-Recipients, the CO has achieved and surpassed the expected results under the UNDP-managed Global Fund HIV grant (consolidated into the Z-grant) by June 30, 2021. The UNDP Country Programme results framework sets as targets for the period under review to increase the number of people living with HIV on treatment from 77,559 to 122,193. During the first half of 2021, despite the limitations imposed by the pandemic on the national response to HIV, encouraging results were achieved. Compared to the first half of 2020, 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 people living with HIV started ART, with a higher incidence in females - 71.4% and (13,426 / 18,817). The gross cumulative number of 130,005 people living with HIV 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 people living with HIV on treatment reaching 130,000, this target has been met and fully surpassed²⁷.

- (ii) Number of HIV positive pregnant women who received ART during pregnancy to reduce the risk of mother-to-child transmission of HIV.

In the CPD results framework, plans under the UNDP-managed grant whereto 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 (4,226/9,396) were HIV+ pregnant women who were already using ART before the current pregnancy. This result indicates that the country is on track to achieve the set target²⁸.

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

Targets under the UNDP-managed grant and included in the CPD were to increase HIV prevention services from 27,859 to 90,000 for adolescent girls and young women and from 2,499 to 16,584 for female sex workers. The following results were achieved with respect to these targets²⁹:

- a) Adolescent girls and young women - 81,550 adolescent girls and young women were reached with a defined package since January 2020. Two Sub Recipients (SR)'s (ADPP and APDES) contributed

²⁷ Source: UNDP 2020/2021 ROAR; and Global Fund Grant Reports

²⁸ Ibid

²⁹ Ibid

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 female sex workers 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 female sex workers 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 be seen, UNDP, the INLS and NGO Sub-Recipients are on track to meet or have surpassed all the targets with respect to the outputs and indicators of the CPD related to HIV and AIDs. Annex 9 highlights some of the contributory factors for this success. The continued availability of funding at the level of UNDP and its SRs implementers are the primary factors 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 ART also contributed to achieving the treatment targets. However, in 2020, and as a result of the COVID-19 pandemic, the government of Angola funding for the procurement of essential medicines was drastically reduced as a result of the fall in government revenues. The partnership between INLS and UNDP on HIV procurement support services did not as a consequence have the same results as in 2019.

Other achievements under this CPD output include:

- a) The partnership between INLS and UNDP continued to be strengthened during the period under review. 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 Angola³⁰. 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.
- b) Civil society (key and vulnerable populations) training activities in tools and international mechanisms in human rights were also 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.

³⁰ The government of Angola is responsible for purchasing 80% of the ARV drugs while the Global Fund covers the remaining 20%

- c) 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. The piloting of the sub-regional approach has enabled UNDP to scale up the way and the frequency it engages and interfaces with the provincial governments as well as with other community-based SRs in both provinces, which will be critical to the successful implementation of NFM3.

However, several adverse factors affected grant implementation during the reporting period. These include:

- (i) A three month delay in the reception of Grant funds at country level after the timely conclusion of all Grant documents (June 2020)
- (ii) The discontinuation of two SRs i.e., MSH and ODP and resulting under absorption of funds they were allocated at the beginning of the programme year
- (iii) Due to the restrictions imposed by the Covid-19 pandemic, many community activities could not be carried out as expected. For example, the number of home visits to HIV positive pregnant women was significantly reduced having achieved only 62% of the target. In order to mitigate the effects of the pandemic, additional funding was given to implementing partners for the purchase of protective equipment and the hiring of activists -see section 4.6.1 for details.
- (iv) Delays in recruitment processes at the level of UNDP CO resulting in overloading of existing staff also affected grant implementation. Furthermore, UNDP staff were fully engaged in the NFM 3 Funding Request development process, which was successful in many ways but did take time from ongoing grant activities.
- (v) Low motivation of staff in the TB and Malaria Programmes due to delayed payment of salary incentives, further affected implementation because of the delayed grants disbursement. This coupled with limited staffing capacity of TB and Malaria Programmes, which, when combined with the challenges of the health information system for these two disease programmes, exacerbated reporting difficulties. Taken together, these factors explain the considerably lower target attainment for the indicators related to the malaria and TB programmes during the reporting period.

The evaluation found 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.

Given the importance and size of the Global Fund portfolio it is recommended that the CO explore more direct linkages between the Global Fund activities with the other outcomes of the CPD. Admittedly, the vertical nature of such funds and the specificity of Global Fund grant management, could potentially make this a challenge. However, at the same time it needs to be noted that the Country Office already has realized this and is trying to advance partnerships in the area of socio economic determinants of health and is currently exploring a strategy for this together with WHO and UNICEF.

The subnational focus of the new NFM 3 grant, which is effective as from July 1st, 2021, will entail extensive changes in order to operationalise the new approach in Benguela and Cuanza Sul. Already, UNDP has taken several steps including the following:

- a) Staff re-assignment and the recruitment of new staff is in its final stages- under the new modality, most PMU staff are based in Benguela and Cuanza Sul, with Luanda being a coordination and management hub.
- b) Signing of agreements with the five SRs of the Grant (World Vision; ADDP, MoH, and the two Provincial Administrations) (June-July 2020)
- c) Setting up of sub-national offices in Benguela and Cuanza Sul; and
- d) Strengthening of the UNDP/Global Fund PMU through the revision of its standard operating procedures in light of its expanded portfolio.

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

- a) 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 (prior to NFM 3) and needed substantial strengthening for the new approach to work. They recommended that the PMU should be strengthened with increased staff with broader expertise, in particular M&E, PSM and programme management³¹. They further noted that creative solutions need to be identified to ensure timely recruitments to avoid gaps.
- b) Mechanisms for accelerating delivery should be put in place to prevent adverse consequences on grant implementation.
- c) UNDP should strengthen expertise in TB and Malaria given its lack of recent experience in these disease areas. It was further suggested that such expertise would be more appropriately placed within the two respective national programmes, rather than within the UNDP/Global Fund PMU - two project managers are expected to be recruited each for Malaria and TB programmes.
- d) Systemic challenges related to Health Information Systems, timeliness of reporting and supply management at municipal and provincial levels need urgent attention.
- e) UNDP should redouble efforts 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.
- f) Coordination mechanisms should be strengthened between the centre, the provinces, and at provincial level as well, to ensure smooth implementation as there are many actors in place. It was recommended that UNDP institute regular meetings with the five SRs.

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

UNDP is implementing seven projects under this outcome – see Annex 1. The total resources committed to this outcome amounts to US\$ 14.2 million, or 17% of the CPD budget. Annex 10 presents a summary of

³¹ 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

the main results achieved relative to the indicators of the results matrix and the key findings are presented below.

Finding 5: The partnership with GEF has enabled UNDP to mobilize substantial resources and make a strong contribution to the government of Angola's quest to address climate change and environment and to manage the country's natural resources, including transboundary ones, on a more 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 a major step forward, Angola in November 2020 ratified the Paris Agreement, with UNDP support. Following the ratification, the government of Angola initiated the formulation of Nationally Determined Contributions (NDC), a draft of which has been submitted to UNFCCC in May 2021. Work is in progress to deliver a revised and ambitious NDC by the end of first quarter of 2022. The NDC sets out Angola's ambitions in adaption and mitigation actions, both with clear unconditional and conditional contributions. Following the ratification of Paris Agreement by the government of Angola in November 2020, Angola was admitted as the 120th country under UNDP Climate Promise program in 2021. 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.

The Promotion of Improved Charcoal and Biomass Energy Technologies project (Charcoal Project) was able to conclude the work initiated in 2020 on the Baseline Study on Greenhouse Gas (GHG) emissions related to forestry, land use change and charcoal production. The report established a baseline and presents different scenarios of emissions connected to forestry in Angola until 2030. It also identifies the main deforestation factors (drivers) and quantifies the contribution of each of them to total GHG emissions. In addition, models for predicting avoided GHG emissions over the next 10 years (2020-2030) due to the change in identified deforestation drivers was developed. The charcoal project has also continued with relevant trainings and production of the project-designed fuel-efficient cooking stoves through partnership established with Ajuda de Desenvolvimento de Povo Para Povo (ADPPP) schools in Luanda, Huambo and Kwanza Sul, with more than 450 stoves produced so far. Similarly, with Dom Bosco in Luanda, over 150 small stoves and 50 big stoves have been produced by the trained producers. To scale up the production, the project, initiated dialogues with INEFOP, a professional government training school to embrace a component in their training programs that will allow Angolan youth to expand the production of improved stoves at commercial level and build on with appropriate marketing to promote the use of the new stoves and its commercialization on a local scale. It has been reported from the field that the new stoves cut the charcoal usage with more than 50% resulting in lower fuel costs for the families using them. One of the key results expected from the Charcoal Project is development of a certification system on the production of charcoal and its associated value chain. However, this is yet to be achieved and UNDP is currently working closely with the IP and partner institutions to ensure that by the end of the project, this important instrument is in place.

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 played a lead role in securing GEF approval for a new US\$ 3.5 million project on Promoting Sustainable Access to Energy for Rural Communities in Southeast Angola 2022-2026.

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 (PA) 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 International Union for Conservation of Nature (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 30 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 May 2014; Project signed December 2016; with a project end date of 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.

A main challenge with respect to the significant UNDP/GEF portfolio has been in programme start-up and delivery by national counterparts. Project Management Units set up to drive programme implementation also must deliver at the same time on the government agenda, which increases their workload.

Finding 6: With 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.

In response to the recurrent drought situation, UNDP as the chair of the UN DMT in Angola led the mobilization of USD11.0 million from the CERF to address lifesaving needs on nutrition, health, social protection, and livelihoods / agriculture targeting 950,000 affected people and implemented by 5 UN agencies (FAO, UNFPA, UNICEF, WFP and WHO). UNDP is playing a coordination role on the response. UNDP also supported the establishment and operationalization of agrometeorological monitoring and early warning systems, which 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 Gabinete Para a Administração da Bacia Hidrográfica do Rio Cunene (GABHIC), the entity responsible for the management of the basin, who will be responsible in the use of such equipment as well as the collection and analysis of 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 an effective Early Warning System (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 as

follows: (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.

The Covid-19 pandemic and its associated lockdowns impacted negatively on the delivery of most of the expected results under this output due to the country-wide restrictions on travel and its impact on the conduct of training and other activities. Under the project in southern Angola, UNDP deployed a small team to cover a large area; this combined with low budgets, posed a real challenge in implementation. However, the strategy to embed the team within government structures in the area appears to be working well. There were also frequent changes of staff within provincial governments with the result that new staff had to be continuously brought up to speed, which tended to slow implementation. Finally, by virtue of distance, UNDP operations support (finance, procurement, and administration) tended to be relatively slow in responding to the needs of project at provincial level when compared to Luanda-based operations and this affected the speed of project implementation.

During 2020, with support from the GEF/Least Developed Country Fund (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 the 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 social distancing with the installation of simple hand-washing equipment in the communities.

Under the FRESAN Project and in coordination with UNDP's Cuvelai project in Cunene province, 10 community groups were created and trained in DRR/DRM and a radio communication system was established between SPCB Cunene (municipal headquarters and 11 vehicles were procured) and 12 isolated communities to improve internal communications 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 in which disaster response committees were 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 Strengthening inclusive democracy, human rights, justice, and rule of law

Under this CPD outcome, UNDP is implementing six projects as shown in Annex 1. The total resources committed to this outcome amounts to US\$ 3.2 million, or 4% of CPD budget. Annex 11 presents a summary of the key results achieved relative to the indicators of the results matrix and the key findings are presented below.

Finding 7: UNDP is making a significant contribution to promoting governance, human rights and the 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.

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

Under this output, 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 cohort of 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. Some of the factors that have contributed to the achievements under the output include 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 NDP 2018-2022; and availability of funding through cost sharing contributions by development partners (e.g., Norway, Netherlands).

Likewise, UNDP has supported municipalities with platforms for participatory engagements of youth in budgetary development processes. Five out of six Local Governance Legal Frameworks were developed and approved based on political consensus. With UNDP support, Participatory Budgeting (PB) was instituted (Presidential Decrees n.º234 and n.º235) 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.º170/20) 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 Administrations³².

Based on the progress made, a World Bank project has been launched which is meant partly to support this process. This is a positive sign of uptake for a UNDP -initiated activity by another development partner, but a lot more needs to be done in terms of building the planning capacities of municipalities (e.g., they currently do not have strategic plans) as well as civil society and local communities.

a) *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 a very sensitive area to venture into for a development partner prior to changes brought about by the election of a new administration in 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 a 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 is however, now on hold because the latter has reviewed priorities, now focusing on building a training institution, which the 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. According to government officials, they state that the choice was based on UNDP's knowledge of the country, its sound technical assistance and government trust in view of its neutrality. Apparently, there were no operational bottlenecks but there are cases when government and UNDP priorities diverged. Apart from this, 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 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

³² 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

as lacking the independence of an agency. A positive sign is that the President has set up a High-Level Working Group on Anti-corruption.

b) Output 3.3. Capacities, functions, and financing of the rule of law, 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 in fulfil its reporting obligation under the various treaties, both regional and international; follow up to the Universal Periodic Review (UPR) – a participatory data base has been created to allow citizens to follow recommendations online; substantive support for the formulation of human rights strategies, human rights case handling and support to the work of human rights committees; work with the ombudsman and the Police Service; inclusive rights (LGBTQIA +) and transitional justice, as well as on gender.

In terms of strengthening local level institutions and systems supporting the fulfilment of nationally and internationally ratified human rights obligations, UNDP designed and adopted the National Strategy for Human Rights Education and supported the establishment of: 18 Local Human Rights Councils; 52 Municipal Human Rights Committees (5 of which are 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 administration of justice 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 the integrated approach to human rights with social and development issues, as well as strong multisectoral partnerships with Ministries of Justice and Human Rights, Interior and civil society.

UNDP support is also provided to the Office of the Ombudsman, which listed its 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 the 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 the UNDP is supporting through capacity building and gender mainstreaming in the Ministries, Departments and Agencies (MDAs) as well as the revitalization of the Multisectoral Committee on Gender. The Gender Observatory, involving a national system of gender indicators, was designed and is on the course of implementation. The purpose of the Observatory is to address the data gap on gender and to consolidate indicators to enable Angola respond to national, regional and international commitments. The goal is to create a digital platform for universal access. There was good cooperation between Angola's Ministry of Social Assistance, Family and Women's Affairs (MASFAMU) and its Cabo Verde counterpart for the development of the Gender Observatory which accelerated the process. The sharing of Cabo Verde's experience served to enhance MASFAMU's political commitment. A common language and shared socio-historical realities between the two countries facilitated knowledge sharing. 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 concerning government commitment.

In terms of women's economic empowerment, UNDP initiated gender sensitive budgeting, supporting Angola through MASFAMU, with a positive technical collaboration with Cabo Verde CO 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 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.º 195/21). Gender markers were also 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 MASFAMU and a local academy, on a model of integrated support for survivors of GBV (involving a hotline, police protection, legal aid, psychological assistance and data tracking systems), 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 MASFAMU. UNDP, UNICEF and UNFPA, under the overall coordination of the Office of the Resident Coordinator (RC), supported the government of Angola, 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 that the 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 as well as excessive and illegal imprisonments. It will also 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 LGBTQIA+ communities was launched together with a corruption risk assessment in the health sector.

4.3 Efficiency

The evaluation examined efficiency from the perspective of the delivery of programme resources, cost effectiveness, as well as synergies and linkages between the clusters³³.

³³ See Evaluation matrix – Annex 3

4.3.1 Programme Delivery and Efficiency in Use of Resources

Finding 8: The UNDP CO has been recognized by the HQ/RBA as Top Performers delivered programme resources despite the impact of Covid-19

Data collected and analysed on delivery of programme resources are presented in Table 1a elaborated by the CO which presents the stream delivery target as follows:

- a) The combined average delivery of the UNDP CO for 2020 and 2021 met the targets set with UNDP HQ for USD 23 million in 2020 and USD 23 million in 2021, and the stream target delivery for the evaluation period was 103% in 2020 and 204% for 2021, those results were higher than the foreseen target.
- b) Delivery was higher in 2021 than in 2020 for all clusters. The lower delivery in 2020 reflected a greater impact of Covid – 19 with the sudden and severe lockdowns experienced as the country adjusted to the pandemic. It also reflected a change in CO strategy in 2020 with new management coming on board of the CO. The pick -up in delivery during 2021 is reflective of the fact the CO had put in place effective measures to assure continuity and minimise disruptions – see section 4.6.2.
- c) Combined delivery was also higher for the poverty and governance outcomes when compared to environment. The high delivery in the health cluster is particularly impressive given the fact that some 78% of CO resources are under this outcome. The challenges with respect to delivery of the UNDP/GEF portfolio is highlighted in section 4.2.2.
- d) According to UNDP Corporate Delivery as of 31 December, the CO delivery is amongst the Top Performers with 204% of an over original target, this performance has been recognized by the HQ/RBA.

Overall, these trends show that UNDP CO had a satisfactory performance in terms of delivery of programme resources. Furthermore, when viewed from the perspective of results achieved against resources expended, the evaluation found that resource use was cost-effective.

Notwithstanding satisfactory performance, programme delivery was affected for a variety of other reasons besides the impact of Covid 19 – the most important of which was the delay in the start-up of some projects or their discontinuation. For example, under the poverty outcome, delivery has 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- ISDGs) were yet to take-off at the time of the evaluation. Performance is also affected by the fact that NFM3 was just coming on stream with activities focussed on putting in place arrangements for programme implementation. The post elections assistance under the governance outcome was discontinued because of political sensitivities and the balance of funds returned to the donor.

4.3.2 Interlinkages and Synergies

The evaluation also assessed efficiency by examining programme interlinkages. 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 among the three CPD outcomes.

Finding 9: UNDP has made efforts to promote programme interlinkages and synergies, but the results have been modest, and efforts were not sufficiently systematic or consistent. Challenges to better programme integration were found within both UNDP and government.

Programme interlinkages between poverty and governance are demonstrated by the following examples:

- (i) The “Just and Inclusive Society”, project under the poverty cluster is addressing rights in the social and economic areas through the Human Right Committees and the monitoring of the implementation of human rights recommendations.
- (ii) The two clusters have collaborated in the training and legalization of women's cooperatives, with the partnerships of MASFAMU, Ministry of Justice and Human Rights and INAPEM).
- (iii) Similarly, linkages were established 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.
- (iv) Finally, through the project “Support for Safe Functioning of Informal/Local Markets”, the issue concerning lack of observation with respect to biosafety measures in the local markets as per the government's decrees to contain the spread of Covid-19, threatening the livelihood of over 70% of the active population who work in the informal sector is being addressed. The project sought to secure the livelihood of most of the population through the promotion of biosafety measures and the 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).

With respect to interlinkages between the poverty and environment clusters, there are several examples as well: (a) the Economic diversification project involves promoting agriculture and value chains products that have linkages with the environment component; and (b) similarly, as well for 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 has strong linkages with the environment cluster as well. The promotion of renewable energy represents a key connecting point with TVET training centres; INEFOP Huila has now established the renewable energy course in their package of training.

For the environment and governance clusters the following interlinkages were identified: (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 the 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, and synergies are expected on the work related to strengthening the Environmental Crime Unit, with strong involvement of the Judiciary system, Police, Army and Conservation Areas agency, as well as 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.

As shown above, there is clearly great potential and good opportunities for integration across all the programme clusters. However, there were bottlenecks to stronger programme integration within UNDP as well as in Government:

- a) The many potential opportunities to link programmes/projects within UNDP have been explored as a deliberate internal strategy but this could be further intensified. This could be partly explained by the fact that staff are at times narrowly focused on high work load in their respective portfolios and can not spend the time needed to sufficiently explore these opportunities and bring them to fruition. Another internal contributory factor is fragmentation of the UNDP portfolio and the existence of several small projects.
- b) On the side of government there is inadequate institutional dialogue among sectors and the 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.

In the light of the above, the CO started to apply complex systems thinking to pilot the application of the portfolio approach together with UNDP HQ.

4.4 Sustainability

Finding 10: UNDP interventions are accorded a high priority by government, and they are judged to have reasonable prospects for sustainability, but there are many associated risks.

Sustainability is determined by many factors but for this evaluation three key criteria were used³⁴: (i) the degree of government commitment as reflected in policy stances and statements by public officials; (ii) the existence of linkages or potential uptake of UNDP interventions by government and other partners' programmes; and (iii) UNDP resource mobilization in support of government.

4.4.1 Government Policy Commitment

At a general level, government of Angola has shown strong policy commitment to the work UNDP is carrying out, as UNDP interventions all speak directly to the priorities reflected in the NDP (2018-2022). This has been amply demonstrated under section 4.1 assessing relevance of UNDP's interventions and confirmed in discussions with senior government officials, although there are risks. Specifically:

- a) With respect to the fostering poverty eradication and inclusive economic growth outcome, there is 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. On the other hand, grant resources are becoming increasingly difficult to mobilize, which poses a challenge for UNDP. With respect to the Global Fund, it is likely that in the near future, UNDP's role as PR would shift back to government. Thus, the operation in its current form is not judged, in the long run, to be sustainable. Another consideration is that given the high resource needs of the Global Fund-funded activities, would the Government of Angola be in a position to sustain such interventions? Nonetheless, the strong leadership of UNDP and excellent programme performance undoubtedly lays a strong basis for Angola's fight against the three diseases.

³⁴ See Evaluation matrix – Annex 3

- b) On the environment front, 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. 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, vested interests in the Oil and Gas sector and other factors could act as bottlenecks, although these are not insurmountable. There is also evidence of negative policy reversals as noted with respect to the granting of mining rights with the PA System.
- c) There is strong high-level political commitments of the Executive to implement wide-ranging governance reforms in Angola which bodes well for the sustainability of the interventions. Much will depend though, on developments on the political front. In addition, the funding landscape for work on governance in Angola is very challenging, which has led UNDP to de-prioritize this area of work, and instead seeks to integrate governance into the other CPD outcomes.

4.4.2 Linkages and Potential Uptake of UNDP interventions

UNDP has worked to enhance the sustainability of its interventions by ensuring that its pilot initiatives are linked to larger government programmes, building partnerships and capacities to assure programme scaling up and continuity.

Under the poverty cluster, good efforts are being made to link UNDP's work on employment, skills enhancement, and vocational training to larger government initiatives (and potentially resources from the national budget) and through a deliberate broad-based partnership approach involving donors and national institutions as detailed under section 4.2.1. With Global Fund resources, UNDP has built the capacity of INLS and is progressively positioning it to assume an eventual leadership role. Under the environment cluster, UNDP has forged a strong partnership with GEF, which is making available substantial resources to address the environmental challenges of Angola on a sustained basis.

However, it should be noted that the government faces a tight fiscal situation due to declining oil revenues, which makes uncertain the extent to which government financing, at least in the short-term, will be available to implement major government programmes.

4.4.3 Support to Resource Mobilization

UNDP has assisted government to tap into several external sources of funding in climate (UNDP Climate Promise) and disaster risk reduction (CERF). Such efforts play an important part in assuring the continuity and sustainability of interventions. Additional efforts to cite include:

- a) UNDP's leadership was fundamental for GEF approval of a new US\$ 3.5 million project on Promoting Sustainable Access to Energy for Rural Communities in Southeast Angola 2022-2026.
- b) The CO is in the final stages of the negotiations with the EIB for the implementation of a 50 million EUR loan blended with a 4.5 million EUR grant to support the roll out of the vaccination, prevention, and treatment of Covid-19 in Angola.
- c) A proposal for USD 1.2 million is being submitted by the CO to the Ministry of Industry and Trade to support the Rural Industrial Parks expansion and related investments.
- d) The CO is exploring a USD 46 million BADEA funded project with the Ministry of Economy and Planning.
- e) Agreement was reached with the Ministry of Economy and Planning for the implementation of a US\$ 2.1 million loan from the African Development Bank to foster the Reconversion of the Informal Economy; and

- f) The Ministry of Environment is exploring a 24 million EUR project with IFAD and UNDP on renewable energy and strengthening of the agricultural sector.

All these resource mobilization efforts and the successes achieved will serve to consolidate the gains made and will contribute to programme continuity and sustainability.

4.5 UNDP Response to COVID 19

As in other countries, Covid – 19 had wide-ranging impact on Angola – see section 1.2.5. This section of evaluation report presents findings on: the contribution of UNDP to the UN system response to Covid 19 in Angola; and the impact of the pandemic on UNDP programme delivery as well as the measures UNDP put in place to ensure programme delivery.

Finding 11: UNDP has played a lead role in the UN system robust response to Covid 19 and provided critical support to government of Angola’s efforts to tackle the pandemic. UNDP has also successfully put in place several measures to assure safety of staff and programme continuity with the result that adverse consequences of Covid-19 on its programme were minimized.

4.5.1 Role of UNDP in the UN-system Response to Covid -19 in Angola

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 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.

UNDP has played a central and multi-faceted role as part of the UN system during the pandemic and in directly supporting the government of Angola and other partners to fight the pandemic as shown by the following examples:

- (i) UNDP in collaboration with the World Bank carried Socio-economic impact assessments of the pandemic in Angola and subsequently the UNDP was the technical lead to devise the UN system-wide response, which is the UN Socio-Economic Response & Recovery Framework Covid-19 in Angola.
- (ii) Technical assistance was provided by UNDP to the Ministry of Health which helped quantify the country needs for Covid-19 diagnostic, prevention and treatment products as well as medical equipment. The quantification produced with UNDP support was used by the Ministry and the World Bank as the basis for the Covid-19 procurement processes. UNDP also supported the Ministry of Health to produce the daily Covid-19 epidemiological bulletins throughout 2020 and part of 2021.
- (iii) UNDP provided technical assistance to the Country Co-ordination Mechanism (CCM) for Global Fund grants which helped mobilised Covid-19 funding from the Global Fund: US\$ \$6 million in 2020 and US \$20.6 million in 2021.
- (iv) The Luanda Provincial Government was supported to design and operationalise a Community Engagement Strategy on Covid-19. RRF Funding was also disbursed to ANASO for community workers to carry out outreach to people living with HIV, including nutritional support during the lockdown periods.
- (v) Finally, 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 USD \$ 512,630, is being jointly implemented with UNICEF and covers the period January 2021-July 2022 and aims to enhance skills development to foster employment opportunities for Angolan youth in the peri-urban areas of the municipality of Cazenga, Luanda, through the promotion of quality TVET, youth employment and entrepreneurship, and youth engagement.

4.5.2 Impact on UNDP and Mitigation Measures

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

- a) For the poverty cluster, the start of implementation for 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 skills development and job creation for the youth in Angola”, there was some impact, particularly the component dealing with skills 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.
- b) 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 , ARVs and CVs at the health facility level. Measures taken included the following: 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. Grant funds absorption against disbursed amount was relatively low over the July – December 2020 period due to Covid-19 related measures. These have limited the ability of UNDP and its implementing partners to move within and between provinces or to organise face-to-face meetings and workshops.
- c) 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 the decision-making process for 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 planned field missions, hence affecting delivery capacity in 2020-21.
- d) 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 the project team. Working meetings were mostly held online.

The CO put in place acceleration plans as well as budget revisions in the second semester which allowed the CO to reach its financial delivery targets by the end of 2021. In addition, many new human resources were recruited (10 staff in Inclusive Growth and 13 in Global Fund) to enhance implementation capacity in 2022. Other measures that were put in place to address delivery issues under Covid 19 pandemic, assure the smooth functioning of the office and safeguard staff health and safety.

- a) The CO went on full telecommuting and provided staff with working conditions (modems for those who did not have internet at home, reimbursement of internet charges).
- b) The office also provided for PPE for staff and dependents (masks, thermometers, sanitizers), and ensured that the UN/WHO protocol for Covid-19 was implemented when there were cases among staff and dependents.
- c) Staff were also afforded the opportunity to be vaccinated - The UN system was offered vaccination by the Ministry of Health as part of the international community.
- d) Approval systems were also revisited, and online approvals were introduced to avoid the use of paper; and
- e) The CO organised four socially distanced team building exercises which aimed at boosting staff morale, encouraging collaboration across teams, fostering innovation and creativity, promoting communication and socialisation among staff.
- f) Innovative solutions were introduced to deliver training and courses for most of beneficiaries and trainer of trainers and there was a wider use of digital services to conduct consultations and regional workshops.

There were specific responses at programme level; for example, given the specific nature of HIV, TB and Malaria, several mitigation measures were taken. These included the following:

- a) 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.
- b) 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.
- c) Reconnecting with female sex workers, integrating Covid-19 messages into outreach activities: purchase of PPE for extension workers, offering the complete minimum HIV prevention package to female sex workers, MSM and adolescent girl and young women during their connection to HIV, STD services, FP, GBV and medical check-up.
- d) Increasing the frequency of contact with female sex workers as controls started reducing, especially the treatment group, to ensure they remain in treatment. This is together with carrying out monitoring and evaluation of the HIV/AIDS program.

- e) 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.
- f) Ensuring the biosecurity of health technicians and patients at the level of the HU who care for TB cases.

Under the strengthening of the national health procurement system, PSM supervision missions were undertaken to: a) assess stock status at provincial and health facility levels; 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.

4.7.1 Gender

Gender is a central cross-cutting concern of the UNDP and is reflected across all the three programme clusters/outcomes of the CPD.

Finding 12: UNDP has made progress in positioning gender institutionally within the CO, as well as integrating it at the specific programmatic level. However, evidence shows that more needs to be done as resources allocated are not sufficient and many actions are not sufficiently transformative.

The UNDP CO has taken measures to strengthen gender and women's empowerment by recruiting a gender expert. The office has a gender strategy/action plan, which is aligned with the corporate Gender Equality Strategy 2018-2021. The CO will allocate specific resources from the 2022 Office budget to the gender team. UNDP is a member of the Development Partners Gender group.

Notwithstanding, UNDP Angola has recently been designated as a "Gender Seal" CO in August 2021. This is a welcome development though still in the early stages. So far, the CO has submitted a self-assessment online to establish a baseline, on October 15, 2021, 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 CO work.

The integration of gender at the programmatic level was assessed in two ways: (i) through assessing the proportion of women beneficiaries in all UNDP projects, where sex disaggregated data was available; and (ii) using Atlas gender markers to assess allocation of resources to gender.

(i) Gender in programmatic interventions

Gender equality and women's empowerment is a major focus of the poverty and inclusive growth programme cluster. In three out of the six key projects of the non-Global Fund 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 towards preparing women for non-traditional roles in the labour market through vocational and skills training. Overall, most of the projects designed in the inclusive growth cluster fully integrate concerns on gender equality and women empowerment. Efforts have been made to ensure that women's (as well as men's) concerns and experiences are an integral dimension of the design, implementation, monitoring and evaluation of the projects. Under the Global Fund-funded activities, women are a key target of all interventions and results areas as shown in Table 3 below.

Table 3: No of females benefitting from Global Fund-funded activities

	2020	2021
Number of pregnant women on PMTCT,	7 337	9 396
Number of Adolescent Girls and Young Women reached with HIV prevention programmes	43 051	38 018
Number of Female Sex Workers reached with HIV prevention programmes.	2 899	8 725
Number of pregnant women who received preventive malaria treatment	203 080	113 820
Total	256367	169959

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 which is the acceleration of gender equality and empowerment of women's 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" was, before its discontinuation, 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 a gender component on the State Budget in 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:

- a) Under the Strengthening DRM institutional frameworks and capacities project, DRM plans and activities are 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.
- b) 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 EWS are being established to build resilience for 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.
- c) 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 bricks (as alternative to charcoal) in the municipalities of Huambo and Luanda. Of the 2540 beneficiaries, women constitute 40%.
- d) For the projects related to the PA system, women constitute about a third of the beneficiaries.

However, women tend to also have higher illiteracy rates, limiting their participation in decision making meetings, hence do not have the same access to information and consequently are usually more vulnerable and more exposed to disasters risks than men³⁵. The number of women being trained in the Civil Protection is also still much lower than men.

(ii) *Gender Markers of Programmes*

Gender makers were extracted from ATLAS for all the CPD projects being implemented and the results are shown in Annex 13 and the figures 5-8 below.

³⁵ 2021 ROAR

Figure 2: Consolidated Gender Markers for the UNDP Country Programme

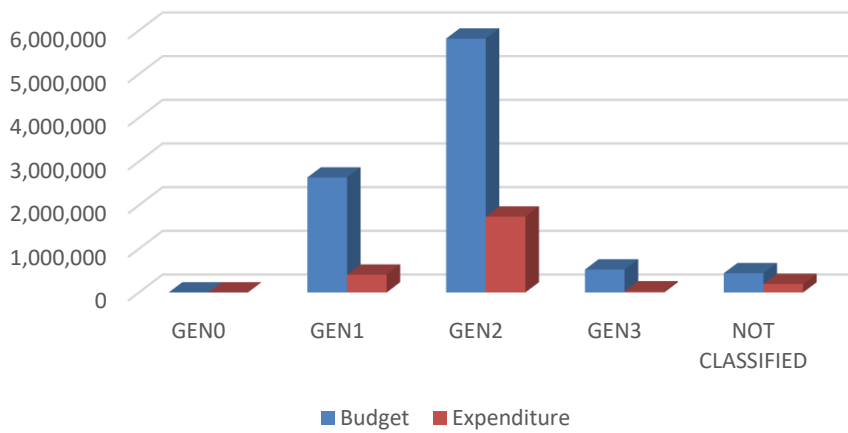


Figure 3: Gender Markers in the Sustainable Inclusive Growth

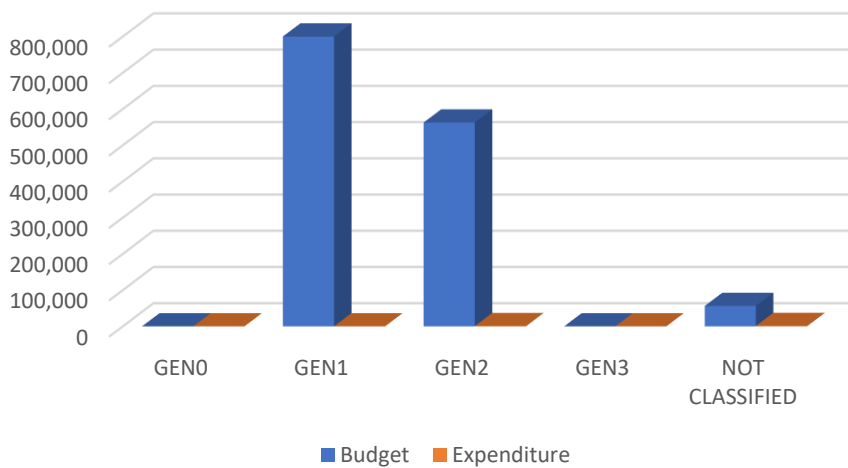


Figure 4: Gender Markers in Environment /Disaster Reduction

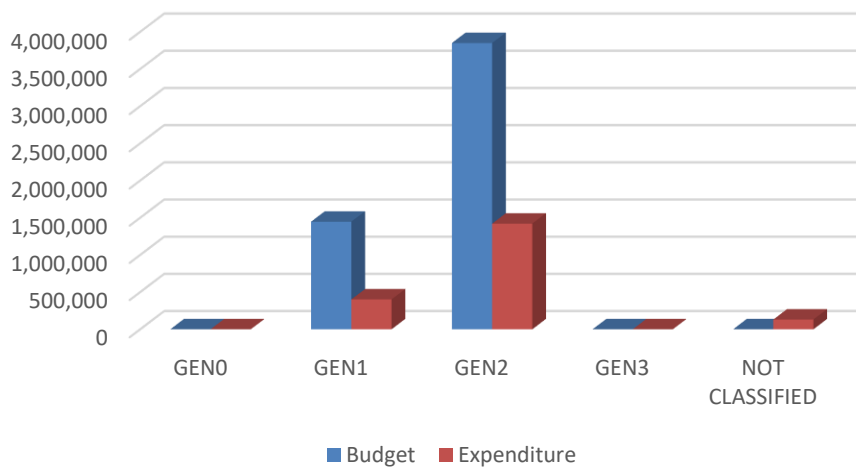
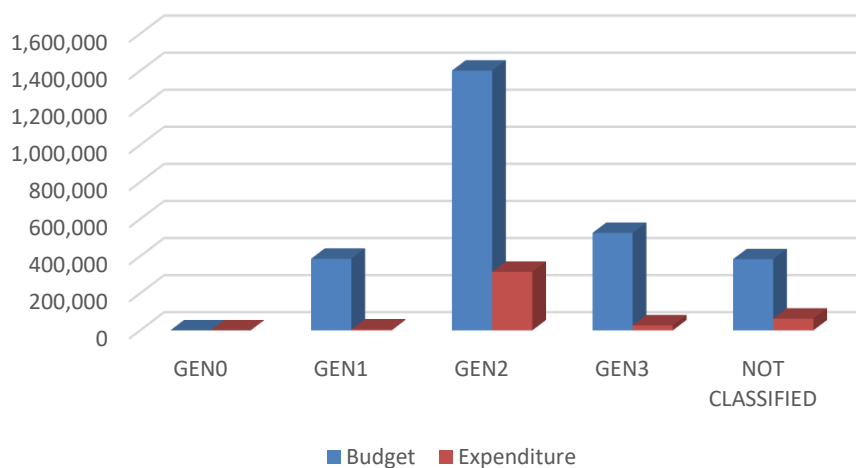


Figure 5: Gender Markers for Governance



The main observations flowing from the above data and the analysis are:

- When summed over all UNDP projects, gender markers are predominantly either GEN 1 or GEN2 (28% and 62% in terms of budget; and 17% and 73% in terms of expenditures);
- GEN 3 is proportionally low, with only 6% of the budget so classified and 1% of expenditures.
- No projects fall under GEN0, but 5% and 8% of the budgets and expenditures are unclassified.
- When the results of the different clusters are compared, governance at 19% (budget) and 7% (expenditures) has the highest GEN 3 rating.
- The poverty cluster has comparatively lower performance with 56% in GEN1 for budget.
- For all clusters, the gender marker for the budgets is far greater than for the expenditures; implying that while the commitment to reflect gender in the programmes was high this did not always translate into action.

4.6.2 Capacity Development

The evaluation undertook a comprehensive mapping of capacity building activities for UNDP projects to determine the extent to which the three dimensions of capacity, namely: institutional, organizational, and individual levels-were being addressed.

Finding 13: Capacity development in all its three dimensions are being fully addressed under the country programme. However, policy support, training and skills development tend to dominate, as compared to support for organizational improvements

The results of the capacity development mapping exercise shows that the UNDP is addressing all dimensions of capacity in its interventions, namely: the policy and institutional environment; organizational improvements - structures, systems, and processes; and developing the skills and competencies of individuals through training.

In terms of policies, key capacity achievements from UNDP support are illustrated by the following examples: support for the formulation of the NDP and its revision; various sector policies strategies and action plans on climate change, DRM, anti-Corruption, etc. Similarly, at the individual level (training, skills, and competencies) significant efforts are being made as all programmes have supported training activities.

Enhancing organizational effectiveness in terms of improved systems, processes and organizational restructuring/re-engineering of Angola's public sector institutions which are recognized as centralized and not sufficiently responsive in terms of service delivery and facilitating citizens' participation is a priority of government (e.g., Axis 4 (Policy area 19) of the NDP prioritizes State Reform and Public Administration Modernization). UNDP has been aiding to strengthen organizational effectiveness (i.e., improved systems, processes, and organizational restructuring/re-engineering of Angola's public sector institutions). A case in point is the support of UNDP through the Global Fund to strengthen the capacity of INLS through a capacity building process for the INLS the objective of which was to improve the performance of the INLS as a Sub-Recipient in the implementation of HIV programs; and the elaboration of standard operating procedures manuals in various areas.³⁶ However, UNDP has undertaken fewer similar activities in other programme areas. This is admittedly a more complex undertaking than the other dimensions of capacity, especially in the Angolan context.

4.6.3 UNDP Accelerator Laboratory

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. The UNDP Accelerator Lab is conceived as a global initiative that is seeking to assist countries and was started in Angola in 2019.

³⁶ Standard operating procedures manual for pharmaceutical management of HIV and AIDS products; INLS Operating Procedures Manual; and Operational Guide for the Internal Control Structure of the INLS

Finding 14: The work of the Accelerator Facility is highly relevant as R&D and innovation are critical to address Angola’s development challenges, create jobs and render the economy more productive and competitive. The work of the facility is however, constrained by availability of limited resources.

The Facility, a HQ- derived initiative, is playing an advisory role within the CO, and is focused on working with other units to introduce innovations within their programmes. Key initiatives undertaken by the Facility are the following:

- a) Carrying out a diagnostic study on the innovation ecosystem in Angola to create a network for technology transfer. Furthermore, development of a national policy to support the national ecosystem of innovation has started.
- b) As part of the NextGen Cities Africa program, the Acc Lab 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 Acc Lab designed the questionnaire for registry of market vendors in 24 markets.
- c) Supporting the fight against Covid 19 and mitigate the risk of infections, the Acc Lab 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 Acc Lab conducted a survey about the use of plastic bags in 14 big supermarkets and retailers;
- d) 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.

The facility is yet to be fully staffed and relies on resources from other programme clusters to carry out its work. This tends to somewhat limit its operations.

4.7 Partnerships and Resource Mobilization

Finding 15: 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 in Angola.

UNDP is a trusted and well perceived partner by government and national stakeholders. According to stakeholders interviewed - government of Angola, Global Fund, bilateral and multilateral partners – they value 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 HIV and AIDs. For the latter, UNDP is particularly appreciated for its stance in advocating their rights and assisting them in the face of stigma and discrimination.

By virtue of the trust UNDP has developed, it has a good track record in mobilizing resources from diverse funding sources – 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 bilateral partners, UNDP has become the “go to” partner to achieve their development cooperation objectives. This is helped by the ability of UNDP to work in areas deemed too

sensitive for bilateral partners to venture into – e.g., anti-corruption, elections, and administrative reforms. UNDP’s role within the UN-system in Angola is documented under section 4.9 which outlines the various partnerships with UN agencies.

Another level of partnership is that UNDP can 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, MASFAMU, 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 (e.g., establishment of the SDG platform in Angola).

Finally, UNDP has to some extent successfully used south-south cooperation to address some of Angola’s development challenges. For example, in its policy and technical advisory role on TVET, UNDP can draw upon the experiences of other countries such as Eritrea, Armenia, and Georgia where UNDP has successfully implemented TVET programmes. UNDP has also used south-south cooperation to support social analysis of government programmes and including developing the Angolan law on voluntarism.

Notwithstanding the above, some partners, mainly national ones, have also complained about UNDP’s so-called “bureaucracy”, and its slowness to respond to needs of its clients. However, both UNDP and national counterparts bear some responsibility, and efforts must be made by both sides to address these well-known and persistent operational bottlenecks highlighted by previous evaluations.

4.8 UNDP in the United Nations Development System in Angola

Finding 16: UNDP is making a strong contribution to supporting the overall work of the UN system through its contribution to the implementation of the UNSDF and through the strong partnerships it has forged with sister agencies at programmatic level

The UNDP Angola plays a key role in UN system activities in Angola. Annex 14 presents a synopsis of UNDP’s planned contributions to the UNSDF (2018-2022) and through it, to national development priorities:

- a) 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.
- b) UNDP’s planned contribution to the projected UNSDF budget of \$261 million is \$71.7 million or 27%.
- c) 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.
- d) 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.
- e) 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.

Data available shows that so far, shows that UNDP has contributed 105% of its planned financial inputs with all outcomes benefitting, particularly outcomes 1, 2 and 4.

As documented in sections 4.6.2 and, UNDP played a lead role in the UN system response to Covid 19 in Angola and in mobilizing resources from the CERF to address the drought that has affected southern Angola. Additional examples of how UNDP is partnering with sister agencies is provided by the examples below:

- a) UNDP Angola has formalized a three-year partnership plan with UNICEF Angola to intensify collaboration between the Agencies. Ongoing a joint UNDP UNICEF project for youth employment and skills building in Luanda. Currently UNDP is developing a Study on Innovation and Entrepreneurship in partnership with UNCTAD, expected to be concluded in February 2022.
- b) UNDP is co-leading a UN informal sector working group and coordinate a dialogue on “Challenges and perspectives for the inclusion of small informal traders in the formal economy” with UN Agencies, ILO, UNHCR and other Development Partners such as the EU and the African Development Bank; and
- c) Together with FAO, IFC, UNFPA, UNDP has developed a joint proposal for the UN SDG fund for economic diversification around the poultry value chain in Angola.

4.10 Human Resources, Operations Support and Quality Assurance

4.10.1 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 for Programme and Operations as of 1st December 2020.³⁷ At the programme level, they are supported by team leads/programme specialists for the three programme clusters, a Global Fund Programme Coordinator, and a Gender Focal Point. The office also has a team dedicated to Results-Based Management, M&E and quality assurance, as well as communications. The work of the Cluster leads is supported by a team of programme assistants who under current arrangements are not assigned to specific clusters. A Finance and Operations team is 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.

The CO faces some human resources challenges such as inadequacy of, and recruiting staff with the right profiles due to the quality of applicants. 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 can be insufficient obliging, them to spend valuable time attending to routine matters better handled at lower levels. This cuts into the ability of Programme Leads to engage high level government counterparts in policy dialogue and providing technical advice and/or their ability to strategically engage with other partners.

Stakeholders’ feedback with respect to country office operations pointed to UNDP delays in finance and procurements requests which can often be 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 solely on UNDP as IP are also mostly to blame due to non-respect of UNDP

³⁷ The CO Deputy RR post was vacant from May 2019 to December 2020, i.e. over an 18 month period.

procedures and delays in submission of required documentation, particular for procurement of goods and services. Although training has been provided on UNDP procedures, the frequent changes in staff in IPs means that UNDP is obliged, on a continuing basis, to provide induction courses to new IP staff, if and when needed.

Similarly, several challenges are faced with regards to procurement, such as: requests for procurement of goods and services are mostly done at the last minute; claims of late payments by vendors; reconciliation of payments to vendors; vendor management - 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.

The UNDP Country Office was last restructured in 2015. More recently, efforts have been made to improve operational processes and there are plans to continue to improve them during 2022. The CO management undertook participatory reviews of business processes related to recruitment, procurement, travel, and payment as part of its efforts to enhance internal and external client satisfaction.

4.10.2 Programme Management and Quality Assurance Mechanisms

Close to 60% of UNDP project portfolio is being delivered through Direct Implementation Modality (DIM) – Annex 14. This is particularly so with respect to the poverty and governance outcomes. In contrast, under the environment cluster all the projects with one exception are National Implementation Modality (NIM). The predominance of DIM is explained by a variety of reasons:

- a) Global Fund projects are DIM in order to mitigate the risk related to financial and procurement management.
- b) Governance projects are DIM for the same reason: implementing partners have proved not to have the necessary conditions to manage the funds per POPP requirements.
- c) In the case of the one project under environment cluster (Disaster Risk Reduction project), there are difficulties for ministerial departments and local governments to open bank accounts in commercial banks and also restrictions on the part of the Ministry of Finance to mix the OGE with partner funds.
- d) For the governance cluster, as a large part of the resources come from TRAC (core resources), with an annual allocation without the possibility of rescheduling for the following year. The same restrictions with respect to opening bank accounts in commercial banks and on mixing the OGE with partner funds also apply. As the amount of funds is often relatively small, transaction costs can be high.

On a positive note, measures are being taken to build capacity for eventual application of NIM through strengthening by a newly planned CO HACT assessment that can help identify those partners that have developed minimum conditions to transition to NIM.

The UNDP country office has reasonably functioning quality assurance and programme management mechanisms. For quality assurance, the Country office has one RBM/Communications analyst and one RBM/Communications assistant 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:

- a) An annual retreat at the end of the year to agree on the strategic outputs for the coming year.
- b) Strategy and delivery meetings involving heads of units (HUG) that are held twice monthly.
- c) Quarterly Programme and Operations Working Group (POWG) meetings the purpose of which is to provide a space where Programme and Operations staff meet, exchange ideas and implement recommendations aiming at improving our programme delivery.
- d) Programme level meetings held every two months.
- e) All personnel staff meeting monthly.
- f) A CPD board meeting with the Government which was held at the end of 2021.

To facilitate communication and visibility of the office, the RBM/Communications team also maintains the Country Office website, and twitter, LinkedIn and Facebook (meta) accounts. UNDP Angola ensured that innovative initiatives and results are showcased on social media by deploying various digital products such as videos, graphics, and messages with photos.

At corporate level, CO continues its work to contribute to the UNDP's results planning, monitoring, and reporting. During the period under review, CO has planned activities for the 2020 and 2021 in Integrated Work Plan (IWP), completed the mini-ROAR exercise in September 2020 and 2021, with analysed successes, challenges, lessons, and future demand of UNDP's COVID-19 response work since the onset of the pandemic. In addition, the results were reported through the ROARs including key elements of the IWP, related indicators in the IRRF and CPD.

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.

4.11 Key Challenges in Programme Implementation

The evaluation identified several internal (endogenous) and external (exogenous) challenges that are adversely affect implementation and delivery of programme resources.

4.11.1 Endogenous Factors

The endogenous factors include the following:

- a) For a combined portfolio of about US\$ 83 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.
- b) There are several operational weaknesses relating to financial, procurement and other processes, that both staff and stakeholders have highlighted, and these were discussed earlier in section 4.10.2.

- c) The expansion of UNDP activities into the provinces, while positive, pose specific challenges, such as weak capacities of provincial administrations and operational bottlenecks in servicing projects in geographically distant locations.
- d) Finally, the CO in resource terms has grown rapidly in size, driven mainly by substantial increases in Global Fund resources which saw a five-fold increase from US\$ 23 million (2018-2021) to US\$ 103 million (2021-2024). 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.

4.11.2. Exogenous Factors

The factors outside of UNDP's control, include:

- a) 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, which continues to have far-reaching effects on Angolan society and impact on and determine how UNDP implements the CPD.
- b) Effecting policy changes in a context such as Angola is a result of long-term systematic efforts and often changes are incremental, and or reversed.
- c) Economic contraction and impact on state budget which resulted in government not allocating resources to implement agreed priorities (e.g., the DRM strategy), or reduce disbursements under cost-sharing agreements (e.g., the partnership with the INLS).
- d) Covid -19 which has adverse effects on the implementation of activities because of measures Government has put in place – see sections 4.5.1 and 4.5.2.
- e) Limited 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 referred to earlier.
- f) Challenges around availability of quality data to support evidence-based policy formulation and decision-making.

5. Conclusions, Lessons and Recommendations

5.1 Conclusions

- A) Angola faces complex and interlinked human development and economic vulnerability challenges. These revolve around poverty and food insecurity, an economy over dependent on oil, declining state resources and a slowly progressing economic diversification agenda. This is in addition to high unemployment rates especially among youth and women, an extremely high birth rate, a fragile democratic and political landscape, gender inequality and increasing environmental degradation and climate change impacts, to cite a few. Against this backdrop, the UNDP, through its Country Programme Document and its subsequent implementation of the CPD (CPD 2020-2023), fully considers these issues and is making a strong contribution through the provision of appreciable support to the government of Angola's efforts to address these development challenges. During the period under review, UNDP has made substantial progress in achieving what it set out to do in the CPD 2020-2021, despite the adverse and disruptive effects of the Covid-19 pandemic. Furthermore, in carrying out its work, UNDP has clearly kept in sight the needs of the marginalized. The Cubango-Okavango River Basin, the focus of UNDP's work to build resilience, is situated in remote rural 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 the urban areas, UNDP is focusing on poor, illiterate women working in the informal sectors of the economy, youth, people living with HIV and AIDs, LGBTQIA+ persons, sex workers and MSMs, as well as prisoners. These examples attest to the efforts by UNDP to "Leave no one Behind" in its work. Examples of key development outcomes that can be attributed to UNDP are elaborated below.
- B) The health portfolio outcome accounts for X% of CPD resources. UNDP, through its role as PR of the Global Fund has consolidated its reputation and track record for mobilizing and managing substantial resources to assist Angola in tackling the triple diseases of HIV, Malaria and TB. It is also making a significant contribution to the strengthening of the health system of the country and has mobilized resources to assist government with respect to Covid 19. UNDP is also spearheading new ways to address youth unemployment, entrepreneurship, and informality in the Angolan economy, all of which are key priorities of government. Although the numbers directly affected are relatively small when compared to the vast number of the unemployed, the initiatives and the progress made has an important added/demonstration value and lays a strong basis for government and partners to extend these initiatives nation-wide. Finally, through its work on the Multidimensional Poverty Index in Angola, UNDP, is contributing to strengthening evidence-based policy making. The index has proved useful in raising awareness and improving the ways national and provincial governments look at poverty and budgeting priorities. This work has also improved data availability and has built national capacity on the collection and analysis of data on an issue of vital national importance. However, there is potential for the CO to explore more synergies between the Health portfolio and the other CO programmatic areas, particularly in view of the fact that X% of CPD expenditure fall under the Health portfolio. The CO is exploring these linkages through its Socio Economic Determinants of Health strategy and through the piloting of the new "portfolio approach" for which the CO is a global pilot office of the UNDP.
- C) UNDP's strong partnership with the GEF has allowed for progress to be made with respect to advancing the climate change agenda, ensuring that a strong basis is laid for the sustainable

management of the country's natural resources and reducing risks and strengthening resilience of communities in the face of devastating droughts that have afflicted the country. Angola's ratification of the Paris Agreement and formulation of the Nationally Determined Contributions (NDC) strategy with UNDP support, the strengthening and consolidation of Angola's PA System and support to the government of Angola to put in place institutional mechanisms as well as building capacities for resilience at national, provincial and community levels can be considered as major achievements. However, Angola is yet to seriously embark on a low carbon growth pathway, although there is declared political commitment. The predominance of the oil and gas sector in Angola's economy will make the transition to a low carbon growth pathway a critical but extremely challenging endeavour. Such a transition would require financing, a clear multi sectoral strategy, and top class technical and policy advisory capacities. How Angola can mobilize and commit significant domestic resources for such a transition will also be vital to success. These areas are key for UNDP to explore with Government and (international) national partners who work on climate change and environment.

- D) Angola's governance reform agenda spans across many areas, such as anti-corruption, human rights, political and economic participation of women and strengthening of local governance. The CO has also provided elections assistance. UNDP has been a crucial partner to government and its support has contributed to advances made in all these areas. However, limited funding has hampered UNDP's ability to sufficiently capitalize on the new opportunities presented by the recent political opening and reforms underway in Angola. UNDP is one of the few development partners actively supporting the government and people of Angola in the field of governance and administrative reforms but funding available to the CO does not match the needs. UNDP continues to rely mostly on core resources which is scarce, as well as limited bilateral funds obtained from traditional donors that have in recent years been Norway, Netherlands, UK, and the EU. While small, the TRAC amount that was allocated served as important seed funds to mobilize the bilateral resources and to facilitate UNDP's support to governance in Angola. In view of these funding challenges, UNDP CO plans to change its governance strategy to continue to grow the portfolio, and to focus on mainstreaming governance within the entire CO portfolio i.e., health, environment, and inclusive growth. UNDP Angola's comparative advantage, particularly looking at the gains made in Governance, are critical for the attainment of economic and social development objectives. Furthermore, the government of Angola is striving to ensure decentralization and to hold national elections in 2022 with complementary local government elections soon, which may require active support from UNDP as no other partner is better placed to render such support. Given the high political sensitivity of this type of electoral support it is important for the UNDP Angola office to have access to sufficient project resources to be able to mitigate these considerable risks and deliver with quality. The main risks are political risks, programmatic risks and risk of having sufficient time left to implement given that elections are already scheduled for this year in 2022.
- E) UNDP has maintained a steady and deepening commitment in leading the effective mainstreaming of the SDGs within Angola's development policy frameworks, sector strategies and programmes. The UNDP has worked particularly well to support the UN system's work in Angola. As part of its SDG integrator role, UNDP Angola assumed technical leadership in developing the Covid 19 Socio Economic Response Plan (CERP), 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. UNDP's strong contribution to the UN-system is reflected by the fact it has contributed 105% of its planned financial input of US\$ 71.7 million out the total budget of US\$261.3 million.

- F) The efficiency with which the CPD was implemented the CPD was regarded as satisfactory. Over the CPD period, UNDP programme delivery met the yearly targets set with UNDP Headquarters which are based upon all project budgets and available resources, which is a robust performance particularly, in the light of disruptive and adverse impact of Covid 19. However, efficiency is being hampered by the fact that the CO is implementing many small projects that take valuable staff time and have high transaction costs. Some stakeholders' perception of UNDP as slow and bureaucratic also persists. It is clear there are weaknesses in the compliance of Implementing Partners with UNDP procedures. On the other hand, staff of the CO have raised the issue of being overworked. Consequently, recent efforts to strengthen UNDP CO operations through better staffing and development of standard operating procedures (e.g.) will yield positive results, such 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.
- G) There are reasonable prospects for the sustainability of UNDP's interventions due to: the high-level policy commitments by the Executive; efforts by UNDP to build broad-based partnerships around the interventions; and efforts to link the interventions to larger national programmes. UNDP accesses significant resources to support its work on a sustained basis through partnership with the Global Fund and GEF. UNDP has also made significant efforts to broaden its funding base through advocacy with several new partners (AfDB, IFAD, EIB), which is yielding promising results. The efforts by UNDP to tap into government of Angola resources (although presently limited by tight fiscal space), if successful, could generate substantial resources. However, this is not without its risks; increased government cost sharing could result in loss of autonomy in programming; risk relegating UNDP to the role of an implementation agency for government while maintaining the need for good oversight.
- H) 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 many of whom are women, is illustrative. The just started work of the CO on the Gender Seal will give further impetus to current efforts and could make a qualitative difference in how gender is addressed by UNDP Angola. However, UNDP could do more in further enhancing its work on gender and identifying activities of a more transformative nature by complementing its mainstreaming work across programmes with more integrated and wholistic interventions.
- I) UNDP CO adjusted relatively well to the Covid 19 pandemic and adopted internal measures that enabled it to accelerate delivery and assure staff health and safety. As a result, CO programme delivery that was lower in 2020 when Covid 19 struck (mid 2020 delivery was approximately USD 5 million), rose to USD 22 million at 31 December 2021. The lead role played by UNDP within the UN system response to Covid 19 was also significant as noted above.
- J) 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. UNDP has a CO capacity development strategy which is embedded into the CPD document, with additionally

each project independently identifying and implementing its capacity building activities. The UNDP annual Results Oriented Annual Report (ROAR) tracks development results including advances in capacity development. It is recommended that the CO takes more advantage of the large number of training activities undertaken by the various programmes and projects to produce more evidence of the impact of these activities or the post-training tracking.

5.2 Lessons Learnt

1. The Covid 19 pandemic, despite its many adverse consequences has introduced new and innovative ways of working, that can be beneficially adopted in a post-Covid era. The new methods of work have the potential to cut down on operational costs, boost efficiency and enhance productivity in the workplace.
2. UNDP's traditional comparative advantage is to focus on supporting policy work upstream and building national capacity but with the new UNDP Strategic Plan it is also possible for UNDP to be more involved with downstream work at the pilot level and with these concrete results to upscale and influence the policy and strategic level. This is particularly important in a context of dwindling core resources and diminishing prospects for significant bilateral funding. However, to have meaningful impact on people, upstream policy work could be judiciously combined with carefully targeted downstream work. The Multi-Dimensional Poverty Index 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.
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 great impact on development outcomes and can be a strong complement to implementing programmes and projects.

5.3 Recommendations

General Recommendations

1. **Recommendation one:** UNDP should maintain the current focus of the Country Programme going into the next country programming cycle. It is further recommended continues to grow its Governance work and to achieve this to deepen its new strategy to mainstream it into the other outcomes of the Country Programme – see reasons advanced under conclusion 4. The evaluation concurs with the decision to create a new outcome on health as this recognizes the reality already on the ground: the Global Fund accounts for the lion's share of the CO portfolio and it has autonomous management and reporting system and creating the health outcome justifiably recognizes the importance of the partnership with the Global Fund.
2. **Recommendation two:** 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 FRESAN project being implemented in southern Angola. UNDP can use its new geographic focus for the Luanda-Huila corridor provinces to deepen this approach and can also continue to apply Governance and Decentralization elements in such a sub national approach which would then ultimately also influence the national policy and strategic level and if sufficiently successful, could be further replicated.

3. **Recommendation three:** UNDP should build upon and continue the work it has started on the portfolio approach and systems thinking exercise with SIU. This will enhance programme integration, amplify impact, and enhance efficiency and staff productivity.
4. **Recommendation four:** UNDP, in view of the promising prospects with cost-sharing and its likely role in helping implement Government of Angola loan agreements with partners (IFI in particular), should set up efficient and effective adequately resourced portfolio or project structures, provided sufficient resources are mobilized, to manage cost-sharing resources from government and multilateral financial institutions, and taking into account lessons learned from the UNDP/Global Fund Unit. Such a change can further create higher effectiveness and efficiency in HR, financial and procurement activities and ensure smooth and efficient operations with regards to the management of these resources. If successful, this can build trust and confidence of Government of Angola partners, which in turn could result in significant resources being entrusted to UNDP.

Poverty and Inclusive Growth

5. **Recommendation five:** UNDP should continue and consolidate its work on the national SDG platform by mainstreaming the SDGs into sector policies, strategies, and programmes. A solid start has already been made and, drawing in the private sector and civil society, creating a powerful platform for dialogue, advocacy, and joint action. This is an area that UNDP, as a convener and integrator, is traditionally good at.
6. **Recommendation six:** UNDP's work on employment and the informal economy, which largely affects women, is a new and ground-breaking for the organization in Angola and should be continued. This work is likely to be a continuing policy priority for government despite the national elections to be held in 2022. In the next phase, UNDP should, in addition, place more emphasis on forging linkages and partnerships together with facilitating the mobilization of resources required to extend this work.
7. **Recommendation seven:** UNDP should accelerate measures underway to finalize setting up of the field structures, recruiting staff and putting in place the coordination mechanisms necessary for NFM3 grant implementation. Further strengthening of the PMU should be explored, provided sufficient resources would be made available from partners, with experienced programme and M&E staff to complement existing ones, as well as specialists in TB and Malaria. The latter should be placed within the respective national programmes for efficiency, effectiveness, and ownership.
8. **Recommendation eight:** UNDP should continue to invest in and work closely with national stakeholders and partners to broaden the social protection and social safety net system that has been put in place the government of Angola. Conclusion 1 has highlighted the fact that the poor and marginalized, including women, are an important constituency/beneficiary of UNDP's work. Many derive their livelihoods from 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. Such a strengthened and expanded social protection system could be an invaluable tool to reduce poverty and other vulnerabilities.

Environment, Climate Change, Disaster Risk Reduction & Building Resilience

9. **Recommendation nine:** UNDP should continue to support Angola's efforts to sustainably manage her biodiversity and natural resources, not only from an environmental perspective but also from a human

perspective related to livelihoods, as this could also be an important tool for economic diversification. Building upon support being provided on the climate change Strategy and revision of the NDC, UNDP should support efforts to mobilize domestic resources and try to mobilize funds for sustainable development to address climate change and environmental concerns. The CO should assist Angola deepen its efforts to make the transition to a low carbon growth pathway through top class technical policy support, drawing upon south-south cooperation and its global network.

- 10. Recommendation ten:** UNDP should continue supporting the government of Angola's Disaster Risk Management 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

- 11. Recommendation eleven:** UNDP should, in view of the challenges of the governance funding landscape in Angola, be highly selective and choose a limited number of areas it will focus on, such as supporting: decentralization and working with provincial administrations and municipalities; elections provided that sufficient resources are available to manage various risks. Work on other areas should be done jointly with other units (e.g., women's political participation (gender); participatory budgeting (poverty and inclusive growth)). Work on anti-corruption should be pursued in collaboration with other partners to minimize risks to UNDP's reputation, and if these risks cannot be mitigated and managed, UNDP should consider discontinuing.

Gender

- 12. Recommendation twelve:** UNDP should strengthen its work on gender and make it more transformative through the design and implementation of new initiatives that integrate poverty, governance and environment/climate change concerns with Gender issues. Gender mainstreaming has largely not resulted in the transformative results anticipated, partly because gender is often not a core objective of the programmes targeted. When new programmes, portfolios, and projects are developed therefore the recommendation is to more explicitly create explicit gender goals and results to be achieved within these initiatives. The initiative could be spearheaded by the Gender Focal Team set up in connection with the Gender Seal Award and its proposed work plan and activities. The work on gender should benefit from strengthened capacities and resources. The team would continue to support gender mainstreaming in other programme outcomes.

Capacity Development

- 13. Recommendation thirteen:** UNDP should strengthen its work on capacity development to ensure sustainable development and achieve sustained impact beyond training activities: for the office to further train programme staff on impact in capacity development and articulate this strategic thinking in the new CPD that will have to be developed in 2022 to guide the work of the CO; provide resources from the core budget; and continue to track and assess the impact of capacity development activities undertaken by the CO in tools such as the ROAR and distill lessons learned and adopt strategies as more lessons are learned. This will ensure that resources for capacity development are targeted for maximum effect.

Annex 1: List of UNDP Projects by cluster and Budget Expenditures (2020 and 2021)

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	\$895 144	\$97 089	\$899 328	78%	100%
1.2	AGO COVID-19 Econ. Social Impact	\$143 202	\$500 000		\$519 018	0%	104%
1.3	Turkey- UNDP Partnership	\$43 202	\$56 412	\$42 948	\$54 589	99%	97%
1.4	Building back better post COVID-19. Enhancing skill development and job creation for the youth in Angola	\$150 000	\$358 655	\$145 933	\$118 624	97%	33%
1.5	Integrated Sustainable Development Goals		\$405 371		\$181 329		45%
1.6	Support for National Policies to Accelerate the SDGs	\$205 848	\$50 000	\$184 401	\$5 237	90%	10%
1.7	HIV MAL & TB NFM3 BENGUELA CUANZA SUL		\$23 140 128		\$18 989 280		82%
1.8	HIV MAL & TB Z GRANT	\$10 866 010	\$9 279 317	\$7 452 733	\$9 091 595	69%	98%
1.9	Strengthen the National Health procurement system of Angola		\$9 949 933		\$7 459 615		75%
1.10	Strengthening the National Response to HIV in Angola		\$8 637 024		\$3 256 351		38%
	SUB-TOTAL	\$11 533 262	\$53 271 983	\$7 923 104	\$40 574 968	69%	76%
II	Environment and Disaster Risk Reduction						
2.1	Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities	\$1 180 627	\$2 272 386	\$978 024	\$999 164	83%	44%
2.2	Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan's Cuvelai River Basin	\$3 659 515	\$3 659 515	\$1 143 145	\$3 289 422	31%	90%
2.3	Addressing urgent coastal adaptation needs and capacity gaps in Angola		\$459 358		\$190 679		42%
2.4	Promotion of Sustainable Charcoal in Angola through a Value Chain Approach		\$1 016 648		\$625 176		61%
2.5	Expansion and Strengthening of Angola's Protected Area system						
2.6	Creation of Marine Protected Areas in Angola	\$625 000	\$383 500	\$218 010	\$222 810	35%	58%

Nbr	Project	Budget		Expenditures		Implementation Rate	
		2020	2021	2020	2021	2020	2021
2.7	Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola	\$250 419	\$512 969		\$474 494	0%	92%
	SUB-TOTAL	\$5 715 561	\$8 304 375	\$2 339 179	\$5 801 745	41%	70%
III	Governance						
3.1	Fair and Inclusive Society	\$135 000	\$367 744	\$134 689	\$329 375	100%	90%
3.2	Technical Assistance for Local Elections	\$542 206	\$559 621	\$221 926	\$515 321	41%	92%
3.3	Post-Elections Technical Assistance	\$208 212	\$1 003	\$136 542	\$873	66%	87%
3.4	Support for Safe Functioning of Informal/Local Markets	\$270 000	\$110 000	\$269 172	\$107 523	100%	98%
3.5	Programme for Consolidating Economic Governance and Public Finance Management Systems	\$695 346	\$129 183	\$480 094	\$67 019	69%	52%
3.6	National Strategic Policy Support (COVID-19 intervention)	\$155 516	\$49 861	\$106 561	\$39 647	69%	80%
	SUB-TOTAL	\$2 006 280	\$1 217 412	\$1 348 984	\$1 059 756	67%	87%
IV	Accelerator Lab						
4.1	Accelerator Lab – Angola	\$351 598	\$715 885	\$353 802	\$499 217		70%
	SUB-TOTAL	\$351 598	\$715 885	\$353 802	\$499 217	101%	70%
	TOTAL GENERAL	\$19 606 700	\$63 593 726	\$11 965 068	\$47 935 686	61%	75%

2021 Angola CO Delivery by SOF

CS / TF	Fund Code	Fund Code Description	Resources Current Year	Budget Current Year	Stream delivery target (\$23mm)	Commitments	Expenses + Full Asset Cost	Total Expenditure	Bud. Imp. Rate (%)	Stream Impl. Rate (%)
Regular Resources	2525	RR DE Corp core budget project	350,000.00	350,000.00	-	-	350,000.00	350,000.00	100.00%	
Regular Resources	2550	Development Effectiveness-BSB	270,713.00	270,713.00	-	-	267,574.00	267,574.00	98.84%	
Regular Resources	4000	TRAC (Lines 1.1.1 and 1.1.2)	1,219,748.00	1,524,846.00	1,240,731.13	6,744.00	1,201,078.00	1,207,822.00	79.21%	97.35%
Regular Resources	4001	COVID RFF from Core Programme	500,000.00	500,000.00	-	95,858.00	419,134.00	514,992.00	103.00%	
Regular Resources	4010	TRAC 2	700,000.00	700,000.00	-	26,527.00	674,986.00	701,513.00	100.22%	
Regular Resources	4120	TRAC3 - Response	-	24,000.00	-	-	-	-	0.00%	
Regular Resources	4210	Regional Activities - RBA	84,954.00	355,954.00	-	68,693.00	-	68,693.00	19.30%	
Total Regular Resources			3,125,415.00	3,725,513.00	1,240,731.13	197,822.00	2,912,772.00	3,110,594.00	83.49%	250.71%
EC Cost Sharing	30079	EUROPEAN COMMISSION	1,845,608.00	421,699.00	1,169,134.91	-	341,024.00	341,024.00	80.87%	29.17%
Total EC CS			1,845,608.00	421,699.00	1,169,134.91	-	341,024.00	341,024.00	80.87%	29.17%
Funding Windows	28100	GIPS -Global	- 150,629.00	1.00	-	-	36.00	36.00		-
Funding Windows	28623	FW_Rule of Law	47,744.00	47,744.00	-	-	29,514.00	29,514.00	61.82%	-
Funding Windows	28644	COVID Country Response	104,073.00	49,861.00	-	-	40,903.00	40,903.00	82.03%	-
Total Fund Windows			1,188.00	97,606.00	-	-	70,453.00	70,453.00	72.18%	-
Thematic Trust Funds	26960	CPR TTF - Conflict - Country S	11,723.00	-	-	-	-	-		-
			11,723.00	-	-	-	-	-		-
Local Cost Sharing	30031	Programme cost sharing - AfDB	268.00	-	3,192,000.00	-	-	-		233.86%
Local Cost Sharing	30071	Programme cost sharing - GOV1	2,100,000.00	50,000.00		-	5,237.00	5,237.00	10.47%	

Local Cost Sharing	30072	Programme cost sharing - GOV2	10,162,452.00	9,949,933.00		2,300,917.00	5,158,699.00	7,459,616.00	74.97%	
Local Cost Sharing	30085	Programme cost sharing- GFTAM	95,114.00	-		-	-	-		
Total Local Cost Sharing			12,357,834.00	9,999,933.00	3,192,000.00	2,300,917.00	5,163,936.00	7,464,853.00	74.65%	0.00%
Third Party Cost Sharing	11888	Country Co-Financing CS	56,411.00	-	707,000.00	-	-	-	-	
Third Party Cost Sharing	30000	Programme Cost Sharing	1,936,719.00	1,339,242.00		24,448.00	320,973.00	345,421.00	25.79%	48.86%
Third Party Cost Sharing	30084	Prog Resources from 11888	71,399.00	71,399.00		-	-	-	-	
Third Party Cost Sharing	32045	JPN - Partnership Devt Pgm PCF	-	-		-	-	-	-	
			2,064,509.00	1,410,641.00	707,000.00	24,448.00	320,973.00	345,421.00	24.49%	48.86%
Vertical Trust Funds	30078	Global Fund to fight AIDS Tube	55,551,269.00	41,031,272.00	12,118,562.09	12,928,630.00	18,891,689.00	31,820,319.00	77.55%	262.58%
Vertical Trust Funds	62000	GEF Voluntary Contribution	3,231,466.00	2,738,440.00	4,496,893.00	110,471.00	2,151,853.00	2,262,324.00	82.61%	
Vertical Trust Funds	62160	GEF LDC/NAPA Programme Actv	4,018,872.00	4,118,872.00		-	2,472,395.00	2,472,395.00	60.03%	105.29%
Vertical Trust Funds	63003	MP Vol Cont- Prog Sppt CO	-	-		-	702.00	702.00		
Vertical Trust Funds	63030	MP Prog Res Gen Prog	49,750.00	49,750.00	105,000.00	-	10,409.00	10,409.00	20.92%	9.91%
			62,851,357.00	47,938,334.00	16,720,455.09	13,039,101.00	23,527,048.00	36,566,149.00	76.28%	218.69%
Total Programme Expenditures			82,257,634.00	63,593,726.00	23,029,321.13	15,562,288.00	32,336,206.00	47,898,494.00	75.32%	207.99%

Annex 1a: 2021 Angola Delivery by SOF

2020 Angola CO Delivery by SOF

CS / TF	Fund Code	Fund Code Description	Resources Current Year	Budget Current Year	Stream delivery target (\$23mm)	Commitments	Expenses + Full Asset Cost	Total Expenditure	Bud. Imp. Rate (%)	Stream Impl. Rate (%)	
Regular Resources	2550	Development Effectiveness-BSB	242,928.00	202,440.00	1,730,000.00	-	211,524.00	211,524.00	104.49	138.81	
Regular Resources	4820	Economist Programme	6,097.00	6,700.00		-	6,097.00	6,097.00	91.00		
Regular Resources	4000	TRAC (Lines 1.1.1 and 1.1.2)	1,786,655.00	1,765,672.00		21,028.00	1,725,879.00	1,746,907.00	98.94		
Regular Resources	4010	TRAC 2	401,570.00	481,300.00		-	436,904.00	436,904.00	90.78		
			2,437,250.00	2,456,112.00	1,730,000.00	21,028.00	2,380,404.00	2,401,432.00	97.77	138.81	
EC Cost Sharing	30079	EUROPEAN COMMISSION	1,093,284.00	795,699.00	598,320.00	2,645.00	407,474.00	410,119.00	51.54	0.6854509	
			1,093,284.00	795,699.00	598,320.00	2,645.00	407,474.00	410,119.00	51.54	68.55%	
Funding Windows	28100	GIPS -Global	232,473.00	287,384.00	-	-	81,808.00	81,808.00	28.47	100.00	
Funding Windows	28623	FW_Rule of Law	2,256.00	2,256.00		-	2,256.00	2,256.00			
Funding Windows	28644	COVID Country Response	250,000.00	250,000.00		-	145,933.00	145,933.00	58.37		
			484,729.00	539,640.00		-	229,997.00	229,997.00	42.62		
Thematic Trust Funds	26960	CPR TTF - Conflict - Country S	11,700.00	-	-	-	-	-			
			11,700.00	-	-	-	-	-			
Local Cost Sharing	30031	Programme cost sharing - AfDB	90,848.00	90,848.00	-	-	90,580.00	90,580.00	99.71		

Local Cost Sharing	30071	Programme cost sharing - GOV1	637,599.00	-	-	117.00	117.00			
Local Cost Sharing	30072	Programme cost sharing - GOV2	7,306,450.00	7,305,806.00	7,208,000.00	904,594.00	5,811,201.00	6,715,795.00	91.92	0.9618185
Local Cost Sharing	30085	Programme cost sharing-GFTAM	221,410.00	221,410.00	-	126,296.00	126,296.00		57.04	
			8,256,307.00	7,618,064.00	7,208,000.00	904,594.00	6,028,194.00	6,932,788.00	91.00	96.18%
Third Party Cost Sharing	11888	Country Co-Financing CS	41,473.00	-	-	-	-			
Third Party Cost Sharing	30000	Programme Cost Sharing	2,367,660.00	1,433,570.00	1,250,330.00	608.00	849,523.00	850,131.00	59.30	0.6799253
Third Party Cost Sharing	30084	Prog Resources from 11888	29,926.00	-	-	-	-			
Third Party Cost Sharing	32045	JPN - Partnership Devt Pgm PCF	20.00	3.00	-	-	-		0.00	
			2,439,039.00	1,433,573.00	1,250,330.00	608.00	849,523.00	850,131.00	59.30	67.99%
Vertical Trust Funds	30078	Global Fund to fight AIDS Tube	18,136,846.00	14,826,554.00	6,148,101.00	1,429,306.00	9,152,915.00	10,582,221.00	71.37	7.4037477
Vertical Trust Funds	62000	GEF Voluntary Contribution	2,693,480.00	2,693,480.00	6,023,035.00	-	1,353,577.00	1,353,577.00	50.25	
Vertical Trust Funds	62160	GEF LDC/NAPA Programme Actv	3,819,783.00	3,919,266.00	-	-	1,149,310.00	1,149,310.00	29.32	
Vertical Trust Funds	63003	MP Vol Cont- Prog Sppt CO	-	-	100,000.00	-	8,482.00	8,482.00		
			24,650,109.00	21,439,300.00	12,271,136.00	1,429,306.00	11,664,284.00	13,093,590.00	61.07	740.37%
			39,372,418.00	34,282,388.00	23,057,786.00	2,358,181.00	21,559,876.00	23,918,057.00	69.77	103.73%

Annex 2: 2020 – 31st Dec. 2021 Budget by Donors

	2020 – Budget	2021 – Budget	Total
ANGOLA ³⁸	\$90 848,00	\$9 999 933,00	\$10 090 781,00
COVID Country Response		\$549 861,00	\$549 861,00
EUCOMM	\$316 609,69	\$389 199,29	\$705 808,98
FAO	\$13 510,00		\$13 510,00
FW_Rule of Law		\$47 744,00	\$47 744,00
GEF Trust Fund	\$5 336 709,22	\$7 357 312,38	\$12 694 021,60
GER	\$266 103,61		\$266 103,61
GIPS –Global		\$1,00	\$1,00
GLOBAL FUND	\$10 866 010,00	\$41 056 469,09	\$51 922 479,09
ITA	\$69 009,00		\$69 009,00
NET	\$57 000,00		\$57 000,00
NORWAY	\$693 418,00		\$693 418,00
Programme Cost Sharing		\$1 339 241,30	\$1 339 241,30
QFFD	\$16 485,17		\$16 485,17
TRAC (Lines 1.1.1 and 1.1.2)		\$2 769 893,71	\$2 769 893,71
TURKEY	\$43 201,69		\$43 201,69
UNDP	\$1 723 663,59		\$1 723 663,59
UNDP –FW	\$287 384,36		\$287 384,36
UNICEF	\$164,00		\$164,00
	\$19 780 116,33	\$63 593 726,00	\$83 383 912,33

^{38 38} The Angola's contribution should be divided into two parts, first Angola made a contribution of US\$ 600.000,00, for poverty cluster but this amount is not recorded in the financial report because it still on ASL – Authorizing expending limits, UNDP and Angola Government are discussing on how to use this amount, meanwhile US\$ 90.848,00 have been used, in 2020 and 2021 on specific activities, the second part refers to the Government's initiative to advance funds to Global Fund amount to US\$ 9.949.933,00 for Procurement Support Services of Ministry of Health.

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?	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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? 	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

Evaluation Criteria	Key Questions/Areas for Review and Assessment	Data tools	Collection	Data Sources	Methods of Data Analysis
	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?				
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?	Desk Review KIIs		NDP reports UNDP annual Reports Training reports	Review of Documents Qualitative analytical methods Quantitative analytical methods

Evaluation Criteria	Key Questions/Areas for Review and Assessment	Data Collection tools	Data Sources	Methods of Data Analysis
	<ol style="list-style-type: none"> What results and changes in government's capacity and other partners can be attributed to UNDP Programme? What capacity building activities are directed particularly at local community actors and organizations? What strategies are in place to ensure capacity utilization and retention from the UNDP capacity development activities? 			
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	<ol style="list-style-type: none"> Does the UNDP CO have a partnership strategy? Who are the key partners UNDP works with/How does UNDP involve other Development partners' engagement in the implementation of CPD related projects? Is the UN in Angola Delivering as One? How many Joint Programmes have been identified under the UNDAF? What joint programmes or activities is UNDP undertaking with other UN agencies to maximize results and synergize efforts in the UNDAF? 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.)?	<ol style="list-style-type: none"> What is the quantum of resources mobilized by UNDP and from what sources and for what activities? What is the delivery performance of UNDP and how is this related to the achievements? What strategies being implemented to ensure economical use of resources? 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

Evaluation Criteria	Key Questions/Areas for Review and Assessment	Data Collection tools	Data Sources	Methods of Data Analysis
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 4: 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

3. Technical assistance for the protection of human rights at the local level in 2020;
4. 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";
5. 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

6. Women and transformative leaders for local authorities in Angola;
7. Training on Local Governance Women and Development – Report – Centre of Coordination of Gender Issues – Eduardo Mondlane University – December, 2020;
8. 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

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

General

5. Online Hackathon – Concept Note Provisional Title: “PALOP Hack the Crisis”;
6. Luanda Entrepreneur Academy Luanda Local Government + UNDP Action Plan;
7. Design of the Strategic Plan of the Luanda Academy of Entrepreneurs;
8. Letter of Agreement Between Ministry of Administration of The Territory And United Nations Development Program - ‘Supporting the Safe Functioning of Local Markets’;
9. Urban Markets in Angola – Fostering recognition and increasing value creation by building on the potential that lies within networks;
10. NextGenCities program: Angola & Urban Markets, by Daniela Lima, Judite Silva, Alberto K Hungulo - UNDP Office in Angola;
11. 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

4. Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan’s Cuvelai River Basin – Mid Term Review – Final Report;
5. Project Implementation Review (PIR), 2020 – Promoting climate-resilient development;
6. 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 Programming Intervention under the NFM 2, Malaria, HIV and TB Grants – 1 July 2020 to 30 June 2021;

Reports

4. Report to the National Global Fund Grant Coordination Mechanism in Angola (MCN ANGOLA);
5. Audit Report Global Fund Grants in the Republic of Angola GF-OIG-20-003 27 February 2020 Geneva, Switzerland;
6. REPORT Community HIV-AIDS Prevention Project – For the Quarter March-April-May 2021;
7. 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

8. Global Fund – Funding Request – Tailored to Material Change;
9. Global Fund – Allocation Period 2020-2022;
10. 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);
11. AGO-H-UNDP - Performance Letter Progress Report covering the period 1 July 2019-31 December 2019;
12. AGO-H-UNDP_Progress Report 31 Dec 2018 - Final-22 Feb 2019;
13. AGO-H-UNDP: Performance Letter Progress Report covering the period 1 July, 2018 - 31 December, 2018;
14. Implementation MAP – NFM3 GRANT – 01 JUL 2021 to 30 JUN 2024
15. Global Fund – Performance Framework

FINAL 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 5a: 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 5b: 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	Florabela 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 6: Indicative Checklist of Questions for Stakeholders

Area	Key Questions/Issues for Discussion	Purpose
General	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 1. What areas are you working with UNDP? 2. Are all these activities within the period 2020-2021 	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> • Obtain stakeholder views on partnership with UNDP • Obtain recommendations on how UNDP can strengthen its partnerships
Way Forward	<ol style="list-style-type: none"> 1. What are your recommendations for UNDP's future programme? 	<ul style="list-style-type: none"> • Obtain inputs for UNDP CPD successor programme

Annex 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

Annex 8a: Template for Mapping and Assessment of Gender Inclusiveness in UNDP Projects

Programme Outcome/Cluster:

Programme Head:

Date:

Project Title	Project Beneficiaries (Disaggregated Sex)		Gender Marker in Atlas	Comments
	No. of Males	No. of Females		
Project 1:				
Project 2:				
Project 3:				
Project 4:				
Project 5:				
Project 6:				
Comment on Overall Gender Inclusiveness				

Note

1. The purpose is to assess the extent gender is reflected in UNDP Results
2. The criteria are: project beneficiaries disaggregated by sex (male, female) and Gender Marker in Atlas
3. Assessment is being done for each individual project in the cluster and then aggregated
4. Matrix should be filled by Programme Team Leaders with associated Staff in Unit

Annex 8b: Template for Mapping and Assessment of Capacity Development Activities in UNDP Projects

Programme Outcome/Cluster:

Programme Head:

Date:

Project Title	Capacity Dimension Activities Supported			Evidence of Impact of Project Interventions on Capacity of Beneficiary
	Policies/Legislations/Strategies	Systems/Structures	Skills/Training/	
Project 1:				
Project 2:				
Project 3:				
Project 4:				
Project 5:				
Project 6:				
Assessment of the overall impact of CD activities carried out under the CPD Outcome				

Note

1. The purpose is to assess how capacity development is integrated into UNDP projects/programmes
2. The CD interventions are under three categories (in accordance with UNDP default Capacity Development Framework): Policies/legislation/strategies; Organizational – systems/structures; Skills/individual training.
3. Assessment is being done for each individual project in the cluster and then aggregated
4. Matrix should be filled by Programme Team Leaders with associated Staff in Unit

Annex 9: 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
	Indicator 1.1.2 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	Indicator 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	In collaboration with Ministry of Women and Social Affairs and	Definition and identification of area work with Ministry of	private sector heavily hit by Covid

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
	and enhance the economic inclusion of youth and women that targets poverty reduction is implemented and operational. Baseline: 1 Target: 5	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	Economy and Planning and National Institute for Development of Micro, Small and Medium Enterprises	
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%	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	Not applicable

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
		<p>(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.</p> <p>Rating: 3 (Green - Excellent and well on track)</p>	<p>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</p>	

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
			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.	
	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	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.	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.

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
		<p>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.</p> <p>Rating: 3 (Green - Excellent and well on track)</p>	<p>Offering community support services to pregnant women reaching:</p> <ul style="list-style-type: none"> • 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 	
	<p>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.</p>	<p>(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 (Huila, Luanda, Benguela, Cunene and Cuando Cubango). This coverage is the result of actions taken at the "Bancadas</p>	<p>Adolescent girls and young women:</p> <p>Factors that contributed to performance were:</p> <ul style="list-style-type: none"> 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; 	<p>The COVID-19 pandemic limited the implementation of community outreach activities due to the restrictions that were imposed. Nevertheless, the country is in good track to reach the set target.</p>

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
		<p>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.</p> <p>(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.</p>	<p>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.</p> <p>Female Sex workers: Factors that contributed to performance were:</p> <ol style="list-style-type: none"> 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 	

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
		Rating: 3 (Green - Excellent and well on track)	<p>part of the program strategy on rights education and gender-based violence (GBV);</p> <p>5. In Benguela, sensitization and training of health workers in the provision of friendly services for KP, without stigma and discrimination;</p> <p>6. Conduct stigma coordination and training sessions with police department heads and health professionals.</p> <p>7. Referral and follow-up of FSWs who test positive for HIV to ART facilities.</p>	

Annex 10: 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%).			
	Indicator 2.2.1. Natural resources that are managed under a sustainable use, conservation, access and	Under the Expansion and Rehabilitation of Protected Areas project, 3 planned new protected areas (Kumbira	Despite challenges imposed by coVID-19 pandemic, adaptive management practices were employed. Virtual meetings	Changes at the IP - mainly Ministry responsible for Environment (changes at ministerial level), and COVID-19

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
<p>Output 2.2. Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.</p>	<p>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.</p> <p>Baseline: (a) 16,264,200 land; 0 marine; (b) 1,615,000; (c) 2; (d) 0; (e) 20</p> <p>Target: (a) 16,500,000 land, 150,000 marine; (b) 3,657,000; (c) 4; (d) TBD; (e) 30.</p>	<p>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 gazettment as New Protected Areas in Angola. In addition, 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 ecosystems. Additionally, 150,000 ha are being considered form the first Marine Protected Area in Angola, with studies and zonation process currently at</p>	<p>replaced face-to-face (with some limitations when it came to interactions with local communities).</p>	<p>pandemic and associated lockdowns.</p>

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
		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.		
	Indicator 2.2.2. Number of renewable energy supply chains improved, with involvement of national institutions. Baseline: 0 Target: 2	Angola Government through PPP have embarked into a large program aiming at revolutionizing energy access in Angola and taking it to deprived geographical localities (in terms of	Established government incentives on investments into renewable energies in Angola.	

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
		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.		
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.	<p>Indicator 2.3.1. Number of operational agrometeorological monitoring and early warning systems established to limit the gender-differentiated impact of natural hazards.</p> <p>Baseline: 0 Target: 15</p>	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	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.

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
		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.		
Output 2.4. The Government has increased technical and financial capacities to support drought recovery and resilience building in the southern provinces.	<p>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.</p> <p>Baseline: 0 Target: 3</p>	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 circumstances. Adaptive management has been employed, by re-prioritizing 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 11: 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. <i>Inclusive and participatory local governance model, laws and regulations enabled for effective participation of individuals, particularly women and youth.</i>	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.º234 and n.º235) 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	ibid	

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
		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.		
	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. <i>Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication.</i>	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

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
				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.º195/21); 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	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.	

Outcome/Outputs	Indicators	Key Achievements at Mid-Term	Factor Contributing to Achievement of Results	Factors Contributing to Non-achievement of Results
		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.		
	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 12: Gender Marker of UNDP Project Portfolio

Consolidated

	Budget	Budget %	Expenditure	Exp %
GEN0	-	-	-	-
GEN1	2 633 457	28%	407 138	17%
GEN2	5 813 265	62%	1 737 148	73%
GEN3	525 650	6%	27 201	1%
NOT CLASSIFIED	440 276	5%	195 273	8%
Total	9 412 648	100%	2 366 760	100%

Sustainable/Inclusive Growth

	Budget	Budget %	Expenditure	Exp %
GEN0	0	0	0	0
GEN1	800 000	56%	0	0%
GEN2	562 630	40%	659	39%
GEN3	0	0%	0	0%
NOT CLASSIFIED	56 158	4%	1 021	61%
Total	1 418 788,47	100%	1 680,49	100%

Environment/Disaster Reduction

Summary	Budget	Budget %	Expenditure	Exp %
GEN0	0	0	0	0
GEN1	1 447 120	27%	401 972	21%
GEN2	3 849 262	73%	1 420 836	73%
GEN3	0	0	0	0
NOT CLASSIFIED	0	0	130 920	7%
Total	5 296 382	100%	1 953 727	100%

Governance

Summary	Budget	Budget %	Expenditure	Exp %
GEN0	0	0	0	0
GEN1	386 337	14%	5 166	1%
GEN2	1 401 373	52%	315 653	77%
GEN3	525 650	19%	27 201	7%
NOT CLASSIFIED	384 118	14%	63 332	15%
Total	2 697 478	100%	411 353	100%

Annex 13: Mapping UNDP's contribution to the United Nations Sustainable Development Framework (UNSDF 2018-2022)

UNSDF Outcomes	Outputs UNDP is contributing	Total UNSDF Budget (USD million)	UNDP Planned Contribution (USD Million)	UNDP Actual contributions to date (USD million)	Actual contribution as % of UNDP's planned contributions
<i>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.</i>	1.1; 1.2; 1.3; 1.4;1.5; 1.6; 1.7; 1.8; 1.9; 1.10; 1.11	86	26.8	53.2	198.7% ³⁹
<i>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.</i>	2.1; 2.2; 2.3; 2.4; 2.5; 2.6; 2.7; 2.8; 2.9	64.3	1.4	1.4	100%
<i>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</i>	3.1; 3.2; 3.3; 3.4; 3.6; 3.7; 3.8; 3.9; 3.10; 3.12; 3.13; 3.14	87	38.7	16.6	42.9%
<i>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</i>	4.1; 4.2; 4.3; 4.4; 4.5	24	4.8	4.1	85.7%
Total		261.3	71.7	75.3	105

³⁹ At the at onset, the CO has expected to mobilize US\$ 26.8 million but at the end of 2021 it mobilized more than expected (US\$ 53.2 million) – which is 198% of the planned.

Annex 14: Implementing Modality of UNDP Projects

Nbr	Project	Implementation Modality	Reasons for selecting the Modality	IF is DIM what is being done to address
I	Sustainable Development and Inclusive Growth Unit			
1.1	Technical Assistance Economic Diversification	DIM	Greater capacity to implement projects, as a large part of the resources come from TRAC (core resources), and we have an annual allocation without the possibility of rescheduling for the following year. There are difficulties for ministerial departments and local governments to open bank accounts in commercial banks and also restrictions on the part of the Ministry of Finance to mix the OGE with partner funds. The volume of funds is relatively small and the transaction costs can be large.	Further strengthening by a newly planned CO HACT assessment that can help identify those partners that could have developed minimum conditions to transition to NIM.
1.2	AGO COVID-19 Econ. Social Impact	DIM		
1.3	Turkey- UNDP Partnership	DIM		
1.4	Building back better post COVID-19. Enhancing skill development and job creation for the youth in Angola	DIM		
1.5	iSDG	DIM		
1.6	Support for National Policies to Accelerate the SDGs	DIM		
II	Environment and Disaster Risk Reduction Unit			
2.1	Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities	DIM	There are difficulties for ministerial departments and local governments to open bank accounts in commercial banks and also restrictions on the part of the Ministry of Finance to mix the OGE with partner funds.	Further strengthening by a newly planned CO HACT assessment that can help identify those partners that could have developed minimum conditions to transition to NIM.
2.2	Promoting climate-resilient development and enhanced adaptive capacity to withstand disaster risks in Angolan’s Cuvelai River Basin	NIM		
2.3	Addressing urgent coastal adaptation needs and capacity gaps in Angola	NIM		
2.4	Promotion of Sustainable Charcoal in Angola through a Value Chain Approach	NIM		
2.5	Expansion and Strengthening of Angola’s Protected Area system	NIM		

Nbr	Project	Implementation Modality	Reasons for selecting the Modality	IF is DIM what is being done to address
2.6	Creation of Marine Protected Areas in Angola	NIM		
2.7	Combating Illegal Wildlife Trade and Human Wildlife Conflict in Angola	NIM		
III	Governance Unit			
3.1	Fair and Inclusive Society	DIM	All governance projects are DIM for the same reason: implementing partners have not proved to have the necessary conditions to manage the funds per POPP requirements; there is ongoing training for implementing partners on UNDP's financial management policy and requirements that envisage an eventual transition from DIM to NIM	Further strengthening by a newly planned CO HACT assessment that can help identify those partners that could have developed minimum conditions to transition to NIM.
3.2	Technical Assistance for Local Elections	DIM		
3.3	Pos-Elections Technical Assistance	DIM		
3.4	Support for Safe Functioning of Informal/Local Markets	DIM		
3.5	Programme for Consolidating Economic Governance and Public Finance Management Systems	DIM		
IV	Global Fund			
4.1	HIV MAL & TB NFM3 BENGUELA CUANZA SUL	DIM	All Global Fund projects are DIM in order to mitigate the risk related with financial and procurement management.	
4.2	HIV MAL & TB Z GRANT			
4.3	Strengthen the National Health procurement system of Angola	DIM	The overall objective of the Project is to strengthen the national health care procurement system and thereby improve the effectiveness of diagnosis and treatment of HIV patients in Angola. UNDP, with its long experience has a specialized procurement office and a specialized office working on	This project includes the continuous strengthening of the capacity of the Ministry of Health of Angola to ensure transparency, accountability and effectiveness of the public procurement of medicines and other medical products.
V	UNDP Accelerator Lab			
5.1	Accelerator Lab - Angola			