



FINAL EVALUATION

Angola

Thematic window
Democratic Economic Governance

Programme Title:
Governance of Water and Sanitation in
Angola's poor Neighbourhoods

Prologue

This final evaluation report has been coordinated by the MDG Achievement Fund joint programme in an effort to assess results at the completion point of the programme. As stipulated in the monitoring and evaluation strategy of the Fund, all 130 programmes, in 8 thematic windows, are required to commission and finance an independent final evaluation, in addition to the programme's mid-term evaluation.

Each final evaluation has been commissioned by the UN Resident Coordinator's Office (RCO) in the respective programme country. The MDG-F Secretariat has provided guidance and quality assurance to the country team in the evaluation process, including through the review of the TORs and the evaluation reports. All final evaluations are expected to be conducted in line with the OECD Development Assistant Committee (DAC) Evaluation Network "Quality Standards for Development Evaluation", and the United Nations Evaluation Group (UNEG) "Standards for Evaluation in the UN System".

Final evaluations are summative in nature and seek to measure to what extent the joint programme has fully implemented its activities, delivered outputs and attained outcomes. They also generate substantive evidence-based knowledge on each of the MDG-F thematic windows by identifying best practices and lessons learned to be carried forward to other development interventions and policy-making at local, national, and global levels.

We thank the UN Resident Coordinator and their respective coordination office, as well as the joint programme team for their efforts in undertaking this final evaluation.

MDG-F Secretariat

The analysis and recommendations of this evaluation are those of the evaluator and do not necessarily reflect the views of the Joint Programme or MDG-F Secretariat.

Final evaluation of the Joint Programme:

Governance of Water and Sanitation in Angola's poor Neighbourhoods (MDGF-1830)

FINAL REPORT

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CBOs	Community Based Organizations
CM	<i>Comissão de Moradores</i>
DNAAS	<i>Direção Nacional de Abastecimento de Água e Saneamento</i>
DPEA	<i>Direção Provincial de Energia e Águas</i>
EA	<i>Executivo Angolano</i>
EPAL	<i>Empresa Pública de Águas de Luanda</i>
GAS	<i>Grupo Água e Saneamento</i>
HACT	Harmonized Cash Transfers
IFAL	<i>Instituto de Formação da Administração Local</i>
ILO	International Labour Organization
INEFOP	<i>Instituto Nacional de Emprego e Formação Profissional</i>
IOM	International Organization for Migration
MDG-F	Millennium Development Goals Achievement Fund
MINAMB	<i>Ministério do Ambiente</i>
MINEA	<i>Ministério de Energia e Águas</i>
MINPLAN	<i>Ministério do Planeamento</i>
MOGECA	<i>Modelo de Gestão Comunitária de Água</i>
MDTF	Multi Donor Trust Fund
NGO	Non Governmental Organizations
NSC	National Steering Committee
PMC	Programme Management Committee
SISAS	<i>Sistema de Informação do Sector de Água e Saneamento</i>
STLC	<i>Saneamento Total Liderado pela Comunidade</i>
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
UTNSA	National Technical Unit for Sanitation Coordination
UNDAF	United Nations Development Assistance Framework
UNHRO	United Nations Human Rights Office
UNICEF	United Nations Fund for Children
WASH	Water, Sanitation & Hygiene

EXECUTIVE SUMMARY

1. This is an individual and final evaluation of the joint programme entitled ‘Governance of Water and Sanitation in Angola’s poor Neighbourhoods’ (MDGF-1830) (JP WatSan). The programme seeks to: **(1)** establish a pro-poor policy and regulatory framework that feature community participation in the provision and management of water and sanitation (WatSan) facilities; **(2)** promote the autonomy of communities in the management of WatSan facilities through the creation and/or strengthening of **(i)** *Grupos de Água e Saneamento* (GAS) in rural areas of Moxico Province and **(ii)** *Comissões de Moradores* in peri-urban *bairros*¹ of Luanda; **(3)** reinforce the capacity of local governments to effectively monitor community WatSan management systems, mobilize resources and fund community WatSan projects; and **(4)** put in place an enhanced accountability system for peri-urban and rural water and sanitation sector.

2. Angola’s water supply and sanitation sector has until recently remained the least developed in Africa due to four decades of persistent civil conflict. Significant water supply and sanitation sector transformations began with the passage of *Lei das Águas* in 2002, which, together with the formation of the 2003 Water Sector Development Strategy² and Water Sector Programme³, define the policy framework for water resources management and sets the foundation for the national policy for the use of water as consumption good.

3. The programme was approved by the Secretariat of the Millennium Development Goals Achievement Fund (MDG-F) on 2 April 2008, but a few months later one of the partners, the United Nations Human Rights Office (UNHRO), had to close operations in the country. This substantially delayed the start of the programme, which was adapted to be implemented by the remaining agencies and their governmental partners: **(1)** United Nations Children’s Fund (UNICEF), United Nations Development Programme (UNDP) as lead agency, International Labour Organization (ILO), International Organization for Migration (IOM); **(2)** *Ministério do Ambiente da República de Angola* (MINAMB), and the *Ministério de Energia e Águas da República de Angola* (MINEA) as lead government institution. The programme began in March 2009 with the effective delivery of funds. The end date is, after the Secretariat endorsed on 20 March 2012 a twelve months no-cost extension, 20 March 2013.

¹ Neighbourhoods.

² *Estratégia de Desenvolvimento do Sector das Águas.*

³ *Programa de Desenvolvimento do Sector das Águas*

4. The evaluation seeks to: **(1)** measure to what extent the joint programme has fully implemented its activities, delivered outputs and attained outcomes and specifically measuring development results; **(2)** generate substantive evidence based knowledge on best practices and lessons learned that could be useful to other development interventions at national and international level.

5. The evaluation process was conducted following a qualitative design, which is the option that best fits the type of questions described in the Terms of Reference (ToR) for the assignment, and best adapts to some particularities of joint programmes: multiplicity of agencies, national partners and society groups involved. The evaluator promoted a learning process essentially participatory and inclusive, giving voice to different population groups and institutions involved in the programme.

6. The main information collection tools used were: individual interview, Focus Groups Discussions (FGD) and participative workshops with the main evaluation stakeholders.

7. Evaluation users: **(1)** National and local partners: *Administrações Municipais de Cacucaco and Viana and Distrito Urbano de Kilamba Kiaxi*⁴ (Província de Luanda), *Administrações Municipais de Luena, Luau and Kamanongue* (Província de Moxico), *Departamento da Abastecimento de Água e Saneamento (DNAAS)/Ministério de Energia e Águas (MINEA), Instituto de Ciências Religiosas de Angola, Unidade Técnica Nacional de Saneamento Ambiental (UTNSA)/Ministério do Ambiente (MINAMB), Universidade Agostinho Neto*; **(2)** *Agencia Española de Cooperación Internacional para el Desarrollo (AECID)*; **(3)** Secretariat of the Millennium Development Goals Fund (MDG-F); **(4)** United Nations Country Team (UNCT) agencies involved in the programme: UNICEF, UNDP, ILO and IOM; **(5)** the persons and communities involved in the activities promoted by the programme; **(6)** International Non-Governmental Organizations (INGOs): Oxfam GB, Dom Bosco, Lutheran World Federation and Salvation Army; **(7)** Angolan Non-Governmental Organizations (NGOs): Development Workshop; **(8)** private sector: Kazukama and Mambeto.

8. Some context issues that turned to adversely affect the development of the originally planned strategy were clearly identified in the design phase but no alternative solutions were assessed in that case of identified risks such as cost effectiveness, pace of reform, realignment of capacities and availability of national expertise. An in-depth feasibility assessment would have probably recommended the development

⁴ The *Administração Municipal* of Kilamba Kiaxi was taken up by the *Administração Municipal* of Luanda just before the national elections held on 31 August 2012.

of a more realistic intervention proposal. Finally, the intervention strategy was not gender sensitive; characteristic that would have required a gender needs assessment during the design phase.

9. The programme has been able to make some significant contributions to the development of the water and sanitation public policy framework that are in the process of institutionalization, namely: **(1)** three studies that will facilitate the effective implementation of the *Lei de Águas* (MINEA); **(2)** *Plano Nacional de Saneamento Ambiental* (MINAMB); **(3)** *Plano Estratégico Nacional de Gestão de Resíduos Sólidos* (PESGRU) (MINAMB), which was partially sponsored the programme. Additionally, the *Modelo de Gestão Comunitária de Água* (MOGECA), developed by the Angolan Non Governmental Organization (NGO) Development Workshop (DW) in partnership with UNICEF and the European Union, and widely applied by UNICEF during the JP WatSan implementation, has been officially endorsed by the MINEA.

10. Approximately 258,000 persons (100,844 women) were benefited with new or rehabilitated water systems (new water points: 50; water points rehabilitated; 72 water supply at schools were installed or rehabilitated; 41 Water supply at health centres were installed or rehabilitated; 8 small water systems were installed or rehabilitated).

11. Approximately 68,216 persons were trained in Community Led Total Sanitation (CLTS), which is an approach to sanitation considered as strategic by the EA and included in its “*Estratégia de Combate a Pobreza*” (Poverty Reduction Strategy).

12. *Águas de Portugal*, the consulting company that facilitated the participative elaboration of the *Plano Diretor de Água e Saneamento* of Kilamba Kiayi Municipality compiled and submitted all the materials used to the *Instituto de Formação de Administração Local* (IFAL), which is the institution responsible for municipal capacity development in Angola. IFAL has already trained some other municipalities in the preparation of participative *Planos Diretores Gerais Municipais*, although needs some capacity building to replicate training specializing in the elaboration of *Planos Diretores Municipais de Água e Saneamento*.

13. The programme was designed jointly among the participating UNCT agencies with low involvement of national and sub-national partners. Implementation and monitoring have not been conducted in a joint way: agencies continued to do their business as usual in terms of the nature and modality of implementing the activities within context of the joint programme. Additionally, the value added of some UNCT agencies involved in the programme is questionable.

14. Ownership of the MDG-F joint programming model among UNCT agencies can be assessed as reduced: UNCT agencies managers interviewed during the final evaluation process consider the joint programming model proposed by the MDG-F as an artificial external imposition that, according to some opinions of technical staff members of the UNCT agencies involved, obstructed implementation. Recently, the UNCT created a permanent interagency coordination body involving UNCT agencies' deputy managers (Programme Management Group) that is considered more interesting by the UNCT agencies than an *ad hoc* structure.

15. The programme has operated with reduced effectiveness: only 37% of the planned targets were finally totally achieved. The evaluation detected some situations that indicate problems of sustainability of two components: (1) small businesses sponsored by IOM that benefitted the GAS in Moxico Province. (2) Water systems installed/rehabilitated by UNICEF; although there are some exceptions, like the *chafarizes*⁵ rehabilitated in *bairro* Pedreira (Cacuaco Municipality, Province of Luanda), where the excellent community organizational level (*Comissão do Moradores*) appears key to overcoming the multiple sustainability problems faced by these systems in Angola, chiefly: limited financial and human resources among provincial and municipal administrations, which are not really able to provide adequate maintenance to water systems and keep a stock of spare parts; extreme vulnerability of rural communities in Moxico Province; very weak organizational levels in rural areas in Moxico Province and also weak organizational structures in some *bairros* in peri-urban Luanda.

16. It has to be added that UNICEF highlights, as a lesson learned on water points in rural areas, that systems are sustainable only when there is and active and continuous support from the users that includes financial contribution for maintenance. However, organizing and motivating communities for this role is not an easy task. Therefore it is also a challenge and responsibility of the EA and *Direções Provinciais de Energia e Água* to facilitate this aspect through education of the rural population. UNICEF continues to work in this direction supporting provincial partners, but behavioural change takes time to show results beyond the time scope of the programme.

⁵ Water points.

17. Products and outputs potentially sustainable:

- *Planos Directores Municipal de Água e Saneamento*⁶ of Kilamba Kiaxi, Luau and Kamanongue.
- The studies that complement the *Lei de Águas* (MINEA).
- *Plano Estratégico Nacional de Gestão de Resíduos Sólidos* (MINAMB): already approved by the National Assembly. The DNAAS is preparing the corresponding implementation decrees to receive a budget for its implementation and considers that this *Plano Estratégico* will contribute to a complete restructuring of the sector.
- *Plano Nacional de Saneamento Ambiental*: the draft version has yet to be approved by the National Assembly. The DNAAS assesses this product as a strategic one for the EA.
- *Modelo de Gestão Comunitária* (MOGECA): officially endorsed by the MINEA.
- CLTS approach and Sanitation Marketing: already approved by the EA.
- CLTS training manual for community agents: already approved by the EA.
- Water Quality manual: approved by DNAAS.
- Contract Management training documentation: approved by DNAAS and part of the training of the DNAAS personnel.
- Communication material on Hygiene, Water Treatment, and Safe Storage (HWTSS), Hands Washing and CLTS: approved by the EA.
- It seems that SEFOJOR will continue funding trainings on MDGs.
- Water systems installed in *bairro* Pedreira in Cacuaco Municipality.

1. INTRODUCTION

1.1. Background

18. The Millennium Development Goals Achievement Fund (MDG-F) is an International Cooperation mechanism whose aim is to accelerate progress on the Millennium Development Goals (MDGs) worldwide. Established in December 2006 with a contribution of €528 million from the Spanish Government to the United Nations system, the MDG-F supports national governments, local authorities and citizen organizations in their efforts to tackle poverty and inequality. In September 2008 at the UN High Level Event on MDGs, Spain committed an additional €90 million to the MDG-F.

⁶ Every municipality must have a *Plano Diretor Municipal de Água e Saneamento* by the end of 2013 according to the *Lei de Águas*. The EA will provide funds to implement these plans during 2014.

19. The MDG-F operates through the UN teams in each country, promoting increased coherence and effectiveness in development interventions in line with the Paris Declaration and the Accra Agenda for Action through collaboration among UN agencies. The Fund uses a joint Programme mode of intervention and has currently approved 130 joint Programmes in 50 countries. These reflect eight thematic windows that contribute in various ways towards progress on the MDGs.

20. This evaluation is part of a monitoring and evaluation strategy based on results designed by MDG-F Secretariat. The strategy is based on the principles of the Evaluation Group of the United Nations (UNEG) and the Organisation for Economic Co-operation and Development (OECD) on the quality and independence of the evaluations. Additionally, this evaluation will seek to continue the mid-term evaluation process and its recommendations.

21. The unit of analysis or object of study for this evaluation is the joint programme ‘Governance of Water and Sanitation in Angola’s poor Neighbourhoods’ (JP WatSan), understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the joint programme document and in associated modifications made during implementation.

22. This evaluation report has been prepared by the evaluator according to the requirements described in the Terms of Reference (ToR) of the final evaluation of the joint programme, according to the Norms and Standards of the UNEG, and following the format recommended by the Secretariat of the MDG-F.

1.2. Goals and methodology of evaluation

23. **1.2.1. Specific objectives of the evaluation:** (1) to measure to what extent the JP has contributed to solve the needs and problems identified in the design phase; (2) to measure the programme’s degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised; (3) to measure to what extent the JP has attained development results to the targeted population, beneficiaries, participants and the most marginalized whether individuals, communities, institutions, etc.; (4) to measure the joint programme contribution to the objectives set in its respective specific thematic window as well as the overall MDG fund objectives at local and national levels (MDGs, Paris Declaration and Accra Principles and UN reform); (5) to identify and document substantive

lessons learned and good practices on the specific topics of the thematic window, MDGs, Paris Declaration, Accra Principles and UN reform with the aim to support the sustainability of the joint programme or some of its components.

1.2.2. Methodology

24. The evaluation was carried out following a qualitative design. Qualitative research consists in placing people and their experiences at the centre of the process. This methodology allows getting an objective snapshot of the programme situation through the comparison of different experiences and points of view about the same events. Quantitative data included in the results framework were also be analysed.

25. Main characteristics of the evaluation methodology: **(1)** the evaluation was conducted under a gender perspective; **(2)** Human Rights approach with special attention to international conventions and regulatory frameworks; **(3)** participative approach.

26. **Gender approach:** it has been introduced through the review of the evaluation questions using the Harvard Analytical Framework, which has three main components: activity profile, access and control profile and analysis of influencing factors. The Harvard Analytical Framework was applied indirectly, through the inclusion of its components in the specific evaluation questions in the Evaluation Matrix (Annex 1).

27. **Human Rights-based Approach:** **(1)** the evaluation plan emphasized the participation of primary stakeholders (people and communities involved in the activities promoted by the programme) in the evaluation process. **(2)** The evaluation matrix includes two questions to study: **(i)** how Human Rights treaties and instruments informed the design process, and **(ii)** to what extent the design identified the relevant Human Rights claims and obligations. **(3)** The evaluation matrix also includes several questions aimed to analyse how the programme has influenced public policies, norms, standards and regulations related to access to water and sanitation.

28. **Participation:** the following participative work sessions with the Programme Management Committee (PMC) took place: **(1)** workshop dedicated to the contextualization of main findings after the first half of the evaluation mission; **(2)** final workshop dedicated to the contextualization of final conclusions and

recommendations. Objectives of these workshops: **(1)** to produce contextualized and realistic conclusions and recommendations; and **(2)** to promote ownership of the evaluation process.

29. **1.2.3. Information collection tools:** the main information collection tool was the individual interview. Individual interviews were defined to include all the evaluation questions proposed (Annex 2) in the ToR. The types of interviews applied, depending on the situation and the interviewee, were, in increasing order of structuring: **(1)** casual conversation, **(2)** guided interview and **(3)** standardized open-ended interview. Other information collection tools: desk review, Focus Group Discussions (FGD) with different groups of beneficiaries, participative work sessions with the PMC, and direct observation. The different tools were applied flexibly in order to achieve their adaptation to the working conditions.

1.2.4. Elaboration of the guides for the interviews and FDGs

30. The tool to put into practice the key questions described by the ToR, the particularities of a qualitative methodological approach and the mentioned evaluation main characteristics is the evaluation matrix (Annex 1).

31. As the evaluation matrix is a basic element in any evaluation, it's interesting to share some details of its construction: **(1)** the second column lists all the evaluation key questions described in the ToR classified by criterion. **(2)** Given that some of the key questions are too complex to be answered directly and some of them need to be completed to incorporate the gender and Human Rights approaches, a list of specific evaluation questions were prepared by the evaluator. **(3)** Next step was identifying the best information sources for each specific evaluation question. By doing so two objectives can be accomplished: **(i)** the evaluation gets open to broad participation through the inclusion of the widest possible range of participants in the evaluation process; and **(ii)** the answers to each question can be triangulated to obtain views as objective as possible about each issue. The last column assigns a code to every specific evaluation question to properly classify the information from each source of information, which allows processing data in a systematic way.

32. **1.2.5. Information sources:** primary stakeholders (people and communities involved in the activities promoted by the programme), UNCT agencies personnel involved in the design and/or implementation of the programme, staff of the national and local partners involved in the design and/or implementation of the programme, and AECID staff involved in the design and/or implementation of the programme.

1.2.6. Systematization of the information

33. Information from different sources was processed by the evaluator with the aim to compare, consolidate and analyse different opinions and data corresponding to every evaluation question in order to extract main findings and propose conclusions and recommendations, which were discussed with the PMC in the two already mentioned workshops. Findings, conclusions and recommendations are **(1)** based on data gathered, **(2)** gender sensitive, **(3)** formulated in the most objective way possible and avoiding personal opinions of the evaluator. The recommendations have a direct link to one or more conclusions, are realistic and easy to implement in future interventions with a reasonable investment of efforts.

34. **1.2.7. Evaluator:** Carlos Carravilla, founding member and member of the board of the *Col·lectiu d'Estudis sobre Cooperació i Desenvolupament (El Col·lectiu)*⁷, independent consultant specializing in tools and methodologies of International Cooperation.

35. **1.2.8. Evaluation constraints:** **(1)** the evaluator couldn't visit Luao (Moxico Province) because of poor coordination between IOM and UNICEF; **(2)** a higher involvement of UNICEF in the final evaluation process would have been beneficial (visits to programme locations in Viana and Luanda Province); **(3)** it was not possible to talk to the ILO's focal point for the programme via teleconference, although the UN agencies questionnaire (Annex 2) was sent to the ILO and completed; **(4)** it was not possible to get substantial information to report on the level of implementation of planned activities.

1.3. Description of the joint programme and the work context

1.3.1. Context

36. Angola has made substantial progress in economic and political terms since the end of the war. However, the country continues to face massive developmental challenges which include reducing the dependency on oil and diversifying the economy, rebuilding its infrastructure, improving institutional capacity, governance, public financial management systems, human development indicators and the living conditions of the population⁸.

⁷ <http://www.portal-dbts.org/>

⁸ <http://www.worldbank.org/en/country/angola/overview>

37. There have been moves to crack down on corruption and improve governance in the country since the president called for greater transparency in the management of public funds, and indicated a “zero tolerance” approach. As a result, the Law on Administrative Probity was approved on March 5, 2010 by the National Assembly, but implementation mechanisms and monitoring remain unclear⁹.

38. Angola’s Human Development Index (HDI) value for 2011 is 0.486, in the low human development category, positioning the country at 148 out of 187 countries and territories. Between 2000 and 2011, Angola’s HDI value increased from 0.384 to 0.486, an increase of 27.0 per cent or average annual increase of about 2.2 per cent¹⁰. Finally, Angola is a middle-income country.

39. Due to a lack of relevant data, the Gender Inequality Index (GII) has not been calculated for this country.

40. Angola has the highest rate of diarrheal disease in the world with 114 years of life lost to diarrheal diseases for every 1,000 Angolans. Contaminated water, inadequate storm water drainage, and lack of even minimal sanitation facilities have resulted in high, and steadily increasing, rates of water and excreta-related diseases. Some of the worst sanitation in Angola can be found in its capital, Luanda, as well as in the hillside refugee camps surrounding the city where more than a million internally displaced persons still reside¹¹.

41. While the streamlining of institutional reforms has fostered momentum in water supply and sanitation sector development, constraints on further reforms and sustainability are due to the lack of financial, managerial, and technical capacity in the sector¹².

42. The Angolan government’s objective is to increase the proportion of people having access to safe-drinking water and adequate sanitation from 33% to 81% and from 48% to 74% respectively in the period 2003-2016¹³.

⁹ <http://www.worldbank.org/en/country/angola/overview>

¹⁰ Human Development Report 2011.

¹¹ USAID. Angola, Water and Sanitation Profile.

¹² USAID. Angola, Water and Sanitation Profile.

¹³ JP WatSan programme document.

43. Governance figures among the main constraints to the expansion of water and sanitation services to reach more people, especially the poorest. The main issue is the un-sustainability of water standpoints that are managed by state-owned utility¹⁴. Other identified constraints include: weakness of the regulatory and normative framework, lack of communities' participation in decision-making processes related to water and sanitation, low investment in the capacity of WatSan institutions, and the absence of an accountability framework¹⁵.

1.3.2. The joint programme (JP)

44. The JP WatSan in Angola (March 2009-March 2013), with a total approved budget of USD 7,600,000, aims to support national priorities on the water and sanitation sector bringing together different key actors, such as the MINEA, the MINAMB, local administrations, Civil Society Organizations, etc.; and building on comparative strengths and expertise from UNDP (USD 2,450,000), UNICEF (USD 3,750,000), IOM (USD 1,150,000), and ILO (USD 250,000).

45. The main implementing partners are the MINEA and MINAMB. These ministries are responsible for ensuring access to water and sanitation respectively to populations and therefore the main entities responsible for the realization of the objective of this programme. However due to the strong orientation of the programme towards water supply, MINEA is the key counterpart and 'direct' beneficiary of most of the programme outputs/activities including water sector policy and regulation related issues, while MINAMB provides leadership to the (Community Led total Sanitation) component and benefits from the sanitation sector policy and regulation support

46. To achieve this, the programme seeks to: **(1)** establish a pro-poor policy and regulatory framework that feature community participation in the provision and management of WatSan facilities; **(2)** promote the autonomy of communities in the management of WatSan facilities¹⁶; **(3)** reinforce the capacity of local governments to effectively monitor community WatSan management units, mobilize resources and fund community WatSan projects; **(4)** put in place an enhanced accountability system for peri-urban and rural water and sanitation sector.

¹⁴ JP WatSan programme document.

¹⁵ JP WatSan programme document.

¹⁶ The programme proposes a model of governance based on a network of autonomous units of small and medium scale WatSan utilities owned and managed by communities, namely the *Grupos de Águas e Saneamento* (GAS).

Table 1. Reshaped Results Framework according to the results of the baseline study (June 2010)

Joint Programme Outputs	SMART Outputs
<p>Output 1. Legal and regulatory framework in favour of vulnerable and community management in place and functioning.</p> <p><i>Resultado 1: Quadro legal e regulatório com orientação a favor dos vulneráveis e da gestão comunitária, estabelecido e a funcionar.</i></p>	<p>Output 1.1. Water and sanitation policies in place. <i>Resultado 1.1. Políticas de água e saneamento operacionais.</i></p> <p>Output 1.2. 6 municipal master plans for water and sanitation, including models of community management, developed and adopted. <i>Resultado 1.2. 6 planos diretores municipais de água e saneamento, incluindo modelos de gestão comunitária, elaborados e adoptados.</i></p> <p>Output 1.3. Water and sanitation regulatory framework in favour of the most vulnerable consolidated. <i>Resultado 1.3. Quadro regulatório a favor dos vulneráveis consolidado para água e saneamento.</i></p> <p>Output 1.4. SISAS disseminates information and guides policy reforms and regulations. <i>Resultado 1.4. SISAS a propagar informação e a guiar as reformas de políticas e regulamentos.</i></p>
<p>Output 2. Autonomy-oriented community water structures ensuring sustainable access to WatSan in all targeted areas.</p> <p><i>Resultado 2: Estruturas comunitárias autónomas de água assegurando o acesso sustentável a água e saneamento em todas as áreas alvo.</i></p>	<p>Output 2.1. Users gain access to sustainable water and sanitation in target areas. <i>Resultado 2.1: Usuários obtêm acesso sustentável a água e saneamento nas áreas alvo.</i></p> <p>Output 2.2. Community structures trained in the management of water and sanitation. <i>Resultado 2.2. Estruturas comunitárias de água capacitadas na gestão de água e saneamento.</i></p> <p>Output 2.4. Local contractors trained for the supply of equipment and services to the community water system. <i>Resultado 2.3. Empreiteiros locais capacitados para o fornecimento de equipamento e serviços aos sistemas comunitários de água.</i></p> <p>Output 2.4. Sustainable livelihoods Projects implemented in target areas. <i>Resultado 2.4. Projetos de meios de vida sustentáveis implementados nas áreas alvo.</i></p>
<p>Output 3. Mechanisms for monitoring and financing of community water systems and sanitation established at municipal level.</p> <p><i>Resultado 3: Mecanismos para a monitoria e financiamento dos sistemas comunitários de água e saneamento estabelecidos a nível municipal.</i></p>	<p>Output 3.1. Information systems in place to monitor and supervise community structures. <i>Resultado 3.1: Sistemas de informação estabelecidos para monitorar e supervisionar as estruturas comunitárias.</i></p> <p>Output 3.2. Funds for Municipal Development of Water and Sanitation established. <i>Resultado 3.2: Fundos Municipais de Fomento de Água e Saneamento estabelecidos.</i></p>
<p>Output 4. Established mechanisms for accountability of municipalities in service delivery of water supply and sanitation in peri-urban and rural.</p> <p><i>Resultado 4: Mecanismos estabelecidos para a responsabilização dos municípios na prestação dos serviços de abastecimento de água e saneamento nas áreas peri-urbanas e rurais.</i></p>	<p>Municipal responsibility index. <i>Índice de Responsabilização Municipal</i></p> <p>Output 4.1. Residents of the areas targeted have knowledge of their rights and information on water and sanitation and its management. <i>Resultado 4.1. Residentes das áreas alvo têm conhecimentos dos seus direitos e informação sobre água e saneamento e a sua gestão.</i></p> <p>Output 4.2. Consumers' alliances trained and capacitated to demand the improvement of services. <i>Resultado 4.2. Alianças de consumidores formadas e capacitadas para reivindicarem o melhoramento de serviços.</i></p> <p>Output 4.3. National Forum on Water Institutionalized. <i>Resultado 4.3. Fórum Nacional de Água institucionalizado.</i></p> <p>Output 4.4. Periodic participatory evaluation of the provision of WatSan services realized in the target localities. <i>Resultado 4.4: Avaliação regular e participativa do abastecimento de água e saneamento.</i></p>
<p>Output 5. Management and administration of the programme.</p> <p><i>Resultado 5: Gestão e administração do programa</i></p>	<p>Planning and implementation. <i>Planificação e implementação.</i></p> <p>Output 5.1. Coordination. <i>Resultado 5.1: Coordenação.</i></p> <p>Output 5.2 Monitoring and evaluation. <i>Resultado 5.2. Monitoria e avaliação.</i></p>

47. **Areas of intervention:** Luanda and Moxico provinces in Angola: municipalities of Cacuaco, Viana and Kilamba Kiaxi (Province of Luanda) and the municipalities of Luena, Kamanongue and Luau (Province of Moxico).

Figure 1. Location of the programme



Source: <http://www.mapsofworld.com/angola/maps/angola-political-map.jpg>

2. FINDINGS BY LEVEL OF ANALYSIS AND INFORMATION NEEDS

2.1. DESIGN LEVEL

2.1.1. Relevance

Programme design

48. The programme document was designed according to the *Lei de Águas* (2002)¹⁷; nevertheless, no specific in-depth assessments, including gender needs assessments, were conducted before or during the design. Additionally, it seems that the programme was not designed with full and systematic participation of the national and sub-national partners and beneficiaries, although some consultations were done: **(1)** in 2008 UNICEF and IOM visited the *Administração Municipal* of Luena to introduce the programme; **(2)** a consultant (UNICEF) travelled to Luena to assess water and sanitation needs at the community level, though it was the *Administração Municipal* of Luena that decided which communities would be benefited by the programme.

49. When the programme was presented to the MINEA, the attitude of the ministry was no so collaborative since the *Executivo Angolano* (EA) was already implementing at that time the programme *Água para Todos*, a large water and sanitation infrastructure intervention at national level with a budget over USD 650,000,000. Although the EA could have benefited more from some complementarities, the limited budget of the JP WatSan compared to the budget of *Água para Todos* and to the needs of a country in transition and reconstruction after a long civil war very probably contributed to limited interest in the programme among ministerial decision makers.

50. The United Nations Human Rights Office (UNHRO) participated in the preparation of the concept note but closed operations in the country before the programme started.

¹⁷ It defines the policy framework for water resources management in general, and sets the foundation for the national policy for the use of water as consumption good.

Table 2. Budget (USD) modification after UNRCO closed operations in Angola

	Concept note budget	Approved budget	Modification
PNUD	3,005,000	2,450,000	-18%
UNICEF	4,749,600	3,750,000	-21%
UNHRO	1,300,000	0	-100%
OIM	1,388,406	1,150,000	-17%
ILO	1,551,798	250,000	-84%
Total	11,994,804	7,600,000	-37%

Source: Mid-term evaluation report.

51. It is necessary to comment on the role of ILO in the programme given the drastic reduction in its budget between the concept note (1,551,798 USD) and the programme finally approved (250,000 USD). ILO was actively involved in the design phase and, according to the memorandum of understanding between all participating UN agencies (October 2007), it was supposed to deliver, through a permanent ILO project team based in Luanda, and in collaboration with IOM, outputs related to (1) capacity building on income generating activities for targeted communities and (2) capacity building for local entrepreneurs operating in water and sanitation sectors. In March 2009, the final programme document (PRODOC) was sent to the ILO for signature with a budget of 250,000 USD to implement Output 2.3 (*Resultado 2.3: Empreiteiros locais capacitados para o fornecimento de equipamento e serviços aos sistemas comunitários de água*). ILO signed the PRODOC despite considering that the amount allocated was probably insufficient to meet the planned targets (OVIs 2.3.1, 2.3.2 and 2.3.3 were finally not achieved). Probably, the non-resident status of ILO limited its capacity to adequately negotiate its role in the joint programme.

Programme redesign

52. In regards to the recommendations submitted by the Secretariat to the UNRC in Angola on 2 April 2008 together with the communication of official approval of the programme:

- The *Ministério do Planeamento* officially endorsed the JP WatSan when the *Ministra do Planeamento* signed the official programme document.

- Additional justification of the added value of IOM in relation to the proposed awareness raising campaign: in the signed programme document the awareness raising campaign involves UNDP and UNICEF, but the campaign was never developed.
- The budget was reduced in the amount of USD 400,000. The final budget was modified accordingly.
- Several Objectively Verifiable Indicators (OVIs) to measure process advancements, the access to the services by the beneficiaries and the effects of the programme were included in the Monitoring Framework using data from the baseline study conducted. This means that the redesign was done according to the recommendation.

53. The original programme's Results Framework has undergone several modifications, some of them according to the results of the baseline study completed in June 2010. Annex 3 contains a detailed analysis of the final Objectively Verifiable Indicators (OVI) and allows comparing the original Results Framework and the final one.

54. **Outcome modifications:** the wording of the Outcome remains the same but some of its Objectively Verifiable Indicators (OVIs) were reformulated as follows:

Table 3. Modification of the Outcome OVIs

PRODOC Outcome Objectively OVIs
Proportion of population with access to improved water facilities, in target areas. Baseline 2007: n/a; target 2010: 70%
Proportion of population with access to improved sanitation facilities, in target areas. Baseline 2007: n/a; target 2010: 70%
Index of community autonomy in the management of water and sanitation facilities. Baseline 2007: n/a; target 2010: (+50%)
% of broken water facilities in target localities. Baseline 2007: 43%; target 2010: ≤ 5%
Average down time of water supply systems in target localities. Baseline 2007: n/a; target 2010: "Halved". Eliminated in the RMF.
Reshaped Outcome OVIs
The following percentages of the population in target areas with access to safe drinking water by 2012: 30% Kilamba Kiaxi, Luena 40%, 40% Cacucaco, Kamanongue 100%, 100% Viana, Luau 70% (<i>As seguintes percentagens da população nas áreas alvo com acesso a água potável até 2012: Kilamba Kiaxi 30%, Luena 40%, Cacucaco 40%, Kamanongue 100%, Viana 100%, Luau 70%</i>). More realistic and detailed.
100% of the population with access to sanitation, and hygiene related behaviours improved in target areas by 2012 (<i>100% da população com acesso a saneamento, e comportamentos relacionados com a higiene melhorados, nas áreas alvo até 2012</i>). More ambitious target.
The 6 municipalities achieve the following average values of Community Autonomy index in the management of water systems in target areas by 2012: 3.5 Luanda, Moxico 2.5 (<i>Os 6 municípios atingem os seguintes valores médios do Índice de Autonomia Comunitária na gestão dos sistemas de água nas áreas alvo, até 2012: Luanda 3,5; Moxico 2,5</i>). Based on reliable data from the baseline.
5% or less water systems damaged target areas in Luanda and 10% in Moxico in 2012 (<i>5% ou menos dos sistemas de água avariados nas áreas alvo em Luanda e 10% em Moxico, em 2012</i>). Target established.

55. **Outputs modifications:** most of the Outcomes remained unchanged and there are only small modifications in three cases: **(1)** Original Output 2.2: 500 community WatSan structures capacitated in community WatSan management, by 2010. Reshaped *Resultado 2.2: Estruturas comunitárias de água capacitadas na gestão de água e saneamento*. **Comment:** the reshaped outcome does not specify the number of communities. **(2)** Original Output 3.2: WatSan funds established in 30 municípios to support community WatSan units, by 2009. Reshaped *Resultado 3.2: Fundos Municipais de Fomento de Água e Saneamento estabelecidos*. **Comment:** the number of municipalities finally involved was reduced from 30 to 6. **(3)** Original Output 4.1: 80% of population in target areas aware of basic rights relating to water and sanitation and of their local service provision; and are able to use this knowledge to claim for improved service delivery, by 2010. Reshaped *Resultado 4.1: Residentes das áreas alvo têm conhecimentos dos seus direitos e informação sobre água e saneamento e a sua gestão*. **Comment:** the original target (80%) was removed.

56. The wording of the Outcome and the outputs (in the reshaped version) cannot be assessed as gender sensitive: terms such as “*a favor dos vulneráveis*”, “*usuários*”, “*estruturas comunitárias*”, “*empreiteiros locais*” consider the population benefited as a whole, thus ignoring that in every community there are always different types of collectives with differentiated needs and priorities and that some of them, such as women and the youth, are usually excluded from decision-making processes and from some benefits delivered to the communities.

Redesigned Objectively Verifiable Indicators (OVIs)

57. The reshaped set of OVIs (based on the baseline study) improves very significantly the Monitoring and Evaluation (M&E) ability of the Results Framework. The original set of OVIs lacked specificity and did not include targets for most of the indicators.

58. Twenty indicators out of fifty (40%) are of adequate technical quality, although they are not gender sensitive (only two OVIs can be assessed as gender sensitive), because they allow measuring development results.

59. The elaboration of some OVIs has proved to be too complex:

- Outcome: OVI: 100% da população com acesso a saneamento, e comportamentos relacionados com a higiene melhorados, nas áreas alvo até 2012; OVI: Os 6 municípios atingem os seguintes valores médios do Índice de Autonomia Comunitária na gestão dos sistemas de água nas áreas alvo, até 2012: Luanda 3,5; Moxico 2,5.
- Output 2: OVI 2.1.2. Defecação ao ar livre eliminada e higiene melhorada nas áreas alvo até Março 2012. OVI 2.4.5. Ingresso médio dos beneficiários dos projetos aumenta em pelo menos 25% antes do fim do Programa.
- Output 4: OVI 4.0. Aumento do Índice de Responsabilização Municipal em 6 municípios antes do fim do Programa, para os seguintes valores: Luanda 3; Moxico 2. OVI 4.1.2. População de 6 municípios mostra conhecimentos adequados sobre água e saneamento, e os seus direitos

60. Since the improvement of access to safe water and sanitation has usually a direct and fast impact on the health of the population benefitted, it would have been very relevant to include at least one indicator to illustrate these type of positive effects.

61. **Additional information.** Practical tips for designing OVIs: **(1)** indicators related to changes in living conditions are more interesting and technically adequate than indicators that are actually products, activities or number of people involved in activities¹⁸; **(2)** Indicators should be sensitive to gender relations (disaggregated by sex, gender gap measurement, measurement of differentiated quality of participation, measurement of empowerment measurement of traditionally excluded groups); **(3)** Indicators should be easily updated and verification sources easy to collect; **(4)** the formulation of indicators needs to be as specific as possible, detailing to which population and locations they apply when relevant; **(5)** every OVI should have a target.

62. **Internal coherence of the design:** the direct relationship between the achievement of sub-outputs with the attainment of two outputs and the outcome indicates a cohesive internal design for the JP WatSan. A better in-depth assessment of the internal consistency of the design, however, requires a thorough assessment of the means through which the analysis of alternatives was performed. Unfortunately, the available information was not enough to conduct such an assessment.

¹⁸ The implementation of a number of trainings involving certain number of persons does not provide information on the improvement of the living conditions of the trainees, since factors such as the quality of the trainings and the selection of the beneficiaries can have an important influence in the results of the activity.

Inclusion of the Human Rights approach in the final design

63. The programme document does not describe the international regulatory framework regarding the Human Right to water and sanitation. It has to be added that the Resolution of the General Assembly of the United Nations 64/292¹⁹ was issued two years after the programme was conceived. On the other hand, the programme document includes a solid description on the rights-based approach as a crosscutting issue in the design while the issue of exigibility of rights by the claim holders is very briefly mentioned.

64. At the community level in Moxico Province implementing partners involved in the installation and rehabilitation of water systems and in the development of the capacities of the GAS (Dom Bosco Luena, Lutheran World Federation Kamanongue, Oxfam GB/TSA Luena, Kamanongue and Luau) included the Human Right to safe water and sanitation in their training programmes.

65. The Results Framework includes two outputs devoted to the promotion of the Human Right to access safe water and sanitation focusing **(1)** on the national regulatory framework at both national and municipal levels (*Resultado 1: Quadro legal e regulatório com orientação a favor dos vulneráveis e da gestão comunitária, estabelecido e a funcionar*); and **(2)** on fostering the exigibility of human rights of the claim holders (*Resultado 4: Mecanismos estabelecidos para a responsabilização dos municípios na prestação dos serviços de abastecimento de água e saneamento nas áreas peri-urbanas e rurais*).

Intervention strategy

66. The strategy of intervention described in the programme document is focused on **(1)** enhancing the capacity of concerned stakeholders and institutions to implement the peri-urban and rural water and sanitation governance model²⁰ suggested (*Modelo de Gestão Comunitária de Água/MOGECA*); **(2)** promoting the realignment of policies and ownership of water management schemes by the communities themselves through advocacy; **(3)** fostering sustainability of WatSan systems through the transformation of the role of

¹⁹ The resolution adopted by the General Assembly of the United Nations 64/292. [The human right to water and sanitation](#) (108th plenary meeting, 8 July 2010) recognizes “The right to safe an clean drinking water and sanitation as a human right that is essential for the full enjoyment of life and all human rights.”

²⁰ The model of governance proposed entails promoting a network of autonomous units of small and medium scale WatSan utilities owned and managed by communities, namely the *Grupos de Águas e Saneamento* (GAS), in the target peri-urban and rural areas covered by the programme, with the local government monitoring the network, regulating the rural water and sanitation market, pushing for the autonomy of communities in the management of their water and sanitation schemes, and intervening only when a major problem occurs in any one of the units or when a specific need is expressed.

local governments and the introduction of community participation; and (4) encouraging accountability at different levels.

67. Although the originally designed intervention strategy seems theoretically appropriate (it can be considered a classical WASH strategy) addressing the different facets of a complex problem, it was not completely put into practice: (1) the programme has not implemented relevant advocacy activities addressing the EA (the PMC meeting held on 28 July discussed the need to increase advocacy activities but no specific activities were finally implemented); (2) it seems that the programme has not really contributed to the transformation of the role of local governments in fostering the sustainability of WatSan systems (i.e. in Luena, implementing partners unsuccessfully recommended the *Direção Provincial de Energia e Águas* (DPEA) de Moxico to keep a stock of spare parts to facilitate sustainability of the installed or rehabilitated systems).

68. *Additional information*: the programme sponsored one advocacy activity at the provincial level, which consisted of a national workshop in order to present MOGECA to all the *Direções Provinciais de Energia e Água* (DPEA) from the 18 provinces.

69. *Additional information*: some approximate figures to illustrate the low level of decentralization of the Angolan management of water and sanitation system: the *Repartição Municipal de Energia e Águas* of Cacucaco Municipality has USD 4,9 per family and per year to provide energy and water maintenance while the cost of installing a *chafarize* (water point) is of USD 216 per family.

70. On the other hand, the programme has been able to engage the *Direção Nacional de Abastecimento de Água e Saneamento*-DNAAS of the MINEA and the *Direção Nacional do Ambiente* of the MINAMB) to work at the policy level thanks to their involvement in the design of specific activities.

71. The programme has succeeded in mainstreaming gender sensitivity in some particular activities, such as the creation of the GAS and the development of the CLTS components, but it would have been more strategic to have an overarching plan to include the gender approach crosscutting all components.

72. According to some opinions, the programme should have started implementing the *Planos Directores Municipais de Água e Saneamento*, which are the basis to organize any other water and sanitation activity at the municipal level, but in the case of the JP WatSan these plans were developed at the end.

Relevance to MDGs, UNDAF and national priorities

73. The programme is a direct contribution to **MDG 7** (target 7.C, indicators 7.8 and 7.9) but also contributes to MDG 4: Reduce Child Mortality; and MDG 6: Combat HIV/AIDS, Malaria and Other Diseases.

74. The JP WatSan is relevant to two **UNDAF 2005-2008** outcomes: Outcome 1: promoting of equitable economic development and democratic governance in accordance with international norms, by strengthening national capacities at all levels and empowering communities, so increasing their participation in decision-making processes; and Outcome 3: rebuilding the Social Sectors to strengthen the national capacity for the delivery of basic services and to sustain processes of social empowerment. In addition, the programme is related to **UNDAF 2009-2013** Outcome 2: increased and equal access and utilization of quality and integrated social services at national and sub-national levels with emphasis on MDG targets.

75. **Relevance to the needs and problems identified in the design phase:** the programme is relevant to the needs and problems identified, but some activities have to be assessed as not totally relevant to the characteristics of the targeted population/institutions: **(1)** organizational levels of the four GAS visited in Kamanongue are too weak to adequately maintain the water systems installed/rehabilitated and keep the promoted small businesses running; **(2)** water systems spare parts and specialized maintenance are inaccessible for the four rural communities visited in Kamanongue; **(3)** national and sub-national partners involved in water and sanitation management lack personnel and financial resources to participate actively in a programme of this kind.

76. **Additional information:** the spare parts is a concern of UNICEF, DNAAS and DPEAs and both parts are working very closely to create a water and sanitation market were all aspects concerning sustainability are addressed; however all DPEAs and municipalities already know how to procure spare parts.

77. **Additional information:** it has been prepared a study about the access to spare parts. This study will be completed with a database that will be shared with the municipalities by DNAAS.

78. **Additional information:** it has to be mentioned that the model of community management of water and sanitation (MOGECA) has some weaknesses that created serious doubts about the benefits of its application.

79. Added value of the different partners

- UNICEF and UNDP have been able to add value in the development of the components related to strengthening the WatSan policy framework: according to the DNASS and the MINAMB, the collaboration with these two UN agencies allowed them to learn some practical aspects of programme management: elaboration of TdR, selection processes, quality assurance of consultancy products.
- UNDP has had a strong relationship with the ministries involved in the programme through other programmes implemented during the past five years and directly supports the EA in the process of decentralization, especially in supporting municipalities in the provision of basic services.
- UNICEF has a strong experience in the water and sanitation sector and community organization.
- UNICEF opted for direct implementation of the installation of water and sanitation systems delivering the component through some of its partners:
 - Oxfam GB implemented social mobilization and training activities in Luena, Luau and Kamanongue (Moxico Province).
 - The Salvation Army installed/rehabilitated water systems in Luau (Moxico Province).
 - LWF implemented social mobilization and training activities and installed/rehabilitated water systems Kamanongue (Moxico Province).
 - Development Workshop (DW) implemented the components related to community organization in Luanda Province.
 - Dom Bosco installed water systems in Luena schools.
 - Water systems in Luanda Province were installed/rehabilitated by two contractors (Kazucama in Cacuaco and Mambeto in Kilamba Kiaxi) hired through public tenders by municipal administrations and DNAAS.
- IOM delivered small business training and kits to start business to the communities where the water systems were installed or rehabilitated with clear sustainability problems and not really connected to other programme's components.
- ILO is a non-resident agency (Angola is covered from the ILO Decent Work Technical Support Team for Central Africa and Country Office for Angola, Cameroon and Sao Tome & Principe based in Cameroon) that funded: **(i)** a preliminary study on the situation of small and medium enterprises in the

sector of water and sanitation in Luanda and Moxico provinces; **(ii)** “Start and Improve Your own Business (SIYB)” training to about fifty small businesses managers and administrators; **(iii)** the training of three persons to be certified SIYB trainers; and **(iv)** a guide for regulating informal entrepreneurs in water supply business in order to allow authorities to have a better monitoring of this informal business and ensure that a better control of quality and price of the water provided is ensured. Most of ILO’s work was delivered through external consultancies.

80. **Additional information:** UNICEF collaborates with two implementing partners (Oxfam GB and DW) through Programme Contribution Agreements (PCA). PCA is a collaborative basis partnership agreement to work for common goals with shared responsibilities and resources. The PCA is based on a jointly developed programme with a joint work plan and joint budget.

81. **Was joint programming the best option?** Both UNICEF and UNDP have been able to add value to the program covering different needs. On the other hand IOM and ILO have failed to clearly add value. It can be stated that joint programming has been a good choice but the programme could have been developed by UNICEF and UNDP only, thus reducing transaction costs associated with joint programming and increasing overall efficiency by eliminating overheads and logistical and personnel costs associated with two additional agencies.

Communication and Advocacy Strategy

82. The programme did not manage to develop any joint communication because of disagreements among UNCT agencies’ management structures: even the utilization of a common logo to identify every programme activities and documentation was not viable.

83. UNDP sponsored some communication activities according to the plan annexed to this report (Annex 5) **(1)** two capacity development workshops with the participation of ninety-seven journalists from all Angolan provinces in collaboration with the *Centro de Formação de Jornalistas* (CEFOJOR) to elaborate and disseminate information on the MDGs; **(2)** elaboration of life stories by two journalists in Moxico and Luanda focused on water systems beneficiaries; **(3)** Media Brief for the Improvement of Media Reporting in Angola on the Millennium Development Goals.

84. UNICEF also funded a good number of communication activities, namely:

- UNICEF press release for all SISAS and CLTS national and provincial seminars.

- Media involvement in all CLTS provincial and municipal launches with press release and public speech.
- Media involvement and press release during water point and water system projects inaugurations.
- UNICEF supported the organization of AngolaSan+1, with media involvement, public speech and press release.
- MOGECA national seminar in 2011 included media involvement and press release.
- Global Hand Washing day celebrations in 2010, 2011, 2012 accompanied by media involvement, public speech and press release.
- World Water Day celebration in 2010, 2011, 2012 accompanied by media involvement, public speech and press release.
- Water Quality training with media involvement, public speech and press release.

85. Gender sensitivity of communication activities sponsored by UNDP: **(1)** the workshops on MDGs delivered to journalists can be assessed as gender sensitive: **(i)** gender issues were discussed in most of the presentations; **(ii)** the *Fórum de Mulheres Jornalistas para a Igualdade no Género* and the *Organização de Mulheres Vivendo com HIV e SIDA* participated in the workshops. **(2)** the Media Brief can be also assessed as gender sensitive.

2.2. PROCESS LEVEL

2.2.1. Efficiency

Management and coordination arrangements and efficiency of the management model

86. **NOTE:** MDG-F Secretariat mission to Mozambique, Namibia and Angola report (23-25 September 2009): Some reminders:

- In those cases where a Programme Manager/Coordinator is recruited, he or she works on behalf of all the UN agency no matter which agency was responsible for the recruitment. UN agencies should make an effort to coordinate with the Programme Manager and not undertake their activities in an isolated manner.
- Use the MDG-F logo (combined with the government logo)
- To avoid the perception that the MDG-F finances the capacity development of UN Agencies, staff paid for by the MDG-F should sit with counterparts or in the programme management unit if one exists

87. The National Steering Committee²¹: the only NSC meeting to date was held on 13 May 2010 with participation of the *Ministério do Planeamento* (MINPLAN), *Agencia Española de Cooperación Internacional para el Desarrollo* (AECID), United Nations Resident Coordinator’s Office (UNRC), UNICEF and UNDP. The NSC members discussed two important subjects: **(1)** agreement on the periodicity of the meetings of the NSC (biannual) and the PMC (every three months); **(2)** it was suggested to study the possibility of identifying a person from the *Direção Nacional das Águas* or from the *Direção de Saúde Pública* “ to be fully dedicated to coordinate both Joint Programmes (the JP WatSan and the ‘Children, Food Security and Malnutrition in Angola’ joint programme).

The Programme Management Committee²²

88. The PMC tried to promote some joint actions that were stopped by the UNCT: **(1)** the PMC elaborated a joint Communication Plan, but the initiative wasn’t approved by the UNCT; **(2)** the PMC discussed and agreed on the ToR to hire a joint Programme Coordinator but the UNCT rejected the idea of having a person hired by UNDP coordinating the activities of all the involved UNCT agencies; **(3)** the PMC proposed to pool funds from the four UNCT agencies to hire a Programme Coordinator siting at the UNRCO but the proposal finally was not implemented.

89. Additional information on PMC meetings held:

- 12 May 2009: UN Resident Coordinator attended the meeting. Main subjects discussed: **(1)** Preparation of the ToR to hire a Programme Coordinator; **(2)** joint visit to Cucuaco.

²¹ **(1)** The National Steering Committee’s role is to provide oversight and strategic guidance to the programme. It sets the priorities and ensures that the results are in line with the main objectives of the programme. **(2)** The specific responsibilities of the NSC include: **(i)** ensuring the conformity of the strategic direction of the programme with the requirements of the Fund and the framework authorized by the MDG-F Steering Committee; **(ii)** aligning MDG-F funded activities with the UN Strategic Framework or UNDAF approved strategic priorities; **(iii)** ensuring that appropriate consultative process take place with key stakeholders; **(iv)** approving the reporting mechanism for the programme and reviewing the consolidated programme reports from the Administrative Agent; **(v)** Reviewing findings of the summary audit reports and ensuring the implementation of corrective actions; **(vi)** ensuring donor visibility.

²² **(1)** The PMC’s role is to provide operational guidance to the programme, focusing essentially on operational mechanism for integrating and putting together agency “components”. **(2)** The Programme Management Committee (PMC) is composed of (according to the programme document): the Resident Coordinator, the *Diretor Nacional das Águas*, the *Diretor Nacional Urbanismo e Ambiente*, representatives from participating agencies, a representative from NGOs, and a representative from beneficiary communities; and it’s chaired by the RC or his/her designate. **(3)** The specific responsibilities of the PMC include **(i)** ensuring operational coordination, **(ii)** managing programme resources to achieve the outcomes and output defined in the programme, **(iii)** establishing adequate reporting mechanisms in the programme; **(iv)** integrating work plans, budgets, reports and other programme related documents, **(v)** agreeing on re-allocations and budget revisions and make recommendations to the RC as appropriate, **(vi)** establishing communication and public information plans.

- 8 September 2009: RC attended. Main subjects discussed: (1) redesign of the Programme Coordinator ToR because of difficulties in the recruitment process; (2) the need of a Communication Plan probably to be developed by UNICEF.
- 24 September 2009: RC attended. Main subjects discussed: (1) difficulties in recruiting a Programme Coordinator; (2) poor coordination among UNCT agencies; (3) slow delivery rate; (4) the need to enhance local capacities to enhance sustainability.
- 4 May 2010: RC attended. Main subjects discussed: (1) it was suggested to hold biannual PMC meetings instead of trimestral meetings; (2) difficulties in recruiting a Programme Coordinator; (3) the need to develop local capacities
- 28 July 2010: UNDP Manager attended the meeting. IOM did not attend. Main subjects discussed: (1) poor monitoring indicators; (2) slow delivery rate; (3) the approval of the *Constituição* will cause implementation delays because of the restructuring of some national partners; (4) Communication Plan and advocacy activities to promote the Human Right to safe water and sanitation and community mobilization.
- 15 October 2010: UNCT management structures did not attend (just UNDP Deputy Manager). IOM did not attend. Main subjects discussed: (1) the need to hire a Programme Coordinator; (2) lack of sustainability of outputs; (3) weak monitoring; (4) the possibility of sharing lessons learned among the two joint programmes in the country.
- 28 January 2011: Main subjects discussed: (1) the *Diretor Nacional de Abastecimento das Águas* mentioned that he would be attending PMC meetings only twice a year; (2) higher involvement of Moxico province in PMC meeting was suggested; (3) lack of coordination between outputs 1 and 2: national and sub-national levels.
- 20 May 2011: Main subjects discussed: (1) implementation of the Improvement Plan (mid-term evaluation); (2) possibility of requesting a no-cost extension; (3) the need to implement joint communication activities; (4) sustainability problems; (5) it was proposed to hold next PMC meeting in Moxico.
- 18 July 2012: Main subjects discussed: (1) no-cost extension request; (2) IOM decides to cancel some activities corresponding to output 4; (3) lack of water in water points installed caused by illegal connections and the need to involve local governments to address the problem; (4) limited visibility of the programme.
- 17 January 2013: Main subjects discussed: (1) collaboration between UNDP and UNICEF to develop the SISAS; (2) final evaluator selection process.

90. **The Joint Programme Coordinator:** there have been several attempts to hire a full time Programme Coordinator that failed for several reasons: (1) the possibility of identifying a person from one of the governmental agencies was not implemented because of lack of technical capacities; (2) unsuccessful selection processes; (3) UNDP hired a person to coordinate its own component and support overall communication and reporting in November 2011, but the person recruited resigned in August 2011; UNDP hired a new person to perform the same tasks in September 2012; this means that the programme had programme coordinator during one year approximately; (4) the PMC agreed on the ToR to hire a joint Programme Coordinator but, as already mentioned, the UNCT rejected the idea of having a persons hired by UNDP coordinating all the activities.

91. **Information flows:** (1) it seems that the PMC has been able to foster good communication among partners at the national level; (2) information exchange among different implementation sites in Moxico

Province and between Moxico and Luanda has been limited: every implementing partner (Dom Bosco in Luena, Lutheran World Federation in Kamanongue, the salvation Army in Luau and Development Workshop in Luanda) has delivered its respective components independently and following several procedures and models: Participatory Hygiene and Sanitation Transformation (PHAST), GAS, CLTS and MOGECA; (3) UNCT agencies also share information on ongoing activities via email but it seems this information is not really used: according to several opinions these emails rarely generate any feedback.

92. There have not been **joint decision-making processes**: (1) the NSC has not been very active during the lifetime of the programme (only one meeting on 13 May 2010 while the programme started in July 2009), which has very likely caused a strategic leadership vacuum. (2) The PMC has not been able to make joint, which has progressively weakened joint programming, so UNCT agencies basically made decisions independently on their respective components with poor involvement of their national and sub-national partners. (3) The role played by the Programme Coordinator has been very limited as already explained.

Depth and breadth of the joint work

93. The programme was designed jointly among the participating UNCT agencies; however implementation and monitoring have not been conducted in a joint way. Each UNCT agency has developed its own components independently, although coordinating activities implementation when necessary: IOM and UNICEF in Moxico have sometimes implemented activities involving the same groups of direct beneficiaries but synergies between both institutions did not exist although some coordination were established in the period 2010-2011, such as joint monitoring visit.

94. The NSC has not contributed to enhance joint programming due to the limited role played during the lifespan of the programme.

95. The PMC, although more active than the NSC, has not served as a platform for substantial discussions and joint decision-making but for information exchanging on the progress of activities and operational issues. It has to be added that the PMC attendants used to be technical staff without the ability to make decisions: some proposals of the PMC, such as the elaboration of a JP Communication Plan, were not approved by the UNCT.

96. Monitoring activities have been conducted separately by each UN agency and then data were consolidated by the lead agency, which has probably hindered **(1)** the ability to respond in good coordination to common issues and **(2)** accountability among partners.

97. There are some cases of good coordination: **(1)** in the Municipality of Kilamba Kiaxi UNICEF funded the elaboration of the municipal SISAS and UNDP used data from this system in the preparation of the *Plano Diretor Municipal de Água e Saneamento*; **(2)** two joint monitoring visits: Moxico Province and Cacuaco Municipality; **(3)** the preparation of the ToR and the agenda for the final evaluation; **(4)** the programme closing process is being coordinated among all the agencies.

98. **Ownership of the joint programming model among UNCT agencies** can be assessed as reduced: **(1)** some agencies mentioned that the MDG-F joint programming model has been an obstacle to implement the programme because: **(i)** individual UNCT agencies' procedures are complex enough; **(ii)** the low delivery rate of some agencies delayed the implementation of other partners. **(2)** Some UN agencies' representatives consider the management structure (NSC and PMC) proposed by the MDG-F as an external imposition. **(3)** The only UNCT agency that believes that joint programming can be beneficial and would like to have a new joint experience is IOM, although its component was not delivered in good coordination with UNICEF in Moxico Province.

99. **Implementation modalities:** **(1)** UNDP tried to implement the funds downloading financial management modality but some administrative difficulties of DNAAS forced to do direct payments to increase the delivery rate after a very slow start. **(2)** UNICEF in Luanda (UNICEF implementation in Moxico Province through some of its partners) opted for the Direct Cash Transfers (DCT) modality, which is its common approach. **(3)** Both UNDP and UNICEF used organic structures of their implementing partners (MINEA and MINAMB) to develop the components related to the enhancement of the water and sanitation public policy framework, which can be assessed as important contribution to Alignment (Paris Declaration). **(4)** UNICEF's water and sanitation systems component is implemented directly by the municipalities, which also contributes to Alignment **(5)** IOM and ILO opted for a direct implementation modality.

100. **Delivering as One:** **(1)** Work methodologies, financial instruments, and business practices: no relevant contributions to this principle were identified by the evaluation; **(2)** One Plan: the UNDAF is a contribution to this principle; nonetheless, since each agency has its own Country Programme and

interventions are usually designed according to funding opportunities (MDG-F Democratic Economic Governance thematic window), the real scenario is more complex. The chances that the UNCT will identify opportunities to capitalise on the comparative advantage of each agency are therefore reduced. (3) One Management: the UNRC Office has not played a relevant role in the implementation of the programme. (4) One Budget: the absence of a consolidated budget linked to the UNDAF can probably make it difficult to get an overview of the financial inputs and outputs of all of the agencies taken together. The role played by the MDTF providing consolidated financial information on joint programmes contributes to this principle. (5) One Set of Management Practices: each UNCT has applied its corresponding management practices.

Financial progress of the JP

101. Financial progress reported until 31 December 2010 was quite low in the cases of ILO and UNDP: twenty-one months after the programme started they had spent 18% and 22% of the transferred funds respectively. In the cases of IOM (58%) and UNICEF (46%) the delivery rate was a bit better but still slow considering that the expenditure rate is calculated over the first year disbursement.

102. Financial progress reported until 31 December 2011 (33 months of implementation or 80% of the total duration of the programme before the no-cost extension was endorsed by the Secretariat of the MDGF) was very slow in the cases of ILO (18% of its total approved budget) and UNDP (15% of its total approved budget); and low in the cases of IOM (36% of its total approved budget) and UNICEF (41% of its total approved budget).

103. **Additional information.** Payments to government partners are based in common work plans and financial disbursement plans. At the beginning of the programmes the attention is focused mainly on planning.

104. Financial status as of January 2013: UNICEF had spent 95% of its total approved budget; UNDP has spent 80%; IOM has spent 92%; and ILO has spent 100%.

105. UNDP will spend approximately 82% of its total approved budget by the end of the programme; ILO has completely executed its budget and it seems that UNICEF and IOM will be able to do so before the end date.

106. There has been an agreement between UNDP and UNICEF to transfer from UNDP to UNICEF the amount of 212,000 USD in order to facilitate the implementation of five activities: **(1)** Support the implementation of three days workshop on M&E and creation of Sanitation Marketing with the participation of partners from the provinces. **(2)** Printing of copies of CLTS Field manual and communication materials (New leaflets) including poster for Sanitation Marketing. Including copies of cartilha CF (C4D). **(3)** Water Quality Training for the technical staff of DPEAs (Luanda, Bie, Cunene, Huila and Moxico) and printing of Water Quality Manual. **(4)** MOGECA tool printing of additional copies of the Tool). **(5)** Additional Training of GAS.

Figure 2

CHARTS & FIGURES
As of 31 December 2010

Organization	Approved Budget	Transferred	Exp rate	Total expenditure	Supplies, equipmt & transport	Personnel	Training of counterparts	Contracts	Other direct costs	Indirect costs
ILO	250,000	250,000	18%	44,787		24,235	14,999	539	2,104	2,930
IOM	1,150,000	725,000	58%	419,703	303,574	146,326		126,267	16,067	27,469
UNDP	2,450,000	1,744,435	22%	382,526	71,144	202,435		355	74,647	33,945
UNICEF	3,750,000	3,379,000	46%	1,541,708	174,721	439,960	1,256	818,591	6,420	100,859
Grand Total	7,600,000	6,098,435	39%	2,388,724	349,439	812,856	16,255	945,732	99,238	165,203

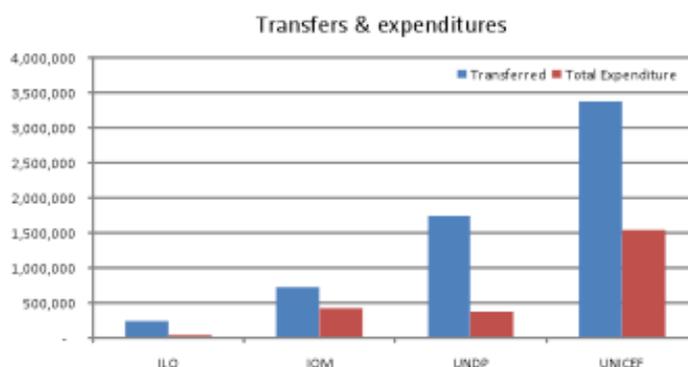


Figure 3

CHARTS & FIGURES
As of 31 December 2011

Organization	Approved Budget	Transferred	Exp rate	Total Expenditure	Supplies, equipment & transport	Personnel	Training of counter	Contracts	Other direct costs	Indirect costs
ILO	250,000	250,000	38%	95,160		89,158	37,154	539	2,104	6,223
IOM	1,150,000	725,000	115%	836,958	189,083	309,367	83,121	126,267	94,356	54,786
UNDP	2,450,000	1,744,435	44%	761,575	76,118	454,285		41,009	122,104	58,059
UNICEF	3,750,000	3,379,000	84%	2,840,454	286,672	563,185	33,083	1,760,030	16,671	185,824
Grand total	7,600,000	6,098,435	74%	4,534,147	531,873	1,393,994	190,358	1,927,833	245,233	304,873



Source: Multi Donor Trust Fund (MDTF) Gateway

Obstacles faced by the joint programme

107. **Coordination difficulties:** (1) the lack of a full time Programme Coordinator has contributed to poor communications and overlaps: UNDP and ILO have sponsored similar studies on *Regulação de venda informal de água* in different locations (better coordination was prevented by ILO's situation as this is a non-resident agency in Angola); (2) the NSC and the PMC did not manage to effectively promote coordination among partners; (2) staff turnover in the UNCT agencies and in the government institutions involved in the programme has hampered stable communication and coordination.

108. **National and sub-national capacities:** (1) every decision involving a budget has to be made by the ministers (MINAMB and MINEA); (2) limited technical capacities in the areas of planning, procurement and supervision of Water, Sanitation and Hygiene (WASH) works.

109. **Poor ownership in the process:** (1) limited collaboration of some sub-national in some cases (the constant political changes at central, provincial and even municipal levels has contributed to this situation) namely: *Direção Provincial de Água e Saneamento* of Moxico, *Administração Municipal de Kamanongue*, University of Agostinho Neto; (2) weak involvement of CBOs (GAS) at the community level in Moxico province; (3) UNDP's component to be developed in collaboration with DNASS suffered severe delays due to poor national ownership during the first half of the programme.

110. **External challenges:** (1) price increase of materials; also the costs of doing social business in the WASH sector in Angola has increased considerably in the last years since project inception in 2007; (2) accessibility to various project sites particularly difficult in Moxico province, where roads are sub-standard and are especially affected in the rainy season; (3) national elections on 31 August 2012 seriously delayed implementation during six months.

111. **Gender issues faced by the programme:** the evaluator did not detect any obstacles related to gender issues, although it should be added that this perception is likely due in part to the fact that the programme has promoted gender equity quite timidly (only the CLTS included the issue systematically).

112. **Impact of the mid-term evaluation: the Improvement Plan (Annex 6):** (1) according to the opinions of UNICEF and UNDP focal persons for the programme, the mid-term evaluation contributed to reactivate to some extent implementation, although the Improvement Plan was not a reference document and did not have a real impact on the programme. (2) Only ten out of nineteen key actions specified in the Improvement Plan were fully implemented.

113. **Recommendations of MDGF Secretariat included in the no-cost extension endorsement letter submitted on 20 March 2012**

- ILO will utilize a major portion of its outstanding resources by March 2012: ILO had spent 95% of its total approved budget as of January 2013.
- IOM's internal target completion date is July 2012: *achieved*.
- UNICEF is finalizing final disbursement on ongoing activities: UNICEF had spent 95% of its total approved budget as of January 2013.

- UNDP is also completing final payments, and these include: the Water and Sanitation Master Plan for the Municipality of Kilamba Kiaxi (USD 120,000): *the activity was completed*; development of the National Policy on Sanitation (Waste Management Strategy) (USD 167,000): *completed*; Training of journalists on MDGs (USD 90,000): *completed*; multisectoral studies with the University of Agostinho Neto (USD 90,000): *the studies were done but not published*.
- UNDP will be launching the development of 2 Sectoral Master Plans for 2 municipalities in Moxico Province (USD 50,000) as soon as the extension is formally approved: *the master plans were finished and the DNAAS has to approve them*.

2.2.2. Ownership in the process

National level

114. Although the *Ministério de Planificação*, member of the NSC and the ministry that officially endorsed the programme document didn't really get involved in the programme, the direct national implementing partners (*Direção Nacional de Abastecimento de Água e Saneamento-DNAAS* of the MINEA and *Direção Nacional do Ambiente* of the MINAMB) were fully involved in the design and implementation of specific activities funded by the programme. Nevertheless, it has to be said that there were some ownership issues concerning the DNAAS during the first half of the programme that caused important delays and slowed down UNDP's delivery rate that were finally resolved by changing the national JP WatSan focal point in the DNASS for a more proactive person who started attending PMC meetings in January 2011: in fact, UNDP, which began using the "direct cash transfers" financial management modality, had to ask the MINEA to send back the funds and apply the "direct payments" modality to speed up the delivery rate.

115. UNDP's component implemented by the University of Agostinho Neto (studies on water and sanitation conducted by last year students and the preparation of a publication based on these studies) has suffered delays and although the studies on water and sanitation prepared by last year students have been finished, the publication of these studies will not be funded by the programme.

116. Some reasons that probably explain the limited ownership in the process showed by the DNASS during the first half of the programme's implementation phase: **(1)** poor participation during the design phase; **(2)** the approval of the new *Constituição da República de Angola* (21 January 2010) and the

subsequent *Executivo Angolano* reorganization, which affected some bodies involved in the programme, required a new effort to achieve DNAAS buy-in.

Sub-national level

Moxico Province

117. The final evaluation meetings held with the *Administração Provincial de Energia e Água* de Moxico and the *Administração Municipal* de Kamanongue allowed the evaluator to verify the poor involvement of these two institutions in the process, situation already highlighted by several bi-annual reports and discussed by the PMC: interviewees such as the *Chefe do Departamento de Água* (*Direção Provincial de Energia e Água* of Moxico), the *Chefe de Secção de Energia, Água e Saneamento* (*Administração Municipal* of Kamanongue), or the *Administradora Adjunta* of the *Administração Municipal* of Kamanongue had a very limited knowledge on the joint programme as a whole and on some important products of the programme like the SISAS or the *Plano Diretor Municipal de Água e Saneamento* of Kamanongue.

118. **Additional information:** New *Chefes de Repartição Municipal de Energia e Águas* de Moxico and Kamanongue as well as the Provincial Director of Energy and Water (DPEA) in Moxico were appointed after the elections in August 2012.. This has undoubtedly contributed to poor ownership during the final months of implementation, but as mentioned in the previous paragraph, poor ownership existed before the elections.

119. This situation has probably been caused by: **(1)** poor involvement during the design; **(2)** provincial and municipal capacities to manage water systems are very reduced (lack of technical staff, spare parts, budget, etc.) so the their involvement in these type of intervention is really difficult; **(3)** the programme *Água para Todos*, which is supposed to be managed following a decentralized model according to the *Lei de Águas*, is implemented from Luanda, so provincial and municipal administrations are not fully participating in the management of water systems at the local level; **(4)** according to some opinions, the water systems sponsored by the programme are not a solution for the communities because they are not sustainable.

120. *Cacuaco Municipality*: this municipality seems to have been quite involved in the process and even participated very actively in the final evaluation activities conducted in the three *bairros* involved in programme activities.

121. *Distrito Urbano Kilamba Kiaxi*: the participative elaboration of the *Plano Diretor Municipal de Água e Saneamento* clearly promoted excellent ownership in the process.

Community level

Moxico Province

122. The evaluator could not visit Luao and only met one GAS in Luena, so ownership in the process assessment is focused on Kamanongue Municipality.

123. Situations that indicate poor ownership in the process among direct beneficiaries (GAS and communities) of water systems installed or rehabilitated by UNICEF and the small businesses sponsored by IOM: **(1)** direct beneficiaries have a very limited knowledge on the joint programme as a whole and the activities sponsored by IOM and UNICEF in the same locations in Moxico Province are not perceived as components of the same process. **(2)** The majority of the water systems visited by the evaluator were dirty, not protected, non-working, damaged and poorly maintained. **(3)** Some GAS visited by the evaluator decided to change the small business started with the support of the programme because they were not profitable, and most of the small businesses sponsored by the programme stopped working once the GAS ran out of the goods delivered by the programme (sugar, corn flour, hens, etc.). Despite these problems of sustainability and according to the IOM's end-of-project evaluation report (based on 314 individual interviews and 27 FGDs in 23 rural communities in Moxico province and 5 peri-urban settlements in Luanda) 96% of the beneficiaries in Moxico Province and 69% in Luanda Province declared themselves satisfied of the project's component; and 84% of Moxico beneficiaries and 62% of beneficiaries in Luanda declared an income situation "slightly better" or "much better" than before the project started.

124. Some situations that explain this lack of ownership: **(1)** activities to be conducted were presented to direct beneficiaries by the different implementing NGOs (Dom Bosco in Luena, Lutheran World Federation in Kamanongue and IOM in both Luena and Kamanongue) without previous involvement in their design so direct beneficiaries could not fully participate in decision-making; **(2)** several direct

beneficiaries interviewed during the evaluation mentioned that before the programme started they knew that the water systems installed would not work for a long time; (3) the Kamanongue *bairros* involved are extremely poor and do not have an organizational culture.

125. In the *bairros* visited during the final evaluation process, despite there are some women participating in the GAS, the participation of women in decision-making is very limited (i.e. in one of the *bairros* visited by the evaluator in Kamanongue Municipality one of the GAS members, when asked about the role of the women in the GAS, explained that women cook for the men when these have to do some do maintenance work to the water system). It seems that the different implementing partners in Moxico Province did not implement any women empowerment activities to guarantee the participation of women involved in the JP as beneficiaries in decision-making processes; though they succeeded in promoting women inclusion in the GAS (40% are women).

Cacuaco Municipality

126. The *Comissão de Moradores do Bairro Pedreira*, an apparently very well organized community, was fully involved in implementation through the community organization activities conducted by Development Workshop (DW), an Angolan NGO specialized in community water and sanitation management, and shows an excellent level of ownership: the *chafarizes* visited by the evaluation mission were clean, protected and very well run and maintained.

127. The *Comissão de Moradores do Bairro Paraíso* was also benefited by the capacity development component delivered by DW, but probably an apparently weaker existing organizational structure compared to *bairro Pedreira* has probably contributed to a weaker ownership of the benefits delivered by the programme: water points were not well protected and some of them were dirty.

128. In the case of *bairro Vidrul*, ownership seems to be reduced, which is probably linked to a weak *Comissão de Moradores*: the water points installed by the programme stopped working after one year because the main pipe was damaged; but, additionally, they had clearly lacked maintenance activities, were extremely dirty, and it seems that the community could have been more active demanding a solution to the municipality, especially when the main pipe was damaged by a waste collection company subcontracted by the municipality: the *Responsável de Direção Provincial de Água, Energia e Saneamento* of Luanda Province in Cacuaco Municipality didn't know the problem.

2.3. RESULTS LEVEL

2.3.1. Effectiveness

Level of achievement of expected outputs and outcomes

129. The Monitoring Framework finally updated has 52 OVI; two more indicators than the version designed after the baseline study was conducted (Annex 4).

130. Thirty-one OVIs (targets) were partially achieved or not achieved (63%); eighteen OVIs were completely achieved (41%); and three were not measured. Taking into account only the indicators that were measured (49) the percentage of planned targets finally achieved is 37%.

131. Beneficiaries

Table 5. Beneficiaries count

Beneficiary type	Targeted	Reached	Category of beneficiary	Type of service or goods delivered	How was the number of beneficiaries calculated
Mulheres rurais - beneficiárias de projetos de geração de renda	0	360	Citizens/women	Material inputs for small business kick-start (various types), technical training on material, and capacity building micro business running.	Lists of associations/project members
Homens rurais - beneficiários de projetos de geração de renda.	0	252	Citizens/men	Idem	Idem
Administração Municipal.	6	6	Local Institutions, NGOs	<ul style="list-style-type: none"> • Training on Water Quality • Training on CLTS/M&E/Sanitation Marketing 	<ul style="list-style-type: none"> • 22 Participants water quality • 500/600 Participants seminar/training/workshop
Centro de Formação de Jornalistas.	100	80	National Institutions, NGOs	<ul style="list-style-type: none"> • 2 MDG National Training for Journalists. • 1 National Journalist Contest about MDGs 	List of participants in the workshops.

Governos provinciais.	5	5	Local Institutions, NGOs	<ul style="list-style-type: none"> • Training on Water Quality. • Training on Contract Management. • Training on CLTS/M&E/Sanitation Marketing. 	500 Participants over all seminar/training/workshop
Beneficiários de serviços de água (homens e rapaces).	100,000	258,000	Citizens/ men and women	<ul style="list-style-type: none"> • New water points: 62 • Water points rehabilitated: 72 • Water supply at Schools: 41 • Water supply at Health Centres: 8 • Small water systems: 8 • GAS groups (Water and Sanitation Committees) created and trained: 118 	Progress report, municipal administration, partners
Beneficiarias de serviço de água (mulheres e meninas).	0	100,844	Citizens/ women		Progress report, municipal administration, partners
Beneficiários de serviços de saneamento (Total Homens e Mulheres)		68,216	Citizens/ men and women	Community Total led Sanitation	Progress report, municipal administration, partners
Numero total de latrinas construídas		3,663		Community Total led Sanitation	Progress report, municipal administration, partners, M&E system for CLTS
Empreiteiros locais.	25	25	Small and Medium Enterprises.		
Administrações Municipais.	6	3	Local Institutions	3 Master Plans (Luau, Kamanogue e Kilamba Kiayi). Kilamba Kiayi Administration was trained and involved in the whole process of preparing the Master Plan.	Master Plans. (3 municipal administration).
MINEA	4	4	National Institutions	DNAAS: 4 studies + 2 Master Plans. SISAS database and bulletin.	18 provinces
MINAMB	1	1	National Institutions	<p>DNA/UN TSA</p> <ul style="list-style-type: none"> • <i>Estratégia Nacional de Gestão de Resíduos Sólidos.</i> • <i>Plano Nacional de Saneamento Ambiental.</i> • <i>Conferencia Nacional de Saneamento Ambiental.</i> • <i>Política Nacional de Saneamento</i> 	

				<i>Ambiental.</i> <ul style="list-style-type: none"> • Workshop AngolaSan+1 	
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Source: every UNCT agency was asked to update the beneficiaries table included in the last biannual report providing details on the services delivered and on how the number of beneficiaries was calculated.

Contribution to the thematic window

132. The ToR for the thematic window on Democratic Economic Governance highlights economic governance of utilities as critical challenge for developing countries because universal and affordable access to such services is crucial for progress towards the Millennium Development Goals (MDGs); and stresses how lack of access to safe drinking water and sanitation may constitute a barrier to achieving several MDGs.

133. It can be stated that the JP WatSan clearly contributes to the key challenges and opportunities identified for the thematic window since it aims to enhance access to, and provision of, services by utilities, increasing their efficiency and affordability at either a national or local level, and taking into consideration how the poor participate and benefit from these services.

134. 127. 128. **Contributions to the Paris Declaration:** **(1) Harmonization:** partners have conducted a couple of joint monitoring missions. **(2) Alignment:** UNDP and UNICEF used national structures of the MINEA and MINAMB to develop the component related to enhancement of the water and sanitation public policy framework; and UNICEF is delivering the water and sanitation systems component in Luanda through the municipalities. **(3) Mutual accountability:** the role played by the MDTF providing public financial information on joint programmes contributes to this principle.

135. **Differentiated effects of the joint programme in accordance with sex:** the design of the Monitoring Framework is not gender sensitive (with the exception of IOM's OVI's) so it is difficult to detect any differentiated effects in accordance with sex. Additionally, the evaluation process verified that **(1)** the inclusion of women in the created GAS has been significant, though it is not possible to provide further data on the quality of participation of women in the GAS due to the impossibility to collect complete and systematic information on the configuration and activities of the GAS; and that **(2)** while some GAS are

led by women in some other GAS their role is totally minor, which indicates that probably the leading role of women in the GAS is limited.

136. Contributions to national development plans, public policies, norms and regulations: UNDP has sponsored the elaboration of: **(1)** four studies to be annexed to the *Lei de Águas* (MINEA) for its implementation: **(i)** *Estudo sobre a reforma da estrutura tarifária no sector de abastecimento de água no meio urbano e peri-urbano em Angola, com vista a sua regulamentação*; **(ii)** *Lei de Águas comentada (Lei n°6/02)*; **(iii)** *Regulação de venda informal de água em Luanda (UNDP)* and *Regulação de venda informal de água em Moxico (OIT)*; **(iv)** *Estudo de Mercado sobre a Disponibilização de Peças Sobressalentes e Identificação de Potenciais Empresas Privadas ou Instituições Públicas Fornecedoras*; **(2)** *Plano Nacional de Tratamento de Resíduos Sólidos* (UNDP in collaboration with UNICEF), which has already been endorsed by the MINAMB and is part of the *Política Nacional de Saneamento Ambiental*; **(3)** three *Planos Diretores Municipais de Água e Saneamento* (Luau, Kamanongue and Kilamba Kiaxi).

137. Additional information: the *Lei de Águas comentada* study will not be finalized before the end of the programme because of some problems with the hired consultant, but it seems the DNAAS will finance its final phase. According to MINEA, which implemented a quality assurance procedure to guarantee the quality of the products delivered by the programme, the quality of these studies is very satisfactory.

138. Enhancing access to water and sanitation and community management of water and sanitation: **(1)** 62 new water points were installed and 72 were rehabilitated in Luanda and Moxico; **(2)** 41 water supplies were installed at schools and 8 in health centres; **(3)** 118 *Grupos de Água e Saneamento/Comissões de Moradores* were created or reinforced; **(3)** approximately 1,000 persons were trained in community water and sanitation management (MOGECA).

139. Small businesses development activities delivered to the GAS: 59 projects were implemented in Moxico Province (95% of the planned target); and 56 were implemented in Luanda (112% of the planned target). 58% of the persons benefited were women and 23% of the businesses are led by women.

140. Contribution to sanitation improvement: **(1)** 3,663 new latrines were constructed; and **(2)** 68,216 persons participated in Community Total Led Sanitation (CTLS) trainings.

2.3.2. Sustainability

141. **Decisions and actions to ensure the sustainability:** the programme has implemented some activities aimed to improve sustainability of the benefits delivered by the programme, however the effectiveness of some of them is uncertain: **(1)** strengthening the GAS and the *Comissões de Moradores* through community management capacity building activities; **(2)** trainings to strengthen the GAS capacities to generate income; **(4)** Capacity Development activities did not include organizational development, which usually produces more sustainable results than individual capacity development because of the impact of staff turnover; **(5)** UNDP prepared an exit strategy in January 2012 but the involvement of national and sub-national partners has been weak and the activities described lack specificity.

142. Products and outputs potentially sustainable

- *Planos Diretores Municipal de Água e Saneamento*²³ of Kilamba Kiaxi, Luau and Kamanongue.
- The studies that complement the *Lei de Águas* (MINEA).
- *Plano Estratégico Nacional de Gestão de Resíduos Sólidos* (MINAMB): already approved by the National Assembly. The DNAAS is preparing the corresponding implementation decrees to receive a budget for its implementation and considers that this *Plano Estratégico* will contribute to a complete restructuring of the sector.
- *Plano Nacional de Saneamento Ambiental*: the draft version has yet to be approved by the National Assembly. The DNAAS assesses this product as a strategic one for the EA.
- *Modelo de Gestão Comunitária* (MOGECA): officially endorsed by the MINEA.
- CLTS approach and Sanitation Marketing: already approved by the EA.
- CLTS training manual for community agents: already approved by the EA.
- Water Quality manual: approved by DNAAS.
- Contract Management training documentation: approved by DNAAS and part of the training of the DNAAS personnel.
- Communication material on Hygiene, Water Treatment, and Safe Storage (HWTSS), Hands Washing and CLTS: approved by the EA.
- It seems that SEFOJOR will continue funding trainings on MDGs.
- Water systems installed in *bairro* Pedreira in Cacuaco Municipality.

²³ Every municipality must have a *Plano Diretor Municipal de Água e Saneamento* by the end of 2013 according to the *Lei de Águas*. The EA will provide funds to implement these plans during 2014.

Products and outputs that can be assessed as non-sustainable

143. Overall sustainability situation of water points financed by UNICEF in Luanda and Moxico provinces: UNICEF reports that 33% of the water points in Luanda Province are not working and 41% in Moxico are inoperative; while the third OVI of the Outcome (see Table 3 in Par.50) included the following sustainability targets: less than 5% of systems damaged in target areas in Luanda by the end of the project; and less than 10% of systems damaged in Moxico.

Water systems installed or rehabilitated in Kamanongue Municipality (Moxico Province)

144. The evaluator visited four systems and none was working: **(1)** water systems visited operated between one or two years approximately; **(2)** some communities have three and even four non-working water systems installed by successive projects; **(3)** according to the *Direção Provincial de Energia e Águas de Moxico*, these type of systems have been installed in rural areas in Angola since 1970 and are not sustainable, they work until a spare part is required or some specialized maintenance has to be done.

145. This lack of sustainability can be explained by a combination of reasons, namely: **(1)** extreme vulnerability of rural communities in Moxico Province, where almost 80% of rural inhabitants are Internally Displaced Persons (IDPs); **(2)** weak community organization (the trainings delivered to the GAS have apparently not been enough to really reinforce organizational capacities) and lack of ownership in the process at community level (probably partially caused by reduced ownership in the design); **(4)** the communities cannot access spare parts to repair and maintain water systems; **(5)** some technical designs were not adapted to the quality of the soil in the area, requiring specialized maintenance that the communities cannot afford.

146. Small businesses sponsored by the programme (GAS) in Kamanongue and Luena municipalities (Moxico province): the evaluator met five GAS and their corresponding businesses were not operating any more (only the canteens funded by the programme operate selling water and soft drinks) because of various reasons, namely: **(1)** some productive activities like bakery stopped once the groups run out of the materials delivered (flour, sugar, chickens, etc.); **(2)** equipment delivered such as corn mills, generators or tricycles were broken down and never repaired because of lack of spare parts. The reasons for this situation are

similar to those cited in the case of water systems and, again, it is very likely that sustainability issues are also widespread in the area.

147. *Water systems installed in bairro Paraíso in Cacuo Municipality:* the evaluator visited four *chafarizes* and only two were operating. According to the *Comissão de Moradores* approximately 50% of the systems are still working. Sustainability issues in this *bairro* are apparently caused by the poor technical design of the systems (this *bairro* is built in an area of small hills, situation that requires more water pressure in the supply pipes) and lack of maintenance probably linked to community organizational weaknesses.

148. *Water systems installed in bairro Vidrul in Cacuo Municipality:* the evaluator visited the three *chafarizes* installed by the programme and none was working because the main pipe was damaged and in the time it took to repair the pipe the *chafarizes* were severely deteriorated, situation that was probably caused by the poor organizational levels in this particular *bairro*.

149. *Water systems rehabilitated in Distrito Urbano Kilamba Kiayi:* the evaluator visited three *chafarizes* that were working but not maintained; according to the *Chefe de Reparticao de Agua e Saneamento* of Kilamba Kiayi approximately 40% of the *chafarizes* rehabilitated were not operating because of problems with EPAL (low water pressure), illegal water selling and illegal connections, and poor maintenance.

Support of national and/or local institutions to the programme

150. *National level:* (1) the *Ministério do Planeamento* officially signed the programme document and participated in the only NSC held, but its attitude towards the programme has not been collaborative; (2) the DNAAS (MINEA) only satisfactorily supported the programme during the last year of implementation; (3) the *Direção Nacional do Ambiente* (MINAMB) support to the programme can be assessed as quite good.

151. *Sub-national level:* (1) the *Administração Municipal* of Cacuo has apparently supported the programme implementation and actively participated in the final evaluation; (2) the *Administração Municipal* of Kamanongue is open to water and sanitation interventions in the municipality but, although the programme sponsored the preparation of the *Plano Diretor de Água e Saneamento* of Kamanongue it seems that its attitude towards the programme has been passive; (3) the attitude of the *Direção Provincial*

de Energia e Águas (DPEA) de Moxico towards the programme has also been quite passive. (4) The *Distrito Urbano* of Kilamba Kiaxi has apparently supported the programme very actively.

152. Capacity Development activities

- About 500 persons from provincial governments (5 provinces) and NGOs were trained in Water Quality Control, Contract Management, and Community Total Led Sanitation (CLTS) M&E and Sanitation Marketing.
- 22 officials from municipal administrations and about 500 persons from local NGOs were trained in Water Quality Control.
- GAS members (approximately 1,000 persons) were trained in business planning and development (IOM) and in community water management using the MOGECA (UNICEF's implementing partners).
- Approximately 68,216 persons were trained in Community Total Led Sanitation (CTLS).
- 300 people trained per province as CLTS trainers.
- One person from DNAAS received training in Water Systems Management and Water Quality Control.
- Eighty journalists had the opportunity to develop their capacity to elaborate information on the MDGs with the collaboration of the *Centro de Formação de Jornalistas* (CEFOJOR) and UNDP.
- SISAS national and provincial technical staff training: 18 representatives from each DPEA and 18 additional staff from DNAAS to collect data.
- Interprovincial exchange experience between Moxico and Huila provinces. More than 10 people participated in the visit.
- Three national seminars on CLTS with participation of government staff from the provinces: 90 persons from five provinces participated in two workshops.
- 3 persons from MINAMB attended two high level meetings on water and sanitation in Washington, USA.

153. **National/local resources mobilization:** (1) the *Administração Municipal* de Cacuaco in Luanda provided a contribution of 30 per cent to the overall costs of the construction of two water supply systems in the peri-urban communities of Pedreira and Paraíso; (2) the *Administração Municipal* of Viana provided equipment and trucks to facilitate the construction works of the water system of Bairro Moxico; (3) CEFOJOR provided a contribution of 64 per cent to the overall costs of the three activities implemented.

154. **JP WatSan components already replicated:** *Águas de Portugal*, the consulting company that facilitated the participative elaboration of the *Plano Diretor de Água e Saneamento* of Kilamba Kiaxi Municipality compiled and submitted all the materials used to the *Instituto de Formação de Administração Local* (IFAL), which is the institution responsible for municipal capacity development in Angola. IFAL has already trained some other municipalities in the preparation of participative *Planos Diretores Gerais Municipais*, although needs some capacity building to replicate the elaboration of *Planos Diretores Municipais de Água e Saneamento*.

3. CONCLUSIONS

3.1. CONCLUSIONS ON THE DESIGN LEVEL

155. **Conclusion 1.** National and sub-national ownership during the design can be assessed as reduced. Although some consultations were conducted, national, provincial and municipal partners were not fully involved in the design through participative and/or joint workshops and assessments.

156. **C2.** Since the design was not based on a gender sensitive participatory assessment with an inclusive approach (this means paying attention to different collectives with differentiated needs and interests), the design is necessarily based on assumptions about these collectives, which makes it very difficult for the program to efficiently deliver interesting development results for traditionally excluded collectives such as women and the youth.

157. **C3. Modifications of the original Results Framework (1)** slightly affect the original wording of the Outcome and Outputs: only Output 2.2, Output 3.2, and Output 4.1 were modified with the intention of being more realistic by reducing the number persons, communities and municipalities involved in the programme; **(2)** have significantly increased the capacity for monitoring and evaluation through the design of an improved set of indicators, although some of them have proved to be too difficult to update. Finally, **(3)** the reshaped Outcome and Outputs cannot be assessed as gender sensitive.

158. **C4. Human Rights approach.** The final programme document addresses the access to safe water and sanitation from a Human Rights approach, although the absence of a specialized partner in Human Rights in the programme since the UNHRO closed operations in Angola has probably limited the scope of the work in this regard. In fact, the programme has not developed any specific activities addressing the EA to advocate for the application of the water and sanitation public policy framework. On the other hand,

UNICEF's implementing partners included Human Rights topics among the capacity development delivered to the GAS according to UNICEF's Core Commitment to Children (CCC) approach.

159. **C5. Intervention strategy.** Since no specific in-depth diagnostic assessments were conducted before or during the design, and the design was not fully participative, the strategy was not completely adapted to the Angolan reality. Some risks identified during the design clearly hampered implementation, namely: **(1)** the slow pace of reform (decentralization of water and sanitation management); **(2)** limited national and sub-national capacities to manage water and sanitation activities; **(3)** limited national ownership in some specific cases (UNDP's component to be developed in collaboration with DNASS suffered severe delays during the first half of the programme because of limited national ownership). Finally, the advocacy component originally conceived was not put into practice due to the complex political Angolan context.

160. **Additional information:** an intervention strategy focused on the **(1)** development of the public policy framework and **(2)** pilot-testing two models (peri-urban and rural) of decentralized water and sanitation management that could be replicated by the EA would have been more realistic.

161. **C6.** There has not been a real joint implementation: partners have implemented parallel interventions with some overlaps. The role of the NSC has been very limited and the PMC has not had the ability to make joint decisions because it was composed of technical staff from the UN agencies and governmental partners; and, in some cases, joint proposals agreed during PMC meetings were not approved by the UNCT, such as the JP WatSan Communication Plan. Although some monitoring visits to the field were conducted jointly, the programme has not implemented a real joint monitoring and reporting system: the Programme Coordinator hired by UNDP consolidates reporting information submitted by the UNCT agencies.

162. **C7. Value added by the UNCT agencies involved in the programme:** **(1)** UNICEF and UNDP have managed to add real value in the development of public policies; and UNDP has also added value in the development of the *Planos Directores Municipais de Água e Saneamento*; **(2)** UNICEF delivered the installation/rehabilitation of WatSan systems through NGOs or private companies. In this scenario the real value added by UNICEF is seriously diminished. In this modality the real value added by UNICEF could be reduced to becoming a funding and coordinating body with the ability to select adequate partners using its knowledge on the WASH sector. **(3)** The need to involve IOM's expertise to just deliver training and materials to start and manage small businesses is uncertain. **(4)** ILO's added value is questionable because

its components were basically developed by external consultants without a clear connection to the rest of the programme: the reduced budget managed by ILO has very probably contributed to this situation since ILO could not fund a permanent programme team in Luanda as originally planned.

163. **C8.** The Monitoring Framework, which is based on the results of the baseline study, can be assessed as a good means to measure progress to planned targets and a reasonable useful tool to measure development results; although it does not provide details on gender disparities in access to and control of the resources delivered.

164. **C9.** UNDP decided to use some components of the Joint Communication Plan prepared by the PMC that was not approved by the UNCT to implement its own communication activities, which were basically focused on developing the capacities of Angolan journalist to elaborate information on the MDGs with the collaboration of the *Centro de Formação de Jornalistas* (CEFOJOR) and the participation of FAO, UNESCO, UNAIDS, OMS, UNICEF and UNFPA. CEFOJOR expressed its satisfaction with the quality of the activities supported by the programme because of their quality and innovative nature. Additionally, UNDP's communication activities can be assessed as gender sensitive. UNIEF has also funded a good number of communication activities involving the media and the elaboration of press releases.

3.2. CONCLUSIONS ON THE PROCESS LEVEL

165. **C10. Conclusion. Efficiency of the management model:** the NSC has operated with very reduced efficiency: **(1)** only one meeting during the lifespan of the programme; **(2)** the two decisions/proposals made during this meeting finally did not have any relevant impact on the programme (holding biannual NSC meetings and the possibility of hiring a Programme Coordinator for the two joint programmes in the country from one of the main national partners). The PMC has not been efficient because of several reasons, namely: **(1)** the participation of the UNRC and UNCT agencies senior management structures, which was satisfactory until mid 2010, was weakening progressively as the programme progressed, being almost non-existent during the last three years with the only exception of UNDP; **(2)** disagreements between the PMC and the UNCT clearly contributed to reduced efficiency; **(3)** national partners did not have the capacity to attend meetings regularly; **(4)** the PMC has been too focused on issues related to poor coordination among UNCT agencies to be interesting for national partners.

166. **Additional information:** the UNRC Office mentioned that PMC meetings were not a priority because **(1)** it was a technical coordination body; **(2)** attendance of national partners was not continuous. This low priority together with limited human resources seems to have caused the reduced participation in the UNRCO in PMC meetings.

167. **Additional information:** technical bodies of the MINAMB and the MINEA have very limited human resources and do not have the ability to decide on their own agendas, situations that have obstructed a continuous participation of national partners in PMC meetings.

168. **C11.** There has been a Programme Coordinator hired by UNDP during two non-consecutive six months periods who was focused on UNDP's component and provided communication and coordination support to the programme but his/her contribution has been limited: **(1)** the programme has been implemented without Programme Coordinator during 75% of its lifetime; **(2)** the UNCT rejected the idea of having a person hired by UNDP coordinating all the activities.

169. **Additional information:** the MDG-F Secretariat mission to Mozambique, Namibia and Angola report (23-25 September 2009) includes the following reminder: "in those cases where a Programme Manager/Coordinator is recruited, he or she works on behalf of all the UN agencies no matter which agency was responsible for the recruitment. UN agencies should make an effort to coordinate with the Programme Manager and not undertake their activities in an isolated manner".

170. **C12. Joint decision-making processes:** there has not been joint decision-making: **(1)** the NSC has not played a relevant role. **(2)** The involvement of the UNCT agencies senior management structures in the programme has been reduced with the only exception of the UNDP Deputy Manager. **(3)** Disagreements between the PMC and UNCT agencies management structures have seriously obstructed joint decisions. **(4)** Although national partners representatives in the PMC were usually not able to make decisions, this cannot be assessed as a major obstacle to joint decision-making processes but as a cause of some delays.

171. **Additional information:** expecting a full involvement of decision makers from the line ministries in International Cooperation programmes with a modest budget is not realistic in Angola, where national capabilities are limited in terms of human resources and the system is extremely hierarquical; so joint decision making processes involving national partners can be lengthy, situation that needs to be addressed during the design stage.

172. **C13.** Some key actions specified in the **Improvement Plan** that were not implemented and that could have had a positive and direct impact in the development of the programme: **(i)** 1.2. *Assegurar a capacidade de decisão do PMC.* **(ii)** 2.1. *Partilha de planos de atividades entre protagonistas do Programa*

Conjunto. (iii) 2.3. Criação de material de visibilidade do Programa (Joint Communication Plan). (iv) 5.2. Articulação das atividades entre agências (fundamentalmente em Moxico).

173. **C14. Contribution of the governance of the fund to national ownership of the process:** (1) the non-collaborative attitude of the *Ministério de Planificação* (representative of the *Executivo Angolano* in the PMC) has probably contributed to the minor role played by the NSC. (2) The functioning of the PMC was too affected by the coordination problems among UNCT agencies and the disagreements between the PMC and the UNCT to be an interesting coordination body for national partners.

C15. Ownership in the process at national level

174. The *Ministério de Planificação* has shown no real interest in the programme: (1) this ministry is not directly involved in water and sanitation structures implementation and management; and (2) the modest JP WatSan budget definitely prevented full involvement of this ministry through the NSC. The inclusion of the MINEA or the MINAMB in the NSC would have probably contributed to enhance ownership in the process at the national level.

175. The DNASS (MINEA) and the *Direção Nacional do Ambiente* of the MINAMB were fully involved in the design and implementation of the activities promoted by the programme; although some ownership issues in the case of DNAAS, which were resolved by changing the focal point for the programme and thanks to the contribution of the Programme Coordinator, during the first half of the programme seriously slowed down UNDP's delivery rate.

176. **C16. Ownership in the process at sub-national level:** (1) It can be said that the *Administração Provincial de Energia e Água* de Moxico and the *Administração Municipal* de Kamanongue showed a rather passive attitude towards the programme. (2) It seems that the *Administração Municipal* of Cacuaco was quite involved in the programme. (3) The *Distrito Urbano* Kilamba Kiaxi showed excellent ownership in the process.

177. **C17. Ownership in the process at community level:** (1) Moxico Province: in Kamanongue Municipality, ownership in the process among the four visited GAS can be assessed as reduced: (i) the four water systems visited by the evaluator were dirty, not protected, non-working, damaged and poorly maintained; (ii) none of the four GAS small businesses started with the support of the programme was still operating. (2) Cacuaco Municipality: the evaluator visited the three programme locations (*bairros* Pedreira,

Paraíso and Vidrul) and according to the percentages of systems still working and the quality of the maintenance provided to the water systems by the three *Comissões de Moradores* it can be stated that ownership in the process was excellent in the case of Pedreira, reasonably good in Paraíso and poor in Vidrul. (3) According to the IOM's end-of-project evaluation report 52% of associations (GAS and *Comissões de Moradores*) surveyed still see their members meeting at least twice a month; which is a reduced percent considering that the programme has just finished.

178. **C18.** The evaluation did not detect any specific tools applied to improve the quality of the participation of women in the GAS or *Comissões de Moradores*, which usually causes lack of participation of women in decision making and contributes to keep women in performing tasks traditionally assigned to them, such as cooking for the male GAS members whenever male members do some maintenance to the water systems, or perform as *zeladoras*.

3.3. CONCLUSIONS ON THE RESULTS LEVEL

179. **C19.** The programme has operated with limited effectiveness: 37% of the planned targets were achieved considering only those OVIs that were finally updated. Probably, the design of targets was too ambitious, situation that has contributed to increase the perception of reduced efficacy.

180. **C20.** The evaluator could not detect any **differentiated effects of the joint programme in accordance with sex**; however, since the intervention was not designed based on a gender needs assessment and the introduction of the gender approach was weak, the programme has probably contributed to increase the gender gap as a non-desirable effect, which is the usual consequence of non gender sensitive interventions (when no specific strategies and activities are designed to address gender issues it is usually the men who mostly access to and control the benefits delivered), although the verification of this situation is beyond the scope of this evaluation and would require a gender impact evaluation.

181. **C21.** The sustainability of products and outputs related to the development of public policies and municipal development plans can be assessed as reasonably good: (1) the components sponsored by the programme have a high priority for the DNAAS (MINEA) and the *Direção Nacional do Ambiente* (MINAMB); (2) both institutions were completely involved in the design and implementation of specific

activities; **(3)** the process of institutionalization of the results and products is already ongoing: ministerial endorsement, approval by the National Assembly, elaboration of implementation decrees and budgeting.

182. **C22.** There are indicators that point to problems of sustainability of water points installed or rehabilitated by UNICEF in rural areas of Moxico Province and in peri-urban areas of Luanda: **(1)** according to the percentages of water points still operating at the end of the programme submitted by UNICEF, 33% of the water points in Luanda Province are not working and 41% in Moxico are inoperative. **(2) Peri-urban Luanda:** it seems that well-organized *Comissões de Moradores* have greater capacity to maintain their water systems in operation despite technical difficulties and weaknesses of the provincial and municipal administrations regarding the provision of maintenance services. **(3) Rural Communities in Moxico Province:** especially vulnerable communities have serious difficulties to maintain their water systems because community organization is usually an issue and beneficiaries cannot access to spare parts and specialized maintenance works. Since good community organizational levels oriented to promote strong ownership of the water systems are key to sustainability, methodologies focusing on behavioural change in this regard are highly advisable, otherwise the communities perception on their dependence on external projects to get new water systems once the installed ones are not working is reinforced.

183. **C23.** Although the evaluator could not visit all the small businesses sponsored by IOM, there are some indicators that point to problems of sustainability that had already been detected by IOM before the final evaluation. The business visited in Kamanongue Municipality are not really sustainable because of: **(i)** reduced ownership during the design and implementation phases, which probably caused relevance mismatches in the design of related activities; **(ii)** the programme has not been able to enhance community organization through the trainings delivered to the GAS; **(iii)** the extremely vulnerable situation of the targeted communities.

184. **C24. Support to the programme:** **(1) National level:** Although the *Ministério do Planeamento* is the agency responsible for global planning and coordination of technical planning activities for the preparation of strategies and plans for economic and social development and the technical monitoring of their implementation, it is not directly involved in implementation of water and sanitation initiatives, thus the inclusion of the MINAMB and/or the MINEA in the NSC would have probably enhanced the programme management structure. The support to the programme of the *Direção Nacional do Ambiente* (MINAMB) and the DNAAS (MINEA) can be assessed as reasonably good, especially during the last year of implementation. **(1) Sub-national level:** only the *Administração Municipal* of Cacuaco and the *Distrito*

Urbano of Kilamba Kiaxi have apparently supported the programme in an active manner.

4. GOOD PRACTICES, SUCCESS STORIES AND LESSONS LEARNED

185. Good practice (municipal level/ decentralization of WatSan systems management): the implementation of the *Sistema de Informação do Sector de Água e Saneamento* (SISAS) in the Municipality of Kilamba Kiaxi is innovative, since the SISAS in Angola only covers the provincial level, and could be replicated by the *Direção Nacional de Abastecimento de Água e Saneamento* (DNAAS), although this has not been possible so far due to limited technical capacities of technical personnel at the municipal level.

Good practice (municipal level/decentralization of WatSan systems management)

186. *Águas de Portugal* promoted a participative elaboration of the *Plano Diretor Municipal de Água e Saneamento* of Kilamba Kiaxi: the process involved technical staff of the *Administração Municipal* de Kilamba Kiaxi, six representatives of *comunas* (groups of ten to fifteen *bairros*), the *Empresa Pública de Águas de Luanda* (EPAL), the *Empresa de Saneamento e Limpeza de Luanda* (ELISAL), and representatives of local organizations and churches. This is a replicable experience that could contribute to develop the capabilities of the municipalities to manage WatSan systems in a decentralized model.

187. It has to be added that at the beginning of the design phase it was planned to develop the *Planos Diretores Municipais de Águas* following an even more participative approach with the involvement of Development Workshop: the idea was to train staff of the municipalities so that different *Administrações Municipais* involved would be able to prepare either annual plans or *Planos Diretores Municipais de Água e Saneamento*. This initial approach that was abandoned (DW only participated at the community level) would have probably contributed to increased ownership in the process and enhanced sustainability.

188. Good practice (community level/community organization): the *Comissão de Moradores do Bairro Pedreira*, an apparently very well organized community, was fully involved in the rehabilitation of water points through the community organization enhancement activities facilitated by Development Workshop (DW). This specific *Comissão de Moradores* shows an excellent level of ownership in the process that has

clearly contributed to the sustainability of the *chafarizes* visited by the evaluation mission: all of them were clean, protected, and very well run and maintained.

189. **Good practice (national level/communication):** according to CEFOJOR, the training activities addressing journalists sponsored by the programme have been the first experience of its kind in the country. Additionally, CEFOJOR is planning to replicate the trainings sponsored by UNDP following the same format in all the provinces and already has funds for this purpose.

5. RECOMMENDATIONS²⁴

5.1. RECOMMENDATIONS ON THE DESIGN LEVEL

190. **Recommendation 1. Future programmes, UNCT agencies and implementing partners (P1).** Complete involvement of all stakeholders (including national, provincial and municipal levels if necessary and depending on the scope of the programme) in the design from its start is highly advisable to promote ownership in the design, which is often key to achieve ownership during implementation, and real joint programming.

191. **R2. Future programmes, UNCT agencies and implementing partners (P1).** It's recommended to include in the design phase a gender needs assessment in order to get the most accurate picture of gender based inequities and gaps relating to the areas of the intervention.

192. **Additional information:** the UN Development Operations Coordination Office (DOCO) can provide guidance regarding the design of programmes.

193. **R3. Future programmes, UNCT agencies and implementing partners (P1).** A complete intervention strategy should include **(1)** the study of alternative implementation options to react in case of negative influence of identified risks and **(2)** a feasibility assessment. Additionally, every intervention strategy should be based on a gender needs assessment.

²⁴ **NOTE:** P1: highest priority; P2: regular priority; P3: lowest priority

194. **R4. Future programmes, UNCT agencies and implementing partners (P2).** Real joint monitoring and reporting is highly advisable because it can (1) enhance mutual accountability since all the partners are timely updated on the progress of different components and obstacles faced by the various partners; and (2) contribute to find solutions to common problems, thus increasing efficiency.

195. **R5. Future programmes, UNCT agencies and implementing partners (P1).** Each UNCT agency adds operational costs (extremely high in Angola), personnel costs and overhead to the process, which has an impact on efficiency; so the participation of each agency in a joint programme has to be carefully assessed in terms of real added value.

196. **R6. Future joint programmes, UNCT agencies (P1).** The national implementation modality is recommended in every case as the first option in order to improve national leadership and ownership: time frames and activities planning should take into account any potential restrictions associated to governmental bureaucratic procedures if necessary. In case direct implementation was a better option because of special constrains, it's recommended to include in the design activities related to organizational capacity development to ensure that the expertise of the agencies is transferred to the extent possible to national and local counterparts and also to the implementing partners when some of the components are outsourced.

197. **R7. Future programmes, UNCT agencies and implementing partners (P3).** The design of a complete gender sensitive C&A Strategy specifying unified gender sensitive messages to address different population targets (the youth, women, young women, Civil Society in general and decision makers) is advisable at the design stage to transmit a compact vision of the programme's targets and to increase the impact of the communication activities.

198. **Additional information:** UNICEF Angola has a communication department that could have supported C&A activities for the whole JP WatSan, which could have been assessed a good joint practice.

5.2. RECOMMENDATIONS ON THE PROCESS LEVEL

199. **R8. Future programmes, UNCT agencies (P1).** The management structures of UNCT agencies should careful assess the benefits (synergies, strategic results out of reach for one single agency) and challenges (transaction costs) of joint programming before getting involved in a joint intervention.

200. **R9. Future programmes, UNCT agencies (P1).** The funds downloading (direct cash transfer) modality and the harmonization of financial management procedures using tools such as the Harmonized Approach to Cash Transfers (HACT) are highly recommended in future interventions to enhance the contribution to the Reform of the United Nations and to the principles of the Paris Declaration. The design has to consider relevant implementation timeframes to national procedures and capabilities.

201. **R10. Future programmes, UNCT agencies (P1).** The design of specific activities to directly involve persons and institutions in implementation, monitoring and decision-making with special focus on women and young women is recommended to enhance ownership in the process.

202. **Additional information:** it's important to stress the interconnection between ownership in the design, relevance of the activities and results to the needs and problems of the persons and institutions benefited, ownership in the process and sustainability of the benefits delivered. When ownership in the design is reduced, usually activities and outputs are not completely relevant to the needs and priorities of the beneficiaries, which normally causes poor ownership in the process and poor sustainability.

5.3. RECOMMENDATIONS ON THE RESULTS LEVEL

203. **R11. Future water and sanitation interventions, UNICEF (P1).** UNICEF should probably try to improve its approach to water and sanitation systems installation and rehabilitation in order to increase sustainability of the results: in-depth assessments of existing community organizational structures to design more effective organizational capacities development activities focusing on behavioural change seem essential.

204. **R11. UNICEF (P1).** It would be advisable to submit again the contact details of HABITEC to provincial and municipal administrations to foster sustainability of water systems.

205. **R12. Future interventions, IOM (P1).** IOM should probably review its methodological approach to the development of small business at the community level in order to improve sustainability of the results: **(1)** the types of businesses need to be better adapted to each specific situation; **(2)** community ownership seems to be a key factor to sustainability of the economic initiatives promoted.

206. **R13. UNCT agencies and implementing partners (P2).** It would be highly advisable to disseminate the guide for regulating informal entrepreneurs in water supply business sponsored by ILO as a means to allow authorities to have a better monitoring of this informal business and to ensure that a better control of quality and price of the water provided is ensured.

207. **R14. Future programmes, UNCT agencies (P2).** The inclusion of activities addressing systematically organizational Capacity Development of national and sub-national partners is advisable.

199. **Additional information:** the design of organizational Capacity Development activities usually requires a Capacity Development Needs Assessment, which can be time consuming and needs a budget, elements to take into account during the design phase. The Learning Network on Capacity Development offers free learning packages on Capacity Development: <http://www.lencd.org>

EVALUATION MATRIX

MDGF JOINT PROGRAMME ON WATER AND SANITATION IN ANGOLA. PREPARED BY CARLOS CARRAVILLA.

CRITERIA	KEY EVALUATION QUESTIONS	SPECIFIC EVALUATION QUESTIONS	INFORMATION SOURCES AND TOOLS	CODE	
DESIGN LEVEL					
	R1. To what extent was the design and strategy of the development intervention relevant (assess including link to MDGs, UNDAF and national priorities, stakeholder participation, national ownership of design process)?	What workshops/consultations were conducted in order to design the JP and who participated in them? Any specific workshops with only women?	Programme documentation Interview participants/Focus groups with special attention to groups women, young participants and minorities. Interview national and local partners Interview UN agencies	R11	
		What specific gender analysis tools were applied during the design of the JP?	Programme documentation	R12	
		Relevance to MDGs, UNDAF and national priorities.	Programme documentation	R13	
		Assessment of the intervention strategy.	Programme documentation	R14	
		Did the design, including the results framework, consider human rights treaties and instruments?	Programme documentation	RX1	
		To what extent the design identified the relevant human rights claims and obligations?	Programme documentation	RX2	
		R2. To what extent were joint programme's outputs, outcomes and activities synergistic and coherent to produce development results?	To what extent were joint programme's outputs and outcomes synergistic and coherent to produce development results?	Programme documentation	R21
			Is the results framework gender sensitive?	Programme documentation	R22
R3. How much and in what ways did the joint	How much and in what ways did the joint	Programme documentation	R3		

RELEVANCE	programme contribute to solve the (socio-economic) needs and problems identified in the design phase?	programme contribute to solve the (socio-economic) needs and problems identified in the design phase?	Direct observation and/or analysis of data gathered during the whole evaluation process.	
	R4. To what extent was this programme designed, implemented, monitored and evaluated jointly as reflected in the MDG-F joint programme guidelines?	To what extent was this programme designed, implemented, monitored and evaluated jointly as reflected in the MDG-F joint programme guidelines?	Programme documentation	R41
		Could you mention any concrete situations of joint design, implementation, monitoring and evaluation?	Interview UN agencies Interview JP team	R42
	R5. To what extent was joint programming the best option to respond to development challenges stated in the programme document?	To what extent was joint programming the best option to respond to development challenges stated in the programme document and the recommendations of the Mid-Term Evaluation?	Programme documentation	R5
			Direct observation and/or analysis of data gathered during the whole evaluation process.	
	R6. To what extent did the implementing partners participating in the joint programme have an added value to solve the development challenges stated in the programme document?	To what extent did the UNCT agencies and implementing partners participating in the joint programme have an added value to solve the development challenges stated in the programme document?	Programme documentation	R6
			Direct observation and/or analysis of data gathered during the whole evaluation process.	
	R7. To what extent did the joint programme design and implement the M&E strategy that contributed to measure development results?	To what extent did the joint programme design and implement the M&E strategy that contributed to measure development results?	Programme documentation	R71
			Assessment of the quality of the M&E system, including Objectively Verifiable Indicators in the results framework (gender sensitivity, technical quality and ability to measure progress to targets).	R72
	R8. To what extent did the joint programme design and implement C&A strategy?	To what extent did the joint programme design and implement C&A strategy? Did this strategy include policy advocacy activities?	Programme documentation	R81
Was the C&A strategy gender sensitive?			R82	

	R9. If the programme was revised, did it reflect the changes that were needed? Did the JP follow the mid-term evaluation recommendations on the programme design?	If the programme was revised, did it reflect the changes that were needed?	Programme documentation	R91	
		Did the JP design follow the Secretariat recommendatins during the design stage?	Programme documentation	R92	
PROCESS LEVEL					
	EFFI1. To what extent did the joint programme's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) was efficient in comparison to the development results attained? To what extent the governance of the fund at programme level (PMC) and at national level (NSC) contributed to efficiency of the joint programme?	Which aspects of the NSC have been efficient and which could be improved in terms of efficiency?	Interview UN agencies Interview JP team	EFFI11	
		Which aspects of the PMC have been efficient and which could be improved in terms of efficiency?	Interview JP team Interview UN agencies	EFFI12	
		What specific measures has the NSC promoted to Deliver as One?	Programme documentation Interview UN agencies	EFFI13	
		What specific measures has the PMC promoted to Deliver as One?	Programme documentation Interview UN agencies	EFFI14	
		Do you think that the information flows have been satisfactory or you think they could have been better? How would you have improved them?	Interview UN agencies Interview national and local partners Interview JP team	EFFI15	
		Have decision-making processes been efficient? If not, how they could have been better?	Interview JP team Interview national and local partners Interview UN agencies	EFFI16	
		How would you assess the involvement of the UNCT agencies senior management structures in the programme?	Interview JP team Programme documentation	EFFI17	
		Ownership of the joint programming model among UNCT agencies.	Direct observation and/or analysis of data gathered during the whole evaluation	EFFI18	
		EFFI2. To what extent and in what ways did the joint programme increase or reduce efficiency in delivering outputs and attaining outcomes?	Programme documentation	Direct observation and/or analysis of data gathered during the whole evaluation process.	EFFI2

EFFICIENCY	EFFI3. What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?	What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?	Programme documentation	EFFI3
	EFFI4. What was the progress of the JP in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by agency? Where there are large discrepancies between agencies, these should be analyzed.	What was the progress of the JP in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by agency? Where there are large discrepancies between agencies, these should be analyzed.	Programme documentation	EFFI4
	EFFI5. What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have this affected its efficiency?	What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have this affected its efficiency?	Interview JP team	EFFI5
			Interview UN agencies	
			Interview national and local partners	
			Programme documentation	
	EFFI6. Did the JP face any obstacles related to gender issues?	Did the JP face any obstacles related to gender issues? How were these obstacles addressed?	Interview JP team	EFFI6
EFFI7. To what extent and in what ways did the mid-term evaluation have an impact on the joint programme? Was it useful? Did the joint programme implement the improvement plan?	To what extent and in what ways did the mid-term evaluation have an impact on the joint programme? Was it useful? Did the joint programme implement the improvement plan?	Interview JP team	EFFI71	
		Programme documentation	EFFI72	
	How would you assess the link among different implementation sites (communication, information and experiences exchange, etc.)?	Interview JP team	EFFIX1	
		Direct observation and/or analysis of data gathered during the whole evaluation process.		
		Interview participants/Focus groups with special attention to groups women, young participants and minorities.		
	OP1. To what extent did the targeted population, citizens, participants, local and	To what extent did the targeted population, citizens, participants, local and national	Interview JP team	OP11

OWNERSHIP IN THE PROCESS	national authorities made the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process?	national authorities make the programme their own, taking an active role in it?	Interview participants/Focus groups with special attention to groups women, young participants and minorities.	
		How would you assess the level of participation of both beneficiaries and national and local partners in the JP: Information, consultation, deciding together, acting together or supporting?	Interview participants/Focus groups with special attention to groups women, young participants and minorities.	OP12
			Interview national and local partners	
		Could you mention any specific participatory tools dedicated to decision-making applied during the JP (such as internal progress evaluations), workshops with participants, local authorities and local partners, with special attention to collectives of women involved in the JP?	Interview JP team	OP13
			Interview participants/Focus groups with special attention to groups women, young participants and minorities.	
			Interview national and local partners	
		Could you mention any specific measures taken to facilitate/guarantee the participation of women involved in the JP as beneficiaries in decision-making processes?	Interview participants/Focus groups with special attention to groups women, young participants and minorities.	OP14
			Interview JP team	
	OP2. To what extent the governance of the fund at programme level (PMC) and at national level (NSC) contributed to ownership of the joint programme?	How has the NSC promoted ownership of the process?	Interview national and local partners	OP21
			Interview UN agencies	
		Programme documentation		
	How has the PMC promoted ownership of the process?	Interview national and local partners	OP22	
		Interview UN agencies		
		Programme documentation		
OP3. To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the joint programme?	To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the joint programme?	Direct observation and/or analysis of data gathered during the whole evaluation process.	OP3	

RESULTS LEVEL				
EFFECTIVENESS	EFFE1. To what extent did the joint programme contribute to the attainment of the development outputs and outcomes initially expected /stipulated in the programme document?	To what extent did the joint programme contribute to the attainment of the development outputs and outcomes initially expected /stipulated in the programme document?	Programme documentation	EFFE1
	EFFE2. To what extent the governance of the fund at programme level (PMC) and at national level (NSC) contributed to effectiveness of the joint programme?	Could you mention a clear example on how the NSC has had a direct contribution to the attainment of expected results?	Interview UN agencies	EFFE21
			Interview JP team	
		Could you mention a clear example on how the PMC has had a direct contribution to the attainment of expected results?	Interview UN agencies	EFFE22
			Interview JP team	
	EFFE3. To what extent and in what ways did the joint programme contribute: to the Millennium Development Goals at the local and national levels; to the goals set in the thematic window; to the Paris Declaration, in particular the principle of national ownership (consider JP's policy, budgets, design and implementation); to the goals of delivering as one at country level?	To what extent and in what ways did the joint programme contribute to the goals set in the Democratic Economic Governance thematic window?	Programme documentation	EFFE31
		To what extent and in what ways did the joint programme contribute to the Paris Declaration?	Programme documentation	EFFE32
		To what extent and in what ways did the joint programme contribute to the goals of delivering as one at country level?	Programme documentation	EFFE33
			Direct observation and/or analysis of data gathered during the whole evaluation process.	
	EFFE4. To what extent did the joint programme have an observable impact or change on the targeted citizens?	To what extent did the joint programme have an observable impact or change on the targeted citizens per output?	Direct observation and/or analysis of data gathered during the whole evaluation process.	EFFE4
EFFE5. What type of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?	Could you highlight and differentiated effects of the JP in accordance with the sex, race ethnic group, rural or urban setting of the beneficiary population?	Interview participants/Focus groups with special attention to groups women, young participants and minorities.	EFFE5	
		Interview JP team		
		Interview UN agencies		
EFFE6. Have any good practices, success	What would you highlight as a good	Programme documentation	EFFE6	

	stories, lessons learned or portable knowledge been identified? Please describe and document them.	practice, a success story, lesson learned, transferable or scalable practice?	Interview participants/Focus groups with special attention to groups women, young participants and minorities. Interview JP team Interview national and local partners Interview UN agencies	
	EFPE7. To what extent has the joint programme contributed to the advancement in the design and implementation of National Development Plans, Public Policies, UNDAF, etc.	To what extent has the joint programme influenced public policy making, legal frameworks, norms, standards and regulations both at national and local levels with special attention to effects on gender equity? Has the programme been able to upstream effects on public policies (from the municipal level to the national level)?	Interview JP team Programme documentation	EFPE7
	EFPE8. To what extent did the joint programme help to increase stakeholder/citizen dialogue, and/or engagement on development issues and policies?	Could you mention any contributions to increase stakeholder/citizen dialogue, networking and/or engagement on development issues and policies with special attention to effects on gender equity?	Programme documentation Interview national and local partners	EFPE8
	EFPE9. To what extent and in what ways did the mid-term evaluation recommendations contribute to the JP 's achievement of development results?	To what extent and in what ways did the mid-term evaluation recommendations contribute to the achievement of development results?	Interview JP team Interview UN agencies	EFPE9
	S1. To what extent the joint programme decision making bodies and implementing partners have undertaken the necessary decisions and course of actions to ensure the sustainability of the effects of the joint programme?	Which are the main sustainability actions taken, with special attention to the effects on women, young people, minorities and other possible traditionally excluded groups?	Interview national and local partners Interview UN agencies Interview JP team Programme documentation	S1
	S2. To what extent did national and/or local institutions support the joint programme?	To what extent did national and/or local institutions support the joint programme?	Interview JP team Programme documentation	S2

SUSTAINABILITY			Interview national and local partners	
	S3. Did these institutions show technical capacity and leadership commitment to keep working with the programme or to scale it up? Did the partners have sufficient financial capacity to keep up the benefits produced by the programme?	Does your institution have the capacities and financial resources to continue delivering the benefits provided by the JP or to scale them up?	Interview national and local partners	S3
	S4. Have operating capacities been created and/or reinforced in national and local partners?	What capacities (individual or organizational) have been created and/or reinforced in your institution through the support of the JP with special attention to the development of capacities to work from a gender perspective?	Programme documentation Interview national and local partners	S4
	S5. Have the partners been sensitized to mobilize resources and appropriate public funds to sustain the outputs of the programme?	Has your institution been sensitized to mobilize resources and appropriate public funds to sustain the outputs of the programme? Could you mention some counterparts already committed or disbursed?	Interview implementing partners Programme documentation	S5
	S6. To what extent will the joint programme be replicable or scaled up at national or local levels?	What components of the programme could be or have been replicated or scaled up at national or local levels?	Interview national and local partners Programme documentation Interview UN agencies	S61
		Have some initiatives to replicate or to scale up already received funds from the national government and/or from local governments?	Interview national and local partners Programme documentation Interview UN agencies	S62

QUESTIONNAIRE UN AGENCIES

Location:

Name:

Male Female

Institution:

Role in the programme:

RELEVANCE: extent to which the objectives of a development intervention are consistent with the needs and interests of the people, the people, the needs of the country and the Millennium Development Goals

1. R11. What workshops/consultations were conducted in order to design the JP and who participated in them? Any specific workshops with only women?
2. R42. Could you mention any concrete situations of joint design, implementation, monitoring and evaluation?

EFFICIENCY: extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results

3. EFFI11. Which aspects of the NSC have been efficient and which could be improved in terms of efficiency?
4. EFFI12. Which aspects of the PMC have been efficient and which could be improved in terms of efficiency?
5. EFFI13. What specific measures has the NSC promoted to Deliver as One?
6. EFFI14. What specific measures has the PMC promoted to Deliver as One?
7. EFFI15. Do you think that the information flows have been satisfactory or you think they could have been better? How would you have improved them?
8. EFFI16. Have decision-making processes been efficient? If not, how they could have been better?
9. EFFI5. What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have this affected its efficiency?

OWNERSHIP IN THE PROCESS: effective exercise of leadership by the country's national/local partners in development interventions.

10. OP21. How has the NSC promoted ownership of the process?
11. OP22. How has the PMC promoted ownership of the process?

EFFECTIVENESS: extent to which objectives of the development intervention have been achieved

12. EFFE21. Could you mention a clear example on how the NSC has had a direct contribution to the attainment of expected results?

13. EFFE22. Could you mention a clear example on how the PMC has had a direct contribution to the attainment of expected results?
14. EFFE5. Could you highlight and differentiated effects of the JP in accordance with the sex, race ethnic group, rural or urban setting of the beneficiary population?
15. EFFE6. What would you highlight as a good practice, a success story, lesson learned, and transferable or scalable practice?
16. EFFE9. To what extent and in what ways did the mid-term evaluation recommendations contribute to the achievement of development results?

SUSTAINABILITY: probability of the benefits of the intervention continuing in the long term

17. S1. Which are the main sustainability actions taken, with special attention to the effects on women, young people, minorities and other possible traditionally excluded groups?
18. S61. What components of the programme could be or have been replicated or scaled up at national or local levels?
19. S62. Have some initiatives to replicate or to scale up already received funds from the national government and/or from local governments?
20. SX1. Could you mention any case illustrating the influence of the programme on legal frameworks, public policies, norms, standards and regulations? Has the programme been able to upstream effects on public policies (from the municipal level to the national level)?

QUESTIONNAIRE NATIONAL AND LOCAL PARTNERS

Location:

Name:

Male Female

Institution:

Role in the programme:

RELEVANCE: extent to which the objectives of a development intervention are consistent with the needs and interests of the people, the people, the needs of the country and the Millennium Development Goals

1. R11. What workshops/consultations were conducted in order to design the JP and who participated in them? Any specific workshops with only women?

EFFICIENCY: extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results

2. EFFI15. Do you think that the information flows have been satisfactory or you think they could have been better? How would you have improved them?
3. EFFI16. Have decision-making processes been efficient? If not, how they could have been better?
4. EFFI5. What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have this affected its efficiency?

OWNERSHIP IN THE PROCESS: effective exercise of leadership by the country's national/local partners in development interventions.

5. OP12. How would you assess the level of participation of national and local partners in the JP: Information, consultation, deciding together, acting together or supporting?
6. OP13. Could you mention any specific participatory tools dedicated to decision-making applied during the JP (such as internal progress evaluations) with local authorities and local partners?
7. OP21. How has the NSC promoted ownership of the process?
8. OP22. How has the PMC promoted ownership of the process?

EFFECTIVENESS: extent to which objectives of the development intervention have been achieved

9. EFFE6. What would you highlight as a good practice, a success story, lesson learned, and transferable or scalable practice?
10. EFFE8. Could you mention any contributions to increase stakeholder/citizen dialogue, networking and/or engagement on development issues and policies with special attention to effects on gender equity?

SUSTAINABILITY: probability of the benefits of the intervention continuing in the long term

- 11. S1.** Which are the main sustainability actions taken, with special attention to the effects on women, young people, minorities and other possible traditionally excluded groups?
- 12. S2.** To what extent did national and/or local institutions support the joint programme?
- 13. S3.** Does your institution have the capacities and financial resources to continue delivering the benefits provided by the JP or to scale them up?
- 14. S4.** What capacities have been created and/or reinforced in your institution through the support of the JP, with special attention to the development of capacities to work from a gender perspective?
- 15. S5.** Has your institution been sensitized to mobilize resources and appropriate public funds to sustain the outputs of the programme?
- 16. S61.** What components of the programme could be or have been replicated or scaled up at national or local levels?
- 17. S62.** Have some initiatives to replicate or to scale up already received funds from the national government and/or from local governments?

QUESTIONNAIRE JP TEAM

Location:

Name:

Male Female

Institution:

Role in the programme:

RELEVANCE: extent to which the objectives of a development intervention are consistent with the needs and interests of the people, the people, the needs of the country and the Millennium Development Goals

1. R42. Could you mention any concrete situations of joint design, implementation, monitoring and evaluation?

EFFICIENCY: extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results

2. EFFI11. Which aspects of the NSC have been efficient and which could be improved in terms of efficiency?
3. EFFI12. Which aspects of the PMC have been efficient and which could be improved in terms of efficiency?
4. EFFI15. Do you think that the information flows have been satisfactory or you think they could have been better? How would you have improved them?
5. EFFI16. Have decision-making processes been efficient? If not, how they could have been better?
6. EFFI17. How would you assess the involvement of the UNCT agencies senior management structures in the programme?
7. EFFI5. What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have this affected its efficiency?
8. EFFI6. Did the JP face any obstacles related to gender issues? How were these obstacles addressed?
9. EFFI71. To what extent and in what ways did the mid-term evaluation have an impact on the joint programme? Was it useful?
10. EFFIX1. How would you assess the link among different implementation sites (communication, information and experiences exchange, etc.)?

OWNERSHIP IN THE PROCESS: effective exercise of leadership by the country's national/local partners in development interventions.

11. OP11. To what extent did the targeted population, citizens, participants, local and national authorities made the programme their own, taking an active role in it?

12. OP13. Could you mention any specific participatory tools dedicated to decision-making applied during the JP (such as internal progress evaluations), workshops with participants, local authorities and local partners, with special attention to collectives of women involved in the JP?
13. OP14. Could you mention any specific measures taken to facilitate/guarantee the participation of women involved in the JP as beneficiaries in decision-making processes?

EFFECTIVENESS: extent to which objectives of the development intervention have been achieved

14. EFFE21. Could you mention a clear example on how the NSC has had a direct contribution to the attainment of expected results?
15. EFFE22. Could you mention a clear example on how the PMC has had a direct contribution to the attainment of expected results?
16. EFFE5. Could you highlight and differentiated effects of the JP in accordance with the sex, race ethnic group, rural or urban setting of the beneficiary population?
17. EFFE6. What would you highlight as a good practice, a success story, lesson learned, and transferable or scalable practice?
18. EFFE7. To what extent has the joint programme influenced public policy making, legal frameworks, norms, standards and regulations both at national and local levels with special attention to effects on gender equity? Has the programme been able to upstream effects on public policies (from the municipal level to the national level)?
19. EFFE9. To what extent and in what ways did the mid-term evaluation recommendations contribute to the achievement of development results?

SUSTAINABILITY: probability of the benefits of the intervention continuing in the long term

20. S1. Which are the main sustainability actions taken, with special attention to the effects on women, young people, minorities and other possible traditionally excluded groups?
21. S2. To what extent did national and/or local institutions support the joint programme?
22. S52. Could you mention some counterparts already committed or disbursed?

QUESTIONNAIRE FOCUS GROUPS PARTICIPANTS

Location:

Name:

Male Female

Institution:

Role in the programme:

RELEVANCE: extent to which the objectives of a development intervention are consistent with the needs and interests of the people, the people, the needs of the country and the Millennium Development Goals

1. R11. What workshops were conducted in order to design the JP and who participated in them? Any specific workshops with only women?

EFFICIENCY: extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results

2. EFFIX1. How would you assess the link among different implementation sites (communication, information and experiences exchange, etc.)?

OWNERSHIP IN THE PROCESS: effective exercise of leadership by the country's national/local partners in development interventions.

3. OP11. In your opinion, to what extent did the targeted population, citizens, and participants, make the programme their own, taking an active role in it?
4. OP12. How would you assess the level of participation of beneficiaries in the JP: Information, consultation, deciding together, acting together or supporting?
5. OP13. Could you mention any specific participatory tools dedicated to decision-making applied during the JP (such as internal progress evaluations) with participants, with special attention to collectives of women involved in the JP?
6. OP14. Could you mention any specific measures taken to facilitate/guarantee the participation of women involved in the JP as beneficiaries in decision-making processes?

EFFECTIVENESS: extent to which objectives of the development intervention have been achieved

7. EFFE5. Could you highlight and differentiated effects of the JP in accordance with the sex, race ethnic group, rural or urban setting of the beneficiary population?
8. EFFE6. What would you highlight as a good practice, a success story, lesson learned, and transferable or scalable practice?

<p>Output 1: Pro-poor policy and regulatory framework featuring community participation in the management of WatSan utilities, in place.</p> <p>Indicator 1a: Features of national WatSan policy with regard to the role of communities in the management of water and sanitation scheme.</p> <p>Indicator 1b: Status of WatSan regulation and its feature with regards to pro-poorness.</p>	<p>Resultado 1: Quadro legal e regulatório com orientação a favor dos vulneráveis e da gestão comunitária, estabelecido e a funcionar. WORDED AS A PRODUCT</p>	<p>Output 1.1: WatSan policy review realized in order to reinforce national WatSan policies to embrace pro-poor feature and community participation in the management of WatSan utilities, by 2009.</p>	<p>Resultado 1.1. Políticas de água e saneamento operacionais. WORDED AS A PRODUCT</p>	<p>1.1.1. Estudo da legislação nacional de água levado a cabo a fim de reforçá-la (se necessário) com a inclusão duma orientação em prol dos vulneráveis e da gestão comunitária dos serviços de água, até Dezembro 2010.</p>	5	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	
				<p>1.1.2. Política nacional de saneamento, com orientação em prol dos vulneráveis, elaborada de maneira participativa e validada pelo governo, até Junho 2011.</p>	6	It measures the achievement of the SMART output.	no	It refers to a product.	It refers to a product but it can be considered a good indicator because measuring the effect on living standards in this case is only feasible in the mid/long-term.
				<p>1.1.3. Apoio dado à Unidade Técnica Nacional de Saneamento Ambiental para divulgar a nova política de saneamento ambiental aos funcionários municipais e provinciais e às ONG participantes no Programa, e de capacitar as Administrações Municipais na sua aplicação, até Março 2012.</p>	7	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	
		<p>Output 1.2: Six 'municipal' WatSan master plans, incorporating community management models, elaborated and adopted by 2009</p>	<p>Resultado 1.2: 6 planos directores municipais de água e saneamento, incluindo modelos de gestão comunitária, elaborados e adoptados. WORDED AS A PRODUCT</p>	<p>1.2.1. Estudos feitos sobre o perfil socio-económico e a disposição dos beneficiários no processo de gestão de água e saneamento, como base para a elaboração de planos directores municipais de água e saneamento, até Setembro 2010.</p>	8	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	
				<p>1.2.2. Guia de elaboração de planos directores municipais de água e saneamento elaborada e aprovada de maneira participativa, que incorpora o modelo de gestão comunitária e os resultados do estudo socio-económico, entre</p>	9	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	

		1.2.3. Primeiro plano director municipal de água e saneamento elaborado de acordo com a guia e aprovado com consulta pública ampla, até Dezembro 2010.	10	It measures the achievement of the SMART output.	no	It refers to a product but it can be considered a good indicator because measuring the effect on living standards in this case is only feasible in the mid/long-term.	
		1.2.4. Os restantes 5 planos directores municipais de água e saneamento elaborados de acordo com a guia e aprovados com consulta pública ampla, até Março 2012.	11	It measures the achievement of the SMART output.	no	It refers to a product but it can be considered a good indicator because measuring the effect on living standards in this case is only feasible in the mid/long-term.	
		1.2.5. Funcionários das RMEA dos 6 municípios participam em cursos sobre água no IFAL, incluindo sobre o Manual do Administrador, até Março 2012.	12	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	
		1.2.6. Funcionários das RMEA dos 6 municípios capacitados na elaboração de planos directores municipais, através da sua participação no processo de elaboração dos mesmos, e de cursos específicos, até Março	13	It contributes to implementation monitoring ability.	no	It refers to a product.	
Output 1.3: Pro-poor consolidated regulatory framework for WatSan sector in place by 2010	Resultado 1.3: Quadro regulatório a favor dos vulneráveis consolidado para água e saneamento. WORDED AS A PRODUCT.	1.3.1. Regulamentos do abastecimento de água e saneamento revisados a fim de reforçá-los (se necessário) com a inclusão numa orientação em prol dos vulneráveis e da gestão comunitária, e validados pelo governo até Junho 2011.	14	It measures the achievement of the SMART output.	no	It refers to products but it can be considered a good indicator because measuring the effect on living standards in this case is only feasible in the mid/long-term.	
		1.3.2. Apoio dado à DNA para divulgar os novos regulamentos de água aos funcionários provinciais, municipais e da EPAL e às ONG participantes no Programa, e de capacitar os municípios na sua aplicação, enfocando as tarifas e as normas de acessibilidade e qualidade, até Março 2012.	15	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	

		Output 1.4: National WatSan sector Management Information System (WatSan MIS) disseminating information and guiding policy and regulatory framework reforms by 2009	Resultado 1.4: SISAS a propa-gar informação e a guiar as reformas de políticas e regulamentos. WORDED AS AN ACTIVITY.	1.4.1. Sistema de Informação Sectorial de Água e Saneamento (SISAS) instalado nas DPEA de Luanda e Moxico, e pessoal formado, até Junho 2010.	16	It measures the achievement of the SMART output.	no	It refers to a product but it can be considered a good indicator because measuring the effect on living standards in this case is only feasible in the mid/long-term.	
				1.4.2. SISAS a produzir relatórios de acordo ao cronograma e dos formatos acordados, até Dezembro 2010.	17	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	
				1.4.3. Directores e outros responsáveis estudam os relatórios produzidos pelo SISAS, e tomam as medidas apropriadas, até Março 2012.	18	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	
Output 2: Autonomy-oriented community water structures ensuring sustainable access to WatSan facilities in 500 community groups across 30 municípios. Indicator 2a: number of new community water committees and user associations created and able to raise 90% of operation and maintenance costs	Resultado 2: Estructuras comunitárias autónomas de água assegurando o acesso sustentável a água e saneamento em todas as áreas alvo. WORDED AS A PRODUCT	Output 2.1: New water and sanitation users in 120 communities accessing improved WatSan systems based on cost-effective technology options by 2010.	Resultado 2.1: Usuários obtêm acesso sustentável a água e saneamento nas áreas alvo	2.1.1. Até 120 novos pontos de água construídos e/ou pontos existentes reabilitados nos bairros/aldeias alvo, baseados em tecnologias de custo-benefício, até Março 2012.	19	It measures the achievement of the SMART output.	not applicable	It refers to a product.	
				2.1.2. Defecação ao ar livre eliminada e higiene melhorada nas áreas alvo até Março 2012.	20	It measures the achievement of the SMART output.	not applicable	It is not specific. It refers to changes in living standards of the benefited population or effects associated with the outcome.	Difficult to objectively measure its achievement.
				2.1.3. Funcionários das RMEA dos 6 municípios capacitados na gestão de contratos de empreitadas de construção de sistemas de água, até Dezembro 2010.	21	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	
				Output 2.2: 500 community WatSan structures capacitated in community WatSan management, by 2010.	Resultado 2.2: Estructuras comunitárias de água capacitadas na gestão de água e saneamento. How many community	2.2.1. Estructuras comunitárias estabelecidas ou reactivadas para fazerem a gestão de todos os pontos de água nos bairros/aldeias alvo e capacitação inicial dada, até Março 2011.	22	It contributes to implementation monitoring ability.	no

structures?

<p>2.2.2. Capacitação das estruturas comunitárias estabelecidas concluída e as mesmas competentes para administrarem a O&M dos pontos de água, bem como a sua melhoria futura e a construção de pontos novos, até Março 2012.</p>	23	It measures the achievement of the SMART output.	no	It refers to an activity or group of activities.	The originally planned target has been reduced to a more realistic figure.		
<p>2.2.3. Funcionários das RMEA dos 6 municípios capacitados sobre o modelo de gestão comunitária a implementar, até Dezembro 2010.</p>	24	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.			
<p>2.2.4. Visitas trimestrais de supervisão e apoio efectuadas às estruturas comunitárias estabelecidas, a partir de 2011.</p>	25	It contributes to implementation monitoring ability.	not applicable	It refers to an activity or group of activities.	It does not specify a target.		
<p>2.2.5. Pelo menos um evento de intercambio de experiências e aprendizagem entre estruturas comunitárias de água organizado e documentado em cada município em 2011.</p>	26	It contributes to implementation monitoring ability.	not applicable	It refers to an activity or group of activities.			
<p>2.2.6. Repartições Municipais de Água e/ou DPEA e/ou EPAL supervisionam e prestam apoio às estruturas comunitárias de água quando solicitadas, até Março</p>	27	It contributes to implementation monitoring ability.	not applicable	It refers to an activity or group of activities.			
<p>Output 2.3: 25 local contractors capacitated in the provision of equipments and services to community WatSan schemes by 2009. WORDED AS A PRODUCT</p>	<p>Resultado 2.3: Empreiteiros locais capacitados para o fornecimento de equipamento e serviços aos sistemas comunitários de água. WORDED AS A PRODUCT</p>	<p>2.3.1. 25 empreiteiros locais capacitados para executar contratos de construção de sistemas comunitários de água e de fornecimento de equipamento e serviços a sistemas comunitários de água, até Março 2011.</p>	28	It measures the achievement of the SMART output.	no	It refers to an activity or group of activities.	
<p>2.3.2. Pelo menos 50% dos empreiteiros capacitados executam satisfatoriamente contratos de construção de sistemas comunitários de água e de fornecimento de equipamento e serviços a sistemas comunitários</p>	29	It measures the achievement of the SMART output.	no	It refers to changes in living standards of the benefited population or effects associated with the outcome.			

				2.3.2. Pelo menos 25% dos empreiteiros capacitados continuam a fornecer peças sobressalentes e/ou outros serviços às estruturas comunitárias de água na fase de O&M dos sistemas, antes do fim do programa.	30	It measures the achievement of the SMART output.	no	It refers to changes in living standards of the benefited population or effects associated with the outcome.	
		Output 2.4: Up to 120 sustainable livelihood projects implemented with the aim to create income opportunity for community members' and increase their capacity to pay for WatSan services, by 2010. WORDED AS A PRODUCT	Resultado 2.4: Projectos de meios de vida sustentáveis implementados nas áreas alvo. WORDED AS A PRODUCT	2.4.1. 60 a 70 projectos de meios de vida sustentáveis implementados em Moxico, com o objectivo de criar oportunidades de geração de ingressos para membros da comunidade e de aumentar a sua capacidade de pagar a tarifa de água, até Março 2012.	31	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	
				2.4.2. 40 a 50 projectos implementados nas áreas alvo em Luanda, de criação, melhoria ou expansão de micro empreendimentos de operadores privados de abastecimento de água, até Março 2012.	32	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	
				2.4.3. Pelo menos 40% dos projectos privilegiam grupos vulneráveis e mulheres.	33	It contributes to implementation monitoring ability.	yes	It refers to an activity or group of activities.	
				2.4.4. Pelo menos 25% dos projectos são liderados por mulheres.	34	It contributes to implementation monitoring ability.	yes	It refers to an activity or group of activities.	
				2.4.5. Ingresso médio dos beneficiários dos projectos aumenta em pelo menos 25% antes do fim do Programa.	35	It measures the achievement of the SMART output.	no	It refers to changes in living standards of the benefited population or effects associated with the outcome.	
Output 3: Mechanism for monitoring and funding community-driven WatSan schemes put in place at municípios level. Indicator 3a: Status and operability of local information system on the management of WatSan	Resultado 3: Mecanismos para a monitoria e financiamento dos sistemas comunitários de água e saneamento estabelecidos a nível municipal. WORDED AS A PRODUCT	Output 3.1: 'Municipal' monitoring boards established for monitoring/supervising community WatSan units in the concerned localities by 2009. WORDED AS A	Resultado 3.1: Sistemas de informação estabelecidos para monitorar e supervisionar as estruturas comunitárias. WORDED AS A	3.1.1. Fase 1 do SISAS (instalação de software, recolha de dados e criação de banco de dados) concluída em 3 municípios em Luanda, até Setembro 2010, e em 3 municípios em Moxico, até Junho 2011.	36	It measures the achievement of the SMART output.	not applicable	It refers to a product but it can be considered a good indicator because measuring the effect on living standards in this case is only feasible in the mid/long-term.	

management of WatSan utilities. Indicator 3b: Nature and frequency of municipalities interventions in local WatSan utilities		WORDED AS A PRODUCT	WORDED AS A PRODUCT	3.1.2. Funcionários das RMEA capacitados no uso do SISAS em 3 municípios em Luanda, até Setembro 2010, e em 3 municípios em Moxico, até Junho 2011.	37	It measures the achievement of the SMART output.	not applicable	It refers to an activity or group of activities.	
				3.1.3. Fase 2 do SISAS (desenho e instalação de módulos) concluído e sistema a produzir a informação precisada em 6 municípios, até Março 2012.	38	It measures the achievement of the SMART output.	not applicable	It refers to a product but it can be considered a good indicator because measuring the effect on living standards in this case is only feasible in the mid/long-term.	
		Output 3.2: WatSan funds established in 30 municípios to support community WatSan units, by 2009. WORDED AS A PRODUCT	Resultado 3.2: Fundos Municipais de Fomento de Água e Saneamento estabelecidos In how many municipalities? WORDED AS A PRODUCT	3.2.1. Fundo de Fomento de Água e Saneamento criado em cada município para apoiar as comunidades na construção de novos sistemas de água e promover o saneamento, até Dezembro 2011.	39	It measures the achievement of the SMART output.	not applicable	It refers to a product but it can be considered a good indicator because measuring the effect on living standards in this case is only feasible in the mid/long-term.	
				3.2.2. Cada município canaliza uma parte dos seus próprios fundos de infraestruturas para o seu Fundo de Fomento de Água e Saneamento, até Março 2012.	40	It measures the achievement of the SMART output.	not applicable	It refers to a product but it can be considered a good indicator because measuring the effect on living standards in this case is only feasible in the mid/long-term.	
				3.2.3. Cada município apóia pelo menos uma comunidade para financiar a construção ou expansão do seu sistema de água, com fundos do seu Fundo de Fomento de Água e Saneamento, até Março	41	It contributes to implementation monitoring ability.	not applicable	It refers to changes in living standards of the benefited population or effects associated with the outcome.	
Output 4: Mechanism put in place for the accountability of municípios in the provision of water and sanitation service to peri-urban and rural areas. Indicator 4a: Index of municipal	Resultado 4: Mecanismos estabelecidos para a responsabilização dos municípios na prestação dos serviços de abastecimento de água e saneamento nas áreas peri-urbanas e rurais. WORDED	Índice de Responsabilização Municipal	4.0. Aumento do Índice de Responsabilização Municipal (baseado nos indicadores 4.0.1 a 4.0.3, e na metodologia de cálculo no Anexo i, abaixo) em 6 municípios antes do fim do Programa, para os seguintes valores: Luanda 3; Moxico 2.	42	It measures the achievement of the SMART output.	no	It refers to changes in living standards of the benefited population or effects associated with the outcome.	Very relevant indicator (it directly measures the level of achievement of the SMART output) but probably too complex to update.	

accountability

AS A PRODUCT

<p>Output 4.1: 80% of population in target areas aware of basic rights relating to water and sanitation and of their local service provision; and are able to use this knowledge to claim for improved service delivery, by 2010</p>	<p>Resultado 4.1: Residentes das áreas alvo têm conhecimentos dos seus direitos e informação sobre água e saneamento e a sua gestão. The original target (80%) was removed.</p>	<p>4.1.1. Campanhas massivas de educação cívica levadas a cabo em 6 municípios sobre temas ligados a água e saneamento, os direitos dos cidadãos e as obrigações dos municípios e das outras entidades do Estado, até fim 2010.</p>	43	It contributes to implementation monitoring ability.	no	It refers to an activity or group of activities.	Human rights related.
		<p>4.1.2. População de 6 municípios mostra conhecimentos adequados sobre água e saneamento, e os seus direitos (ver Guia de Avaliação das Respostas às Perguntas dos Indicadores, no Anexo ii, abaixo) Meta: Numero médio de respostas certas/ positivas a 10 perguntas igual ou superior a 7.</p>	44	It measures the achievement of the SMART output.	no	It refers to changes in living standards of the benefited population or effects associated with the outcome.	Very relevant indicator (it directly measures the level of achievement of the SMART output) but probably too complex to update. Related to human rights exigibility.
		<p>4.1.3. Em todos os municípios há organizações comunitárias independentes que dialogam directamente com os municípios, e nos municípios de Luanda e em pelo menos um município de Moxico há evidência documentada de comunidades a exigirem os seus direitos junto aos municípios, até Março 2012.</p>	45	It measures the achievement of the SMART output.		It refers to changes in living standards of the benefited population or effects associated with the outcome.	
		<p>Output 4.2: Water user coalitions formed and capacitated to advocate for improved delivery of services to poor communities, by 2009. WORDED AS A</p>	<p>Resultado 4.2: Alianças de consumidores formadas e capacitadas para reivindicarem o melhoramento de serviços. WORDED AS A PRODUCT.</p>	<p>4.2.1. Alianças de associações comunitárias de água formadas em 6 municípios, usando metodologias participativas e promovendo a iniciativa local e a capacitação de lideranças, para dialogar com municípios em defesa dos interesses dos consumidores, até Março 2012.</p>	46	It measures the achievement of the SMART output.	no

		PRODUCT.		4.2.2. Representantes das alianças de associações capacitados para serem aceites como membros dos CACS e para exigirem melhores serviços de água e saneamento junto aos municípios, até Março 2012.	47	It measures the achievement of the SMART output.	no	It refers to an activity or group of activities.	
		Output 4.3: WatSan forums at different levels institutionalised by 2009. WORDED AS A PRODUCT	Resultado 4.3: Forum Nacional de Água institucionalizado. WORDED AS A PRODUCT	4.3.1. Forum Nacional de Água institucionalizado e a funcionar até Março 2011. 4.3.2. Foruns de Água criados nos 6 municípios e a funcionarem até Março 2011.	48	It measures the achievement of the SMART output.	not applicable	It refers to an activity or group of activities.	
		Output 4.4: Periodic participatory evaluation of the provision of WatSan services realized in the target localities. WORDED AS AN ACTIVITY.	Resultado 4.4: Avaliação regular e participativa do abastecimento de água e saneamento. WORDED AS AN ACTIVITY.	4.4.1 Avaliações da qualidade dos serviços de abastecimento de água e saneamento realizadas anualmente nos 3 municípios de Luanda e em pelo menos um município em Moxico, com a plena participação das organizações da sociedade civil, especialmente as associações comunitárias, em parceria com as administrações municipais, a partir de 2011.	49	It measures the achievement of the SMART output.	not applicable	It refers to an activity or group of activities.	
Output 5: Programme management	Resultado 5: Gestão e administração do programa		Planificação e implementação	5.0.1. Programa eficazmente planificado, com Planos Anuais de Trabalho por agencia de implementação e para o Programa, preparados e aprovados pelo Comitê de Gestão do Programa (PMC) antes do início de cada ano. 5.0.2. Controle financeiro e de aquisições feito de acordo com as normas e a tempo. 5.0.3. Implementação de actividades feita eficientemente, de acordo com o cronograma e o	50				
		Output 5.1: Programme coordination	Resultado 5.1: Coordenação	5.1.1. PSC reúne duas vezes por ano, para aprovar o Plano Anual de Trabalho e o Relatório Anual, entre outros assuntos, e mais vezes se necessário.					

			<p>5.1.2. Comitê de Gestão do Programa (PMC) reúne trimestralmente para analisar os relatórios trimestrais, entre outros temas, e assegurar o bom andamento do Programa, delegando aos membros a solução</p>					
			<p>5.1.3. Agencias de implementação de componentes do Programa coordenam entre si sempre que seja necessário para promover o bom andamento do Programa.</p>					
	<p>Output 5.2: Programme monitoring and evaluation</p>	<p>Resultado 5.2: Monitoria e avaliação</p>	<p>5.2.1. Estudo de linha de base concluído até Maio 2010.</p>					
<p>5.2.2. Quadro de Monitoria do Programa revisto e nova versão com valores da linha de base, e outras melhorias, aprovada pelo</p>								
<p>5.2.3. Relatórios trimestrais, semestrais e anuais elaborados de acordo com os formatos e cronograma exigidos.</p>								
<p>5.2.4. Avaliação de Meio Termo do Programa levada a cabo até Dezembro 2010.</p>								
<p>5.2.5. Relatórios Anuais de 2010/11 e 2011/12 incluem avaliação interna dos indicadores de impacto, com destaque para os Índices de Autonomia Comunitária e Responsabilização Municipal.</p>								
<p>5.2.6. Avaliação Final do Programa levada a cabo até Junho de 2012.</p>								

Quadro de Monitoria do Programa: versão final

Programa Conjunto de Gestão do Abastecimento de Água e Saneamento nas Zonas Urbanas e Peri-Urbanas

Quadro de Monitoria do Programa (Programme Monitoring Framework)

Primeira Revisão, Junho 2010

Resultado	Indicador	Linha de Base	VALOR ACTUAL	UNCT AGENCIES COMMENTS	Meio de Verificação	Periodicidade	Responsavel Monitoria	Riscos e Pressupostos
Objectivo Específico <i>Governança e gestão orientada para a comunidade, do sector peri-urbano e rural de água e saneamento, promovido através de um sistema institucional, regulatório e de responsabilização orientado à autonomia</i>	0.1 As seguintes percentagens da população nas áreas alvo com acesso a água potável até 2012:	Kilamba Kiaxi 11 Cacuaco 0 Viana 22 Luena 0 Camanongue 0 Luau 0	(1) 17 1 4 6 27 10		SISAS		UNICEF	
	0.2 100% da população com acesso a saneamento, e comportamentos relacionados com a higiene melhorados, nas áreas alvo até 2012	Kilamba Kiaxi 99 Cacuaco 88 Viana 88 Luena 84	(2) Os dados do SISAS não actualizarem Saneamento BLUE: NOT MEASURED		SISAS	Anualmente, em Março		

		Camanongue 25 Luau 80			
0.3	Os 6 municípios atingem os seguintes valores médios do Índice de Autonomia Comunitária (baseado nos indicadores 0.3.1 a 0.3.6 e na metodologia de cálculo no Anexo i, abaixo) na gestão dos sistemas de água nas áreas alvo, até 2012: Luanda 3,5; Moxico 2,5	Kilamba Kiaxi 0,4 Cacuaco 0 Viana 0 Luena 0 Camanongue 0 Luau 0	(3) Kilamba Kiaxi 1.9 Cacuaco 1.6 Viana 1.8 Luena 0 Camanongue 0.09 Luau 0.14 Luanda 1.77 Moxico 0.08		Ver os indicadores
0.3.1	Estruturas comunitárias de governação e gestão de sistemas de água institucionalmente fortes e a responsabilizar-se perante as comunidades. <u>Metas:</u> Realizadas pelo menos 10 reuniões internas, 4 reuniões comunitárias e a reunião geral anual com eleições, nos últimos 12 meses, todas com relatórios de prestação de contas e presença de mais de 10% das famílias usuárias.	Só existem estruturas comunitárias de governação e gestão de água numa pequena parte do bairro alvo em Kilamba Kiaxi. Não dispõem de informação detalhada sobre a sua composição e o seu funcionamento.	Foram constituídos 12 novos Grupos de Água e Saneamento (GAS). Foram realizados cinco Encontros alargados com a comunidade para abordar sobre a situação da água na comunidade – Os encontros serviram para os membros das		Análise de documentos de estruturas comunitárias, por inquérito por amostragem, e dados dos municípios

*Pressuposto
Existe apoio político para o modelo de gestão comunitária de água*

			AMOGECs partilharem com a comunidade em geral e os líderes locais os factos relacionado ao funcionamento dos chafarizes				
	0.3.2 Mulheres a exercerem uma proporção significativa de cargos executivos nas estruturas comunitárias de governação e gestão de sistemas de água. <u>Metas:</u> Pelo menos 50% dos membros da direcção são mulheres, e pelo menos 2 dos 3 cargos mais importantes ocupados por mulheres.		Mulheres representam 41% nas estruturas comunitárias de governação e gestão de sistemas de água.				
	0.3.3 Nos bairros e aldeias alvo servidos por sistemas locais autónomos em Moxico, as estruturas comunitárias de governação e gestão de água mantêm a sustentabilidade financeira dos sistemas. <u>Meta:</u> Mais de 90% da meta de recolha de tarifa atingida em 9 dos últimos 12 meses.		NA				
	0.3.4 Nos bairros alvo de Luanda, as estruturas comunitárias de governação e gestão atingem a sua própria sustentabilidade financeira e		na				

	<p>reconhecimento formal por convênios. <u>Meta:</u> A associação tem um convénio com o município e com a EPAL, que lhe confere reconhecimento formal, e autoridade para administrar os chafarizes da sua área e para receber uma parte adequada da tarifa para o seu auto financiamento.</p>						
	<p>0.3.5 Nos bairros e aldeias alvo em Moxico, as peças sobressalentes são facilmente acessíveis às comunidades. <u>Meta:</u> Existe uma empresa retalhista (ou outra organização não governamental local) com estoque constantemente completo de todas as peças sobressalentes, a uma distância inferior a 2 dias de viagem de ida e volta.</p>		Em curso para o ano 2012				
	<p>0.3.6 Nos bairros alvo de Luanda, as estruturas comunitárias de governação e gestão têm as habilidades técnicas, os meios e a autoridade delegada por convenio de fazer a manutenção dos chafarizes. <u>Metas:</u> A associação está formalmente autorizada pela EPAL e pelo município a efectuar reparações nos chafarizes, tem um fundo de manutenção financiado por uma</p>		na				

	parte adequada da tarifa, pessoal capacitado e as ferramentas necessárias.					
0.4	5% ou menos dos sistemas de água avariados nas áreas alvo em Luanda e 10% em Moxico, em 2012	Pontos de água melhorados só em Kilamba Kiaxi, (p/ 11% da pop.) Pontos usados por 22% da pop. em B. Moxico em Viana estão fora do bairro.	(4) Luanda 45% Moxico 51%		SISAS	

Resultado	Indicador	Linha de Base	VALOR ACTUAL	UNCT AGENCIES COMMENTS	Meio de Verificação	Periodicidade	Responsável Monitoria	Riscos e Pre-supostos
Resultado 1	Quadro legal e regulatório com orientação a favor dos vulneráveis e da gestão comunitária, estabelecido e a funcionar						PNUD	
Resultado 1.1 <i>Políticas de água e saneamento operacionais</i>	1.1.1	Estudo da legislação nacional de água levado a cabo a fim de reforçá-la (se necessário) com a inclusão duma orientação em prol dos vulneráveis e da gestão comunitária dos serviços de água, até Dezembro 2010	0	(5) 0		Relatório do estudo		
	1.1.2	Política nacional de saneamento, com orientação em prol dos vulneráveis, elaborada de maneira participativa e validada pelo governo, até Junho 2011	0	(6) 1 Política Nacional de Saneamento Ambiental é apresentada na primeira Conferencia Nacional do Ambiente ANGOLASAN1 GREEN: ACHIEVED	A Política foi preparada e encontra-se em fase de revisão para a sua posterior aprovação.	Documento		
	1.1.3	Apoio dado à Unidade Técnica Nacional de Saneamento Ambiental para divulgar a nova política de saneamento ambiental aos funcionários municipais e provinciais e às ONG participantes no Programa, e de capacitar as Administrações Municipais na sua aplicação, até Março 2012	0	(7) 2 Congresso de alto nível da CPLP sobre resíduos. AngolaSAN1 Apoiada a solicitação por	Congresso realizado. Estratégia de Gestão de Resíduos Sólidos aprovada.	Relatórios da UTNSA Actas dos encontros	Semestral, anual	

			parte do MINAMB para apoiar o desenvolvimento da Estratégia de Gestão de Resíduos Sólidos. A Estratégia já foi elaborada.			
<p>Resultado 1.2</p> <p><i>6 planos directores municipais de água e saneamento, incluindo modelos de gestão comunitária, elaborados e adoptados</i></p>	1.2.1	Estudos feitos sobre o perfil socio-económico e a disposição dos beneficiários no processo de gestão de água e saneamento, como base para a elaboração de planos directores municipais de água e saneamento, até Setembro 2010	0	(8) 1 Município de Kilamba Kixi	Estudos realizados para o Plano Director de Kilamba Kixi com a participação dos funcionarios de la Adm. Municipal.	Documento
	1.2.2	Guia de elaboração de planos directores municipais de água e saneamento elaborada e aprovada de maneira participativa, que incorpora o modelo de gestão comunitária e os resultados do estudo socio-económico, entre outros aspectos, até Dezembro 2010	0	(9) 1 Município de Kilamba Kixi		Documento
	1.2.3	Primeiro plano director municipal de água e saneamento elaborado de acordo com a guia e aprovado com consulta pública ampla, até Dezembro 2010	0	(10) 1 Município de Kilamba Kixi	Plano Director elaborado e apresentado.	Documento
	1.2.4	Os restantes 5 planos directores municipais de água e saneamento	0	(11) 2 em curso (Luau e	2 Planos Directores	Documentos

	elaborados de acordo com a guia e aprovados com consulta pública ampla, até Março 2012		Camenongue, província de Moxico)	elaborados (Luau e Camanongue). Os Planos Directores contem um analisis de impacto ambiental. A terceira parte dos planos: orçamentar as construções proposata esta em fase de desenho.		
1.2.5	Funcionários das RMEA dos 6 municípios participam em cursos sobre água no IFAL, incluindo sobre o Manual do Administrador, até Março 2012	0	(12) 1 Município de Kilamba Kiaxi	1 curso sobre água no IFAL para o município de Kilamba Kiaxi.	Relatórios dos formadores	
1.2.6	Funcionários das RMEA dos 6 municípios capacitados na elaboração de planos directores municipais, através da sua participação no processo de elaboração dos mesmos, e de cursos específicos, até Março 2012	0	(13) 1 Município de Kilamba Kiaxi	Funcionarios da Administração Municipal de Kilamba Kiaxi capacitados na elaboração de planos directores		

Resultado	Indicador	Linha de Base	VALOR ACTUAL	UNCT AGENCIES COMMENTS	Meio de Verificação	Periodicidade	Responsavel Monitoria	Riscos e Pre-supostos
Resultado 1.3 <i>Quadro regulatório a favor dos vulneráveis consolidado para água e saneamento</i>	1.3.1 Regulamentos do abastecimento de água e saneamento revisados a fim de reforçá-los (se necessário) com a inclusão dum orientação em prol dos vulneráveis e da gestão comunitária, e validados pelo governo até Junho 2011	0	(14) 4 estudos em curso (preçário; venda ambulante; peças sobressalentes; Lei de Aguas comentada)	3 estudos (Preçario, Venda Ambulante e Peças sobressalentes) completados.	Documento			
	1.3.2 Apoio dado à DNA para divulgar os novos regulamentos de água aos funcionários provinciais, municipais e da EPAL e às ONG participantes no Programa, e de capacitar os municípios na sua aplicação, enfocando as tarifas e as	0	(15) 0		Relatórios da DNA	Semestral, anual		

		normas de acessibilidade e qualidade, até Março 2012						
Resultado 1.4 <i>SISAS a propa-gar informação e a guiar as reformas de políticas e regulamentos</i>	1.4.1	Sistema de Informação Sectorial de Água e Saneamento (SISAS) instalado nas DPEA de Luanda e Moxico, e pessoal formado, até Junho 2010	0	(16) DPEA Moxico, DAAS/DNAAS/MINEA		Relatórios da DNA	Semestral, anual	UNICEF
	1.4.2	SISAS a produzir relatórios de acordo ao cronograma e dos formatos acordados, até Dezembro 2010	0	(17) O primeiro rascunho do Boletim Sectorial foi apresentado e os dados discutidos e avaliados com as 18 DPEAs, DNAAS e UNICEF		Relatórios		
	1.4.3	Directores e outros responsáveis estudam os relatórios produzidos pelo SISAS, e tomam as medidas apropriadas, até Março 2012	0	(18) As 17 DPEAs tomaram a responsabilidade de actualizar os dados para a publicação oficial do Boletim sectorial no dia 22 de Março 2012 (Dia Mundial da Água)		Levantamento	Anual	
<i>Jornalistas nacionais formados em ODMs</i>		Realizados 2 workshop de formação para pelos menos 100		(19) 2 workshop realizado para 80 jornalistas nacionais.	2 workshop e um concurso de artigos	Relatório		PNUD

		jornalistas nacionais; Realizado um concurso de artigos relacionados com os ODMs			relacionados com os ODMs realizados. Foi celebrada uma cerimonia de entrega de premios.				
<i>Melhorado o conhecimento do sector das agua e saneamento através de estudos multisectoriais</i>		Realizados pelo menos 15 estudos no sector		(29) 19 estudos concluídos	Os 19 estudos estao concluidos a falta da sua publicação.	Relatório e estudos		PNUD	
Resultado 2		Estructuras comunitárias autônomas de água assegurando o acesso sustentável a água e saneamento em todas as áreas alvo						UNICEF	
Resultado 2.1 <i>Usuários obtêm acesso sustentável a água e saneamento nas áreas alvo</i>	2.1.1	Até 120 novos pontos de água construídos e/ou pontos existentes reabilitados nos bairros/aldeias alvo, baseados em tecnologias de custo-benefício, até Março 2012	0	(21) Foram reabilitados e construídos até 134 pontos de água nos bairros/aldeias alvo (Províncias de Luanda e Moxico), baseados em tecnologias de custo-benefício.		Relatórios	Trimestr semestr anual		<i>Pressu-posto 2.1 Modelo de gestão comunitária tem boa aceitação nas comu-nidades</i>
	2.1.2	Defecação ao ar livre eliminada e higiene melhorada nas áreas alvo até Março 2012	% de defecação ao ar livre: 1 Cacuaco 12	(22) Lançamento provincial e Municipal, Formação de Formadores feito na província do Moxico, planeado para a Província de Luanda		Inquéritos	Anual		

		Viana 12 Luena 12 Camanongue 73 Luau 17	em 2012. Um seminário de Monitoria e Avaliação realizado no início de Marco 2012 em participação dos parceiros do sector do Saneamento.			
	2.1. 3	Funcionários das RMEA dos 6 municípios capacitados na gestão de contratos de empreitadas de construção de sistemas de água, até Dezembro 2010	0	(23) 17 Funcionários capacitados dos três municípios em Luanda e DNAAS.		Relatórios
Resultado 2.2 <i>Estructuras comunitárias de água capacitadas na gestão de água e saneamento</i>	2.2. 1	Estructuras comunitárias estabelecidas ou reactivadas para fazerem a gestão de todos os pontos de água nos bairros/aldeias alvo e capacitação inicial dada, até Março 2011	0	(24) Em processo com criação de grupos GAS nas Províncias de Luanda e Moxico. 95 Estructuras comunitárias estabelecidas.		Relatórios de actividades das ONG contrata-das
	2.2. 2	Capacitação das estruturas comunitárias estabelecidas	0	(25) Capacitação das estruturas comunitárias nos		trimestr semestr anual

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	concluída e as mesmas competentes para administrarem a O&M dos pontos de água, bem como a sua melhoria futura e a construção de pontos novos, até Março 2012		pontos de água construídos/reabilitados com a participação de mais 1000 pessoas					
2.2.3	Funcionários das RMEA dos 6 municípios capacitados sobre o modelo de gestão comunitária a implementar, até Dezembro 2010	0	(26) Funcionários Kilamba Kixi foram capacitados.					
2.2.4	Visitas trimestrais de supervisão e apoio efectuadas às estruturas comunitárias estabelecidas, a partir de 2011	0	(27) Visitas mensais efectuadas em Luanda e Moxico					
2.2.5	Pelo menos um evento de intercambio de experiências e aprendizagem entre estruturas comunitárias de água organizado e documentado	0	(28) Na província de Moxico foi realizado um intercâmbio e aprendizagem entre estruturas comunitárias de água de experiências do grupo GAS em					<i>Pressuposto 2.2 Consegue-se harmonizar o Programa com outras iniciativas</i>

	em cada município em 2011		Janeiro 2012.					<i>para maximizar o seu efeito multipli-cador</i>
	2.2.6	Repartições Municipais de Água e/ou DPEA e/ou EPAL supervisionam e prestam apoio às estruturas comunitárias de água quando solicitadas, até Março 2012	Luanda: pouca capacidade nos municípios. EPAL tem alguma p/ reparações. Moxico: nenhuma capacidade em municípios e DPEA	(29) DEPEA e EPAL fazem parte do processo de abastecimento as comunidades e DPEA é a fiscalizadora das obras e responsável pela Mobilização Social.		Relatórios	Levanta-mentos anuais	Fundos suficientes e disponíveis para a formação Lançamento regular de concursos par obras e fornecimento de serviços adaptados as características das MPE
Resultado 2.3 <i>Empreiteiros locais capacitados para o fornecimento de equipamento e serviços aos sistemas comu-nitários de água</i>	2.3.1	25 empreiteiros locais capacitados para executar contratos de construção de sistemas comunitários de água e de fornecimento de equipamento e serviços a sistemas comunitários de água, até Março 2011	0	(30) Como condição prévia, a OIT realizou um estudo preliminar sobre a situação das PME no sector da água e saneamento, sancionado por um relatório que foi apresentado, discutido, revisto e transmitido a equipa de gestão do projecto em Dezembro de 2010. Por razões de ordem financeira, não foi possível realizar todas as acções identificadas. O plano de intervenção da OIT limitou-se à:		Relatórios	única	OIT

			<p>1. O programa de formação destinado aos administradores e técnicos das PME</p> <p>2. Introdução do programa da OIT "Comece e Desenvolva o seu Negócio" destinado as pequenas e médias empresas (PME) e outras categorias de empreendedores</p> <p>3. O desenvolvimento de modelos alternativos de produção e comercialização pelo sector privado (informal)</p>				
2.3.2	<p>Pelo menos 50% dos empreiteiros capacitados executam satisfactoriamente contratos de construção de sistemas comunitários de água e de fornecimento de equipamento e serviços a sistemas comunitários de água</p>	0	<p>(31) Para garantir a perenidade dos resultados a OIT optou por formar 31 formadores de diversas provincias em representação de instituições publicas, sector privado, ONGs e organizações profissionais. Entre os treinados, meia dúzia poderao beneficiar num futuro, no quadro dos programas da OIT em Angola, de um curso avançado de formadores certificados.</p>		<p>Análise de contratos</p>	<p>anual</p>	

	2.3.3	Pelo menos 25% dos empreiteiros capacitados continuam a fornecer peças sobressalentes e/ou outros serviços às estruturas comunitárias de água na fase de O&M dos sistemas, antes do fim do programa	0	(32) Idem		Levantamento	anual	
Resultado 2.4 <i>Projectos de meios de vida sustentáveis implementados nas áreas alvo</i>	2.4.1	60 a 70 projectos de meios de vida sustentáveis implementados em Moxico, com o objectivo de criar oportunidades de geração de ingressos para membros da comunidade e de aumentar a sua capacidade de pagar a tarifa de água, até Março 2012	0	(33) 59 projectos implementados em Moxico, corresponde a um 95% dos 60 projectos previstos		Visitas de monitoria, contacto com os beneficiários, Relatórios da ONG contratada	Trimestral, semestral, anual	OIM
	2.4.2	40 a 50 projectos implementados nas áreas alvo em Luanda, de criação, melhoria	0	(34) 56 projectos implementados em Luanda, corresponde a um 112% dos 50 projectos previstos				

	ou expansão de micro empreendimentos de operadores privados de abastecimento de água, até Março 2012							
2.4.3	Pelo menos 40% dos projectos privilegiam grupos vulneráveis e mulheres	0	(35) 58% dos beneficiários directos dos projectos são mulheres	Higher than expected				
2.4.4	Pelo menos 25% dos projectos são liderados por mulheres	0	(36) 23% dos projectos implementados são liderados pelas mulheres.	Fairly compensated by the higher proportion of women within the associations and the influence they can have on the associations decision taking				
2.4.5	Ingresso médio dos beneficiários dos projectos aumenta em pelo menos 25% antes do fim do Programa	0	(37) Uma expectativa.	Not possible to measure change without baseline.				
Resultado		Mecanismos para a monitoria e financiamento dos sistemas comunitários de					PNUD	

3	água e saneamento estabelecidos a nível municipal							UNICEF	
Resultado 3.1 <i>Sistemas de informação estabelecidos para monitorar e supervisionar as estruturas comunitárias</i>	3.1.1	Fase 1 do SISAS (instalação de software, recolha de dados e criação de banco de dados) concluída em 3 municípios em Luanda, até Setembro 2010, e em 3 municípios em Moxico, até Junho 2011	0	(38) Município de Kilamba Kiaxi. Recolha de dados efectuada em Luanda e Moxico, mas somente Kilamba Kiaxi tem banco de dados.	Esta atividade ficou sob a responsabilidade de UNICEF.	Relatórios da DNA	Trimestral, semestral, anual.		
	3.1.2	Funcionários das RMEA capacitados no uso do SISAS em 3 municípios em Luanda, até Setembro 2010, e em 3 municípios em Moxico, até Junho 2011	0	(39) Parcialmente realizado. Só no Município de KK 15 Funcionários capacitados na recolha de dados. Restantes inquiridores pertencem as DPEAs					
	3.1.3	Fase 2 do SISAS (desenho e instalação de módulos) concluído e sistema a produzir a informação precisada em 6 municípios, até Março 2012	0	(40) A elaboração dos TdR dos módulos foi concluída. Esta planeado em 2012 a contratação de uma empresa responsável para desenvolver os módulos do SISAS.					
Resultado	3.2.	Fundo de	0	(41) 0					

		urbanas e rurais				
Índice de Responsabilização Municipal	4.0	Aumento do Índice de Responsabilização Municipal (baseado nos indicadores 4.0.1 a 4.0.3, e na metodologia de cálculo no Anexo i, abaixo) em 6 municípios antes do fim do Programa, para os seguintes valores: Luanda 3; Moxico 2	Kilamba K. 1,00 Cacuaco 0,33 Viana 0,33 Luena 0,33 Camanon. 0,33 Luau 0,33	(44) Kilamba K. 1,3 Cacuaco 0,8 Viana 0,67 Luena 0,33 Camanon. 0,83 Luau 1.15	Ver os indicadores	
	4.0.1	População de 6 municípios mostra conhecimentos adequados sobre água e saneamento, e os seus direitos (ver Guia de Avaliação das Respostas às Perguntas dos Indicadores, no Anexo ii, abaixo) <u>Meta:</u> Numero médio de respostas certas/positivas a 10 perguntas igual ou superior a 7	Kilamba K. 1,3 Cacuaco 1,6 Viana 1,8 Luena 1,7 Camanong. 2,0 Luau 1,8	Kilamba K. 2.0 Cacuaco 1.6 Viana 2.2 Luena 2.0 Camanong. 2.3 Luau 2.3	Inquérito por amostragem	Anual, em Março

	<p>4.0.2 Municípios reconhecem as estruturas comunitárias de governação e gestão de água e apoiam o seu funcionamento e as avaliações participativas <u>Meta:</u> O município aprovou um orçamento e disponibiliza os fundos para apoiar plenamente as alianças de ACAs, o Foro de Água, e avaliações participativas.</p>	<p>Só existem estas estruturas numa pequena parte do bairro alvo em Kilamba Kiaxi, e são reconhecidas pelo município.</p>	<p>Estas estruturas estão expandir as outras comunas do Município de Kilamba Kiaxi.</p>		<p>Documentos, actas</p>	
	<p>4.0.3 Municípios participam em todas as reuniões de alianças de ACA e Foros de Água, e prestam contas a eles. <u>Metas:</u> O município participa em todas as reuniões, envia antecipadamente relatórios detalhados do seu empenho os seus</p>	<p>Não existem ACA, alianças de ACA ou Foros de Água em nenhum dos 6 municípios.</p>	<p>Continua ser o mesmo</p>			

		direitos e sobre a actuação do município; respondem apropriadamente a 10 perguntas sobre água e saneamento (ver as perguntas na Ficha 1, no Anexo 3) e responde a pedidos de informação.				
Resultado 4.1 <i>Residentes das áreas alvo têm conhecimento dos seus direitos e informação sobre água e saneamento e a sua gestão</i>	4.1.1	Campanhas massivas de educação cívica levadas a cabo em 6 municípios sobre temas ligados a água e saneamento, os direitos dos cidadãos e as obrigações dos municípios e das outras entidades do Estado, até fim 2010	0	(45) Este é um processo contínuo que tem sido realizado em parceria com RMEA e RMS. Lançamento da campanha de distribuição de Lixivia para tratamento de água em Luanda e disseminação de competências familiares relacionadas com água e saneamento nos 6 municípios (Lavagem das mãos etc..).		Relatórios
	4.1.2	População de 6 municípios mostra conhecimentos adequados sobre água e	Kilamba K. 1,3 Cacuaco 1,6 Viana	(46) Kilamba K. 2.0 Cacuaco 1.6 Viana 2.2 Luena 2.0		Inquérito por amos-tragem Anual, em Março

	<p>saneamento, e os seus direitos (ver Guia de Avaliação das Respostas às Perguntas dos Indicadores, no Anexo ii, abaixo) <u>Meta:</u> Numero médio de respostas certas/positivas a 10 perguntas igual ou superior a 7</p>	<p>1,8 Luena 1,7 Camanong. 2,0 Luau 1,8</p>	<p>Camanong. 2.3 Luau 2.3</p>			
4.1.3	<p>Em todos os municípios há organizações comunitárias independentes que dialogam directamente com os municípios, e nos municípios de Luanda e em pelo menos um município de Moxico há evidência documentada de comunidades a exigirem os seus direitos junto aos municípios, até Março 2012</p>	<p>Não existem em nenhum dos 6 municípios organizações comunitárias independentes que defendem os direitos dos consumidores</p>	<p>(47) Foram realizados encontros Municipais de Água (espaço de participação dos principais actores do sector de água ao nível municipal) e visam responder as preocupações identificadas ao nível dos encontros alargados da comunidade. Participam dos encontros os membros da Administração Municipal, EPAL (empresa pública de água de Luanda), Representantes das Associações e Representantes das</p>		Docu-mentos	Anual, em Março

			Comissões de Moradores.			
Resultado 4.2 <i>Alianças de consumidores formadas e capacitadas para reivindicarem o melhoramento de serviços</i>	4.2.1 Alianças de associações comunitárias de água formadas em 6 municípios, usando metodologias participativas e promovendo a iniciativa local e a capacitação de lideranças, para dialogar com municípios em defesa dos interesses dos consumidores, até Março 2012	0	(48) Estão planeados encontros com os Representantes das Comissões de Moradores e GAS para ser debatido o seu papel nas comunidades em relação com o município		Relatorios dos facilitadores	n/a
	4.2.2 Representantes das alianças de associações capacitados para serem aceites como membros dos CACS e para exigirem melhores serviços de água e saneamento junto aos municípios, até Março 2012	0	(49) Em processo depois o termine das actividades do ponto 4.2.1.			
Resultado 4.3	4.3.1 Forum Nacional de Água institucionalizado	0	(50) TdR concluídos e as Reuniões Operacionais com os		Relatórios de facilitadores	n/a

<p><i>Forum Nacional de Água institucionalizado</i></p>	<p>e a funcionar até Março 2011</p>		<p>parceiros do sector de água e saneamento começaram em Janeiro 2012.</p>					
	<p>4.3.2 Foruns de Água criados nos 6 municípios e a funcionarem até Março 2011</p>	<p>0</p>	<p>(51) na</p>					
<p>Resultado 4.4 <i>Avaliação regular e participativa do abastecimento de água e saneamento</i></p>	<p>4.4.1 Avaliações da qualidade dos serviços de abastecimento de água e saneamento realizadas anualmente nos 3 municípios de Luanda e em pelo menos um município em Moxico, com a plena participação das organizações da sociedade civil, especialmente as associações comunitárias, em parceria com as administrações municipais, a partir de 2011</p>	<p>0</p>	<p>(52) Esta em processo a criação de um sistema de Monitoria e Avaliação para o programa STLC, este sistema de M&A será discutido e aprovado durante um seminário com os parceiros. Apoio na preparação da conferência internacional AfricaSAn3+ e nacional AngolaSan1+ para revisar e monitorar os progressos, os compromissos de EThekwini e o Plano de Acção do Saneamento para Angola com a participação do MIMANB, GTI e organizações da sociedade civil.</p>		<p>Relatórios</p>	<p>Levantamento anual</p>		

				Apoio a DNAAS/MINEA e UTNSA/MINAMB na actualização dos dados do documento GLASS (Global Analysis and Assessment of Sanitation and Drinking-Water) e apoio na participação da delegação de Angola no próximo HLM reunião de alto nível.					
Resultado 5	Gestão e administração do programa							PNUD	
<i>Planificação e implementação</i>	5.0.1	Programa eficazmente planificado, com Planos Anuais de Trabalho por agencia de implementação e para o Programa, preparados e aprovados pelo Comitê de Gestão do Programa (PMC) antes do início de cada ano	0	1 Elaborado e aprovado plano anual de 2013no PMC	Plano Anual 2013 elaborado.	Planos	Anual		
	5.0.2	Controle financeiro e de	n/a	Auditoria externa para o gasto 2011 - PNUD	A auditoria externa em	Auditoria	Anual		

		aquisições feito de acordo com as normas e a tempo		exitosa	2011 foi exitosa. Em Março de 13 esta planificado mais uma auditoria.		
	5.0.3	Implementação de actividades feita eficientemente, de acordo com o cronograma e o orçamento	n/a	Fora do cronograma		Relatórios	Mensal, etc
Resultado 5.1	5.1.1	PSC reúne duas vezes por ano, para aprovar o Plano Anual de Trabalho e o Relatório Anual, entre outros assuntos, e mais vezes se necessário	n/a	0	O PSC só realizou um encontro ao inicio do Programa.	Actas	Semestral
Coordenação	5.1.2	Comité de Gestão do Programa (PMC) reúne trimestralmente para analisar os relatórios trimestrais, entre outros temas, e assegurar o bom andamento do Programa, delegando aos membros a		Sim	Os encontros do PMC foram organizados semestralmente.	Actas	Trimestral

		solução de problemas					
	5.1.3	Agencias de implementação de componentes do Programa coordenam entre si sempre que seja necessário para promover o bom andamento do Programa		Sim	Foi atingido um acordo para o traspasso de parte dos fundos remanente no PNUD para UNICEF.	Documentos Actas	Anual
Resultado 5.2 <i>Monitoria e avaliação</i>	5.2.1	Estudo de linha de base concluído até Maio 2010	n/a	Sim	O estudo de linha de base foi concluído, mais um estudo de linha de base esta a ser desenvolvido para por comparar os dados iniciais e finais.	Relatório	
	5.2.2	Quadro de Monitoria do Programa revisto e nova versão com valores da linha de base, e outras melhorias, aprovada pelo PMC, até Junho 2010	n/a	Nova versão com valores da linha de base a ser elaborada.	O Quadro de Monitoria do Programa foi revisto e elaborado em função das recomendações de avaliação intermedia.	Docu-mento	
	5.2.	Relatórios		Sim.	Os relatorios	Relatórios	

	3	trimestrais, semestrais e anuais elaborados de acordo com os formatos e cronograma exigidos			semestrais foram elaborados e enviados ao secretariado dos MDG-F.		
	5.2.4	Avaliação de Meio Termo do Programa levada a cabo até Dezembro 2010		Sim.	A avaliação foi elaborada em Novembro 2010.	Relatório	
	5.2.5	Relatórios Anuais de 2010/11 e 2011/12 incluem avaliação interna dos indicadores de impacto, com destaque para os Índices de Autonomia Comunitária e Responsabilização Municipal	n/a	Nova versão com valores da linha de base a ser elaborada.		Relatórios	Anual
	5.2.6	Avaliação Final do Programa levada a cabo até Junho de 2012	n/a	Escolhido o avaliador.	A avaliação está a ser desenvolvida.	Relatório	

MDG-F JOINT PROGRAMMES COMMUNICATION MEDIA DEVELOPMENT PROJECT



This project is aimed at providing the Angolan media with the knowledge and skills to report on the Millennium Development Goals (MDGs) and related development issues. The intervention will be divided into two succeeding stages:

Capacity-building

The primary stage of the project is developed to address the following points:

1. Despite the numerous programmes carried out by the UN in the country, the Angolan media have very little knowledge of what the MDGs are, so they need to be educated on this subject;
2. Due to a lack of skills, journalists do not always report on the themes related to the MDGs in an appropriate fashion;
3. Journalists need to learn how to write/report on the MDGs for advocacy purposes.

The activities will focus on:

- the creation of an **8 page-media brief**, which will both explain journalists what the MDGs are as well as offer case studies, examples and figures that can help the media understand and report on the issues highlighted, referring to the Goals as an operating framework. The brief will be disseminated to as many journalists as possible across the country;
- **two capacity-building workshops** (of the duration of 2 days each) which will complement the use of the brief by providing a practical training for journalists in relation to the MDGs. Journalists will also learn how their reporting can be carried out in a way that encourages and shows poorer communities how everyone can play their part towards the achievement of the Goals. Representatives of media outlets both from Luanda and from the provinces are invited to attend. Each workshop should host between 35/40 journalists.

Generating media reporting

The secondary stage of the project is designed to kick-start media reporting on the MDGs. This will be achieved through the launch of a **Print Journalism Award** for the best article on the MDGs. The competition will take place as follows:

- An announcement about the Prize will be sent out through all media houses through CEFOJOR;
- A launch event will be hosted by the UN [this could take place in the UN Building, Conference Room on 9th Floor], during which editors from the printed press will

- be briefed to encourage their journalists to write and publish on their newspapers an article on the MDGs;
- Mr. Josué Almedia (suggested speaker) will give an introduction about the MDGs and explain the rules of the competition;
 - Interested journalists can write a piece on the MDGs to be published on the newspaper they work for;
 - An electronic copy of the article needs to be submitted to us along with three hard-copies of the newspaper the article was published on;
 - The competition will remain open for two months, to allow also journalists working for monthly newspapers to take part into it;
 - After the closing date, articles will be read and judged by an appointed commission comprised of UN and CEFOJOR staff;
 - The winner and the runner-up will be announced during a press-conference hosted by the United Nations.

The first winner will receive an award and a media field visit to the Water & Sanitation JP to write a further article. The second winner will receive a different award with a media field visit to the Food Security & Nutrition JP for an additional reportage on the MDGs-related work. An additional non-cash prize will be handed to both winners.

Monitoring and Evaluation

Both a preliminary and a final evaluation of the project will be conducted.

- Before of the beginning of the activities, a questionnaire will be distributed to a sample of journalists to assess their present knowledge of the MDGs and whether or not they usually address them in their writing.
- The print-journalism competition will help evaluate the capacity-building stage of the process through the articles submitted. The number of articles will help to assess journalists' engagement with the subject of the MDGs, and a media content analysis of the pieces received will provide feedback on the understanding and quality of the writing that has been achieved.

Workshop para a Media – Reportagem sobre os Objectivos de Desenvolvimento do Milénio
Luanda, Angola
21 a 25 de Novembro de 2011

1º Dia, 21 de Novembro (Segunda-Feira): Bem-vindo, Visão Geral sobre os ODMs

8-9	Recepção dos participantes
9h00	Sessão de Abertura <ul style="list-style-type: none"> - Coordenadora Residente das ONU (Dr.^a Maria do Valle Ribeiro) - Director Nacional de Comunicação Social (Dr. Jose Luis de Matos) Objectivo do Workshop, metodologia de trabalho, apresentação da agenda, introdução dos facilitadores – Director do CEFOJOR (Dr. Albino Carlos)
10h30	“ODM é notícia”

12h00	<ul style="list-style-type: none"> - O que são os ODMs? (breve historial e visão geral os 8 objectivos + o papel da ONU) - Porque são importantes? (de que maneira os ODMs o afectam +compromisso global-) - São realizáveis? (quais são os progressos /desafios/ políticas do Governo/ ...) <p>PNUD – Eng^a Amaya Olivares</p> <p>Sessão de perguntas e respostas</p> <p>Debate</p> <ul style="list-style-type: none"> - Como pode comunicar sobre as questões dos ODMs e o compromisso? (boas e más histórias + qual é o futuro, ideias para histórias locais, por exemplo (Relatório do Desenvolvimento Humano) <p>Facilitador: Dr. Carlos Calingo</p>
12h00	Almoço
13h00	<p>Actividade: Divisão em 8 grupos de trabalho de 8/9 participantes – um grupo por ODM. Trabalho em Grupo por duas horas na pesquisa do seu ODM específico</p> <ul style="list-style-type: none"> - A que está relacionado? - Qual é o progresso em Angola? - Quais os desafios? <p>Facilitadores: Drs. Carlos Calingo e Altino Matos</p>
15h00	Cada grupo prepara uma apresentação de 10 minutos no “seu” ODM para os restantes grupos numa conferência fictícia
17h00	Fim da sessão

2º Dia, 22 de Novembro (Terça-Feira): Pobreza, Educação e Género

11h00	<p>ODM 2: Educação</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p>	<p>PALESTRANTES UNESCO: Dr. João Nicolau UNICEF: Dra. Anna Smeby</p> <p>Parceiro da Sociedade Civil Representante do Ministério da Educação</p>
12h30	Almoço	
13h30	<p>ODM 3: Género</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM</p>	<p>PALESTRANTES UNFPA: Dra. Ana Leitão</p> <p>Forum de Mulheres Jornalistas para a Igualdade no Género</p>

	ser um ponto de partida para uma história forte?	
15h00	Intervalo	
15h30	<p>ODM 1: Pobreza & fome</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p>	<p>PALESTRANTES FAO: Dr. Jorge Pangene</p>
17h00	Fim da sessão	

3º Dia, 23 de Novembro (Quarta-Feira): e Mortalidade Infantil Saúde Materna, VIH/SIDA e Ambiente

9h00 – 11h00	<p>ODM 4: Mortalidade Infantil</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>ODM5: Saúde Materna</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p> <p>Sessão de perguntas & respostas</p>	<p>PALESTRANTES:</p> <p>UNICEF: Dr. Boukare OMS: Dra. Maria José Pastoral da Criança</p>
11h00- 11:30	Intervalo	
11h30-12h30	<p>ODM 6: VIH/SIDA</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p>	<p>PALESTRANTES:</p> <p>ONU-SIDA: Dr. Bilali Camara Organização de Mulheres Vivendo com HIV e SIDA</p>
12h30-13h30	<p>ODM 7: Ambiente</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da 	<p>PALESTRANTES:</p> <p>FAO: Dr. Vasco Catala</p>

	conferência fictícia) Sessão de perguntas & respostas Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?	
13h30	Almoço - Fim de Sessão	
Tarde Livre	- Visita a cidade Kilamba - Sessão de cinema no Cine PLAZA, Bela Shopping	

4º Dia, 24 de Novembro (Quinta-Feira): Indo além dos ODMs: (Governança, Equidade, Direitos Humanos), Papel da Mídia.

9h00-9h40	Video – ODM nº 4 Exemplo de difusão e trabalho jornalístico sobre os ODM. Vivências de Moçambique	
9h40-11h00	Indo além dos ODMs: Direitos Humanos - Direitos Humanos e Desenvolvimento, que se reforçam mutuamente. - Direitos Humanos e Equidade – garantindo que os mais pobres não fiquem para trás. - Indo além da justificação económica – ODMs como uma questão de direitos Sessão de perguntas & respostas	PALESTRANTES: Secretaria de Estado para os Direitos Humanos – Dra. Ana Celeste Ponto focal na Delegação da União Europeia para o grupo de trabalho sobre os Direitos Humanos – Dra. Machteld Catrysse
11h00	Pausa	
11h30-12h30	Experiências de trabalho jornalístico em outros países: Vivências de Zambia	PALESTRANTE: Dr. Jacob FACILITADOR: Dr. Altino Matos
12h30	Almoço	
13h30	Indo além dos ODMs: Governança - O papel da Governança na consecução dos ODMs - Desafios na Governança que afectam a realização dos ODMs Sessão de perguntas & respostas	PALESTRANTE: PNUD – Dr. José Irias
15h00	Intervalo	
15h30	ODM 6 (Continuação) – Malaria e tuberculosis - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) Sessão de perguntas & respostas Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?	PALESTRANTE: OMS – Dr. Richard Kniffo
17h00	Fim da sessão	

5º Dia, 24 de Novembro (Sexta-Feira): O caminho a seguir

9h00-10h00	Indo além dos ODMs: Equidade <ul style="list-style-type: none"> - As disparidades em Angola - A desigualdade como principal obstáculo à realização dos ODMs - Estratégias para lidar com a disparidade 	PALESTRANTE: UNICEF – Dr. Koen
10h-11h	Actividade em grupos: Que tem aprendido nesta semana?	
11h00-11h30	Avaliação da formação	
11h30-12h30	O caminho a seguir: <ul style="list-style-type: none"> - Concurso - regras, datas. - Kit Informativo - com a lista de contactos dos especialistas da ONU - Recursos da Web 	CEFOJOR - Dr. Carlos Albino PNUD – Engª Amaya Olivares
12h30	Sessão de Encerramento Entrega de Diplomas	CEFOJOR – Dr. Carlos Albino PNUD – Dr. Olaf Juergensen
14h30	Almoço de confraternização	

Workshop para a Media – Reportagem sobre os Objectivos de Desenvolvimento do Milénio Luanda, Angola

19 a 23 de Novembro de 2012

1º Dia, 19 de Novembro (Segunda-Feira): Bem-vindo, Visão Geral sobre os ODMs

8-9	Recepção dos participantes	
9h00	Sessão de Abertura <ul style="list-style-type: none"> - Coordenadora Residente das ONU (Dr.ª Maria do Valle Ribeiro) - Director Nacional de Comunicação Social (Dr. Jose Luis de Matos) Objectivo do Workshop, metodologia de trabalho, apresentação da agenda, introdução dos facilitadores – Director do CEFOJOR (Dr. Albino Carlos)	
10h30	“ODM é notícia” <ul style="list-style-type: none"> - O que são os ODMs? (breve historial e visão geral os 8 objectivos + o papel da ONU) - Porque são importantes? (de que maneira os ODMs o afectam +compromisso global-) - São realizáveis? (quais são os progressos /desafios/ políticas do Governo/ ...) PNUD Sessão de perguntas e respostas Debate <ul style="list-style-type: none"> - Como pode comunicar sobre as questões dos ODMs e o compromisso? (boas e más 	

	<p>histórias + qual é o o futuro, ideias para histórias locais, por exemplo (Relatório do Desenvolvimento Humano)</p> <ul style="list-style-type: none"> - Facilitador
12h00	Almoço
13h00	<p>Atividade: Divisão em 8 grupos de trabalho de 8/9 participantes – um grupo por ODM. Trabalho em Grupo por duas horas na pesquisa do seu ODM específico</p> <ul style="list-style-type: none"> - A que está relacionado? - Qual é o progresso em Angola? - Quais os desafios? <p>Facilitadores</p>
15h00	Cada grupo prepara uma apresentação de 10 minutos no “seu” ODM para os restantes grupos numa conferência fictícia
17h00	Fim da sessão

2º Dia, 20 de Novembro (Terça-Feira): Pobreza, Educação e Género

09h00 10h30	<p>ODM 1: Pobreza & fome</p> <ul style="list-style-type: none"> - Introdução a um ODM específico <p>(A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?)</p> <ul style="list-style-type: none"> - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p>	<p>PALESTRANTES</p> <p>FAO</p> <p>UNDP</p>
10h30- 12h00	<p>ODM 8: Todo Mundo Trabalhando pelo Desenvolvimento.</p> <ul style="list-style-type: none"> - Introdução a um ODM específico <p>(A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?)</p> <ul style="list-style-type: none"> - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p>	<p>PALESTRANTES</p> <p>UNDP</p>

12h00	Almoço	
13h00 – 14h30.	<p>ODM 2: Educação</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p>	<p>PALESTRANTES</p> <p>UNESCO UNICEF</p> <p>Parceiro da Sociedade Civil Representante do Ministério da Educação</p>
14h30-	<p>ODM 3: Género</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p>	<p>PALESTRANTES</p> <p>UNFPA Confirmado</p> <p>Forum de Mulheres Jornalistas para a Igualdade no Género</p>
16h00	Fim da sessão	

3º Dia, 21 de Novembro (Quarta-Feira): e Mortalidade Infantil Saúde Materna, VIH/SIDA e Ambiente

9h00 – 11h00	<p>ODM 4: Mortalidade Infantil</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>ODM5: Saúde Materna</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p> <p>Sessão de perguntas & respostas</p>	<p>PALESTRANTES:</p> <p>UNICEF OMS</p>
11h00- 11:30	Intervalo	
11h30- 12h30	<p>ODM 6: VIH/SIDA</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) 	<p>PALESTRANTES:</p> <p>ONU-SIDA Organização de Mulheres Vivendo com HIV e SIDA</p>

	<p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p>	
12h30-13h30	<p>ODM 6 (Continuação) – Malaria e tuberculosis</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p>	<p>PALESTRANTE:</p> <p>OMS</p>
13h30	Almoço - Fim de Sessão	
Tarde Livre	<ul style="list-style-type: none"> - Visita a cidade Kilamba - Sessão de cinema no Cine PLAZA, Bela Shopping 	

4º Dia, 22 de Novembro (Quinta-Feira): Indo além dos ODMs: (Governança, Equidade, Direitos Humanos), Papel da Mídia.

9h00-9h40	<p>Video – ODM nº 4</p> <p>Exemplo de difusão e trabalho jornalístico sobre os ODM. Vivências de Moçambique</p>	
9h40-11h00	<p>ODM 7: Ambiente</p> <ul style="list-style-type: none"> - Introdução a um ODM específico (A que está relacionado? Qual é o progresso em Angola? Quais são os desafios?) - Lidar com equívocos/ perguntas difíceis da conferência fictícia) <p>Sessão de perguntas & respostas</p> <p>Exercício – Quais são as histórias verdadeiras relacionadas com este ODM? Como poderá o ODM ser um ponto de partida para uma história forte?</p>	<p>PALESTRANTES:</p> <p>FAO PNUD</p>
11h00	Pausa	
11h30-12h30	<p>Experiências de trabalho jornalístico em outros países: Vivências de Zambia</p>	<p>PALESTRANTE:</p> <p>FACILITADOR:</p>
12h30	Almoço	
13h30	<p>Indo além dos ODMs: Governança</p> <ul style="list-style-type: none"> - O papel da Governança na consecução dos ODMs - Desafios na Governança que afectam a realização dos ODMs <p>Sessão de perguntas & respostas</p>	<p>PALESTRANTE:</p> <p>PNUD</p>
15h00	Intervalo	

15h30	Indo além dos ODMs: Direitos Humanos <ul style="list-style-type: none"> - Direitos Humanos e Desenvolvimento, que se reforçam mutuamente. - Direitos Humanos e Equidade – garantindo que os mais pobres não fiquem para trás. - Indo além da justificação económica – ODMs como uma questão de direitos <p>Sessão de perguntas & respostas</p>	PALESTRANTES: Secretaria de Estado para os Direitos Humanos Ponto focal na Delegação da União Europeia para o grupo de trabalho sobre os Direitos Humanos
17h00	Fim da sessão	

5º Dia, 23 de Novembro (Sexta-Feira): O caminho a seguir

9h00-10h00	Indo além dos ODMs: Equidade <ul style="list-style-type: none"> - As disparidades em Angola - A desigualdade como principal obstáculo à realização dos ODMs - Estratégias para lidar com a disparidade 	PALESTRANTE: UNICEF PNUD
10h-11h	Actividade em grupos: Que tem aprendido nesta semana?	
11h00-11h30	Avaliação da formação	
11h30-12h30	O caminho a seguir: <ul style="list-style-type: none"> - Concurso - regras, datas. - Kit Informativo - com a lista de contactos dos especialistas da ONU - Recursos da Web 	CEFOJOR PNUD
12h30	Sessão de Encerramento Entrega de Diplomas	CEFOJOR PNUD
14h30	Almoço de confraternização	

Angola

Improvement Plan

Thematic window: Democratic Economic Governance

Programme Title: Governance of Water and Sanitation in
Angola's Poor Neighbourhoods

RESPOSTA CONJUNTA AS RECOMENDAÇÕES DA AVALIAÇÃO INTERMEDIA

(Joint Programme Improvement Plan)

Versão 20 de Maio de 2011

RECOMENDAÇÃO N°1: Preparar a planificação do Ano 3						
RESPOSTA						
ACÇÕES CHAVE	QUANDO?	PESSOA/INSTITUIÇÃO RESPONSÁVEL	SEGUIMENTO		SECRETARIADO (F-ODM)	
			COMENTARIOS	STATUS	COMENTARIOS	STATUS
1.1. Realizar uma micro-planificação até o fim das actividades e analisar se é necessário tempo extra (quanto) ou não	Até 3 de Junho de 2011	Cada Agencia das Nações Unidas com os seus parceiros nacionais PNUD: Consolidação do documento	A UNICEF completou a revisão do micro plano de trabalho em conjunto com os parceiros. <u>OIM: idem</u>	1		
1.2. Assegurar a capacidade de decisão do PMC.	Encontros trimestrais do PMC	Cada instituição que participa no PMC deveria assegurar participação a nível da Direcção	<u>OIM: a partir de 2012, o programma foi supervisionado diretamente pelo Chefe de Missão</u>	2		
RECOMENDAÇÃO N°2: Melhorar a articulação entre diversos protagonistas						
RESPOSTA						
ACÇÕES CHAVE	QUANDO?	PESSOA/INSTITUIÇÃO RESPONSÁVEL	SEGUIMENTO		SECRETARIADO (F-ODM)	
			COMENTARIOS	STATUS	COMENTARIOS	STATUS
2.1. Partilha de	Encontros	PNUD: Convocar aos	<u>Os encontros tecnicos sao organizados em</u>	3		

planos de actividades entre protagonistas do Programa Conjunto.	técnicos mensais	encontros Todos os protagonistas: partilha de Planos Mensais	<u>função das necessidades do programa. No foram preparados Planos Mensais.</u>			
2.2 Recolha e partilha de informações relacionadas com actividades do projecto.	Encontros técnicos mensais	PNUD: Convocar aos encontros Todos os protagonistas: partilha de informações	<u>Os encontros tecnicos sao organizados em função das necessidades do programa. No foram preparados Planos Mensais.</u>	4		
2.3. Criação de material de visibilidade do Programa	Até Julho 2011	PNUD junto com o grupo de trabalho de comunicação conjunta das Nações Unidas junto com os parceiros nacionais	<u>Uma estrategia de comunicação foi elaborada mas infelizmente nao foi aprovada pelas UNCT. UNDP signed a MoU with CEFOJOR in order to promote the MDGs in the media.</u>	5		
RECOMENDAÇÃO Nº3: Melhorar a sustentabilidade						
RESPOSTA						
ACÇÕES CHAVE	QUANDO?	PESSOA/INSTITUIÇÃO RESPONSÁVEL	SEGUIMENTO		SECRETARIADO (F-ODM)	
			COMENTARIOS	STATUS	COMENTARIOS	STATUS

<p>3.1 Realizar um estudo de mercado sobre a disponibilização de peças sobressalentes (Consultoria para identificar potenciais empresas fornecedoras ou instituições nacionais)</p>	<p>4 Meses após aprovação pelo PMC</p>	<p>OIT/UNICEF/ PNUD /DNAAS: desenho de termos de referência; lançamento do concurso; contratação e realização do estudo</p>	<p>A UNICEF tem conduzido um processo de consultas com os parceiros a nível local sobre condições com o fim de melhorar a componente de sustentabilidade dos projectos de água e saneamento. Foi identificada uma empresa que tem a possibilidade de disponibilizar peças sobressalentes as DPEAs (Direcções Provinciais de Energia e Água).</p>	<p>6. Concluído. Esta questão terá continuidade também durante consultas com os parceiros e com a criação do mercado de saneamento.</p>		
<p>3.2. Providenciar novamente treinamento aos GAS</p>	<p>Ao longo de todo o projecto</p>	<p>UNICEF / MINAMB / DNAAS</p>	<p>Formações dos Grupos de Água e Saneamento (GAS) foram organizadas ao longo da implementação do programa.</p>	<p>7. Concluído</p>		

<p>3.3. Fornecer algumas peças sobressalentes ao D. Bosco a fim de manter o sistema operacional</p> <p>E apoiar ao Dom Bosco para realizar um plano de manutenção</p>	<p>Até 6 meses (Nov 2011)</p>	<p>UNICEF</p>	<p>As peças sobressalentes foram fornecidas a ONG Dom Bosco. Também a Dom Bosco preparo' um plano para a manutenção das bombas manuais.</p>	<p>8. Concluído</p>		
<p>3.4. Incluir informação cadastral (sobre peças sobressalentes e frequência de substituição) no SISAS</p>	<p>Ao longo do projecto</p>	<p>UNICEF/DNAAS</p>	<p>A informação cadastral (sobre peças sobressalentes e frequência de substituição) foi discutida com a DNAAS e esta' devidamente incluída no módulo adicional do banco de dados SISAS relacionado com Aguas Rurais.</p>	<p>9. Concluído</p>		
<p>3.5. Entrega de PDA à Administração Municipal do Kilamba Kiaxi</p>	<p>Até Julho 2011</p>	<p>DNAAS: responsável pela entrega do material</p> <p>PNUD / UNICEF: responsáveis para dar seguimento</p>	<p>A nova consultora da DNAAS que trabalha com o banco dos dados SISAS ira' entregar o PDA.</p>	<p>10. Em curso, a sua conclusão ate meado de Marco.</p>		
<p>3.6. Intercambio de experiencias (da Huila) poderiam ser partilhadas ou</p>	<p>Ao longo do projecto</p>	<p>UNICEF / DNAAS</p>	<p>Visitas de trocas de experiencias foram realizadas com equipa da provincia de</p>	<p>11. Concluído</p>		

replicadas para outras áreas (junto do estudo de mercado)			Moxico. Parceiros das províncias foram convidados em Luanda para partilhar as experiências de campo.			
RECOMENDAÇÃO N°4: Aumentar o impacto potencial						
RESPOSTA						
ACÇÕES CHAVE	QUANDO?	PESSOA/INSTITUIÇÃO RESPONSÁVEL	SEGUIMENTO		SECRETARIADO (F-ODM)	
			COMENTARIOS	STATUS	COMENTARIOS	STATUS
4.1. Troca de experiência e partilha de informação entre Administrações Municipais – Chefes de secção de água e saneamento	Semestralmente	PNUD / UNICEF / Administrações Municipais	A DW organizou encontro entre as administrações municipais e os grupos de água na província de Luanda.	12. Concluído Moxico was not included		
4.2. Promoção dos encontros entre GAS de diferentes Municípios e troca de experiência	Semestralmente	UNICEF	A DW organizou encontro entre os grupos de Água e Saneamento na província de Luanda.	13. Concluído Moxico was not included		
4.3. Advogar pela aprovação do MOGECA como modelo de gestão comunitário	Ao longo do projecto	UNICEF/DW	MOGECA foi reconhecido pelo MINEA como ferramenta oficial para a gestão comunitária dos pontos de água. A apresentação oficial	14. Concluído		

			do MOGECA vai ser feita em Marco.			
4.4. Complementar o STLC com a componente da promoção da higiene	Ao longo do projecto	UNICEF/MINAMB	A abordagem do STLC e' complementada com mensagens chave de alto impacto sobre a importância da lavagem das mãos e tratamento caseiro de água.	15. Concluído. A sustentabilidade de esta acção vai ser assegurada através do programa da abordagem do STLC financiado pela União Europeia.		
RECOMENDAÇÃO N°5: Melhorar a implementação do Programa						
RESPOSTA						
ACÇÕES CHAVE	QUANDO?	PESSOA/INSTITUIÇÃO RESPONSÁVEL	SEGUIMENTO		SECRETARIADO (F-ODM)	
			COMENTARIOS	STATUS	COMENTARIOS	STATUS
5.1. Treinar os parceiros no processo de desembolso e justificação de fundos segundo o modelo HACT	2011	UNICEF/PNUD	Formações sobre os procedimentos do HACT foram realizadas ao longo do projecto e também com acções específicas durante seminários onde havia participação dos parceiros das províncias.	16. Concluído		
5.2. Articulação das actividades entre agências (fundamentalmente em Moxico)	Até Julho 2011 – junto com a proposta de planificação até fim das actividades	UNICEF/OIM	Esta actividade foi implementada durante todo o projecto.	17. Concluído According to the final evaluation findings		

				coordination in Moxico among agencies was weak.		
RECOMENDAÇÃO N°6: Melhorar a monitoria dos efeitos do programa e elaborar uma estratégia de saída						
RESPOSTA						
ACÇÕES CHAVE	QUANDO?	PESSOA/INSTITUIÇÃO RESPONSÁVEL	SEGUIMENTO		SECRETARIADO (F-ODM)	
			COMENTARIOS	STATUS	COMENTARIOS	STATUS
6.1. Circular novamente o quadro de monitoria conjunto	Imediatamente após do PMC do 2º trimestre (20 de Maio de 2011).	PNUD	<u>O cuadro foi circulado entre os parceiros.</u>	18		
6.2. Elaborar uma estratégia de saída	Ao longo do segundo semestre do 2011 – depois do plano das actividades	Grupo de trabalho indicado pelo PMC no terceiro encontro do ano (articular também com os beneficiários)		19. <u>Foi elaborada uma estratégia de saída (enviada ao Secretariado para solicitar a extensão de 12 meses) – em anexo</u>		

Final evaluation of the Joint Programme: Governance of Water and Sanitation in Angola's poor Neighbourhoods (MDGF-1830)

Annex 5. Focus Groups Discussions (FGDs) and evaluation workshops attendants and interviewees

Luanda city

United Nations Development Programme (UNDP): Alberto Martín. Project Coordinator (18 February 2013); Amaya Olivares Zapiain. Programme Specialist Global Environment Fund (GEF) (18 February 2013).

United Nations Fund for Children (UNICEF): Deborah Bonucci. WASH Specialist (18 February 2013); Edson Monteiro. WASH Project Officer (18 February 2013); Jorge Pires. Sanitation Consultant (18 February 2013).

International Organization for Migration (IOM): Yukiko Kamashiro. Project Management (18 February 2013); Daniel Silva y Poveda. Programme Support Officer (18 February 2013).

International Labour Organization (ILO): Tomas Da Vera Cruz. It was not possible to have a teleconference with ILO's focal person for the programme, but the JP WatSan Programme Coordinator submitted the UN agencies questionnaire to Tomas Da Vera Cruz, who kindly answered it and sent it back.

Direção Nacional de Abastecimento de Água e Saneamento (DNAAS): Maria Odete Pedro Trigo. *Chefe do Departamento de Controlo de Qualidade e Ambiente (DCQA)* (25 February 2013); Osório Lológio. *Técnico Auxiliar ao Programa Conjunto de Água e Saneamento-Vertente Água e Saneamento* (25 February 2013).

Agencia Española de Cooperación Internacional (AECID): Gonzalo Ruiz. Programme Coordinator (25 February 2013).

Development Workshop: Cupi Baptista. *Gestor do Sector de Água e Saneamento*. 26 February 2013.

Centro de Formação de Jornalistas (CEFOJOR): Albino Carlos. *Diretor Geral*. 26 February 2013.

Direção Nacional do Ambiente: Kâmia Carvalho (*Coordenadora*), Nascimento Alexandre Soares (*Coordenador da Unidade Técnica Nacional de Saneamento Ambiental*) (26 February 2013).

UNICEF: Koenraad Vanormelingen (Representative), Maria Amélia Russo de Sá (Deputy Representative) (4 March 2013).

United Nations Resident Coordinator's Office (UNRCO): Fatima Santos. Coordination Specialist (4 March 2013).

UNDP: Laura Devos. Programme Officer. Poverty Reduction. Focal person for the joint programme Children Food Security and Nutrition in Angola (5 March 2013).

Debriefing and FGD with Maria do Valle Ribeiro (UN Resident Coordinator), Koenraad

Vanormelingen (UNICEF's Representative), Yukiko Kamashiro (IOM's Chief of Mission), Samuel Harbor (UNDP's National Director), Fatima Santos (UNRCO's Coordination Specialist) (5 March 2013).

Moxico Province

UNICEF: Alberto Sacanji. Focal point Moxico Province (Luena, 19 February 2013).

IOM: Alberto Muxa. Focal point Moxico Province (Luena, 19 February 2013).

Lutheran World Federation (LWF): Adão Mateus. Programme Coordinator (Luena, 19 February 2013).

Dom Bosco Luena Centre: Father Jojo Kachapdilly. Principal of the Mission (20 February). Christian Carrizo. Volunteer (23 February 2013).

Direção Provincial de Energia e Água of Moxico: Gilson Anastácio Seaborn. *Chefe do Departamento de Água* (Luena, 20 February 2012).

Administração Municipal of Kamanongue: Abraham Mutochi (*Chefe de Secção de Energia, Água e Saneamento*), Mateus Jorge (*Secção de Energia, Água e Saneamento*) and Anastácia Ginga (*Administradora Adjunta*) (21 and 22 February 2013).

GAS Kawango in Luena: Patrick Chihinga. Counsellor of the GAS (20 February 2013).

GAS Mussala in Kamanongue: Laurent Ernesto (GAS President), Lorenzo Ambrósio (GAS Secretary) (21 February 2013).

GAS Saussazo in Kamanongue: Dionisia Bernarda (member of the GAS) and Simon Paul (22 February 2013).

GAS Mumanga in Kamanongue: Rosario Timoteo. Member of the GAS (22 February 2013).

GAS Ndongue in Kamanongue: Francisco Chinoya. Member of the GAS and *Chefe de Bairro* (22 February 2013).

Other programme locations visited in Moxico Province: Kawango village school water system in peri-urban Luena, Sinai Novo village school water system in peri-urban Luena and Sacalumbo school water system in Luena.

Cacuaco Municipality

Administração Municipal of Cacuaco: Dasa Sanata Santos (*Administradora*), Agostinho Sachombe (*Chefe de Repartição Municipal de Água e Saneamento*), David David Kubanza (*Administrador Adjunto*) (27 February 2013). *Responsável de Direção Provincial de Água, Energia e Saneamento* of Luanda Province in Cacuaco Municipality.

Comissão de Moradores do bairro Paraíso: António Augusto Gomes (*coordenador*), Domingos Augusto Gomes (*secretário*) (28 February 2013).

Comissão de Moradores do bairro Pedreira: Francisco Manuel Gueche (*Coordenador*), João Sebastião Calombe (*Secretário*) (28 February 2013).

Comissão de Moradores do bairro Vidrul: Coordenador (20 February 2013).

Distrito Urbano Kilamba Kiaxi (formerly Administração Municipal of Kilamba Kiaxi)

Repartição de Água e Saneamento do Distrito Urbano Kilamba Kiaxi: Pedro Afonso. Chefe de Repartição de Água e Saneamento do Distrito Urbano Kilamba Kiaxi (1 March 2013).

Daniel Luciano Muondo: *Coordenador do Programa WatSan in Kilamba Kiaxi (1 March 2013).*

Workshop on preliminary findings (Luanda, 25 February 2013)

UNICEF: Deborah Bonucci. WASH Specialist; Edson Monteiro. WASH Project Officer; Jorge Pires. Sanitation Consultant.

UNDP: Alberto Martín. Programme Coordinator.

IOM: Daniel Silva y Poveda. Programme Support Officer.

Agencia Española de Cooperación Internacional (AECID): Gonzalo Ruiz. Programmes Coordinator.

Direção Nacional de Abastecimento de Água e Saneamento (DNAAS): Osório Lológio. Técnico Auxiliar ao Programa Conjunto de Água e Saneamento-Vertente Água e Saneamento.

Workshop on preliminary conclusions and recommendations (Luanda, 4 March 2013)

UNICEF: Deborah Bonucci. WASH Specialist; Edson Monteiro. WASH Project Officer.

IOM: Daniel Silva y Poveda. Programme Support Officer.

UNDP: Alberto Martín. Programme Coordinator.

UNRCO: Fatima Santos. Coordination Specialist

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Nationality Spanish

Date of birth 02-03-1969

Countries with field experience as team leader evaluator: Angola, Bolivia, Brazil, Guatemala, Lebanon, Nicaragua, Philippines, South Sudan and Sudan.

EXPERIENCE-INTERNATIONAL COOPERATION

From January 2013. United Nations Development Programme (UNDP). Panamá.

Member of the Evaluation area of the Network of Associated Experts of the UNDP Regional Centre for Latin America and the Caribbean (RC-LAC).

February 2013-March 2013. United Nations Development Programme (UNDP). Angola.

External evaluator. **Final evaluation** (qualitative and quantitative) of the Joint Programme funded by the Millennium Achievement Development Goals Fund in Angola: Governance of Water and Sanitation in Angola's poor Neighbourhoods. Democratic Economic Governance thematic window.

October 2012-December 2012. United Nations Children's Fund (UNICEF). Philippines.

External evaluator. **Final evaluation** (qualitative and quantitative) of the Joint Programme funded by the Millennium Achievement Development Goals Fund in the Philippines: Youth, Employment and Migration: decent jobs for Filipino. **Youth, Employment and Migration thematic window.**

January 2010-October 2012. Col·lectiu d'Estudis sobre Cooperació i Desenvolupament (El Col·lectiu). Bolivia.

Country representative (part time dedication): Maintaining partnership relations with Bolivian Civil Society organizations. **Identification and design** of two international cooperation proposals in the field of research and outreach: (1) Strengthening processes of reflection and collective action of popular subject Bolivia (this project was presented to the call for projects the City of Barcelona 2010 call obtained the best technical score). (2) The difficult question of being indigenous in the city. **Training Bolivian organizations to work under the Logical Framework Approach with a gender perspective:** Design of objectives, results, indicators and activities; elaboration of annual operating plans; budgets elaboration; design and management of evaluations with a gender perspective. Some organizations trained: Centro de Documentación e Información de Bolivia, (CEDIB), Articulación de Mujeres por la Equidad y la Igualdad (AMUPEI), Centro de Desarrollo Integral de la Mujer Aymara (CDIMA), Centro de Promoción de la Mujer-Gregoria Apaza, Centro de Educación Popular Qhana, Red Nacional de Trabajadoras/es de la Comunicación-Red ADA.

July 2012-August 2012. United Nations Development Programme (UNDP). Lebanon.

External evaluator. **Final evaluation (qualitative)** of the Joint Programme funded by the Millennium Achievement Development Goals Fund in Lebanon: Conflict prevention and Peace Building in North Lebanon. Conflict Prevention and Peace Building thematic window.

July 2012. United Nations Development Programme (UNDP) New York. Secretariat of the Millennium Achievement Development Goals Fund (MDGF). Homebased.

External evaluator. **Formulation of the evaluation questions** corresponding to the evaluation matrix for the evaluation of the Conflict Prevention and Peace Building Thematic Window of the Millennium Development Goals Fund.

July 2011-March 2012. United Nations Development Programme (UNDP) New York. Secretariat of the Millennium Achievement Development Goals Fund.

External evaluator.

Systematization of evidence of mid-term evaluations of joint programmes funded by the Millennium Achievement Development Goals Fund. Homebased.

Mid-term evaluation (qualitative) of the Joint Programme funded by the Millennium Achievement Development Goals Fund in Sudan: Creating Opportunities for Youth Employment in **Sudan. Youth, Employment and Migration thematic window.**

Mid-term evaluation (qualitative) of the Joint Programme funded by the Millennium Achievement Development Goals Fund in South Sudan: Creating Opportunities for Youth Employment in **South Sudan. Youth, Employment and Migration thematic window.**

Mid-term evaluation (qualitative) of the Joint Programme funded by the Millennium Achievement Development Goals Fund in **Guatemala**: Consolidando la Paz en Guatemala mediante la prevención de la violencia y gestión del conflicto. Conflict Prevention and Peace Building thematic window.

November 2010. Manos Unidas Bolivia.

Consultant. **Training partners of Manos Unidas (ConsortioT'inki) and Manos Unidas Bolivia** on diagnosis and design of projects according to the Logical Framework Approach (LFA) with a gender perspective: gender analysis tools, objectives, outcomes, indicators sensitive to gender relations, activities, budgeting.

October 2010 to March 2011. Solidaridad Internacional Bolivia.

Consultant. **Systematization of better practices** in the field of women's economic rights in the Convenio for the Empowerment of Women in Bolivia and Peru. Work carried out in Bolivia with funding from Agencia Española de Cooperación Internacional (AECID).

August to October 2010. Instituto Sindical de Cooperación al Desarrollo (ISCOD) Bolivia.

External evaluator. **Final evaluation (qualitative)** of the project: Formación de Trabajadores del Sector Fabril y Equipamiento de Radios Fabriles. Conducted in Bolivia with funding from the Junta de Extremadura.

March to July 2010. Mundubat Bolivia-Brazil.

External evaluator. **Final evaluation (quantitative and qualitative)** of the project: *Mejora de matriz tecnológico-productiva en los asentamientos de la Reforma Agraria Movimento dos Trabalhadores Rurais Sem Terra Brasil (MST). Fase I.*

March to July 2010. Movimento dos Atingidos por Barragens (MAB). Brazil.

Consultant. Intraorganizational gender diagnosis of MAB.

March to July 2010. Movimento dos Trabalhadores Rurais Sem Terra Brasil (MST). Brazil.

Consultant. Intraorganizational gender diagnosis of MST.

February to December 2010. Asociación para la Cooperación con el Sur-ACSUR Asturias. Bolivia.

Consultant: Technical assistance to the project Soberanía alimentaria y participación campesina en la Central Agraria Lambate, Municipio de Irupana, Bolivia. **Reshaping of the project** (results and indicators), planning and elaboration of reports. **Training of the project staff** in the design of projects according to the Logical Framework Approach (LFA) with a gender perspective

October 2008 to May 2009. Instituto Universitario para el Desarrollo y la Cooperación of the Universidad Complutense de Madrid (IUDC) and Editorial Síntesis. Spain.

Researcher. Making of a chapter belonging to a manual for aid workers about the project cycle management from a gender perspective.

October 2008. Agroconsulting Internacional. Spain.

External evaluator. **Evaluation of projects** submitted to the call for proposals 2009 of Caja Madrid.

May to September 2008. Solidaridad Internacional. Nicaragua.

Project officer. Providing technical support to the Solidaridad Internacional intervention in Nicaragua. Responsible for the design and monitoring of projects and programmes. Maintaining partnership relations with the partner organizations in Nicaragua following the strategic principles of the institution.

January to April 2008. Solidaridad Internacional. Nicaragua.

External evaluator. **Ex-ante evaluation (quantitative and qualitative) and reshaping** of the project *Promoción del poder local para el desarrollo económico de Chinandega Norte (Nicaragua)*. Basque Country Government funding.

September 2003 to December 2007. Asociación para la Cooperación con el Sur-ACSUR Las Segovias Nicaragua

Technical coordination of the intervention in Nicaragua: **identification, diagnosis, formulation, budgeting, preparation of annual operating plans and monitoring and evaluation of projects and programmes** funded by: Spanish Agency for International Development Cooperation (AECID), European Commission (ECHO, DIPECHO, Block Grant, Ex-B7-6000), UNICEF, Community of Madrid, etc.:

- **Internal ex-ante (quantitative and qualitative) evaluation and reshaping** of the programme: Organización productiva rural, alfabetización y fortalecimiento institucional en el Municipio de Palacagüina, Departamento de Madriz. 2003-2006. Funded by the Community of Madrid.
- **Internal mid-term evaluation** (quantitative and qualitative), first year, **and internal mid-term evaluation** (quantitative and qualitative), second year, of the previous programme.
- **Internal ex-ante evaluation (quantitative and qualitative) and reshaping** of the programme: Desarrollo social, económico y ambiental en Villa Reconciliación Norte, Managua. 2006-2009. Funded by the Community of Madrid.

June to August 2003. Asociación INHIJAMBIA. Managua, Nicaragua.

Project officer. Elaboration of a five years strategy document and identification and design of a first project to be financed by international donors.

October 2001 to July 2002. Action Against Hunger. Madrid, Spain.

Project officer. Design of a project to improve the communications infrastructure of the organization in Mali and Niger.

EDUCATION AND TRAINING

May 2012. Learning Network on Capacity Development (LenCD).

Learning Package on Capacity Development. Self-learning package.

Main course of study: capacity development as a process of change and transformation through designing and facilitating culturally appropriate local solutions to development issues at a large enough scale to make a real difference for human development

April 2012 to May 2012. United Nations Institute for Training and Research (UNITAR).

Degree or diploma obtained: Specialist in Technique and Practice in International Negotiation.

September 2011. United Nations Department of Safety and Security (UNDSS).

Degree or diploma obtained: Basic Security and Advanced Security in the Field Diplomas.

October 2010 to January 2011. Universidad Oberta de Catalunya.

Degree or diploma obtained: **Técnico en evaluación de proyectos de desarrollo (Evaluation of development projects expert).**

Main course of study: Development and types of evaluation, process and design of evaluations, stakeholders analysis, techniques and tools of evaluation, analysis and interpretation of data, reporting, communication and recommendations follow-up

October 2009. HEGOA Institute of Development Studies and International Cooperation. Basque Country University.

Degree or diploma obtained: **Certificado Curso de Género en la Educación para el Desarrollo** (Gender in Education Development Certificate).

Main course of study: Development from a feminist perspective.

October -December2007. Sector 3.

Degree or diploma obtained: **Diploma en Enfoque integrado de Género en la Cooperación al Desarrollo** (Diploma in Integrated Approach to Gender in Development Cooperation).

September 2001-June 2002. Instituto Universitario de Estudios sobre Migraciones de la Universidad Pontificia de Comillas. Madrid, España .

Degree or diploma obtained: **Master en Cooperación Internacional Desarrollo Sostenible y Ayuda Humanitaria** (Master in International Cooperation for Sustainable Development and Humanitarian Aid).

September 1987 - February 1996. Universidad Politécnica de Madrid (UPM). España.

Degree or diploma obtained: Ingeniero Superior de Telecomunicación.

CONFERENCES, RESEARCH AND PUBLICATIONS

January 2013. Instituto Universitario de Desarrollo y Cooperación (IUDC). Universidad Complutense de Madrid.

Chapter of a manual for development workers: Gestión del ciclo de las acciones de cooperación al desarrollo desde una perspectiva de género (Management of cooperation for development interventions from a gender perspective)

July 2011. Solidaridad Internacional Bolivia.

Sistematización del componente de derechos económicos del Convenio para el Empoderamiento de la Mujer en Bolivia 2006-2010 (Systematization of the economic component of the Programme for the Empowerment of Women in Bolivia 2006-2010)

January 2008. Col· lectiu d'Estudis sobre Cooperació i Desenvolupament (El Col· lectiu)

Análisis de las líneas de base con enfoque de género en programas de cooperación al desarrollo a partir de dos estudios de caso (Analysis of the elaboration of baselines from a gender perspective in development cooperation programs from two case studies). http://www.portal-dbts.org/3_herramientas/lb/0807_lb_cast.html

LANGUAGES

Mother tongue	Spanish	
Other languages	English	French
Reading	Excellent	Intermediate
Writing	Excellent	Intermediate
Speaking	Excellent	Intermediate

PROFESSIONAL SOCIETIES

Member of the European Evaluation Society <http://www.ees2012.org/>

Member of the Learning Network on Capacity Development (LenCD) <http://www.lencd.org/>

Member of Col· lectiu d'Estudis sobre Cooperació i Desenvolupament (El Col· lectiu) <http://www.portal-dbts.org>

REFERENCES

Adán Ruiz: Monitoring and Evaluation Advisor. Secretariat of the Millennium Development Goals Achievement Fund (MDG-F). United Nations Development Programme (UNDP) New York. linktoadan@gmail.com

Sara Ferrer Olivella: Programme Advisor. Secretariat of MDG-F. UNDP New York. sara.ferrer.olivella@undp.org.

Patricia Fernández-Pacheco: UN Coordination Specialist. Secretariat of the Millennium Development Goals Achievement Fund (MDG-F). UNDP New York. patricia.fernandez-pacheco@undp.org.

Graham Boyd: Chief Technical Adviser UN Joint Programme on Youth Employment in South Sudan. International Labour Organization (ILO). boyd@ilo.org.

Hjalmar Calderón: Coordinador General of the Joint Programme: Consolidando la paz en Guatemala mediante la prevención de la violencia y gestión del conflicto. UNDP Guatemala. hjalmar_dcc@hotmail.com

Walid Nasr. Programme Coordinator. United Nations Resident Coordinator's Office in Lebanon: nwaleed@yahoo.com

Ruth Honculada Georget. Joint Programme on Youth, Employment and Migration (Philippines) Coordinator. International Labour Organization (ILO). georget@ilo.org ; rhonculada@yahoo.com



**TORS FOR FINAL EVALUATIONS OF MDG-F
JOINT PROGRAMME
Water & Sanitation**

September 2012



1. GENERAL CONTEXT: MDG ACHIEVEMENT FUND (MDG-F)

In December 2006, the UNDP and the Government of Spain signed a major partnership agreement for the amount of €528 million with the aim of contributing to progress on the MDGs and other development goals through the United Nations System. In addition, on 24 September 2008 Spain pledged €90 million towards the launch of a thematic window on Childhood and Nutrition. The MDG-F supports joint programmes that seek replication of successful pilot experiences and impact in shaping public policies and improving peoples' life in 50 countries by accelerating progress towards the Millennium Development Goals and other key development goals.

The MDG-F operates through the UN teams in each country, promoting increased coherence and effectiveness in development interventions through collaboration among UN agencies. The Fund uses a joint programme mode of intervention and has currently approved 130 joint programmes in 50 countries. These reflect eight thematic windows that contribute in various ways towards progress on the MDGs, National Ownership and UN reform.

The MDG-F Monitoring and Evaluation Strategy

A result oriented monitoring and evaluation (M&E) strategy is under implementation in order to track and measure the overall impact of this historic contribution to the MDGs and to multilateralism. The MDG-F M&E strategy is based on the principles and standards of UNEG and OEDC/DAC regarding evaluation quality and independence. The strategy builds on the information needs and interests of the different stakeholders while pursuing a balance between their accountability and learning purposes.

The strategy's main objectives are:

1. To support joint programmes to attain development results.
2. To determine the worth and merit of joint programmes and measure their contribution to the 3 MDG-F objectives, MDGS, Paris Declaration and Delivering as one.
3. To obtain and compile evidence based knowledge and lessons learned to scale up and replicate successful development interventions.

Under the MDG-F M&E strategy and Programme Implementation Guidelines, each programme team is responsible for designing an M&E system, establishing baselines for (quantitative and qualitative) indicators and conducting a final evaluation with a summative focus.

The MDG-F Secretariat also commissioned mid-term evaluations for all joint programmes with a formative focus. Additionally, a total of nine-focus country evaluations (Ethiopia, Mauritania, Morocco, Timor-Leste, Philippines, Bosnia-Herzegovina, Colombia, Honduras and Ecuador) are planned to study more in depth the effects of joint programmes in a country context.



The Joint Programme: Governance of Water and Sanitation in Angola's Poor Neighbourhoods

The Joint Programme on Water and Sanitation in Angola, which began in June 2008 and will come to a close in March 2013, is an intervention funded by the Government of Spain through the Millennium Development Goals Fund (MDG-F). The project aims to support national priorities on the Water and Sanitation sector bringing together different key actors on the sector, such as the Ministry of Energy and Water, Ministry of Environment, local administrations; building on comparative strengths and expertise from respective UNCT agencies (UNDP, UNICEF, IOM and ILO) and CSOs.

Access to clean water and proper sanitation facilities (WatSan) is still precarious in Angola. In peri-urban Luanda, people pay high prices for poor quality water from private vendors, as a great proportion of water standpoints, especially those managed by state-owned public utilities, break down frequently or do not function; many sub-urban neighborhoods simply do not have water points. In the Moxico province, most people, among whom there is a high number of returnees, take water from rivers, exposing families to water-borne diseases and infections linked to unpurified water.

This programme aims to ensure sustainable, equal and non-discriminatory access to sufficient, safe, physically accessible and affordable drinking water and adequate sanitation for peri-urban and rural communities in the Luanda and Moxico provinces of Angola, through rights-based approach. Therefore, the programme addresses the issue of sustainability of access to water and sanitation by introducing ownership rights and community management of WatSan schemes.

The JP Watsan focuses on the UNDAF Outcome: promoting of equitable economic development and democratic governance in accordance with international norms, by strengthening national capacities at all levels and empowering communities, so increasing their participation in decision-making processes. As well as rebuilding the social sectors to strengthen the national capacity for the delivery of basic services and to sustain processes of social empowerment.

This joint-programme, which sees the participation of ILO, IOM, UNICEF and UNDP, will pursue the key objective of bringing safe drinking water and adequate sanitation to up to 120,000 people directly, and another 400,000 from multiplier effects, so that the MDG gap for water and sanitation is closed by 3.4% (to 12%) and 3.3% (to 12%) respectively.

The model of governance proposed in this project entails promoting a network of autonomous units of small and medium scale WatSan utilities owned and managed by communities – namely the Grupos de Àguas e Saneamento (GAS) – in the target peri-urban and rural areas of the programme, with the local government at the 'center' (of the network) confining its role to monitoring the network, regulating the rural water and sanitation market, pushing for the self-sufficiency and autonomy of communities in the management of their water and sanitation schemes, and providing regular monitoring and technical back-stopping when a major problem occurs in any one of the units or when a specific need is expressed (for example, the need for funding to upgrade a water post installation or the enforcement of the applicable pricing system).



To achieve this, the programme will seek to: (i) establish a pro-poor policy and regulatory framework that feature community participation in the provision and management of WatSan facilities; (ii) promote the autonomy of communities in the management of WatSan facilities; (iii) reinforce the capacity of local governments, namely municipalities, to effectively monitor community WatSan management units, mobilize resources and fund community WatSan projects and (iv) put in place an enhanced accountability system for peri-urban and rural water and sanitation sector. Using capacity development and advocacy as main intervention strategies, while focusing on such governance issues as pro-poor policy/regulation, community participation and accountability, the programme will seek to achieve results focusing on addressing the challenge of designing an institutional and regulatory arrangement that embraces a rights-based approach and that is consistent with community-driven approach, to promote sustainable water and sanitation management scheme for the poor.

The programme's total budget of \$ 8,000,000 comes from the Millennium Development Goals Achievement Fund (MDG-F), funded by the Government of Spain through a cooperation agreement with the UN system. It is 'passed through' UNDP's Multi-donor Trust Fund Office for transfer and distribution to participating UN agencies at headquarters level, then for use by country offices in a 'parallel funding' fashion.

This programme will initially target 120,000 vulnerable peri-urban and rural people in Luanda (90,000) and Moxico (30,000) provinces, closing the MDG gap for water and sanitation by 3.4% and 3.3% respectively. While the initial target coverage will be limited, the project will produce a multiplier effect with possible far reaching implications through an expanded institution strengthening and capacity building process in additional municípios, then covering a total of 500,000 people.

The JP has the outcome of community-oriented governance of peri-urban and rural water and sanitation sector promoted through autonomy driven institutional, regulatory and accountability system.

The programme's monitoring and evaluation (M&E) arrangement includes the following features: introduction of M&E function in the programme implementation structure, data collection, data analysis, and elaboration of evaluation reports. Data sources include: administrations, small surveys and macro survey reports. Small surveys will be part of programme activities and conducted at three points of programme cycle: inception, mid-cycle and end-cycle. Two types of evaluation reports will be produced, annual reports dealing with the evaluation of agency outputs, and mid-cycle and end-cycle reports dealing with the evaluation of joint-outputs and outcomes.

The commissioner of the evaluation is seeking high-qualified consultants to conduct the final evaluation, of this joint programme.

2. OVERALL GOAL OF THE EVALUATION

One of the roles of the Secretariat is to monitor and evaluate the MDG-F. This role is fulfilled in line with the instructions contained in the "Monitoring and Evaluation Strategy" and the "Implementation Guide for Joint Programmes under the Millennium Development Goals Achievement Fund". These documents stipulate that **all joint programmes will commission and finance a final**

independent evaluation.

Final evaluations are **summative** in nature and seek to:

1. Measure to what extent the joint programme has fully implemented their activities, delivered outputs and attained outcomes and specifically measuring development results.
2. Generate substantive evidence based knowledge, on one or more of the MDG-F thematic windows by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability).

As a result, the findings, conclusions and recommendations generated by these evaluations will be part of the thematic window Meta evaluation, the Secretariat is undertaking to synthesize the overall impact of the fund at national and international level.

3. SCOPE OF THE EVALUATION AND SPECIFIC OBJECTIVES

The final evaluation will focus on measuring development results and potential impacts generated by the **joint programme**, based on the scope and criteria included in these terms of reference.

The unit of analysis or object of study for this evaluation is the joint programme, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the joint programme document and in associated modifications made during implementation.

This final evaluation has the following **specific objectives**:

1. Measure to what extent the joint programme has contributed to solve the needs and problems identified in the design phase.
2. Measure the joint programme's degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised.
3. Measure to what extent the joint programme has attained development results to the targeted population, beneficiaries, participants whether individuals, communities, institutions, etc.
4. Measure the joint programme contribution to the objectives set in their respective specific thematic windows as well as the overall MDG fund objectives at local and national level. **(MDGs, Paris Declaration and Accra Principles and UN reform).**
5. Identify and document substantive lessons learned and good practices on the specific topics of the thematic window, MDGs, Paris Declaration, Accra Principles and UN reform with the aim to support the sustainability of the joint programme or some of its components.

4. EVALUATION QUESTIONS, LEVELS OF ANALYSIS AND EVALUATION CRITERIA

The evaluation questions define the information that must be generated as a result of the evaluation

process. The questions are grouped according to the criteria to be used in assessing and answering them. These criteria are, in turn, grouped according to the three levels of the programme.

Design level:

- **Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and the Millennium Development Goals.**
 - a) To what extent was the design and strategy of the development intervention relevant (assess including link to MDGs, UNDAF and national priorities, stakeholder participation, national ownership design process)?
 - b) How much and in what ways did the joint programme contribute to solve the (socio-economical) needs and problems identified in the design phase?
 - c) To what extent was this programme designed, implemented, monitored and evaluated jointly? (see MDG-F joint programme guidelines.)
 - d) To what extent was joint programming the best option to respond to development challenges stated in the programme document?
 - e) To what extent the implementing partners participating in the joint programme had an added value to solve the development challenges stated in the programme document?
 - f) To what extent did the joint programme have a useful and reliable M&E strategy that contributed to measure development results?
 - g) To what extent did the joint programme have a useful and reliable C&A strategy?
 - h) If the programme was revised, did it reflect the changes that were needed? Did the JP follow the mid-term evaluation recommendations on the programme design?

Process level

- **Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results.**
 - a) To what extent did the joint programme's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) was efficient in comparison to the development results attained?
 - b) To what extent was the implementation of a joint programme intervention (group of agencies) more efficient in comparison to what could have been through a single agency's intervention?
 - c) To what extent the governance of the fund at programme level (PMC) and at national level (NSC) contributed to efficiency and effectiveness of the joint programme? To what extent these governance structures were useful for development purposes, ownership, for working together as one? Did they enable management and delivery of outputs and results?
 - d) To what extent and in what ways did the joint programme increase or reduce efficiency in

delivering outputs and attaining outcomes?

- e) What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?
 - f) What was the progress of the JP in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by agency? Where there are large discrepancies between agencies, these should be analyzed.
 - g) What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have this affected its efficiency?
 - h) To what extent and in what ways did the mid-term evaluation have an impact on the joint programme? Was it useful? Did the joint programme implement the improvement plan?
- **Ownership in the process: Effective exercise of leadership by the country's national/local partners in development interventions**
- a) To what extent did the targeted population, citizens, participants, local and national authorities made the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process?
 - b) To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the joint programme?

Results level

- **Effectiveness: Extent to which the objectives of the development intervention have been achieved.**
- a) To what extent did the joint programme contribute to the attainment of the development outputs and outcomes initially expected /stipulated in the programme document? (detailed analysis of: 1) planned activities and outputs, 2) achievement of results).
 - b) To what extent and in what ways did the joint programme contribute:
 1. To the Millennium Development Goals at the local and national levels?
 2. To the goals set in the thematic window?
 3. To the Paris Declaration, in particular the principle of national ownership? (consider JP's policy, budgets, design, and implementation)
 4. To the goals of delivering as one at country level?
 - c) To what extent were joint programme's outputs and outcomes synergistic and coherent to produce development results? What kinds of results were reached?
 - d) To what extent did the joint programme had an impact on the targeted citizens?
 - e) Have any good practices, success stories, lessons learned or transferable examples been identified? Please describe and document them.
 - f) What type of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?

- g) To what extent has the joint programme contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDAF, etc.)
 - h) To what extent did the joint programme help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?
 - i) To what extent and in what ways did the mid-term evaluation recommendations contribute to the JP's achievement of development results?
- **Sustainability: Probability of the benefits of the intervention continuing in the long term.**
- a) To what extent the joint programme decision making bodies and implementing partners have undertaken the necessary decisions and course of actions to ensure the sustainability of the effects of the joint programme?
 - b) At local and national level:
 - 1. To what extent did national and/or local institutions support the joint programme?
 - 2. Did these institutions show technical capacity and leadership commitment to keep working with the programme or to scale it up?
 - 3. Have operating capacities been created and/or reinforced in national partners?
 - 4. Did the partners have sufficient financial capacity to keep up the benefits produced by the programme?
 - c) To what extent will the joint programme be replicable or scaled up at national or local levels?
 - d) To what extent did the joint programme align itself with the National Development Strategies and/or the UNDAF?

5. METHODOLOGICAL APPROACH

This final evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TORs and the availability of resources and the priorities of stakeholders. In all cases, consultants are expected to analyze all relevant information sources, such as reports, programme documents, internal review reports, programme files, strategic country development documents, mid-term evaluations and any other documents that may provide evidence on which to form judgements. Consultants are also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tool as a means to collect relevant data for the final evaluation. The evaluation team will make sure that the voices, opinions and information of targeted citizens/participants of the joint programme are taken into account.

The methodology and techniques to be used in the evaluation should be described in detail in the desk study report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

6. EVALUATION DELIVERABLES

The consultant is responsible for submitting the following deliverables to the commissioner and the manager of the evaluation:

- **Inception Report** (to be submitted within 5 days of the submission of all programme documentation to the evaluation team).

This report will be 10 to 15 pages in length and will propose the methods, sources and procedures to be used for data collection. It will also include a proposed timeline of activities and submission of deliverables. The desk study report will propose initial lines of inquiry about the joint programme. This report will be used as an initial point of agreement and understanding between the consultant and the evaluation managers. **The report will follow the outline stated in Annex 1.**

- **Draft Final Report** (to be submitted within 10 days after the completion of the field visit, please send also to MDG-F Secretariat)

The draft final report will contain the same sections as the final report (described in the next paragraph) and will be 20 to 30 pages in length. This report will be shared among the evaluation reference group. It will also contain an executive report of no more than 2 pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. The draft final report will be shared with the evaluation reference group to seek their comments and suggestions. This report will contain the same sections as the final report, described below.

- **Final Evaluation Report** (to be submitted within 5 days after reception of the draft final report with comments, please send also to MDG-F Secretariat)

The final report will be 20 to 30 pages in length. It will also contain an executive summary of no more than 2 pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The final report will be sent to the evaluation reference group. **This report will contain the sections establish in Annex 2.**

- **Reporting Line**

The Reports is subject to approval of the commissioner in order to realize the payments to the consultant.

- **Reporting Language**

The reporting language should be in English.

- **Title Rights**

The title rights, copyrights and all other rights whatsoever nature in any material produced under the provisions of this ToR will be vested exclusively in UNDP and MDG-F.

7. KEY ROLES AND RESPONSABILITIES IN THE EVALUATION PROCESS

There will be 3 main actors involved in the implementation of MDG-F final evaluations:

1. The **Resident Coordinator Office** as **commissioner** of the final evaluation will have the following functions:

- Lead the evaluation process throughout the 3 main phases of a final evaluation (design, implementation and dissemination);
- Convene the evaluation reference group;
- Lead the finalization of the evaluation ToR;
- Coordinate the selection and recruitment of the evaluation team by making sure the lead agency undertakes the necessary procurement processes and contractual arrangements required to hire the evaluation team;
- Ensure the evaluation products meet quality standards (in collaboration with the MDG-F Secretariat);
- Provide clear specific advice and support to the evaluation manager and the evaluation team throughout the whole evaluation process;
- Connect the evaluation team with the wider programme unit, senior management and key evaluation stakeholders, and ensure a fully inclusive and transparent approach to the evaluation;
- Take responsibility for disseminating and learning across evaluations on the various joint programme areas as well as the liaison with the National Steering Committee;
- Safeguard the independence of the exercise, including the selection of the evaluation team.

2. The **programme coordinator** as **evaluation manager** will have the following functions:

- Contribute to the finalization of the evaluation TOR;
- Provide executive and coordination support to the reference group;
- Provide the evaluators with administrative support and required data;
- Liaise with and respond to the commissioners of evaluation;
- Connect the evaluation team with the wider programme unit, senior management and key evaluation stakeholders, and ensure a fully inclusive and transparent approach to the evaluation;
- Review the inception report and the draft evaluation report(s);
- Ensure that adequate funding and human resources are allocated for the evaluation.

3. The **Programme Management Committee** will function as the **evaluation reference group**. This group will comprise the representatives of the major stakeholders in the joint

programme and will:

- Review the draft evaluation report and ensure final draft meets the required quality standards;
- Facilitating the participation of those involved in the evaluation design;
- Identifying information needs, defining objectives and delimiting the scope of the evaluation;
- Providing input and participating in finalizing the evaluation Terms of Reference;
- Facilitating the evaluation team's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods;
- Oversee progress and conduct of the evaluation the quality of the process and the products;
- Disseminating the results of the evaluation.

4. **The MDG-F Secretariat** will function as a **quality assurance member** of the evaluation, in cooperation with the commissioner of the evaluation, and will have the following functions:

- Review and provide advice on the quality the evaluation process as well as on the evaluation products (comments and suggestions on the adapted TOR, draft reports, final report of the evaluation) and options for improvement.

5. **The evaluation team** will conduct the evaluation study by:

- Fulfilling the contractual arrangements in line with the TOR, UNEG/OECD norms and standards and ethical guidelines; this includes developing an evaluation matrix as part of the inception report, drafting reports, and briefing the commissioner and stakeholders on the progress and key findings and recommendations, as needed

8. EVALUATION PROCESS: TIMELINE

The work will be non-consecutively undertaken throughout the time-frame below;

Start Date: 20 of January, 2012 / **Completion Date:** 15 of March, 2012.

Evaluation Phase	Activities	Who	When (calendar days)
Design	Establish the evaluation reference group	CE*	(By 20 Nov 2012)
Design	General final evaluation TOR adapted	ERG**	(By 30 Nov 2012)
Implementation	Procurement and hiring the evaluation team	EM***	(30 Nov – 25 Jan 2012)
Implementation	Provide the evaluation team with inputs (documents, access to reports and archives); Briefing on joint programme	EM, ERG	10 days (26 Jan-4 Feb 2012)
Implementation	Delivery of inception report to the commissioner, the evaluation manager and the evaluation reference group	ET****	5 days (5- 9 Feb 2012)
Implementation	Feedback of evaluation stakeholders to the evaluation team.	CE, EM, ERG	5 days (10- 14 Feb) 2012)
Implementation	Agenda drafted and agreed with evaluation team		
Implementation	In country mission	ET, EM, CE, ERG	16 days (15 Feb- 2 Marco 2012)
Implementation	Delivery of the draft report	ET	10 days (3-12 Marco 2012)
Implementation	Review of the evaluation draft report; feedback to evaluation team.	EM, CE, ERG	3 days (13-15 March 2012)
Implementation	Fact-checking revision by MDG-FS, to be done at the same time as the ERG (5 business days)	MDG-FS*****	
Implementation	Delivery of the final report	EM, CE, ERG, MDG-FS, \NSC	5 days (16-20 March 2012)
Dissemination/Improvement	Dissemination and use plan for the evaluation report designed and under implementation	EM, CE, ERG, NSC	5 days (21 – 25 March 2012)

* (CE) Commissioner of the evaluation ** (ERG) Evaluation Reference group *** (EM) Evaluation manager
 **** (ET) Evaluation team ***** (MDG-FS) MDG-F Secretariat \ (NSC) National Steering Committee

9. USE AND UTILITY OF THE EVALUATION

Final evaluations are summative exercises that are oriented to gather data and information to measure the extent to which development results have been attained. However, the utility of the evaluation process and products should go far beyond what was said by programme stakeholders during the field visit or what the evaluation team wrote in the evaluation report.

The momentum created by the evaluations process (meetings with government, donors, beneficiaries, civil society, etc.) it's the ideal opportunity to set an agenda for the future of the programme or some of their components (sustainability). It is also excellent platforms to communicate lessons learnt and convey key messages on good practices, share products that can be replicated or scaled-up at the country and international level.

The commissioner of the evaluation, the reference group, the evaluation manager and any other stakeholder relevant for the joint programme will jointly design and implement a complete plan of dissemination of the evaluation findings, conclusions and recommendations with the aim of advocating for sustainability, replicability, scaling-up, or sharing good practices and lessons learnt at local, national or/and international level.

10. ETHICAL PRINCIPLES AND PREMISES OF THE EVALUATION

The final evaluation of the joint programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Joint Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- **Integrity.** The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the Secretariat of the MDGF. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the Secretariat of the MDGF in these terms of reference.
- **Validation of information.** The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.

- **Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

1- Terms and Payment

- **Contracting Authority**
Contracting Authority for this Assignment is UNDP, and the contract amount will be provided through Joint Programme own funds. .
- **Contracting Modality**
IC – Individual Contract of UNDP.
- **Payment schedule**

Payments will be effected upon submission of the deliverables stated in Section 7 of this ToR by the FE and acceptance and approval by the commissioner. If the deliverables are not submitted by the FE as defined in the TOR, the FE will not be entitled to any payment even if she/he invests time in the assignment. The amount paid to the FE shall be gross and inclusive of all associated costs such as social security, pension and income tax etc.

The Final Evaluator will be paid in US\$ based on the number of working days invested for each deliverable.

#	Deliverable /Report	Expected Delivery Date Intervals of the Reports*	Estimated Number of Days to be Invested
1	Inception Report	9 February 2012	5
2	In-country mission and Draft Evaluation Report	12 March 2012	31
3	Final Evaluation Report	20 March 2012	5
Estimated Total Number of Days to be Invested			41

**The number of days required is subject to change based on the needs of the programme.*

- **Tax obligation**

The Final Evaluator is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the subscriber.

11. QUALIFICATIONS OF THE CONSULTANT/TEAM OF CONSULTANTS

The final evaluation of this Joint Programme will be conducted by 15 of March 2012 as outlined in the MDG-F Monitoring and Evaluation Strategy and Programme Implementation Guidelines. The lead UN Agency (UNDP), as mandated by the Resident Coordinator Office as the evaluation, will seek to recruit highly qualified consultants to conduct the final evaluation.

The evaluation team will consist of two members. A highly qualified International Consultant will be assigned to lead the Evaluation Team. A National Consultant or another International Consultant with knowledge on Angola will be assigned to assist the Team Leader during his/her in country mission (field visit). Academic qualification and required experience of the evaluation consultants as follows:

Team Leader:

i. Academic Qualifications: A Master Degree or equivalent on international development, public policy, social science, engineering or related field is a requirement. Further education or a concentration in monitoring and/or evaluation would be an asset.

ii. Years of experience:

A combination of 10 years of recognized expertise in:

- Conducting or managing evaluations, assessments, audits, research or review of development projects, programmes, countries or thematic areas and
- Having thematic expertise in, one of the MDG-F windows, international development programmes and or assessing or evaluating one or more of the MDG-F thematic areas; (youth and employment; economic and private sector development; environment and climate change; cultural diversity and development, economic governance, children and nutrition, food safety, gender and women's empowerment).

Team Member



i. Academic Qualifications: A master degree or equivalent on international development, public policy, social science, engineering or related field is a requirement. Further education or a concentration in monitoring and/or evaluation would be an asset.

ii. Years of experience:

A combination of 5 years of recognized expertise in:

- Conducting or managing evaluations, assessments, audits, research or review of development projects, programmes, countries or thematic areas and
- Having thematic expertise in, one of the MDG-F windows, international development programmes and or assessing or evaluating one or more of the MDG-F thematic areas; (youth and employment; economic and private sector development; environment and climate change; cultural diversity and development, economic governance, children and nutrition, food safety, gender and women’s empowerment).

13. ANNEXES

ANNEX I: INCEPTION REPORT OUTLINE

1. Introduction
2. Background to the evaluation: objectives and overall approach
3. Identification of main units and dimensions for analysis and possible areas for research
4. Main substantive and financial achievements of the joint programme
5. Methodology for the compilation and analysis of the information
6. Criteria to define the mission agenda, including “field visits”

ANNEX II: DRAFT & FINAL REPORT OUTLINE

- **Cover Page**
Including JP title, thematic window, report date, name of the evaluator/s.

- **Table of contents**
Including page references for all chapters & annexes.
- **Acronyms page**
- **Executive Summary**
No more than 2 pages. Summarize substantive elements of the report, including a brief description of the joint programme, purpose and objectives of the evaluation, evaluation methodological approach, key findings and conclusions, main recommendations.

1. Introduction

Explain why the evaluation is being conducted, including the following content:

- **Background**
MDG-F, thematic window, joint programme.
- **Purpose, Goals and Methodology of Evaluation:**
Purpose and goal of the evaluation, methodologies used (including evaluation criteria, scope), constraints and limitations on the study conducted.
- **Description of the development intervention**
Provide sufficient detail on the joint programme so that the readers of the report can easily understand the analysis done in the next chapter.
 - **Context**
Social, political, economic, institutional factors that affect the JP.)
 - **JP description**
Title, timeframe, intervention logic, objectives, intended outcomes/outputs, scale of the intervention, total resources, geographic location, etc.)

2. Levels of Analysis

This section should be evidence based, guided by the evaluation criteria and questions.

- **Design | Relevance**
Include a description of the initial concept and subsequent revisions, and all pertinent information for the reader to clearly understand the analysis done in this section. Assess the design relevance and address all evaluation questions (including link to MDGs, UNDAF and national priorities, stakeholder participation, national ownership design process, M&E framework and communications strategy and implementation of mid-term evaluation recommendations).
- **Process | Efficiency, Ownership**
Include a description of the JP's governance structure, coordination mechanisms, administrative procedures, implementation modalities, UN coordination, national ownership in the process and all pertinent information to clearly understand the analysis done in this section. Address all evaluation questions (including JP's level of financial progress and implementation of mid-term evaluation recommendations).
- **Results | Effectiveness, Sustainability**
Assess the level of attainment of the development results compared to what was initially expected. Show progression of implementation with an appropriate measure and analysis of the results chain (organized by outcome, and distinguishing findings on completion of activities and outputs from outcomes). If some of this analysis is not included, explain why it is

not. Also, include an analysis of the effect of the mid-term evaluation on the JP's results achievement. For sustainability, please mention availability of financial resources and examples of or evidence for replicability and scale up of JP. Address all evaluation questions.

3. Conclusions

4. Lessons Learned

Define the scope of each lesson (joint programme, national policy, local intervention, etc.)

5. Recommendations

Prioritized, structured and clear. The scope and relevant stakeholder should be clearly defined for each recommendation.

6. Annexes

ANNEX III: DOCUMENTS TO BE REVIEWED

This section must be completed and specified by the other users of the evaluation but mainly by the management team of the joint programme and by the Programme Management Committee. A minimum of documents that must be reviewed before the field trip shall be established; the Secretariat estimates that these shall include, as a minimum:

MDG-F Context

- MDGF Framework Document
- Summary of the M&E frameworks and common indicators
- General thematic indicators
- M&E strategy
- Communication and Advocacy Strategy
- MDG-F Joint Implementation Guidelines

Specific Joint Programme Documents

- Joint Programme Document: results framework and monitoring and evaluation framework
- Mission reports from the Secretariat
- Quarterly reports
- Mini-monitoring reports
- Biannual monitoring reports
- Annual reports
- Annual work plan
- Financial information (MDTF)
- Mid-term evaluation report.

Other in-country documents or information

- Evaluations, assessments or internal reports conducted by the joint programme
- Relevant documents or reports on the Millennium Development Goals at the local and national levels



- Relevant documents or reports on the implementation of the Paris Declaration and the Accra Agenda for Action in the country
- Relevant documents or reports on One UN, Delivering as One
- Baseline survey report.