

Angola 7th Country Programme Evaluation 2015-2019

Executive Summary

1. Purpose of Country Programme Evaluation

The purpose of the country programme evaluation is to examine UNFPA's accountability to stakeholders on the progress made towards the attainment of the established development results, the use of resources, the difficulties encountered and the lessons learned. The evidence gathered will inform and guide the preparation of the 8th Country Programme. The evaluation was requested by the UNFPA Angola Country Office in accordance with the procedures in place. The target audience for this evaluation is UNFPA at Country, Regional and Headquarters level, the evaluation reference group and Key Partners.

2. Evaluation Objectives and Country Programme Outline

The overall objectives of the evaluation were to assess the relevance and contribution of the Country Programme to the results of national development, to be accountable, to generate a set of clear, forward-looking recommendations, articulated logically and interrelated with the findings and conclusions.

Specifically, the evaluation had the following specific objectives: 1. To assess progress towards the achievement of the planned results of the programme and its contribution to the results of the Angola-United Nations System Partnership Framework (UNPAF) and national development priorities; 2. To document lessons learned, challenges faced and produce recommendations for the next cooperation programme to be carried out in the period 2020-2022.

The 7th Country Programme covered the following programme areas: sexual and reproductive health, adolescents and youth, gender equality and population dynamics, with a focus on strengthening national capacity.

3. Methodology

The evaluation was carried out in accordance with the standards and procedures, ethical and conduct guidelines advocated by the United Nations Evaluation Group (UNEG), using the UNFPA evaluation guide as a reference of institutional procedures and guidelines. The reference group for the evaluation was established and was responsible for preparing the terms of reference and recruitment of consultants. The consultants were in charge of the design of the evaluation, data collection and analysis as well as the preparation of the preliminary report and the presentations with the partners. The last phase of the management team's quality and response verification was facilitated by the evaluation management group.

The methodology used was participatory and in the definition of the evaluation design, it was decided that all the key strategic partners would be selected since they were not many. The evaluation team performed data collection, analysis and triangulation using extensive review of existing documentation, semi-structured interviews with key office informants, partners and beneficiaries. It was not possible to carry out all the planned meetings, but the purpose and objectives of the evaluation were achieved.

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4. Main Conclusions

By the end of 2018, the Country Programme had achieved 12 of its 15 targets, with five of them exceeding the expected result. The three goals that had not yet been reached can still be met by the end of the Country Programme in 2019.

The leadership of UNFPA in the areas of sexual and reproductive health, adolescents and youth, gender equality and women's empowerment (with emphasis on prevention and assistance to gender-based violence) and in humanitarian contexts, has sensitized the Government of Angola to include these components in national development plans and commit to allocate state resources.

With the 7th Country Programme UNFPA has contributed to strengthen institutional capacity at governmental and civil society level through the development of policies, strategies and plans, to realize the rights of the main beneficiaries and through national capacity building efforts and knowledge management initiatives. For service delivery, the country office counted mostly with the use of other resources. UNFPA advocated on the priority themes of the mandate, including the importance of access to sexual and reproductive health services, increased coverage of family planning, and the need for multisector investments in youth. Similarly, the Country Office promoted concrete interventions to advance gender equality and the empowerment of girls and women and the national production of reliable data on population dynamics for evidence-based decision-making. In addition, UNFPA has been an important partner in interventions in humanitarian contexts, integrating issues of sexual and reproductive health and prevention of gender-based violence.

The 7th Country Programme applies the "Value for Money" principle as exemplified in the approach to the integration of sexual and reproductive health services, promotion of youth friendly health services, and increased family planning coverage in Angola. The Country Programme has also contributed to interventions aimed at reducing maternal deaths, optimize health budgets and expenditures and increase access to health services, especially by the most vulnerable.

Overall, the UNFPA Country Programme in Angola reached a programmatic and financial implementation rates of around 90% during the period from 2015 to October 2018, which indicates good performance in budget implementation and an efficient use of resources.

The sustainability logic advocated by UNFPA in Angola is aligned with the national priorities set out in the National Development Plans and respective sectoral plans. Projects funded from other sources provide good references to how the Country Office addresses the sustainability of ongoing programme interventions.

Capacity building has been the main area of intervention of the Country Programme, which also aligned with sustainability. Emphasis was placed on individual training of workers, managers and policy makers at the national, provincial and municipal levels, through training on various topics linked to the results expected by the Country Office. Systems were strengthened through the contribution of UNFPA and implementation partners for the development of internal policies, procedures and management tools geared towards improving the quality of sexual and reproductive health services offered to the population. The enabling environment was strengthened through the contribution of the Country

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Programme towards national strategies and policies and legislative frameworks by adopting South-South cooperation as well as the development of partnerships.

Partnership, coordination and added value

UNFPA has shown appreciable capacity in developing strategic partnerships with government and civil society constituencies in addition to international development cooperation agencies. These partnerships have resulted in the successful implementation of impact activities on people's lives.

UNFPA leadership within the United Nations (UN) team has been important in creating conditions for interagency work and in developing instruments for harmonizing joint interventions. These initiatives are highly valued by sister agencies and contribute to the government's growing recognition of the importance of activities performed by UNFPA and UN.

Resource Mobilization

UNFPA in Angola has been successful in its resource mobilization efforts, taking into account the non-existent history of this type of intervention in Angola. Despite the environment permeated by the financial crisis and the economic graduation process of the Country, the Office managed to mobilize almost \$6 million between 2016 and 2017 from different sources including the Angolan Government. As a result, in 2016, UNFPA Angola received an award from the Regional Office in this regard which considered, in particular, the diversity of sources of resources mobilized that year. Regular pledges of \$20,000 a year were also contributed to UNFPA by the government.

The human resources alignment process has been approved and is being implemented. One constraint that negatively affects both the local and international hiring of new staff is the incompatibility of UNFPA positions classification and minimum requirements for posts compared to those of other UN agencies in Angola.

Innovation

The UNFPA office has focused on innovation as one of the priorities to leverage the results of the programme. Investment in the capacity building of staffs, strategic partners and young people has contributed positively to stimulating the search for innovation as a real possibility.

Throughout the 7th Country Programme implementation, spaces for dialogue on innovation have been created and UNFPA has encouraged partners to adopt this practice. Internally, the Office also promoted reflection dialogues with the programme team to discuss new strategies for the promotion of initiatives already under way, as well as to stimulate the development of innovative projects.

5. Recommendations

At Strategic Level

The 8th Country Programme can take advantage of the mode of engagement and focus in advocacy, development of strategic partnerships, promotion of South-South Cooperation, resource mobilization and the sustainability of actions that have been relevant to the context of Angola during the current programming cycle. The allocation of resources from the General State Budget (OGE) to the areas of UNFPA's mandate, should also be included in the Country Office's advocacy interventions.

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Evidence-based planning, and hence scientific output in the areas of UNFPA's mandate, deserve robust technical and financial investment during the 8th Country Programme.

At Programmatic Level

Advocacy

Taking into account the current fertility rates and unmet needs in family planning, the incorporation of a strong advocacy component and Partnerships with Civil Society Organizations on this theme would be an appropriate measure for the 8th Programme which should be supported by the results of the Demographic Dividend Study, among others.

Along the same path, continuing efforts to engage government, teachers and other partners to ensure the integration of Comprehensive Sexual Education content into primary and secondary school curricula, should be strengthened as soon as legislation allows.

Advocating for the operationalization of the National Obstetric Fistula Strategy will contribute to improving the quality of life and social reintegration of thousands of Angolan women.

It is also proposed that the next Programme continues to support the procurement process as well as the advocacy efforts for the allocation of resources for the acquisition, at a fair price, of sexual and reproductive health inputs in order to avoid the occurrence of inventory ruptures.

The follow-up of the commitment for the allocation of OGE resources for the youth programme as of 2020 is recommended, as well as the participation of young people, especially the most vulnerable and from rural groups, in the design, implementation and evaluation of programmes on the subjects that are of their concern.

The implementation of the National Population Policy (NPP) deserves to be defended so that the allocation of resources is evidence-based and can support economic and social development considering the Angolan population characteristics.

Policies and Strategies Operationalization

The 8th Programme should pay attention to the implementation of strategies related to the programmatic areas developed during the 7th Programming Cycle, especially at the provincial and municipal administrative levels.

UNFPA should continue to promote the adoption of international protocols on gender equality and equity, facilitating their dissemination; the full functioning of gender equality monitoring groups should be mobilized in the context of institutional interventions.

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Production of Evidence

The Country Office should promote further studies on gender issues to better understand the discrimination patterns against women, youth and adolescents still prevailing and use the evidence to influence for the design of strategies for their elimination.

Attention to strengthening national capacity in the production, analysis and dissemination of population data, both in censuses and in national surveys, deserves to be prioritized. On the other hand, UNFPA may extend its support to INE with the introduction of the National School of Statistics and to the local Universities in order to stimulate the study of population issues thus allowing training of more Angolans in this area.

The documentation culture of lessons learned, best practices and success stories favors knowledge management, professional development, and accelerates positive changes in people's lives. The Country Office in Angola is fully qualified in this area and the encouragement of these interventions is recommended.

Programme Design, Management and Partnerships

The 8th Programme should include the design of innovative programmes aimed at the sexual and reproductive health of adolescents and young people, as well as the expansion of partnerships with Youth Associations at various levels.

Resource Mobilization

UNFPA should strengthen partnerships with financial agencies such as the World Bank and the African Development Bank. To this end, it will be necessary to articulate with the government, since both interact directly with governmental entities. Furthermore, UNFPA should take precedence over international or regional agreements with these international financial entities so that greater agility can be found in the engagement at the country level.

In view of UNFPA's high level of investment in training and professional development of its staff, UNFPA should review and harmonize the system of professional upgrading of its posts in Angola with other UN organizations in the country, to strengthen the capacity of the Office to attract and retain staffs.