Final Project Report

(Submitted to AECID in fulfilment of the Cost-Sharing Arrangement between the Government of Spain and United Nations Development Programme)

July 2013
SUMMARY

The overall objectives of the Decentralization and Local Governance Project (DLG) is to strengthen democratic governance policies and practices and institutions at national, provincial and municipal levels and to increase the capacity of public service delivery in Angola – particularly MDG-specific services – by building capacities of local government and citizens to engage in identifying local priorities and planning for public service delivery.

United nations development Programme in Angola directly to ensure efficient mechanisms for timely and effective project delivery is in place. Despite progress in the last 10 years or so, decentralization and local governance concepts remain embryonic concepts and practices in the country, thus long term perspective is required in approaching any support to the authorities.

Albeit recent developments in various spheres of development in Angola, human development and capacity remains low, thus requiring long term capacity support and development. UNDP Angola also aspires to provide spaces and mechanisms that facilitates inter-sectoral coordination at both national and sub-national levels through the project board and municipal technical teams to support municipal development.

The programme has built planning, budgeting, reporting and management capacity at targeted pilot municipalities and other project stakeholders (civil society organizations and communities) to become more responsive to local citizens needs and increasing demands. Using the national decentralization platform, the programme developed a set of manuals and guidelines for the gradual introduction of short, medium and longer-term municipal planning instruments, in line with the planning procedures currently operating at the municipal level.

The second level of capacity development was focused on building-up and strengthening national institutions. UNDP supported the strengthening of both public organizations and CSOs devoted to democratic and local governance, including, IFAL, the Institute for Local Governance Training Institute to produce the necessary training materials and train skilled municipal staff and produce the tools for effective decentralized local authorities; Research Center of Public Policies in Local Governance (CPPPGL) at the Agostinho Neto University. This Centre of Excellence was established with UNDP support, the Center is mandated to undertake research-based decision making and development of middle level competencies for municipal administrations.

As a result, service delivery and participatory decision making structures are becoming more functional as a result of strengthened knowledge, enhanced individual and institutional capacities of the CACS (Spaces of Community Consultation at Municipal Level), established by law in all municipalities to provide greater voice to communities in local area planning and decision making.

In addition, the project supported CSO’s interventions in four pilot provinces and eight municipalities in that has contributed to strengthen community mobilization and engagement with local authorities around local governance and service delivery issues.
PROJECT CONTEXT AND BACKGROUND

UNDP support to the Government of Angola in the area of Decentralization and Local Governance was formalized in 2004. The overall objective of the UNDP DLG program in Angola remains the strengthening of the democratic process, both at national and subnational levels, and promote democratic governance as a basic requirement for peace, security and sustainable development.

More specifically, through the DLG project, efforts to enhance participation in decision making and local governance processes, involving local communities in local development planning and service delivery, empowering local communities for poverty reduction, strengthening of local government system for effective public service delivery, and promoting and consolidating a democratic culture have been pursued in different ways, including (i) supporting the Government of Angola to establish a legal and institutional framework for local elections and decentralization; (ii) strengthening national institution's capacity to research, analyze, and inform local governance policies; (iii) improving policy dialogue and promoting participatory democracy by improving local authorities' capacities to plan, budget, and manage government resources, and (iv) promoting active partnerships between the various decentralization stakeholders.

Following the adoption of the new Constitution in 2010, articles on devolution as a form of decentralization were introduced with the aim of electing local representative governments. More recently, the Angolan Council of the Republic (Advisory Board for the President), recommended holding local elections in 2015. This step is very encouraging and is seen as an opportunity to consolidate democracy and possibly speed up decentralization process in Angola. UNDP Angola sees this as a window of opportunity to engage Angolan authorities and influence positively governance issues in the country. Moreover, the Ministry of Terreitorial Administration (MAT), line ministry that will the lead local elections, has formally requested UNDP support in developing a new framework and strategy for local democratic governance.

UNDP support for the decentralization process started with a pilot scheme in four municipalities across four provinces: Sanza Pombo (Uige), Calandula (Malanje) Camacupa (Bie) and Kilamba-Kiaxi (Luanda) from 2004 to mid 2008. This was followed up with a second phase of support which ran from 2008 to the end of 2011, focusing on supporting the development of participatory planning and budgeting methodologies and building capacities and responsibilities at the municipal level in 18 municipalities in (Luanda, Bengo, Ugie, Bie, and Kwanza Sul)

Angola has seen limited reforms public sector to empower local authorities and communities to make decisions at the local level. In December 2011, the government (Council of Ministers) debated the final draft of the new municipalities law, which is expected to come into force in 2015, when local elections are expected to take place and municipalities will have some financial autonomy.

While progress towards elections at the municipal level has been very slow (and
the provincial level is not even under discussion), Angola has registered progress towards decentralisation/deconcentration of power to the municipal government. Of note was the move in 2008 to grant the status of ‘autonomous financial unit’ to 68 out of a total of 164 municipalities across the country, rising to 164 at the end of 2010. Accompanying these changes is a gradual move towards a more open style of politics at the municipal level, with the introduction of CACS – Councils for Social Consultations, spaces of engagement between the state and civil society at provincial and municipal tiers of government.

DLG experience show that engagement at local level between state and civil society is increasingly positive, and likely to improve, providing opportunities for civil society organisations and communities to have some influence in local governance issues. However, these opportunities hardly translate into a potential for policy influencing through increased engagement at higher levels of the state, even though the planned elections of 2012 is likely to provide an opening for political parties and CSOs to increase engagement and influence local governance policy. To take advantage of this situation, DLG has been working in collaboration with FMJIG, national NGO active in women rights and community participation, to support Bengo, Bie, Kwanza-Norte and Malange provinces to hold CACS meetings and engage local communities in establishing local priorities.

Recent national government initiatives such as the ‘Water for Everyone’ programme and the ‘Programme for rural development and poverty reduction’ are encouraging signs of the growing importance of decentralized approaches in Angola. The former is a commitment by the central government to provide water to all citizens, including those in peri-urban and rural areas, whilst the latter is a relatively new initiative whereby municipalities will design and be funded to implement local development projects. Although nationally devised but implemented at municipal level they offer some optimism about using local level governments to deliver services thus contributing to local development and poverty reduction.

DLG work has focused on strengthening local government institutions and processes to improved the capacity of key stakeholders to respond to the needs of local communities and create an effective demand.
1. KEY RESULTS AND ACHIEVEMENTS

In this section the key results and achievements are presented and discussed against the expected outcomes.

2. Institutional (including human) capacity strengthened and made self-sustaining for improved local government performance.

2.1 Centre of Excellence (CoE) at University of Agostinho Neto

The UNDP support contributed to reinforcing the institutional, administrative and financial capacity and mechanisms of the Center of Excellence (CoE). CoE was set-up with the aim of conducting public policy research in local governance issues and to influence the government policy. CoE is now institutionalized as part of the structures of the University Agostinho Neto and recognised as an institution with research and teaching capacity in Angola. CoE is working in partnerships with policy makers, practitioners at local level and academic centers in Southern Africa, Cape Verde, Brazil and Portugal.

As part of CoE institutional strengthening, with UNDP project funding the Center has procured office equipment and furniture, installed improved internet facilities, provided with literature and turned the CoE as a depository of UNDP publications in Angola. With these equipment and services CoE has been able to network with different research institutions and universities, was able to established a virtual library making thousand of publications accessible to its research staff and students and added also stimulus distance learning and research.

Other noteworthy development in this collaboration is the growth in CoE internal capacity (measured in institutional, technical, teaching and research capacity) since its inception in 2010 with UNDP support. CoE has worked in partnership with the Ministry of Territorial Administration (MAT) on decentralisation policy and strategy, the center also collaborates with IFAL (Local Administration Training Institute) and several provincial and local authorities to strengthen the capacity of municipal administrations and their staff.

At international level, research ties have been established with UNECA (United Nations Economic Comission for Africa) to produce the Angola Governance report that was completed in 2012; CoE received as well support from OSISA to conduct research on the determinants of child mortality in specific areas of the country and the center organized a series of research exchanges with University of Eduardo Mondlane based on Mozambique experiences of with elected local authorities. These initial experiments of research and academic activities have the potential of linking applied research and policy in the areas of democratic governance in Angola.
2.1.2 IFAL- Local Administration Training Institute

IFAL is the primary national institution to deliver local administration training in Angola. It's a strategic partner for UNDP or for any one aiming to reach out the municipalities and achieving a sustainable intervention.

This year, the IFAL has adopted a new training strategy with UNDP support. Until late 2011, over 90% of all trainings were centralized and held in Luanda, forcing trainees from other provinces to travel to Luanda, the capital city,. The new strategy is based on reversing this trend, reducing the training costs and achieving higher training efficiency rates. IFAL has increased the number of core trainers 2.6 times from 20 to a total of 52 trainers at the end of January 2013. Now, these trainers travel to meet the trainees in their respective Provinces and Municipalities.

This strategy also came accompanied the supply of 52 professional training kits for the trainers. As of this academic year, IFAL has started 10 training courses directed at municipal staff in the following areas:

1. Basic Administrative procedure
2. Document management and archiving
3. Secretarial Practice
4. Administrative techniques
5. Administrative contracts
6. Computer Skills
7. Human resource management
8. Protocol and Public Relations
9. Leadership and Team Management
10. Management and Supervision of Markets

With the UNDP support, IFAL was reviewed and updated the contents and quality of its training manuals for the above courses, using the services of qualified local educationalists. In addition, the 52 new trainers benefited with knowledge in the following areas: team management and leadership, teaching using adult learning, participatory approaches (METAPLAN), audiovisual media and didactic-pedagogic methods and teaching techniques, action planning teaching, learning assessment training, simulation teaching.
Other support to IFAL include the purchase and installation of small printing unit and CD duplication designed to achieve autonomy and sustainability in the production of training materials (manuals and brochures and CDs).

2-2: Participatory planning cycle for local Municipalities and provinces) established, institutionalized and made self-sustaining.

DLG held municipal finance trainings in Bie and Malange provinces for their municipal finance staff. The two training sessions brought together 64 municipal finance professionals and line ministries’ represent natives from the central government, namely Civilian Affairs Office of the President and Ministry of Finance, and civil society representative from the Bie training.

Key outcomes of the training include increased awareness of the participants of using participatory budgeting perspective (that involves the needs and interests of communities) in the allocation of government funds to municipal programmes including those activities funded under and through the Municipal Poverty Programme, run by the Presidential Civilian Affairs Office. UNDP supported the training of more than 60 municipal finance staff increased their skills in the design, management and budgeting for social projects using more inclusive approaches. Furthermore, their knowledge of new financial legislation and rules (including revenue collection) was enhanced while interaction with central.

At the end of the training the municipal authorities recommended extending training such as this to the totality of 23 municipalities in Malange and Bié benefiting over 100 municipal civil servants.

UNDP Decentralization and Local Governance Project(DLG) supported the networking of the core 16 municipalities across five provinces (Bengo, Bie, Kwanza Norte, Malange and Uige) that make part of the Decentralisation and Local Governance Project (DLG) to exchange good practices with the model pilot municipalities of Andulo (Bié) and Cambambe (Kwanza Norte) and including other key line ministries with municipal interventions and stakes (Finance, Planning, Poverty Reduction Programme, the National Assembly, Provincial authorities, IFAL, etc). This institutional strengthening approach recognizes municipalities as key drivers of learning drawing from their own good practices and lessons. This approach has proved to work well elsewhere in developing world (Brazil, Argentina, and Mexico).

The exchange offered opportunities for participants to identify learn and enhance good practices on local governance in their municipalities. The total number of participants in these two exchanges totalled 120, including municipal administrators and civil servants in senior technical positions, and Parliamentarians. The key objective of this exchange was to strengthen institutional capacities for planning, budgeting and service delivery at municipal, provincial and national levels.
This exchange was also an opportunity to share international best practices in service delivery (e.g.: Municipal cooperatives for solid waste management in Porto Suarex, Mexico and Porto Alegre, Brazil, highlighted the importance of community participation and the role of associations in municipal development, as it pertains to service delivery to communities).

The exchange focused particularly in carrying out municipal situation analysis to enable all involved to understand what the key problems and challenges are and to come to a list of priorities; identification of good practices in service delivery (water and education sector examples were widely shared among municipal technical teams) and analyse different modes of community participation in local decision making. The participants from the municipality’s technical teams showed particular interest in replicating these good practices in their municipalities and agreed to undertake further visits to Andulo and Cambambe municipalities for a more in-depth learning about the operation of CACS and service delivery. The project has taken steps towards to institutionalizing this exchanges between municipalities by involving IFAL and extending it to municipalities outside project area.

Public consultation on local issues including the municipal budgets is mandatory under the Law 17/2010. Thus, the Municipal Poverty Reduction Programme used the CACS platform to implement participatory governance and to consult community priorities and needs. UNDP supported these consultations in partnership with Inter-Ministerial Commission for Poverty Reduction and the pilot municipalities in five provinces.

These public consultations led to changes in the budget allocations in some municipalities. For example, Andulo municipality (Bié province) CACS consultations led to the inclusion of an initiative in the municipal budget. The first one was in partnership with the Vocational Training Centre of the MAPESS (Ministry of Social Security and Employment) to set up a rural micro-enterprise in response to high youth unemployment in the municipality. The initiative provided vocational training for 50 youth in the areas of carpentry, masonry, electricity and business management in Andulo.

The beneficiary young people have started a local construction cooperative and won contracts with municipality of Andulo to build four schools and health centres. They got jobs and enhanced the economic capacity of their families. This was a good example of the role of consultation and but also how to promote local economic development working with young people.

DLG organized two trainings on Local Economic Development (LED) in partnership with Malange and Bie provincial and municipal governments and the chamber of commerce. The purpose of the trainings was to provide an opportunity to network local business people, authorities at central and local levels and the chamber of commerce, and familiarize participants with LED concepts before the Participatory Action and Comparative Advantage (PACA) training. The trainings benefited 177 civil
servants participants from Malange and Bié provinces, Chamber of Commerce, MAPESS (Monistry of Labour and Social Security) incubators and Municipal Poverty reduction Programme. These forums enabled participants to network with local entrepreneurs’, chamber of commerce and municipal authorities and central government and enhance their understanding of LED concepts and approaches to local government. A fruitful collaboration between the Malange provincial government and Angola chamber of commerce resulted from the trainings and networks.


The Government of Angola has already in place its own Financial Management Systems (know as SIGFIE) that also covering municipal financial system. UNDP role has been to familiarize municipalities’ and their staff with SIGFIE and its effective use. UNDP in collaboration with staff from the Ministry of Finance organised two workshops on SIGFIE benefiting directly 68 staff from the technical teams of the 18 municipalities covered by the UNDP/DLG project.

These training sessions not only improved staff familiarity with the SIGFIE financial system but also increased the capacity of municipalities to disburse budgets allocated centrally and contributed towards speeding-up spending and service delivery. Another outcome of the workshop is the interaction at the three layers of financial governance.

2-4: Gender and vulnerable group issues effectively mainstreamed

DLG support the leadership of the Ministry of Family and Women Affairs (MINFAMU) and key planning and gender stakeholders to an exchange visit in UN Women in Mozambique and with FLASCO (a Latin American Gender Network). The visit was a success as it was followed up with an action plan and workshops sessions to provide feedback to the main stakeholders and lead line ministries.

Through DLG support, Women Journalists Forum (FMJIG) promoted capacity and positive attitudes within the local media by training 37 local journalists on broadcasting local governance issues across four of the five UNDP project provinces (Bengo, Bie, Kwanza-Norte and Malange) and heightened their understanding of inclusive participation and analyzed the contribution local media can make to improve participation of communities and women in particular in local governance. Local journalists gained new skills to addressing the challenges of giving voice to the communities in local governance issues through local newsletters and radio programmes. With MINFAMU leadership and technical support from UN women Mozambique and FLASCO, and UNDP funding, planned an international conference bringing together gender responsive budgeting good practices from the Southern
African region and Latin America to be shared with various Angolan organisations including Government, civil society organisations and donors.

FMJIG carried out 10 round table debates in four localities in the project area that brought together community groups, women and youth and municipal administrators to discuss about local issues. A total of 1,600 people have participated in public debates, CACS meetings and phone in radio programmes. These debates have not only opened spaces of participation for communities and civil society organisations (CSOs) in local decision making process, but also prompted municipal administrators to agree on holding regular CACS’ meetings on key issues that affect local communities (e.g.: Malange Province consultation with CSO on its 2011 budget).

Fórum de Mulheres Jornalistas para Igualdade no Género (FMJIG) A Women journalists Forum for Gender Equality, a national CSO that partners UNDP Angola in this project, has broadcast a series of 15 radio debates in Bengo, Malange and Kwanza Norte provinces and secured a high profile coverage of local governance issues in the newspapers (participation, gender and local governance, accountability, role of CACS) to advance community participation and gender equality perspective in local governance. These activities provided the vehicle for communities to voice their opinions and concerns about local development issues in the country (central, provincial and municipalities).

During the period under review, with UNDP support, public consultations sessions related to the preparation of municipal budgets for 2012 were held in the following municipalities: Cacuso, Calandula, Caculama and Malanje (Malanje Province); Andulo Camacupa Chinguar and Kuito (Bie Province); Dondo, Ndalatando, Ambaca (Province of Kwanza-Norte); Ambriz, Dande and Icolo and Bengo (Bengo province). The total coverage of project municipalities reached 85%, for logistical reasons the Uige province municipalities were not included (Negage, Sanza-Pombo, Uige and Maquela do Zombo).

DLG supported the Ministry of Family and Women Affairs and Women Platform for Action (PMA), a NGO working in women rights, to lead trainings in five provinces and develop a template for municipal gender assessments. The trainings were carried out in the five provinces, benefited a total of 72 municipal and provincial staff working in the different technical teams units responsible for planning and budgeting.

This capacity building training was followed up by practical field work to carry out municipal gender assessments in the provinces of Malange, Bie and Kwanza Norte, involving MINFAMU gender focal points, municipal civil servants and CACS representatives. After six months, the teams produced 12 draft gender profiles for three provinces were sent to MINFAMU for review. Follow-up assessments for Bengo and Uige are scheduled to be completed by the end of the year.
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CONCLUSIONS
The value added of this work is measurable in several different ways. UNDP/DLG pilot municipal programme was instrumental in informing the municipal poverty programme design in early 2011, particularly by developing municipal profiles and planning tools, it also increased inter-action and cross learning from UNDP supported municipalities across
provinces, in the region (Mozambique and South Africa) and internationally (Brazil and Spain) on local governance, with focus on municipal planning and local economic development. In the area of civil society and community participation. UNDP support increased access of civil society organizations to local authorities through the Municipal Dialogue Councils (CACSs). The project was able to influence the design of new policies intended for local authorities.

There is growing awareness within the Ministry of Women and Family Affairs and Parliamentarians of the need to include gender responsive budgeting in their programmes and support to municipalities. The 4th Commission of Parliamentarians and the Ministry met to discuss a new bill on gender responsive budgeting. It is expected the bill was planned for review and adoption in the National Assembly in 2012 or 2013, following the general elections.

UNDP supported the Ministry of Territorial Administration (MAT) to convene an inclusive board on decentralization and local governance issues that includes donors, NGOs, private sector along with; UNDP also supported the inter-ministerial commission for poverty reduction, under the guidance of Casa Civil, that steers the provincial and municipal poverty units which brings together key sectoral players: Ministry of Planning, Finance, Agriculture, Commerce, Women Affairs, etc.

UNDP played an active part in convening and supporting informal group on decentralisation that is informal space for CSOs to discuss governance policies, share information and experiences related to governance. The group met 5 times in 2011. At local level UNDP is working to support 18 municipalities in 5 provinces to open up political spaces for civil society organisations to create municipal forms to discuss local issues prior to engaging government.

Unfortunately, very limited reforms have been enacted to empower local authorities and communities to make decisions at the local level. In December 2011, the government (Council of Ministers) debated the final draft of the new municipalities law, expected to come into force in 2015, when local elections are being planned happen and municipalities will have benefit from additional administrative and financial autonomy from the provincial and central authorities.

While progress towards elections at the municipal level has been very slow (and the provincial level is not even under discussion), Angola has registered progress towards decentralisation/deconcentration of power to the municipal government. However, there is an emerging trend towards a more open style of politics at the municipal level, with the introduction of CACS – Councils for Social Consultations, spaces of engagement between the state and civil society at provincial and municipal tiers of government.

DLG experience show that engagement at local level between state and civil society is increasingly positive, and likely to improve, providing opportunities for civil society organisations and communities to have some influence in local governance issues. However, these opportunities hardly translate into a potential for policy influencing through increased engagement at higher levels of the state, even though the planned elections of 2012 is likely to provide an opening for political parties and CSOs to increase engagement and influence local governance policy. To take advantage of this situation, DLG has been working in collaboration with FMJIG, national NGO active in women rights and community
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## Project Results Assessment based on the Implementation Framework for DLG Phase II

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<tr>
<th>Project Outputs</th>
<th>Progress achieved 2008 – 2012</th>
<th>Remarks on progress in results/outcomes</th>
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<tr>
<td>Enhancing the management and technical capacities of municipal administration for effective service delivery</td>
<td>Training provided in the period, diagnostics analysis of municipal challenges and in development of strategic plans of municipalities is credited to have assisted improve technical capacities of municipalities. Two of the municipalities contacted to date, have their own SPs, Annual Plans and Municipal Profiles. Municipalities have a basic scoping of potential within their areas, though no comprehensive analysis of LED opportunities.</td>
<td>Greater levels of investment in building technical and management capacities of municipalities in all key areas is required. The possibility of provincial level based long term technical assistance (TA) to municipalities needs to be considered.</td>
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<td>Municipal-level consultative body called the Conselho de Auscultação e Concertação Social (CACS) was formalised in law (to confirm). This is an important entry point for civil society organisations to engage with municipal administrations on local development issues. MAT was supposed to set up a national project steering board and lead the creation of representative national technical team including key ministries (Finance, Planning, Women and Family Affairs, etc). The board was not established.</td>
<td>Investment in strengthening the capacity of CSOs and CBOs with good potential to engage communities is proposed. This could be a way of building sustainability in the intervention. Government led structure did not work well because the established structures failed to secure ‘holistic package’ of ingredients to make process a success. (e.g., MAT itself had no technical capacity at both national and decentralised levels to follow up and monitor delivery at Municipal level; weak inter-governmental linkages with LGAs, from provincial to municipal level).</td>
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<td>i.</td>
<td>No systematic M &amp; E in place. No systematic follow up of implementation of new systems or rules from Head Quarter level. DLG recruited an M&amp;E person, though he did not last more than a year in this position.</td>
<td>To be effective, addressing monitoring and evaluation issues needs new approach which is linked to long-term technical assistance to provincial offices and municipalities – within the framework of a programme based approach, – no human or financial resources were allocated to this function; no effective follow-ups.</td>
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<td>No human resources capacity building plan in place; there is no evidence of any substantial inputs provided in the</td>
<td>Human resources development for municipalities should be anchored with national level policy and</td>
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area of human resource. strategy. A linear approach focusing on human resources needs of municipalities by itself will remain ineffective due to challenges posed by the challenges in the broader development context.

DLG staff exposed indicated indeed the training provided assisted them with new knowledge and skills to perform their tasks better. Requires long-term investment and renewed focus to achieve results; project intervention in this area was difficult to rate, in view of massive staff turnover, including that of key personnel.

Technical capacity at provincial structures still remains low to provide adequate technical guidance, supervision and monitoring; poor or lack of systematic monitoring cited by municipalities. Capacity building targeted at Provincial level local government authorities (LGAs) requires a rethink, involving practical policy level support to ensure whatever M & E is designed, can be implemented and followed through. This also needs to be linked to results-based management supported by the African Development Bank and other international development partners in the country.

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<tr>
<th>Strengthening Planning and Budgeting Processes in Municipal Administration</th>
<th>Progress achieved 2008 – 2012</th>
<th>Remarks on progress in achieving results/outcomes,</th>
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<tr>
<td>Training in planning and budgeting was provided to all pilot municipalities, to varying levels. Changes in the quality of existing human resources capacities were recorded. Planning and budgeting were cited by pilot municipalities as areas where substantial skills gaps were improved.</td>
<td>This is an area which needs re-examination, if necessary reprioritization within the context of a proposed more substantial technical assistance package to local government authorities. Challenges are understood in the interactions between MINPLAN, MINFIN and MAT; there is no agreement between the three government parties on what tools to use. This has resulted in delayed rollout of the tools and their internalization; the issue still has to be resolved at national government level.</td>
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<td>Whilst some training was reportedly provided to pilot municipalities through the project, involving joint teams of project staff and Ministry of Finance staff, this activity has been handed over to IFAL. This still awaits the rolling out of the computerized system to local government authorities. A significant number of municipal staff were yet to be trained in the new data management system.</td>
<td>This is a key result area which needs a fresh start, in the event of being prioritised in the next programming circle on DLG support, if a new intervention is formulated and approved. There is need for synergy and alignment with national roll-out plans and strategy otherwise such interventions will be out of place.</td>
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<td>Strategic plans were developed, but the quality could not be verified in terms of ability of the SPs to guide development programming in the municipalities. Furthermore, Integrated Development Plans have been developed in over 770% of the municipalities. The approach adopted by the state has largely been top-down, without proper guidance or direction on integrated development planning.</td>
<td>Although support was provided through project support to prepare strategic plans, the inputs have not translated into knowledge and understanding by municipalities to develop the SPs, without external support. Support to Integrated Strategic Development Planning remains an unfinished agenda. The development of Integrated Strategic Plans, though a step in the right direction, has not been anchored with devolution of power, resources and capacities to implement the plans, hence implementation of the SPs remains a challenge.</td>
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<td>Participatory planning and budgeting involving communities is in its infancy, with significant progress achieved in the pilot 18 municipalities, however with government scale-up could benefit more municipalities and in a substantial way.</td>
<td>This is an area where both provincial offices and all municipalities prioritize and state that much more investment is required to deepen capacities of the local government authorities to engage and interact with communities in a participatory manner. There is also need to linking this support to establishment of elected local government authorities. The elected LGA would be expected to be more accountable to beneficiary communities than is currently the case.</td>
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<td>Planning Units in place and stronger in virtually all the pilot municipalities.</td>
<td>A more substantial intervention designed to build the planning capacity of municipalities is an area requiring major investment if local government authorities are to invest,</td>
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<td>Enhancing Financial Management and Accounting for Financial Deconcentration</td>
<td>Progress achieved 2008 – 2012</td>
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<td>GOA policies did not allow foreign entities to have a direct involvement in national financial systems. So this initial project design assumption did not hold.</td>
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<td>A growing number of women holding senior provincial and municipal positions. Women represent 15% of municipal Administration in the pilot area.</td>
<td>Need for implementation of gender mainstreaming approach in the LGAs in a more resolute manner, on the basis of national guidelines, is required.</td>
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<td>Development of a functional management information system needs to be linked to a nation-wide results based management system. Given what it entails, it need not be viewed as an ad hoc project of short-term duration.</td>
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<tr>
<th>Component 4 Deconcentration for Enhanced Community Participation in Local Governance</th>
<th>Progress achieved 2008 – 2012</th>
<th>Remarks on progress in achieving results/outcomes, including lessons learned</th>
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<tbody>
<tr>
<td></td>
<td>Little evidence of external audits undertaken in municipalities to date, or in past 3 years.</td>
<td>Support from central government is key to success.</td>
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<td>This area requires substantial support from central government and buy-in by provincial authorities.</td>
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<td>More substantial inputs required may be required within the framework of a more substantial programme.</td>
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<td>To date the provincial office is viewed in some municipalities as a conduit of financial resources allocated for various projects in municipalities.</td>
<td>Capacity issues would need a renewed effort within framework of more substantial programme of support to make a difference.</td>
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<td>A functional management information system established in 80% of the pilot municipalities supported by the project.</td>
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Communities have participated through participatory training and diagnostics analysis, which enhanced interaction with communities, with inputs from NGOs like ADR and the project. Participation that has begun was through direct project support; Municipalities still need more capacity building to generate confidence to interact with communities and other stakeholders in stronger and more sustainable ways.

A more substantial effort involving stronger collaboration with civil society organizations, community based organizations is proposed in the event that there is another phase of DLG support.

| Evidence indicate that communities and traditional leaders have increased their levels of participation in local governance issues | However, indications are that in most pilot municipalities these consultations may have slowed down due to capacity challenges, lack of resources to sustain or improve on what was done through project support. |
| Limit progress has been reported in gender budgeting issues because of the way municipal budgets are located. Despite the evidence that these gender measures were prioritized in the project implementation plans at practical level. | Gender mainstreaming requires substantial capacity building, technical support, apart from resource mobilization to deliver results. |
| Limited progress has been reported in gender budgeting issues because of of the way municipal budgets are located. Despite the evidence that these gender measures measures were prioritized in the project implementation plans at practical level. | Gender mainstreaming requires substantial capacity building, technical support, apart from resource mobilization to deliver results. |
| Functional and effective participatory structures are yet to be established. | Participatory development needs to be supported through guided support, involving building capacities within relevant personnel, involving local partnerships and civil society organizations whose work is centred on such initiatives. |
| For the majority of pilot municipalities, the culture of consultation of stakeholders and beneficiaries had begun, with a high level of enthusiasm from the beneficiaries. However, sustaining the results remains a challenge. | More investment in developing local capacity is required. |

**Component 5**  
**Coordination and Monitoring and Evaluation**  
**Progress achieved 2008 – 2012**  
**Remarks on progress in achieving results/outcomes.**
| No DLG Unit has been established to support coordination, capturing and packaging of lessons learned. | Much investment was put in developing local capacity at municipal level in the area. |
| Leadership changes and the development context was reportedly not conducive to provision of direct TA within MAT | Investment to set up such a Unit needed strong policy level interactions and understanding between the Government of Angola, MAT and UNDP, as well as the phasing in of the right level of investment to do so. To enhance ownership and sustainability effort to facilitate higher level participation of central government structures, namely, MAT, MINPLAN and MINFIN, amongst others is strongly recommended. |
| M & E reporting and reviewing structures are deficient at provincial and municipal levels, despite capacity building efforts deployed by the project. | A sustainable M & E system establishment requires the existence of basic capacities, allocation of resources, both human and financial, and national framework of DLG monitoring, possibly involving MINPLAN. Such a national system is yet to be established in Angola. |