DECENTRALIZATION AND LOCAL GOVERNANCE PROJECT

--------- FINAL REPORT ---------

SUMMARY

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

DLG is implemented under the Direct Execution (DEX) modality to guarantee that efficient mechanisms for timely and effective project delivery is in place. Furthermore, decentralization and local governance are still embryonic concepts and practices in the country and will require long term support, despite progress in the last years, Angola human development and capacity remains low, thus requiring long term capacity support and development. UNDP Angola also provides space 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 management capacity of local governments and other project stakeholders (civil society organizations and communities) to become more responsive to local citizens needs. In line with 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.

Local economic development (LED) component has been added to the programme to recognise the importance of LED, particularly in introduction of partnerships for service delivery between communities, private sector and local authorities. A weakness in civil society participation continues to be one of the challenges of the programme, particularly in rural municipalities. This has lead low level of community and civic participation in local governance process. Steps have been taken to increase CSO, youth and media engagement at local level through DGTTF funds in 2011.
INTRODUCTION

This report sets out the key activities carried out over the course of the project January 2011 through May 31, 2013 by the Decentralization and Local Governance Project (DLG) with the EMR Project support. The project interventions focused primarily on institutional capacity building at national, provincial and municipal levels; participatory planning for provincial and municipal governments; fiscal decentralization and revenue management, and mainstreaming of gender and vulnerable groups issues into local governance agenda.

The activities were carried-out between January 2011 through to the end of May 2013 in partnership with key national stakeholders, Ministry of Territorial Administration (MAT), Ministries of Finance and Family and Women Affairs. At national level the focus of project interventions was on influencing decentralized policies at the provincial and municipal levels the project worked in collaboration with Bengo, Bie, Kwanza-Norte, Malange and Uige provinces and a sample of 18 municipalities. At the sub-national levels, the project promoted capacity for planning and budgeting for provincial and municipal staff, strengthening these.

The report is divided into three parts. Part One introduces the programme context and provide a brief background to the project, setting the challenges faced by the implementing partners in the course of delivering project activities. It then examines how the programme responded to these and, discusses what is driving programme interventions.

Part two is the most substantive part of the report presents the major results and achievements in 2011 against planned activities and expected results. The report concludes with a section on lessons drawn from the DLG experience in 2011.
BACKGROUND

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. 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.
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 sub-national 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 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)
KEY RESULTS AND ACHIEVEMENTS

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 Suares, 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 institutionalizing this exchange between municipalities by involving IFAL and extending it to municipalities outside project area.

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.

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.

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 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.

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).

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 support the leadership of the Ministry of Family and Women Affairs 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.

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.

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.

**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 which 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 experiemnts of research and academic activities have the potential of linking applied research and policy in the areas of democratic governance in Angola.

**CONCLUDING REMARKS**

UNDP value added is measurable in several different ways. Examples include the 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 result was the CACSs became more active in the 18 municipalities in which UNDP works by participating in greater numbers in local decision making processes. Lastly, UNDP provided technical capacity development support to the municipal and provincial civil servants to deliver basic services through capacity building programmes.

Other major recorded changes was noted within these stakeholders: Provincial Governors, Municipal Administrators and Civil Servants representing the various line ministries, Parliamentarians, and Civil Society. The major recorded behaviour change was that the government held CACS meetings to consult the communities on investment decisions in the municipalities with UNDP support.

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 will go to the National Assembly in 2012 or 2013, following the general elections for discussion.

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.

The method used to advance these changes was through workshop presentations and mentoring through field visits targeted at building the capacity of the civil service. Furthermore, local NGOs and CBOs were instrumental in mobilizing local communities to engage and make additional demands and monitor progress towards the annual targets. This occurred in 17 of the 18 municipalities in communities to participate in the local discussions with government.
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<th>ACTIVITIES</th>
<th>PROGRESS: RESULTS AND OUTCOMES</th>
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<td><strong>Output 1:</strong> Institutional (including human) capacity strengthened and made self-sustaining for improved local government performance.</td>
<td>Institutional capacity building, skills and competencies development of municipalities for service delivery.</td>
<td>UNDP Decentralization and Local Governance Project (DLG) since 2011 has been supporting 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 workshop 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 Suares, 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.</td>
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| Strengthen local governments’ capacity for data collection, management and analytical capacity and effective planning, monitoring and evaluation enhanced at central, provincial and municipal level. | The key institutions that were chosen to benefit from this outcome were the Centre for Public Policies in Local Governance (CoE), Faculty of Law, and University of Agostinho Neto, UNDP partner in the implementation of project.

With DLG support, CoE at University of Agostinho Neto, organised a two-day international conference on Decentralization to debate and encourage the exchange of the different experiences in the field of Decentralization and municipalisation highlighting the experiences of Mozambique, Brazil, Portugal and Cape Verde. The seminar had as main themes include (i) History of Decentralization and Devolution in Angola, (ii) the model of the organization and operation of Local Authorities in Mozambique, (iii) The Municipal Finance - The Case of the Municipality of Maputo, (iv) the experiences of municipalisation of Brazil, Portugal and Cape Verde, (v) municipalities in comparative law, and (vi) Prospects and Challenges of Decentralized Local Authorities in Angola. The workshop concluded that the establishment of elected municipal authorities entails detailed studies to guide and align with the Angolan reality. Experiences from other countries show the need for harmony between the central government organs and municipal bodies. |
| Effective local community and civil society capacity promoted for pro-poor, gender-sensitive, accountable and participatory planning, budgeting and development assessment (participatory monitoring and evaluation) at local level. | Since 2011 DLG has 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 training was followed 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. Since 2011 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. |
| Output 2: Participatory planning cycle for local government (Municipalities and provinces) established, institutionalized and made self-sustaining. | Strengthen capacities of planning and budgeting units in 15 municipalities. | See results under output 1 above |

Training in Municipal development planning and budgeting in 15 municipalities. | Since 2011 DLG in support to IFAL held municipal finance trainings in Bie and Malange provinces for their municipal finance staff. The two training sessions brought together 64 municipal finance government officials and line ministries’ representatives 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. |

<p>| Output 3: Fiscal Decentralization and Revenue Mobilization (Financial Management and Accounting) | Strengthened capacities of financial management units in 15 municipalities. | See results above |</p>
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<td>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 workshops 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 in the country (central, provincial and municipalities).</td>
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Promote citizens participation in local governance and development with focus on CACSs and local forums

Through DLG support, Women Journalists Forum (FMJIG) has been promoting capacity and positive attitudes within the local media by training a total of 75 local journalists on broadcasting local governance issues across four of the five UNDP project provinces (Bengo, Bie, Kwanza-Norte and Malange) and sharpened their understanding of participatory approaches in local governance and capacity towards improving the influence of local media can make to enhance 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.

In the last twelve months FMJIG has 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.
Conduct Public consultation for gender responsive planning, budgeting, monitoring and evaluation and elaboration of the gender strategy.

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); Ambiz, 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).

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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.
| Support training on women leadership and development, sensitization and community awareness meetings, participation at the community dialogues and capacity building. | DLG support the leadership of the Ministry of Family and Women Affairs 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.

With MINFOA leadership and technical support from UN Women in 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.

Trainings to the local associations and community on women participation in local development and help them increase their household income (rural based enterprise for income generation, small scale activities). | 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 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. |