

1 EXECUTIVE SUMMARY

While the situation of children shows substantial progress since the end of the war, indicators remain similar to other sub-Saharan countries, in spite of substantial economic growth led by oil production. Furthermore, children are particularly affected by disparities of access to basic social services, particularly limited for poor, rural populations and women. However, in certain areas the whole population is deprived, mainly because of the need to rebuild the basic social services in a post-conflict country. Therefore, the CO has continued its programmatic shift from humanitarian actor to increasing support for policy development and leveraging of national resources, supporting nationwide acceleration of interventions contributing to the MDGs, harmonising with national processes in line with the Paris declaration, and supporting knowledge generation and partnership at the national and local levels.

Overall, programme performance has been relatively good. Key achievements include: a 'child-friendly' constitution; use of IBEP (MICS/HHES) for improved planning and advocacy; launch of the Municipal Health System; 2011-2014 National HIV/AIDS Strategic Plan; access of more than 5.8 million children under five to an essential package of high impact interventions; mainstreaming of Child-Friendly Schools; initiating development of the ECD policy; partnership between government and churches for promotion of key household practices; and work on a Child Helpline, an Observatory for violence against children and alternative care and care for OVC.

Nevertheless, due to insufficient commitment, inadequate planning, lack of financing, inadequate human resources or fragmentation of programmes, some key issues affecting children are lagging behind, particularly the continued transmission of polio and lack of progress on birth registration. Major challenges facing the CO this year were the timely recruitment of staff (national and international) and the extremely high cost of doing business at a time of decreased funding.

UNICEF continued to strengthen its partnership with the government through the National Council for Children, while also improving its support of civil society stakeholders, particularly faith-based organisations for C4D and NGOs for child and social protection. We are also strengthening coordination with sister agencies (delivering as one), the remaining bilateral ODAs (US, EU, Japan and Spain), and developing partnerships on CSR with the growing private sector.

2 COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

The publication of IBEP (combined MICS and Household Expenditure Survey) by the National Institute of Statistics (INE) with support of UNICEF and the WB, as the first representative survey shows substantial progress toward various MDGs, such as poverty reduction, U5MR, proportion of deaths due to malaria, prevalence of underweight for under-fives, net primary school enrolment, etc.

IBEP also provides information on inequalities in a country with a Gini coefficient of 0.55. Key output and outcome indicators such as access to secondary school, use of mosquito nets, use of contraceptives and literacy rate for the 15-24 age group are strongly related to vulnerability variables. However, some indicators (birth registration, access to pre-primary education, access to safe drinking water and sanitation, adequate maternal and neonatal care and even infant mortality and early pregnancy) are not related to the usual vulnerability criteria. Instead, it appears that these are often country-wide problems reflecting major supply gaps that affect the majority of the population, and related to a lack of organised, accessible and quality public services.

With the IBEP data, we can now identify the most disadvantaged, and develop more targeted and focused interventions. This will complement the development of a database on vulnerable children.

Other events or processes that occurred in 2010 in Angola and had an impact on Angolan children:

- The new Angolan Constitution, approved in January 2010, has increased the power of the President (appointed more than 30 years ago) and the ruling MPLA party, but also provides room for including provisions the Convention on the Rights of the Child (CRC).
- New legislation on the budgeting process, issued with the view to improving transparency and implementation of the National Budget (currently standing at some US\$48 billion, with the social sector theoretically representing 30%).
- The national decentralisation process, which gives municipal administrations more control over budgets that were formerly controlled at the Provincial level. In theory, each municipality should receive US\$3 million as a standard budget for the fiscal year, but sometimes as little as 10% of that amount was disbursed.
- Other processes begun in 2009 were still on-going in 2010, such as the increasing coordination among various sectors to achieve Angola's 11 Commitments for Children, and the National Plan of Action that came out of this process, which involves all provinces and 17 ministries.
- In November, the Angolan Government prepared the Angolan Report for the CRC Committee in Geneva. The major Recommendations for the Country are related to:
 - Representativeness and effectiveness of child parliaments, only operational in two provinces
 - Effectiveness and independence of the ombudspersons office
 - Relationship of the Government with NGOs and Civil Society Organizations
 - Lack of capacity for collecting, analysing and using data
 - Lack of clarity about how the 30% of the budget is effectively allocated to the social sector
 - Need to urgently improve birth registration.

Other trends with a potential negative effect on the well-being of women and children include the impact of the global economic crisis and the decline in economic growth, the very high cost of living and doing business, deficient governance, and lack of transparency.

The major threat to children's right to survival and development in 2010 probably came from the polio pandemic. Although the ICC members reiterated their commitment to interrupt polio transmission by end of 2010, and in spite of more than five national and sub-national polio vaccination campaigns undertaken during the year, several new cases of polio were declared – Angola was seen as "re-contaminating agent" by neighbouring countries such as Congo. Polio remains a huge challenge for Angola and the sub-region, and will be the number 1 priority in 2011. Another major concern is the lack of progress on birth registration, which will be another major area of focus in 2011.

3 CP ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview

2010 was the second year of the 2009-2013 Country Programme and UNDAF. UNICEF cooperation is undergoing three major shifts:

1) *Policy development and leveraging of national resources*: UNICEF is no longer seen as a humanitarian agency but as a provider of technical assistance in policy development and leveraging of considerable national resources.

2) *Harmonisation with national processes for accelerating MDGs*: In line with the Paris Declaration, the 2010 AWP and annual review were completely embedded in the National Plan of Action for Children coordinated by the National Council for Children (CNAC). This led to increased ownership of the 11 Commitments for Angolan Children by stakeholders at all levels. UNICEF's key role is to ensure nationwide implementation of high impact interventions that are critical to achievement of MDGs.

The new Country Programme coincided with the beginning of a new UNDAF, also harmonised with the Government's Medium-Term Development Plan (2009-2013) and represents a critical and practical contribution to the call for greater harmonisation and integration of the UN in the country.

3) *Supporting knowledge generation and partnerships* at national and local levels, through CNAC and the 16 "learning" municipalities covering 23% of Angola's population. UNICEF actively supported implementation of a package of essential services, commodities and practices in a child-friendly policy and budget framework, focussing on the most vulnerable. UNICEF is supporting collection, analysis and dissemination of data for decision-making. Building on lessons learned, IBEP data are used for developing provincial equity profiles.

The CO encountered important shortfalls, mainly for polio transmission and birth registration, the latter due to lack of a clear government strategy and commitment from the Ministry of Justice.

Programme performance has been good, with some programmatic shortfalls due mainly to "over-optimistic" planning, lack of national human resources or fragmentation of programmes. Of the 20 priorities defined for 2010, ten are on track, five partially on track and five lagging behind.

All this happened in the context of a country that continues its transition from post-conflict to middle income, thanks to oil-production driven economic growth but with poverty, disparity and development indicators amongst the worst in the world.

3.1.2 Programme Strategy

3.1.2.1 Capacity Development

Several capacity development activities took place during 2010. Through the work on IBEP, the Angola CO has significantly increased the capacity of INE on critical data analysis for children and women. This is still being strengthened through the setting up of the System of Indicators for Angolan Children (SICA) that will be fully managed by INE and other administrative bodies at central and municipal levels.

The National Secretariat of CNAC has also gained significant capacities to organise the review of its Biannual Plan, with UNICEF support, at both provincial and sectoral (the CNAC Specialised Commissions) levels.

One concrete example of right-holders' capacity building is reflected in the cooperation agreement signed between UNICEF and the Child Protection Network of Huila province, in support of implementation of the 11 national commitments for children, through the implementation of the Programme "Maos Juntas" (Joining Hands). The programme aims to complement national efforts for birth registration (3rd national commitment) and prevention/action on violence against children (8th national commitment). It is implemented by 17 local organisations and is the result of extensive preparatory work that reinforced partnerships and dialogue between Government and non-governmental actors. The programme also aims to strengthen child protection networks at both the provincial and municipal level. Programme coordination is ensured by the local child protection network, and is monitored by the National Institute for Children (INAC), the Provincial Child Council and UNICEF.

3.1.2.2 Effective Advocacy

UNICEF engaged in important advocacy around the new Constitution, an emerging equity agenda and a nascent social protection framework.

In 2009, UNICEF used the 20th anniversary of the CRC to advocate for the inclusion of child rights perspectives in the new national Constitution, finally adopted in February 2010, and containing several articles on the best interest of the child. In 2010, when children were affected by evictions in one of the Southern provinces, UNICEF cited the Constitution to remind authorities of this constitutionally enshrined principle. In the same vein, UNICEF relied on principles articulated in the Constitution to inform discussions on

the design of new directions for the administration of juvenile justice, in particular alternative measures for children and youth in conflict with the law.

Following the release of Angola's preliminary IBEP data around mid-year, UNICEF gave a press conference at the Palais de Nations in Geneva, which generated considerable international media coverage. Later, when findings had been studied through an equity lens, UNICEF (acting as UNRC) hosted a joint UN press conference on UN Day to present IBEP in this light. This presentation was also shared in a public meeting with partners and donors, thus laying the groundwork for a national development debate focused on equity.

Thanks to several years of advocacy and legwork on social protection, UNICEF was finally requested by the Ministry of Social Welfare to assist in drafting a new social assistance law. Similarly, UNICEF assisted in preparing Angolan MPs, participating in a regional workshop for parliamentarians held in Windhoek, to define the opportunities for parliamentarians to promote and shape child-sensitive social protection systems. As a result, regional agreement was reached on a social protection framework.

3.1.2.3 Strategic Partnerships

CNAC continued to be the most significant strategic national partner for UNICEF's cooperation in Angola. CNAC is presided by the Ministry of Social Affairs and brings together 14 ministries and 18 NGOs. UNICEF has observer status on the Council (as the only UN agency) and has aligned its programme planning to the cycles of CNAC to the extent possible. Much energy was invested in support to CNAC, both its internal functioning as well as external tasks, such as representing Angola at the CRC review committee in Geneva to discuss the combined 2nd, 3rd and 4th reports on CRC implementation to this review body.

Partnerships for health were significant throughout the year. For revitalisation of the municipal health system, UNICEF worked in partnership with WHO, UNFPA, the WB and the Government of Spain. This resulted in the launching of the municipal health system and the national plan for accelerated reduction of maternal and child mortality. For polio eradication, the Office continued to work in partnership with WHO, Bill and Melinda Gates Foundation, Rotary, and others, while also leveraging participation from the private sector to plug funding gaps in the national polio emergency plan.

The Ministry of Women and Family came on board as the leader of an alliance of nine religious organisations in a collective definition and nationwide promotion of 12 key family competencies to keep children alive, healthy and well. This enabled local communities and families to play an informed and empowered role as key duty-bearers in the fulfilment of children's rights. UNICEF's intensified engagement with these faith-based organisations is important because of their enormous potential for sustained outreach to families, especially through churches and religious associations, and because of the high number of young lives that could be saved by applying these key family competencies.

3.1.2.4 Knowledge Management

This year, the Angola CO started several initiatives with regards to Knowledge Management.

Taking advantage of the Executive Director's call for an Equity Focus, the Angola CO undertook an analysis of IBEP data using the Equity lens. Results were discussed internally and fed into the Angola CO Equity Focus concept note. The results were further shared with INE, UN agencies and some members of the donor community in Angola, as well as international and national NGOs. IBEP data also formed the basis of the UN Day presentation.

Using SICA indicators derived from the IBEP, the Angola CO also produced a concept note for the development of a Child-Friendly Municipality programme that it expects to launch in 2011 to help municipalities to monitor their performances against the 11 Commitments for Angolan children.

As part of UNICEF's WASH programme, support was provided to the Ministry of Environment to develop a System of Indicators for Water and Sanitation access across the country. The project has now moved from pilot to a national expansion phase. The Angola CO also supported the Ministry of Social Affairs in mapping of vulnerable children and existing protection systems that is being used to produce a database for monitoring purposes. This work will be finalised in 2011.

In the area of Education, an evaluation of the Kwanza Sul pilot of the Accelerated Learning Programme (ALP) was undertaken. Results will inform the revision of the national ALP strategy and guide UNICEF's phase-out from the Kwanza Sul province and future expansion at national level.

3.1.2.5 C4D Communication for Development

In 2010, C4D section mobilised several partners for its largest two programmes: family competencies and communication for polio eradication.

For family competencies, UNICEF advocated for the creation of an inter-sectoral committee composed of ministries of Family, Health, Social Welfare and the ten most important religious organisations, as they are considered the best allies to raise awareness and reach families with basic messages on health, hygiene, education and child protection.

The overall programme follows an evidence-based participatory approach. To highlight the biggest gaps in terms of correct behaviours among target groups, an analysis of behavioural data at the household level was undertaken, using IBEP data to create a baseline. After this analysis the results were shared among the members of the committee, and a list of high-priority competencies was chosen to be part of the programme.

Additional qualitative information was collected in two provinces through focus group discussions with mothers, to understand behaviour determinants, highlight communication gaps and understand social and cultural barriers. Messages for every competence were developed and validated by mothers during the focus groups. Mothers were also asked about their media preference, in order to support the communication plan with evidence.

Communications materials and monitoring tools will be developed during the first quarter of 2011 through participatory discussions with mothers and social activists.

For polio eradication, UNICEF is supporting the Ministry of Health (MoH) to develop tailored communication initiatives for routine immunisation and National Immunisation Days (NIDs). These initiatives are implemented in partnership with WHO, Rotary and Core Group. In 2010, UNICEF advocated for increased participation by the most important Angolan churches in the campaigns (Catholic, Adventist, Evangelic, Methodist and Baptist).

Polio communication materials, TV and radio scripts for NIDs were pre-tested with target groups; however this step is sometimes skipped due to the high number of NIDs scheduled. A major breakthrough was the development of quarterly advocacy flyers for provincial governments, tailored to each province, using data from independent monitoring.

3.1.3 Normative Principles

3.1.3.1 Human Rights Based Approach to Cooperation

One concrete case of use of the HRBA was the preparation and written submission of the Angola CO to the UN Committee on the Rights of the Child, in April 2010. The report provides clear analysis of the country situation in relation to key articles of the Convention, namely articles 2, 3, 6 and 12, 7, 8, 13-17, 19, 28, 29, 31, 37.

Overall, the report, states that there has been progress in Angola, with the revised Constitution (promulgated on 4th February 2010) making important and explicit reference to children's rights, particularly to the principle of the Best Interest of the Child, which is included in a separate article on 'Childhood' in the chapter on Economic,

Social and Cultural Rights. It also refers to protection of children as an absolute priority of the state, society and family, as well as including a prohibition of employment of minors below the obligatory school age. The Constitution also calls on the State to create special protection measures for separated children and promote their integration into foster families.

However, there are gaps in harmonisation of local legislation with international norms, in particular the new draft penal code, which refers to lowering the age of criminal responsibility. Gaps also exist between the legal framework and actual implementation, and enforcement of the law, mainly due to limited capacity, awareness and lack of information on correct procedures, as well as lack of respect for the basic rights of children in certain processes, such as evictions.

Implementation of laws is also hindered by lack of adequate resources and capacity building at local level. Laws are not being adequately disseminated to right holders (user friendly language, presentations, etc.). The report also comes with clear recommendations on actions to be taken by the Government of Angola (GoA) to improve the fulfilment of Children's rights in Angola.

3.1.3.2 Gender Equality and Mainstreaming

Gender analysis and gender mainstreaming are key tools in the CO's work. The IBEP survey was designed to provide disaggregated data for males and females and for different age groups. This has resulted in clear information on the percentage of female-headed households; gender distribution in pre-primary, primary and secondary school attendance, as well as in literacy and "out-of-school" rates; infant and under-five mortality; preventive and curative treatment of malaria and other issues.

The results show certain gender gaps in several areas, such as literacy rates for the 15-24 age group, access to secondary school and access to formal employment, all of which are largely dominated by males. Nevertheless, in other areas, such as primary education, access to health care, birth registration and other basic social services, Angola seems to have less of a gender imbalance.

The Angola CO has developed a gender-targeted strategy for improved access to education, as well as targeting young girls and boys in a differentiated way in HIV prevention.

3.2 Programme Components:

Title: *Accelerated Child Survival and Development*

Purpose

The Accelerated Child Survival and Development Programme (ACSD) integrates Health and Nutrition, WASH and HIV/AIDS projects; and aims to support the scale-up of low-cost, high-impact interventions nationwide, with particular focus on 16 learning municipalities in five provinces (Bie, Cunene, Huila, Luanda and Moxico). These interventions contribute to the reduction of child, newborn and maternal mortality and morbidity through the use of essential commodities, essential practices and essential services within the revitalised primary health care (PHC) system.

ACSD Country Programme outcomes for 2010 are: 1) National policies and strategies for delivering high impact services of child, maternal and newborn health strengthened, including for HIV/AIDS; 2) An essential package of high-impact interventions scaled up nationwide; 3) Capacities of providers to deliver Integrated Management of Childhood Illness (IMCI), integrated maternal care and essential nutrition services strengthened in 16 learning municipalities; 4) Immunisation coverage improved (100% under five children vaccinated against polio during NIDs; and at least 80% coverage achieved for routine Expanded Programme on Immunisation (EPI) and Maternal and Neonatal Tetanus Elimination (MNTE); 5) At least 95% of children (6-59 months) receiving Vitamin A supplements and 95% of children (1-5 years) dewormed every six months; 6) LLINs procured and pre-positioned in 164 municipalities and at least 80% of children under one

year and pregnant women received LLINs; and 7) Infant and Young Child Feeding (IYCF) practices improved in five ACSD provinces (50% coverage expected from baseline of 31%).

Resources Used

Total approved for 2010 as per CPD: US\$20,723,100

Total available for 2010 from all sources

RR: US\$2,086,192

OR: US\$20,316,454

RR for OR: US\$453,125

In-Kind: US\$217,854

Total: US\$23,073,625

ACSD	Planned 2010	Obligated 2010
Policy and Advocacy	861,000	209,798
High impact interventions at national level	18,524,123	12,799,220
Revitalisation	7,749,000	6,686,884
Communication for Development	920,012	904,148
Monitoring and Evaluation	2,980,757	381,922
Programme Support	2,475,433	2,062,156
Total	33,510,325	23,044,128

Donors: Bill & Melinda Gates Foundation; CIDA/HAND; Consolidated Funds from NatComs; European Commission; German Committee for UNICEF; Italian Committee for UNICEF; Japan; Micronutrient Initiative Formerly IDRC; Norwegian Committee for UNICEF; Polish Committee for UNICEF; Rotary International; Spain; Spanish Committee for UNICEF; Swiss Committee for UNICEF; The GAVI Fund; Thematic HIV/AIDS and Children; Thematic Humanitarian Response; Thematic Immunisation Plus; Thematic Young Child Survival and Development; UNDP; United Kingdom Committee for UNICEF; United Kingdom of Great Britain and Northern Ireland; United States Fund for UNICEF; and USAID.

Results Achieved

National policies and strategies for delivering high impact services of child, maternal and newborn health strengthened

- The ICC facilitated the preparation and implementation of the Emergency EPI and Polio plans to contain the polio virus (re-infection and circulation) and improve routine immunisation. More involvement of provincial and municipal administrators was noted, with significant financial contributions compared to previous years. The municipal health system, building on five years of UNICEF experience in revitalisation and decentralisation of health services, was launched by the Vice President.
- A national strategic plan for reproductive health was developed, with a provision in the national budget from 2010 to 2015; this was followed by a campaign, launched in August, for accelerating the reduction of maternal, neonatal and child mortality.
- The National Strategic HIV/AIDS/STI Plan (2011-2014) was formulated, and considers decentralisation and integration of PMTCT and Paediatric AIDS with Maternal and Child Health (MCH) services.
- Successful GFATM-R10 proposals grant submission for Malaria and HIV/AIDS, with approved funding of US\$111 million and US\$64 million, respectively, for the next five years.
- Draft National Environmental Sanitation Policy Framework and Plan are available.

Essential package of high-impact interventions scaled-up nationwide

- 5.84 million children under five received three doses of OPV, with the percentage of missed children dropping below 10%.
- 4.29 million children received Vitamin A (88%); and 4.35 million children (82%) received Albendazole during the August integrated campaign
- LLINs distributed to 406,600 households, targeting 486,120 children under five and 324,080 pregnant women respectively; included 3,000 people living with HIV/AIDS (PLWHA)
- 89% of children under one year of age covered with DPT3 in a catch-up vaccination campaign (July - December); up from 73% in 2009.

Capacities of providers to deliver IMCI, integrated maternal care and essential nutrition services strengthened in 16 learning municipalities

- Access to safe water in rural and peri-urban areas of the five revitalised provinces was increased by 20%; 21,000 primary school children had access to water and sanitation facilities
- 198 health areas revitalised, providing increased access to quality care and services to more than 2.97 million people (66% of the population in the five focus provinces)
- More than 200 health providers trained in IMCI, including growth assessment and community management of severe acute malnutrition in 24 selected therapeutic centres
- 8,000 rural households in Huila benefited from the Community-Led Total Sanitation (CLTS) pilot project.

Promotion of six key household, family and community practices supported nationwide

Good progress in this area, as described in the Communication component.

Constraints

- Financing for health sector continues to be relatively low, at 5% of total government budget, with little improvement in terms of geographic access from 2009
- Inadequate number of trained health workers; more than 47% of deliveries occur outside facilities, assisted by untrained persons
- Weak supervision and managerial processes at all levels to support revitalisation of the PHC system
- Limited public-private sector partnership
- Slow process of institutional reform for rolling-out community-based models
- Weak supply chain management system, leading to occasional stock-outs of ARVs, drugs and vaccines.

M&E

- Set of indicators for monitoring the implementation of essential package developed
- Improved quality and use of polio campaign indicators for follow up and advocacy
- National management information system for water and sanitation (SISAS) consolidated in 18 provinces and piloted in one municipality.

Partnerships

The Spain MDG-F Joint Programmes for WASH and Food Security and Nutrition helped build strategic partnership within the UN team as well as with Government. Key partner NGOs included PSI (household water treatment); OXFAM (CLTS); Dom Bosco (water in schools); CUAMM, international civil society organisations, and the National Network of PLWHA.

Future Workplan

The MoH is demonstrating increased commitment to improving equitable access to health services through its district health strategy, supported by major partners (EU, WB and UN agencies). However, challenges include: funding of non-labour recurrent costs, consistent supply of essential medical products, integration of vertical programmes at the district level, how to extend access and reach communities, and donor coordination. UNICEF collaboration and support will focus more and more on:

- Harmonisation and increased alignment to the national health, HIV and WASH plans
- Scale-up or nationwide implementation of high-impact interventions
- Revitalisation of municipal PHC system, using strong advocacy and leveraging of funds for essential supplies and promotion of family and community practices
- Development of a nutrition policy to strengthen IYCF practices, management of moderate and severe acute malnutrition and integrated disease and nutrition surveillance
- Conclude consolidation and exit strategy for SISAS
- Contribute to development of national environmental sanitation policy
- Implement integrated communication plan to eradicate polio, combining demand creation and promotion of hygiene and water treatment
- Building capacity of WASH partners at decentralised level, with focus on contract management, water quality control and hygiene promotion
- Scale-up CLTS in the five target provinces, with a stronger equity focus
- Policy dialogue and technical assistance for further decentralisation and integration of HIV services in the essential package of care and for coordination and harmonisation of the national response, within the IMCI approach.
- Advocacy and support to improved continuum of care for PLWHA, improved quality of care and decentralisation of patient monitoring system, including psychosocial services.

Title: *Education*

Purpose

The main aim of the Education component is to improve access to, and quality of, education for all children through assistance to the GoA in the provision of Early Childhood Development (ECD) services, Child-Friendly Schools (CFS), second chance education programmes and HIV prevention work supported by evidence-based policy dialogue, planning, management and coordination at all levels.

The impact of the transition from an education programme focussed primarily on field-level activities to one with a greater balance between implementation and support to policy/strategy dialogue became evident in 2010, with results focussing equally on traditional outcome indicators as well as policy and strategy processes. The main results envisaged through these efforts in 2010 were:

- Initiation of the process of developing a national holistic ECD policy
- Development and implementation of a national CFS framework
- Finalisation of construction of 50 schools in nine provinces and start of construction of a further 15 schools in Cunene
- Training of 350 teacher trainers and design and production of 27,000 manuals and guides in preparation for the training of 8,750 teachers from seven provinces in 2011
- Revision of the Education for All (EFA) action plan
- Revision of the national strategy for the Accelerated Learning and Literacy Programme (PAAE), based on outputs from an evaluation in Kwanza Sul
- Revision of the national HIV prevention strategy

The programme is consistent with the UNDAF, and is oriented to respond to the key priorities of the Ministry of Education's (MED) on-going reform strategy, which aims to expand coverage and quality of education services nationwide in support of the

achievement of the MDGs and EFA targets. UNICEF's Education programme comprises three projects with separate AWP: (1) ECD; (2) Quality Primary Education; and (3) HIV Prevention.

Resources Used:

Total approved for 2010 as per CPD: US\$5,739,000

Total available for 2010 from all sources

RR: US\$621,108

OR: US\$5,168,467

Total: US\$5,789,575

Education	Planned 2010	Obligated 2010
HIV/AIDS prevention	212,000	123,946
Early Childhood	225,000	281,594
Quality Primary Education	4,139,906	4,147,496
Programme Support	1,253,996	1,236,501
Total	5,830,902	5,789,536

List of donors: Danish Committee for UNICEF; European Commission; German Committee for UNICEF; Japan; Netherlands; Italian Committee for UNICEF; Polish Committee for UNICEF; United Kingdom Committee for UNICEF; and United States Fund for UNICEF

Results Achieved

UNICEF continued its support to the Ministry of Social Affairs and Reintegration (MINARS) and MED for the development of a national holistic ECD policy. All partners jointly created a policy roadmap and detailed technical support requirements, followed by the recruitment of a Yale University team that will support the policy formulation process in 2011.

At the primary level, work focussed on the on-going development of the Angolan CFS framework. A national conference in May including Government, civil society and national/international organisations, raised awareness about the CFS concept, disseminated results of the CFS study conducted in 2009 and secured substantive feedback on the emerging framework. UNICEF is supporting the MED-led revision and finalisation of the framework, as well as the planning for CFS standards development and implementation in 2011.

Field implementation efforts focussed on expanding primary school infrastructure, through support from the Schools for Africa (SFA) initiative and the Government of Japan. A total of 228 classrooms were completed during the year, benefiting an estimated 25,000 children, with construction of 39 more classrooms on-going. Preparatory work for SFA phase II was initiated, assessments and technical specifications of 15 sites in Cunene were completed and construction work is expected to start in early 2011. UNICEF also supported the drafting of national school construction standards (to be finalised in 2011) based on its experience with school rehabilitation in the context of SFA. UNICEF will gradually phase out of school construction, but will use these schools as models, under the CFS framework, for future advocacy efforts.

Support to the national Teacher Training Master Plan, through the joint UNICEF/EC funded Assistance to Primary Education Project (PAEP), focussed on preparation for the training of 12,800 teachers in 2011. A core group of 47 national master trainers trained 350 teacher-trainers, who will go on to train teachers in seven PAEP target provinces. The training efforts are being enhanced with newly-developed manuals and guides (27,000 distributed), and the implementation of 300 school-based projects through which schools improve their learning environments by purchasing basic teaching and learning materials.

In HIV prevention, a national campaign was conducted through mass/print media and social mobilisation during the African Cup of Nations (CAN) in January. Support was given for the revision of the national HIV strategy and training of a group of peer trainers in preparation for municipal-level peer training in 2011. At the end of the year, UNICEF was also requested by the Ministry of Youth to contribute to the new Youth Policy.

Constraints

- The lack of capacity of teachers continues to affect the quality of teaching
- UNICEF's internal staffing, which suffered from prolonged absences of key personnel and gaps in occupancy of posts made maintaining momentum and ensuring continuity with partners a challenge
- Obtaining visas for consultants also proved to be an obstacle, with the ECD policy process postponed to 2011 due to delays in obtaining visas.

M&E

- An evaluation of the Kwanza Sul pilot of the PAAE was undertaken. Results will inform the revision of the national PAAE strategy and guide UNICEF's phase-out from the province and future expansion to the five target provinces.
- Plans for the evaluation of the national EFA action plan progressed under the guidance of an inter-ministerial working group that oversaw the recruitment and selection of the International Institute for Education Sciences in Brazil to undertake this work. The working group is now reviewing proposed evaluation instruments and work plan so that this activity can be carried out in 2011.
- The education programme also participated in a country-level review of the Education in Emergencies and Post-Crisis Transition (EEPCT) programme evaluation. This will contribute to the global evaluation and help strengthen future EEPCT programming.

Partnerships

The EU continues to be a key strategic partner through the PAEP project. However this needs to be strengthened in 2011 through the development of a much more strategic partnership that capitalizes on the advocacy and leveraging potential of both organisations. A Working Group of all education stakeholders was revitalised under UNICEF leadership. Collaboration with other key actors, such as the WB and UNESCO, has continued on a bilateral basis through information-sharing and co-funding of key activities.

Future Workplan

2011 will focus on the finalisation and implementation of the CFS framework, evaluation of the EFA action plan, development of the ECD policy, revision of national strategies for the PAAE and HIV prevention, and completion of construction work in Cunene and Bie and development of construction standards. Work will also be done on strengthening capacity for emergency response, building on the 2010 review.

Title: Social Policy and Child Protection

Purpose

The Social Policy and Child Protection programme aims at strengthening the capacity of CNAC in policy-related analysis and dialogue, promoting vertical linkages between national and local levels and strengthening accountability in implementing the 11 Commitments.

The main results envisaged for Social Policy and Child Protection in 2010 were:

- Access to Birth Registration is increased
- Mechanisms to reintegrate children in conflict with the law are created

- Legal and institutional frameworks created for the prevention and response to violence against children, and families are strengthened for a protective environment for children
- The social protection strategy/law in Angola is prepared, and the inclusion of the best interest of children in every sector policy is ensured
- Basic services and special protection services are available for vulnerable children.

Resources Used

Total approved for 2010 as per CPD: US\$7,209,000

Total available for 2010 from all sources

RR: US\$867,460

OR: US\$978,359

Total: US\$1,845,819

Social Policy and Child Protection	Planned 2010	Obligated 2010
Birth Registration	105,000	12,636
Justice for children	253,900	142,101
Prevention of violence	790,000	265,525
Social Policy and CNAC	880,000	103,140
Alternative Care and support to the Most Vulnerable Children	1,806,000	566,236
Programme Support	892,957	756,165
Total	4,727,857	1,845,803

Donors: Australian Committee for UNICEF; Spanish Committee for UNICEF; Thematic Child Protection; Thematic Policy, Advocacy and Partnerships; United Kingdom of Great Britain and Northern Ireland; and United States Fund for UNICEF

Results Achieved

Policies

- Best interest of the child principle included in the new Constitution in 2010
- Participation of parliamentarians in Windhoek meeting on Social Protection and definition of conceptual framework of social protection
- Terms of Reference for developing the Law on Social Assistance finalised, in partnership with national authorities, WB, UNDP, EU and ILO, under UNICEF leadership
- Minimum Standards for residential care developed and family-based care for orphans and abandoned children models documented
- Definition of the operational plan for implementation of the juvenile justice system developed and launched in Luanda
- National Strategy on Preventing and Responding to Violence against children is prepared and awaiting approval
- Child Trust Fund, for channelling private sector funds to civil society, concept note drafted, in cooperation with INAC.

Implementation

- New, disaggregated data from IBEP used for advocacy actions, with the involvement of CNAC
- Mapping of most vulnerable children continued in one province; focus shifted towards establishing a national database, designing the software and carrying out data entry
- Social cash transfer pilot project implemented in Cunene province by the NGO ADRA, improving access to basic services and quality of life for 141 families

- Progress on creation of the Child Helpline, the Observatory for violence against children, and building local capacities on child rights
- During the CAN, service providers for tourists were trained on child protection issues and a code of ethics was launched for hotels and restaurants
- Extension of the foster mothers' project, in cooperation with the Government of Luanda.

Constraints

- Low priority was given by GoA to birth registration, despite IBEP showing birth registration as one of the most inaccessible services for all, irrespective of income, due to lack of decentralised services and high prices for children over five. Advocacy for progress in this area will be one of UNICEF's priorities in 2011.
- Slow progress on the development of the Law on Social Assistance, due to lack of human resources in MINARS and complex environment
- Data collected so far for the OVC database, while useful for SITAN, is not "real-time" nor is it used for following-up individual children. UNICEF and the Ministry agreed to evaluate the process and results, and draw lessons.

M&E

No studies carried out; IBEP results published in 2010 were used for advocacy purposes and review of priorities for 2011.

Partnerships

- An integrated Child Protection Network was implemented in support of the 11 national commitments for children in Huila Province, focusing on birth registration and violence against children.
- An alternative foster care model was piloted by a faith-based organisation aiming at future reintegration of children in their own families. The experience was documented to enrich national policy.
- A Social Policy Theme Group was established between three UN agencies, WB and the EU, and provides a forum for dialogue, experience-sharing and coordination. Cooperation with the WB on the project to design the national social assistance law is the first concrete result of the Group.

Future Workplan

The co-existence of the Social Policy and Child Protection components in the same programme narrowed the scope of Social Policy and its interaction with other sectors. Therefore, responsibilities will be redesigned in 2011, with the two components managed separately, allowing a clearer and sharper focus for both components.

The Child Protection component will continue strengthening national protection systems by:

- Preventing and protecting children from violence and abuse
- Accelerating progress to access birth registration
- Access to fair justice and reintegration of children in conflict with the law in two provinces
- Extension of family-based care programme to another province.

The Social Policy component will continue to work with MINARS and the WB to finalise the draft law and social protection policy by end of 2011. Following the evaluation of the OVC database, a decision will be made as to how it can be expanded and linked to the new national social assistance law.

Title: *Communication***Purpose**

The communication programme is a cross-cutting area, tasked with leveraging Country Programme results by forging partnerships for children; strengthening in-country C4D capacity; and communicating about national plans and progress for children, with special reference to the 11 Commitments, which constitute the National Plan for Children in the country. Both the C4D and external relations sections undertake communication activities that directly support UNICEF's Country Programme for 2009-2013 as well as the MDGs and Angola's own 11 Commitments and the UNDAF, particularly 're-building the social sectors'. In 2010, there was one joint AWP for External Relations and C4D. Priorities for communication in 2010 were Family competencies; Children and Social Communication, and private sector engagement.

Resources Used

Total approved for 2010 as per CPD: US\$900,000

Total available for 2010 from all sources

RR: US\$794,593

OR: US\$1,768,690

RR for OR: US\$182,600

Total: US\$2,745,883

Communication (External Relations and C4D)	Planned 2010	Obligated 2010
Partnership with and for Children	450,000	144,368
Family Competencies	972,573	539,115
Child and Social Communication	740,405	1,334,387
Programme Support	723,464	728,013
Total	2,886,442	2,745,883

List of donors: Australian Committee for UNICEF; Bill & Melinda Gates Foundation; CIDA/HAND; Rotary International; Spanish Committee for UNICEF; Thematic HIV/AIDS and Children; Thematic Young Child Survival and Development; UNDP; United Kingdom of Great Britain and Northern Ireland; and USAID

Results Achieved

External Relations and C4D had a joint work plan for 2010, covering three projects: Partnerships for Children, Family Competencies, and Children and Social Communication. In Partnerships for Children, efforts to reposition UNICEF Angola as a partner of choice for upstream development work included targeted distribution of a public branded annual report, a rewrite of the Information by Country (IBC) website and interviews given to national and international press throughout the year. A rapid assessment of the CSR budget and policies of major companies in Angola was commissioned as part of the overall efforts to inform and consolidate the Fundraising Strategy. In the same vein, the Office hosted visits by the Regional External Relations chief, for overall orientation, and the regional communication specialist, a national of China, to leverage contacts with Chinese companies. Two staffers from the Spanish NatCom visited the Office to share insights about donor stewardship. As a result, the Fundraising Strategy is now in much better shape compared to the beginning of 2010. A consultant fundraiser will be joining the Office by mid-January 2011 and a JPO JD for Fundraising has been submitted. To further enhance programme visibility and donor engagement, several donor and media field trips were held.

Family Competencies is a new project, begun in 2010. Building on Facts for Life and proven strategies to reduce morbidity and mortality at the household level, it is designed

around a comprehensive communication strategy that aims to create demand for quality social services and promote household practices that support child survival, well-being and protection. Under the leadership of the Ministry of Family and Women's Affairs (MINFAMU), an alliance was formed with ten major churches to effectively promote 12 key family competencies across Angola's 18 provinces throughout the year. Messages around the 12 competencies were crafted in a participatory way, with mothers, and are expected to be finalised and turned into various communication products during the first quarter of 2011. In January, piggy-backing on the CAN football tournament, mass messaging around HIV and child protection was facilitated by UNICEF.

In Children and Social Communication, UNICEF continued supporting a national network of 21 child radio stations in all of Angola's 18 provinces, while decreasing direct financial support as the Ministry of Social Communication is now well positioned to lead on this project.

As polio transmission is on-going, significant communication staff time, including Regional Office support, was devoted to supporting the MoH to strengthen social mobilisation strategies to ensure families' adherence to NIDs and sub-NIDs. As a result, the capacity of national counterparts to produce micro-plans for vaccination teams and gauge the impact of social mobilisation activities was enhanced. In addition, advocacy bulletins to raise awareness among Governors of their role in polio eradication were produced and disseminated.

Constraints

Recruitment remains a constraint, for the Communication section as well as other sections at the CO. A change of Minister at the Ministry of Social Communication in April stalled a portfolio of proposed initiatives to strengthen child participation in the media, as well as professional and ethical reporting on children. The frequency of polio campaigns has led to some institutional fatigue, both within UNICEF and the Ministry of Health.

M&E

For the 'Red Card' campaign held in January during the CAN, a recall survey was conducted, which showed that messages on children reached an average of 60% of the population surveyed in the four provinces where the tournament was held.

Partnerships

Key partners are donors, UNICEF NatComs, and national and international media as well as the Ministry of Social Communication, MoH, MINFAMU, MED, Ministry of Youth and Sports, INLS, CNAC, INAC and INE. Other partners are the Catholic Church, the Council of Christian Churches in Angola, Angolan Red Cross, RNA, Angola Public Television, UNITEL, Radio Ecclesia and Radio Viana

Future Workplan

The future work plan for the Communication Sector covers the first and second quarter of 2011, considering that a mid-term review (MTR) will take place in 2011. The 2011 half-year AWP is a continuation of the three projects under the AWP for 2010, and the sector will comprise three teams: C4D, External Relations, and a dedicated polio communication team. Concrete aims of the 2011 work plan include launch and support to the alliance for family competencies, a fully operational fundraising strategy, and a collaborative and comprehensive communication strategy for polio eradication.

Title: *Planning, Monitoring and Evaluation (PM&E)*

Purpose

The Planning, Monitoring and Evaluation (PM&E) component is cross-sectoral, supporting the other Programme Components in aligning their plans with the global UNICEF and UNDAF processes, as well as national processes. PM&E supports Programme Components in monitoring and evaluation of their plans, as well as providing them with key data and analysis for evidence-based advocacy and planning.

For 2010, the PM&E component sought to achieve the following results:

- Develop, monitor the implementation of and evaluate UNICEF AWP (including at provincial level) and ensure they are fully aligned with the CNAC 2010-2011 Biannual Plan and the 11 Commitments to Angolan children
- Build the capacity of INE for finalisation of the IBEP data analysis and dissemination, for improved planning processes
- Document the major lessons learnt and good practices emanating from UNICEF work in Angola.

Resources Used

Total approved for 2010 as per CPD: US\$439,400

Total available for 2010 from all sources

RR: US\$957,912

OR: US\$334,878

Total: US\$1,292,790

PM&E	Planned 2010	Obligated 2010
Planning and monitoring	193,000	203,724
Evidence-based Analysis	372,983	75,775
Programme Support	1,029,733	1,000,707
Total	1,595,716	1,280,206

List of donors: Spain; Thematic Humanitarian Response; Thematic Young Child Survival and Development; United Kingdom of Great Britain and Northern Ireland; United States Fund for UNICEF; and USAID

Cross Sectoral funds available to the Country Programme for 2010:

Total approved for 2010 as per CPD: US\$3,282,200

Total available for 2010 from all sources

RR: US\$2,341,998

OR: US\$1,810,844

RR for OR: US\$17,400

Total: US 4,170,242

Cross Sectoral	Planned 2010	Obligated 2010
Project Support	4,394,211	4,138,113
Emergency Support		9,457
Total	4,394,211	4,147,570

Results Achieved

Harmonising planning and M&E with government counterparts

The 11 Commitments for Angolan Children are the framework for UNICEF activities. At the beginning of 2010, the CO developed its AWP based on the CNAC 2010-2011 Biannual Plan. Fourteen ministries and 18 NGOs are involved in delivering the 11 Commitments.

While for its 2009 AWP review UNICEF had organised sectoral reviews with its ministerial counterparts, for 2010, the CO decided instead to support CNAC's review of its Biannual Plan, under the direct leadership of CNAC. Provincial and national sectoral reviews were organised in November and December, with inputs from municipalities, provincial services, national sectors and ministries, traditional leaders, and members of civil society organisations, to review the progress at all levels in relation to activities carried out in 2010 in favour of the 11 Commitments. The outcomes of this process fed into the CNAC Plenary Session of 14 December and will serve as a basis for the CNAC Plenary Session of 25 January 2011, to be attended by the UNICEF Executive Director.

The V Forum of Children, planned for June 2011, will enable the development of the next CNAC 2011-2013 Biannual Work Plan. The CO is considering adjusting its programme cycle to this plan, in line with flexible programming.

Building the capacity of INE to analyse and disseminate IBEP data, for improved planning processes

After three years of hard work, the final results of IBEP (disaggregated by sex, age, population groups, rural/urban etc.), were finally issued by INE. This survey is a landmark for the Country Programme, as it provides baseline information for all key social indicators, and is the first post-conflict data collection activity that is representative of rural and urban areas in all 18 provinces.

IBEP results are being extensively used by the government, including the President, in his first State of the Nation address. They also enabled monitoring of the country's progress in achieving the MDGs, and development of the Angola CO Equity Concept Note. Data was also used during the 2010 joint review and 2011 planning sessions with CNAC at the provincial and national levels.

Apart from the official launch of the results organised by INE, UNICEF also supported the dissemination of IBEP results by organising two dissemination sessions with other UN agencies, the diplomatic corps in Luanda and international and national NGOs. IBEP results were also used to fine-tune the list of SICA key indicators to be collected and monitored in municipalities, and for the elaboration of the "Child-Friendly Municipalities" strategy that the Angola CO is planning to launch in 2011 with CNAC and INE.

Constraints

- Considering the challenging environment in which the PM&E programme was operating in 2010 (with the section chief position vacant until April, documentation of major lessons learnt and good practices emanating from UNICEF's work in Angola remained incomplete. Some three to four issues to document have been identified and the associated TORs developed, but the concrete work will only start in 2011.
- On IBEP, the analytical report is also still under finalisation, and the provincial profiles could not be finalised in 2010.

M&E

- In addition to evaluation of the 2010 AWP, an external evaluation of ALP was undertaken. The evaluation report will provide details on major learning in relation to provision of a second chance for out-of-school youth to reintegrate into the formal school system. Lessons from this evaluation will be used to replicate the programme nationwide.

- The Country Programme also participated in an external, multi-country evaluation of the EEPCT Programme, the outcomes of which contributed towards the consideration of Angola by UNICEF HQ for additional funding under this programme in 2011.

Partnerships

During 2010, the PM&E programme strengthened its partnership with INE, as well as with CNAC and its members, particularly the Ministry of Planning.

Future Workplan

As a result of the joint 2010 review with CNAC, and considering UNICEF's new flexible planning modality and the upcoming MTR and V National Forum for Children, both planned for June 2011, UNICEF Angola's 2010 AWP was extended until June 2011. A rolling plan for the period of July 2011 to December 2013 will be developed that will be in synch with the new CNAC biannual plan to come out of the V National Forum for Children. The UNDAF MTR will also be key to the Angola CO MTR, and will be held after the V Forum for Children.

UNICEF will continue to support INE in the finalisation of the IBEP analytical report and the provincial profiles, ensuring an equity focus, as well as their dissemination. The Angola CO is also discussing with other UN agencies (particularly UNDP, WHO and UNFPA) a joint approach for our collective support to INE, which will occur in 2011 during a joint review and planning session with INE.

Documenting the major experiences of UNICEF's work in Angola will also be a key component of PM&E work in 2011; at least four different experiences will be documented.

4 OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure

Overall, good governance and participation were maintained through monthly Country Management Team (CMT) meetings (for performance reviews, key management indicators and decisions on efficiency of processes), bi-monthly JCCs (for key staff changes) and quarterly General Assembly meetings (key information, shifts, and changes). Task forces were established to review key issues (transport of staff, green office, optimisation of office space, recruitment strategy etc).

The Table of Authorities continues to be updated regularly based on staff changes, together with Staff Committee lists, which form the oversight control for the CO. With the changes introduced in Financial Circular 19, the ceiling was raised to US\$50,000 (contracts below this level are reviewed for compliance) and a new Committee established for PCA review.

The CO is concluding the Risk Assessment profile based on guidance from OIA, scheduled to be presented to the CMT on 14th January 2011. This will be the basis to further improve the EPRP and Business Continuity Plan (BCP) documents.

The last Internal Audit was in 2005, while an External Audit took place in November 2010. The draft audit report did not address issues of Governance, but a total of 20 draft recommendations were issued giving direction to management regarding areas to focus on in 2011 (DCT/HACT and human resources management).

4.1.2 Strategic Risk Management

The EPRP was updated and programmes are in the process of developing the needed in-country rapid response stock.

As part of the Enterprise Risk Management (ERM) process, the CO has initiated the risk and control self-assessment to develop the CO's Risk Profile. This exercise, to be

finalised and presented to the CMT on 14th January 2011, will set the CO's direction in risk management for the year to come.

The BCP is being updated and will be integrated with the developed ERM. A set of good practices are to be shared with the CO by the Regional Chief of Operations, to be incorporated into the updated BCP.

4.1.3 Evaluation

A comprehensive IMEP was developed by the CO, which was used to identify M&E priorities (studies, surveys and evaluations) and to monitor their implementation. The ALP in Kwanza Sul was evaluated for accountability, learning and partnership building, in accordance with UNICEF's evaluation guidelines (including objectivity and independence).

This enabled us to document best practices such as giving 'out-of-school' youth a second chance to learn and reintegrate into the formal school system. The lessons from this evaluation will be used to replicate the programme nationwide.

The CO also participated in an external, multi-country evaluation of the EEPCT Programme. The evaluations were conducted in conjunction with national staff as a way of building their skills to evaluate programmes. A report of the evaluation was shared with stakeholders so that its findings can be used to influence policies and programmes.

4.1.4 Information Technology and Communication

ICT activities this year were focussed on the 2010 Office priorities identified by the CMT in the AMP.

Communication: The use of mobile phones was limited to essential staff, and all staff were encouraged to use VOIP instead. UNICEF vehicles and staff were issued radios, and checks were conducted to ensure staff are familiar with the use of the hardware. Video-conference equipment was procured and will be installed once the bandwidth is strengthened and office space is identified.

PABX was upgraded and is being used jointly with UNDP, UNFPA and UNDSS. A common telephone operator was hired by UNDP to manage the system; however, there is a need to train key staff in agencies to perform maintenance and apply changes to the telephone directory tree.

Computer hardware: In line with the BCP, one-fourth of desktops available in the office were replaced with laptops equipped with docking stations, thus providing each staff member with only one piece of mobile equipment, in line with the "green office" policy. This initiative also reduces maintenance costs of desktops, achieving potential savings.

Connectivity: VSAT connectivity was migrated to a new service provider (EMC), led by UNICEF for UNDP, UNFPA and UNDSS. While the bandwidth was upgraded to accommodate video-conferencing, the service needs further stabilisation before cost savings can be seen. Wireless internet was installed throughout the premises, providing visitors and staff members with connectivity, reducing the load on the bandwidth and potentially reducing costs. Senior Managers now have full access to the LAN from their residences, in line with BCP requirements.

UNICEF's ICT team consists of four staff. Despite the need to review the team's responsibilities and reduce the number of staff, users' limited capacity keeps the team in high demand.

4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations

The Angola CO had a good year in regard to fundraising and donor relations; donor reports were mostly issued on time. The Japan NatCom highlighted one report as being of outstanding quality and asked to use it as a good example. The Office mobilised almost as much funds as the previous year (less by US\$1 million). OR funding had been utilised to 99.89% and RR to 100% as of 31 December 2010. A functional mechanism was in place to monitor the use of funds – Monday morning briefings and CMTs.

In fundraising, the Office had great support from the Regional Office as well as NatComs (Spain and the US) to prepare an overall fundraising strategy for the remainder of the country programme. This strategy will be key to enable a good approach to major donors such as Japan, US, Spain and EU and the six major NatComs, as well as to leverage private sector resources for children. One NatCom donor toolkit was submitted (Education) and three more were commissioned (Survival, HIV and Child Protection). The donor proposal portfolio continues to be updated. The arrival of a fundraising consultant in January will facilitate implementation of the fundraising strategy.

Advocacy with the Minister of Social Welfare was intensified to try and set up a child trust fund to pool private national revenues to finance NGO programmes for children. UNICEF continued its participation in Joint Programmes on WASH and nutrition, although in future, the Office will focus on joint programming with parallel funds rather than joint programmes with common budget to enhance synergies with sister agencies and national partners, while minimising transaction costs.

The shift in OR funding trends initiated in 2008 continued this year, with total OR amounts decreasing slightly. Furthermore the proportion of funding originating from bilateral sources (EU, Japan, USAID and Spain) continued to decline, from 72% in 2008 to 48% in 2010. Share of UN (MDGF) and global funds (GAVI, GFATM, Rotary, Gates etc.) has continued to increase and now represent 6% and 22% of total OR, respectively. The share and total amount from NatComs increased slightly to 17%.

4.2.2 Management of Financial and Other Assets

The Angola CO utilised 100% of its RR and 99.89% of its OR (based on ProMS data as of 31 December 2010).

The actual cost of operations in 2010 reached 35% of total expenditures - US\$11.8 million (US\$34.2 million in allocation/requisitioned). Approximately US\$10.1 million represented staff costs (excluding entitlements or liability, which needs to be reported in 2011 as part of IPSAS). A review of the salary scale was approved by the ICSC, raising GS salaries by 14% and NOs by 11.9%, retroactive to November 2010. A review of the IPs' salaries is currently underway, and will certainly result in an increase. Staff cost projections will be raised by US\$2 million per year; an area that will require careful review in early 2011.

Zonal Office (ZO) Operations totalled US\$1.1 million. With the closure of two ZOs and gradual integration with Provincial Government (within their premises), it is envisaged to save approximately 27% (US\$300,000) of this cost in 2011.

In an effort to streamline the Transport Unit, eight positions (out of 19 in total) were abolished, representing savings of approximately 30% in transportation, and a total of US\$215,000.

Although the monitoring of DCT liquidation is routine, extra efforts were made to liquidate funds over nine months. However, while DCT over over months represented less than 5%, most of the time the value was under US\$100,000. This was in part due to a large number of disbursements of small value. The trend is changing to smaller number of disbursements for large values, which makes monitoring and liquidation more effective. Polio remains an area where liquidation is lengthy, due to delays at MoH. This has been addressed and the CO will closely monitor its development.

4.2.3 Supply

The CO procurement level totalled US\$6.7 million – 25% less than 2009 (US\$8.9 million) and 56% less than 2008 (US\$15.4 million), clearly indicating a shift to upstream work. Offshore procurement continues to represent the largest volume with almost 83% of total procurement activities, complemented by an equal proportion of 8% for Direct Orders and local procurement.

LLINs purchased through Procurement Services cost US\$2.9 million. Vaccination procurement services amounted to US\$4.7 million. The two combined now represent a higher value than programme procurement activities. To support the clearing process,

the CO spends approximately US\$200,000 of staff time. Thus a request is being prepared to SD to fund one or two local positions.

The declining procurement trend is the result of the Country Programme shifting to technical assistance to partners for strengthening management of commodities and providing procurement services. Essential Commodities for Children (CAEC) continues to be a priority for the CO, and is under discussion with the MoH for implementation.

A visit by the Regional Chief of Supply resulted in a series of recommendations to improve performance that, together with the peer review by Regional Logistics, became an action plan to be followed by the section.

The inventory level was reduced by 40% compared with the opening balance (January 2010), thanks to improved interaction by programmes to review inventories prior to IPSAS implementation. Inventory physical count in December showed a level of less than US\$1.4 million, with less than US\$300,000 over 12 months, demonstrating an improvement on turnover of goods. The inventory system Unitrack v.2.1 should be back in place and updated by the beginning of 2011. Warehouse operation cost is high (over US\$ 0.5 million) and the CO is seeking alternatives with partners and private sector as well as the possibility of outsourcing this service.

Priorities for 2011 in terms of logistics imply seeking maximum efficiency. To this end, a new RFP was launched to look for more cost-effective customs clearance processes. Outsourcing of inventory management is also being explored as a way to reduce costs.

4.3 Human Resource Capacity

Human resources is a serious challenge for the Angola CO in terms of:

- National staff – difficult to find qualified personnel for technical and administrative positions that require a Master's degree, as these are in high demand by private sector.
- International staff – Luanda has proved to be a difficult environment for young families and staff with no Latin language skills. The cost of living is extremely high, which discourages many candidates from accepting offers.

This has resulted in large gaps in positions and lengthy recruitment processes. The Office developed a recruitment strategy to attract more candidates through headhunting and networking, resulting in increased number of applicants, particularly for IP posts.

Individual work plans were completed on time and PERs are being completed, with a deadline of end-January. It is noted that with EPAS the Second Reporting Officer does not have a say on the performance and evaluation of staff, which may cause inconsistencies and constraints for overview of management.

The CO improved its rate of learning and development initiatives during 2010. Eighteen staff attended regional trainings, three group trainings were held, and 23 "Friday Universities" were organised.

A Staff Morale Survey was conducted in 2010 to assess staff perceptions with regard to CO performance and how it could be improved. Results of the survey have been analysed and will be presented at a staff retreat scheduled for 2011.

In June 2010 the Regional HR Officer visited the CO for technical support in areas identified during a peer review in 2009, resulting in the development and utilisation of HR monitoring tools, which in turn improved oversight of HR activities and shorter turnover.

The UN Cares Committee was dormant in 2010; a new committee was constituted in September 2010. Activities were limited to videos and discussions on HIV transmission and condom use; the new committee held an awareness session at the end of the year.

4.4 Other Issues

4.4.1 Management Areas Requiring Improvement

Management of drivers – A shuttle service was initiated to main programme destinations, and transportation of staff to/from their residence was discontinued, resulted in reducing the number of drivers needed, saving US\$215,992 (OR)

Common services - OMT introduced a common telephone/PABX system for the Common Premises, which will be managed by a single telephone operator (through Common Services), saving US\$26,667 (OR).

Improved efficiency – "Friday University" was a forum for open discussions among staff. Many SOPs were issued to clarify processes/policies, providing staff with clear guidance. One concrete result was an increase in average DCT value.

4.4.2 Changes in AMP

- Review staffing cost and structure to adapt to funding realities and cost of doing business
- Improve efficiency of individuals and teams
- Continue working with other UN agencies on improvement of premises and common services - initially travel and protocol services

5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations

1. *IBEP*
2. *ALP Evaluation*

5.2 List of Other Publications

1. *Foster Mothers*
2. *UNICEF Angola Annual Report 2009*
3. *IV National Child Forum*

6. INNOVATION & LESSONS LEARNED

Title: *Using professional construction and supervision companies for school construction work*

Contact Person: Graham Lang, UNICEF Angola Chief of Education

Abstract:

The purpose of this lesson learned is to provide a reference point for future school construction work in Angola and provoke comparisons and reactions with other countries where UNICEF has a construction component. The lesson learned is that, on the whole, community-based construction efforts, which UNICEF has supported on an ad hoc basis from individual organisations, have provided predominantly short-term infrastructure that lasts less than five years. They also do not always respond to, and adequately involve/build the capacity of local education authorities. In addition, the management and monitoring of such a diverse set of contracts has required extensive amounts of staff time, calling into question the cost-effectiveness of these community approaches. The lesson learned from Angola is therefore that contracting professional construction companies to be overseen by a separate engineering firm, responding to targeted and grouped requests from provincial authorities is a more effective way of undertaking this work

Innovation or Lessons Learned

What has worked:

- Working more closely with provincial authorities to respond to their priorities
- Developing and conducting a bidding process for one construction tender and one supervision tender for a group of schools in a defined geographical area

What has not worked:

- Taking school construction away from the hands of communities and local organisations can impact on their subsequent participation in the school and maintenance/security of the site. One of the lessons learned through this new approach is that it needs to be accompanied by a social mobilisation and community participation component that engages school director, teachers, children and the local community.
- Where possible we need to work with construction companies to see how they can contribute to building the skills of people in the local community as part of the construction work. By importing all skilled labour, no knowledge is transferred, and this only adds to the feeling of alienation and lack of subsequent participation in the running of the school.
- Accepting the lists of schools from municipal administrations without visiting the sites, discussing the contexts and local priorities and then feeding this back can lead to inappropriate sites e.g. schools being built for "political" reasons rather than on the basis of actual needs.
- The time taken to conduct the bidding processes for the construction and supervision work was too long and needs to be accelerated in the future.

Potential Application

Although traditionally communities should be involved in construction to ensure the strengthening of local capacity to build and maintain schools, this poses a challenge in Angola. The lack of investment in building human capital, particularly in the area of technical and vocational training, coupled with the huge demand for an increased number of classrooms, makes the current approach of using professional construction and supervision companies appropriate at this point in the Angolan context. This approach will be extended to future construction work under SFA.

Issue/Background

Recent data has shown that approximately 800,000 (23%) primary school children are currently out of school, and it is estimated that Angola requires an additional 53,000 primary classrooms to reach the MDG and Education for All (EFA) targets by 2015. UNICEF has been supporting the Angolan Government in the construction of schools, particularly since the start of the Schools For Africa (SFA) initiative in 2005. To date, UNICEF has assisted in the construction of over 350 schools, around 95% of which have been built by locally based organisations and civil society groups.

Strategy and Implementation

With the previous approach, the SFA programme was geographically very widespread, comprising different approaches to school construction in terms of design and process. There was no standard design, and implementing partners ranged from local NGOs to faith-based organisations to international organisations. This resulted in a wide variety of types of schools and a huge number of specialised, individual contracts (mixture of SSAs and PCAs). In 2009/10, in conjunction with increased support to the government's decentralisation efforts and to ensure greater quality assurance, adherence to standards and durability of the infrastructure, UNICEF decided to change this strategy by:

- Working directly with Municipal administrations to respond to their priorities for school construction and rehabilitation in the context of their on-going reform plans

- Geographically focussing construction efforts within UNICEF's target provinces, rather than applying an un-structured nationwide approach
- Grouping schools together, thus putting out a public tender for the construction of a number of schools, thereby attracting professional construction companies. This ensures consistency of construction work and reduces administrative burdens on UNICEF by requiring fewer contracts
- Contracting out the construction and supervision work to separate, specialised engineering companies
- Developing school construction standards and guidelines for implementation.

Progress and Results

The impact of this transition to a more streamlined, professional approach has already been significant.

- Provincial and municipal authorities have much greater ownership of the process, as they are deciding where schools should be built and have participated in the selection of the construction company.
- The administrative and technical burden on UNICEF Angola staff within the Education section has been drastically reduced. This will also be reflected in due course in other sections (e.g. Finance and Supply), as the number and type of contracts has been simplified - for example, one contract now covers the construction of 15 schools in one province, with another contract covering the supervision of this work.
- Pooling funds from a number of donors under the SFA initiative to finance the construction and supervision contract has been much simpler to manage than trying to distribute funds to different contracts and partners.
- The ability to ensure a consistent design and adherence to the emerging construction standards has been much greater as we are dealing with only one construction company.
- Timelines for initiating work (on-site assessment, construction work and supervision) are more robust, again because we are dealing with a unified approach.

Next Steps

The key next steps are to tackle the issues above which have not worked well with this approach, namely the impact on, and engagement with, the local communities and the wholesale acceptance of municipal priorities without a more informed dialogue about the sites. We also need to work on speeding up the bidding and selection processes, as these took far too long.

Title: *Foster Mothers*

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Abstract

The purpose of this innovation in Angola is to provide family and community-based alternative care for children under three, who are orphaned, abandoned and are currently in institutional care. The project is designed to place children under three in foster care and prevent them from living in residential care. Foster parents are made aware that placement is temporary and parental responsibilities are not fully transferred to them. If the child's biological family is located, the Ministry of Social Welfare can withdraw the child from the foster parent. The original period of placement within a foster family is two years, and can be renewed if the biological family or a permanent solution is not found for the children.

This model of alternative care improves living conditions and gives family-based care for those children whilst a permanent solution is found, prioritising their reintegration with the family of origin.

Innovation or Lessons Learned

The main innovative element of this project is the availability of family-based care for children in institutional care, in a temporary settlement, while a permanent solution is found. This family-based care is provided within the community, maintaining the children's ties to their social and cultural background.

This scheme needs a strong coordination element to work. In Luanda's case, the work of the Catholic Church in the municipality of Kilamba Kiaxi has been key to the recruitment, follow-up and training of the mothers, as well as generating a sense of community among the foster mothers through facilitating peer support and sharing of experiences.

Potential Application

The success of the project in Luanda has motivated the government to scale up foster parenting at the provincial and national level. The different context of each region will be considered when adapting the project to the local situation and to the needs of children in the different provinces.

The success of the Luanda experience will enable the replication of the model through the preparation and creation of a pool of trained foster mothers to work with, considering the reduced number of children in need of care outside Luanda.

In parallel, UNICEF has been supporting an NGO working with a different model of alternative care called Family Homes. Through this NGO's initiative, children in need of temporary care are placed with a married couple with children living in a permanent house until their families or a permanent solution is found. This model could also be applied in certain contexts.

Issue/Background

Data from IBEP show that 9.5% of Angolan children are orphans (of one or both parents) and that 12.1% of children are not living with their parents. Furthermore, children's homes are overcrowded, not compliant with international standards and unable to provide the needed, appropriate care for children, making these homes a last resort.

UNICEF has been supporting the Angolan Government in the development and implementation of the Strategy on Prevention of Institutionalisation of Children, particularly supporting projects for reintegration of children in their families and alternative care such as foster mothers and family homes.

Strategy and Implementation

This project was set up to advocate for alternative models to orphanages and is notable for having adapted this model to the Angolan context and contributed to the scaling-up and development of national policies.

The strategy is to create the policies and conditions needed to improve the situation of children in need of care.

1) Development of Strategy on Prevention of Institutionalization and of the Minimum Standards of Residential Care: These policies were developed by the government with support from UNICEF, to guarantee ownership and facilitate implementation and dissemination. A regional training will take place in early 2011.

2) Setting up of the foster care programme for children under three: Extension of the foster mothers' project in Luanda linked with one institution "Lar Kuzola".

3) Training and capacity building of caregivers: Provision of training to residential care staff and government staff working in child protection. Also, working with NGOs and

faith-based organisations to persuade them to redirect residential care resources towards family support.

4) Reintegration of children: Support for the reintegration of children into their families of origin, especially for children from other provinces, has been critical.

Progress and Results

The main objective is to reduce the number of children in residential care, improve their condition to develop, and reduce infant mortality. The strategies are to improve the system of alternative care and build the capacity of social workers to develop services to meet the main objective, as well as to facilitate the reintegration of children in their families when possible.

The project was initiated in Luanda province with 50 mothers and extended to another 50 during 2010. The next step is to scale up the foster care project in one whole province.

Already more than 100 children have been placed in the foster mothers' project, and they have been showing noticeable improvements in their health and psychosocial status. The project has also enabled siblings to remain together.

One of the main challenges is to strengthen government capacity to trace and find families of origin to reduce the period in alternative care to the minimum, allowing other children to benefit from this service. In cases where the family cannot be found, a permanent solution is needed as soon as possible to allow children to settle into their definitive placement, and avoid stress from home and caregiver changes.

Next Steps

For the next phase of the Alternative Care programme, UNICEF is planning to advocate for the birth registration of these children, to ensure their rights and facilitate their access to public services such as health and education, ensure legal recognition of the foster mothers, and speed up the adoption process for those cases where family reintegration is not an option.

Next steps to be taken for the Foster Mothers project are:

- Training of Government staff, NGOs and caregivers from Children's Homes on the strategy for Prevention of Institutionalisation and of the Minimum Standards of Institutional Care. Two trainings will take place, one for the northern region of the country and one for the southern region.
- Scale-up of the project to new provinces, beginning with Huila in 2011.

7 SOUTH-SOUTH COOPERATION

Building on an existing partnership between key actors of the juvenile justice system (Ministries of Social Welfare, Home Affairs and Justice) and a Brazilian NGO CEDEDICA with several years of experience on implementation of alternative measures for juvenile offenders, a team of Brazilian experts (Head of the NGO and one juvenile judge) held several key meetings and capacity building sessions aiming at:

- *Advocacy and Policy development:* To raise public awareness regarding alternative measures to encourage community, public and private sector participation
- *Capacity building:* Improve knowledge and understanding of national, provincial and municipal stakeholders, including juvenile justice professionals, social workers, lawyers, police forces, provincial commission and social centres' members, and other social actors in up-to-date procedures and practices in juvenile justice;
- *Programme development and documentation:* Support the design, dissemination, implementation and documentation of a pilot, community-based re-education and

reintegration programme (alternative measures) in Luanda and Huila provinces, targeting 100 children in conflict with the law.

Two Angolan magistrates from the Court of Minors and a UNICEF staff member participated in the 13th course on Jurisdictional protection of children, organised in cooperation with TACRO and UNICEF partners. This was an excellent opportunity to reaffirm UNICEF's leadership in providing technical assistance in juvenile justice through making available jurisprudence, expertise and research papers in Portuguese and Spanish language.

These initiatives are now being followed up with the Brazilian Embassy, with involvement of several UNICEF Regional and Country Offices looking to develop a strategic partnership to promote the sharing of knowledge and experience on child rights, in particular on juvenile justice and social protection.

Brazilian technical assistance was also provided in the elaboration of the Angolan Government's policy on prevention of institutionalisation of children, as well as for the definition of minimum standards and procedures for children homes.