URBAN AND PERI-URBAN WATER & SANITATION JOINT PROGRAMME MANAGEMENT

1. Cover Page

Country: **Angola**

UNDAF Outcome(s): Promoting of equitable economic development and democratic governance in accordance with international norms, by strengthening national capacities at all levels and empowering communities, so increasing their participation in decision-making processes

Rebuilding the Social Sectors to strengthen the national capacity for the delivery of basic services and to sustain processes of social empowerment

Joint Programme Outcome(s) (if different):
Community-oriented governance of peri-urban and rural water and sanitation sector promoted through autonomy driven institutional, regulatory and accountability system

Prog/project Title: Urban and peri-urban water & sanitation joint programme management.

Programme/project Duration
(Start/end dates): June 2008 – December 2010

Fund Management Option(s): Pass-through
(Parallel, pooled, pass-through, combination)

Administrative Agent: UNDP

Total estimated prog/project budget: $7,600,000
Out of which:
1. Planned resources:
- Government _____
- Regular/Other Resources
- NGO or private _____
- UN Org.... _____
- UN Org.... _____
- Donor ... _____
- Donor ... _____

2. Unfunded budget: _____

Names and signatures of national[1] counterparts and participating UN organizations

United Nations in Angola

Jocelline Bazile-Finley

Coordenadora Residente e Humanitária da ONU

Government of Angola

Ana Dias Lourenço

Ministra do Planeamento

[1] Governmental, and any NGO/civil society, private sector or other partners

UN Organizations	National Partners[2] (including sub national partners.)
Replace with: *Name of Representative* *Signature* *Name of Agency* *Date & Seal*	*Replace with:* *Name of Head of Partner* *Signature* *Name of Institution* *Date & Seal*
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2. Executive Summary

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

This programme aims to ensure sustainable, equal and non-discriminatory access to sufficient, safe, physically accessible and affordable drinking water and adequate sanitation for peri-urban and rural communities in the Luanda and Moxico provinces of Angola[3], by through human rights-based approach. Therefore, the programme to address the issue of sustainability of access to water and sanitation by introducing ownership rights and community management of WatSan schemes.

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

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

To achieve this, the programme will seek to: (i) establish a pro-poor policy and regulatory framework that feature community participation in the provision and management of WatSan facilities; (ii) promote the autonomy of communities in the management of WatSan facilities; (iii) reinforce the capacity of local governments, namely *municipios*, to effectively monitor community WatSan management units, mobilize resources and fund community WatSan projects and (iv) put in place an enhanced accountability system for peri-urban and rural water and sanitation sector.

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[2] For UNDP, national signatories must include the national coordinating agency and the relevant national cooperating agency

[3] The locations will be determined in agreement with the provincial government authorities.

Using capacity development and advocacy as main intervention strategies, while focusing on such governance issues as pro-poor policy/regulation, community participation and accountability, the programme will seek to achieve results focusing on addressing the challenge of designing an institutional and regulatory arrangement that embraces a rights-based approach and that is consistent with community-driven approach, to promote sustainable water and sanitation management scheme for the poor.

As regard to its implementation, the programme will be coordinated through a three-level mechanism: (i) a National Steering Committee, composed of the UN Resident Coordinator, the Minister of Planning and the local Head of Spanish Cooperation agency; (ii) a Programme Management Committee composed of the UN Resident Coordinator (or a designee), the *Director Nacional de Águas* (DNA), *Director Nacional de Urbanismo e Ambiante* (DNUA) and representatives from participating agencies, NGOs and beneficiary groups; (iii) a UN-level coordination which consists of the UN country team and technical working groups.

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

Risks come from uncertainty about assumption relating to: political support, community perception, cost effectiveness, pace of reform, realignment of capacities, harmonization with other initiatives and availability of national support. Most risks are addressed either in the programme content or through the programme process, and thus might not affect the feasibility of the objectives.

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

3. Situation Analysis

Many years of war in Angola have translated into extremely low social indicators, placing Angola amongst the countries with low human development – i.e. Human Development Index (HDI) less than 0.5 –, ranking 162nd out of 177 countries in HDI ranking[4]. With a GDP per capita of US $2,547 PPP in 2006 (129th out of 177 countries), and a HDI of 0.439, the country shows a paradoxical situation of rich economic potential and low human development.

Access to clean water is a big problem for a large proportion of the Angolan population, especially the poorest, i.e. those living in the peri-urban areas of Luanda and in rural areas. In peri-urban Angola, almost all water standpoints managed by publicly-owned utility have gone down or have been abandoned, due to lack of maintenance and management problems. Out of more than 600 water standpoints registered in 1976 (i.e. just after the independence), in the peri-urban area of Luanda, only 10 remained operational in 1990. Though around 300 standpipes have been built since then by NGOs, with the support of various donor organizations, the need is still immense as the population living in the area increased ten times.

In 2003, in the *municipio* of Sambizanga[5], for example, only 145 out of the 287 water standpoints registered were functional, representing a breakdown rate of almost 50%. In three *municipios* of the peri-urban areas – Cacuaco, Cazenga and Sambizanga – the average breakdown rate is 43%. People living in peri-urban Luanda have to pay high price for poor quality water from private

Sambizanga	145	69	73	287
Total	266	94	103	463

Source: SCSP database 2003

	Operational	Broke	Abandoned	Total
Cacuaco	28	11	11	50
Cazenga	93	14	19	126

[4] Source: 2007/2008 Human Development Report.

[5] One of the suburban area of the Capital city Luanda.

sellers, at the rate that can go up to USD 17.00 per m^3. People living in remote rural areas or those dwellers who cannot afford buying water from private sellers (truck or tanks) have to take water from rivers and carry it over long distances.

Sanitation is also a serious problem. The lack of adequate sanitation facilities in peri-urban Luanda, resulting in haphazard disposal of excreta and pollution of water, aggravates the spread of diarrheic diseases. Consumption of poor quality water resulted in successive outbreaks of cholera, a typically water born disease, that from February 2006 to October 2007 affected 85.000 people and resulted in 3.237 deaths. The mortality rate in informal settlements of peri-urban Luanda can reach 20 times that of the center of the city where water and sanitation facilities exist. Moreover, the quality of life within communities, especially women, are affected by the time spent looking for water and the grief of carrying it through long distance.

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

Improving access to safe drinking water and adequate sanitation is one of the greatest development challenges in Angola, as in 2003[0] the proportion of population without access to improved source of water was estimated at 43% in 2003 and those not having access to improved sanitation facilities 74%. For illustration, achieving Target 10 of "Halving the proportion of people without access to safe drinking water and basic sanitation" (under MDG 7) in Angola by 2015, would require the provision of safe water to 9 million people and appropriate sanitation to 7.7 million people nationwide over the next eight years,

The achievement of MDG 7 in Angola is also closely related to other MDGs, including target 4 of MDG 3 (eliminate gender disparity in primary and secondary education) target 5 of MDG 4 (reduce by two-third, the under-five mortality rate), target 8 of MDG 6 (have halted and begun to reverse the incidence of malaria and other major diseases) and target 11 of MDG 7 (have achieved a significant improvement in the lives of at least 100 million slum dwellers).

The Angolan government's objective is to increase the proportion of people having access to safe-drinking water and adequate sanitation from 33% to 81% and from 48% to 74% respectively in the period 2003-2016.

To that end, the government has implemented a large water infrastructure investment program, including for example the project "Água de Luanda" (Sistema I, II and III) intended to cover 4 million people residing in Luanda, reinforced by a vast institutional reform to support the provision of water supply and sanitation services. The government efforts on institutional matters include:

- The promulgation of a water law in 2002 that defines the policy framework for water resources management, in general, and sets the foundation for the national policy for the use of water as consumption good;
- The establishment of a water sector strategy and programme in 2004: *Estrategia de Desenvolvimento do Sector das Aguas and Programa de Desenvolvimento do Sector das Águas*;
- The devolution of water and sanitation service provision responsibility to Provincial governments (*provincias*) in decentralization law passed in 2002;
- The creation of provincial water utilities operating under commercial regime;
- The drafting of the regulatory framework for the water sector (due in 2006);
- The devolution of some aspects of water provision responsibility to Municipal governments (*municipios*) in February 2007;

Existing efforts tend to focus mainly on the provision of water urban areas, more specifically the capital city Luanda and selected provincial cities. The existing state-affiliated water utilities, the public water company, *Empresa Publica de Água de Luanda* (EPAL), and the provincial Directorates of Energy and Water have mandates circumscribed to main cities.

Big challenges still remain with regard to the provision of safe drinking-water and adequate sanitation services in peri-urban and rural areas, where the poorest are living. In peri-urban areas, informal settlements have often no access to safe-drinking water and adequate sanitation. Residents have therefore to buy water from trucks where they often end up paying

[0] The last year for which accurate data from household survey is available.

much more than those neighborhoods that are connected to the water system or have access to a water pump. In a province like Moxico, one with the highest number of returnees in the country, the challenges of developing water and sanitation schemes is complicated by the extreme vulnerability and poverty of the population. Access to information and participation in decision-making processes also remains a major challenge throughout the country in relation to water and sanitation.

Several projects and initiatives deal with the issue of access to water and sanitation in poor neighborhoods, but most of them are confined to the introduction of community management of water and sanitation facilities. They do not sufficiently address such aspects as: policy, regulation, interaction between local governments (local authorities), local contractors and community organizations, neither the issue of accountability and monitoring & evaluation.

The challenges regarding the sustainable provision of safe drinking water and adequate sanitation in peri-urban and rural areas include the necessity to promote accountability, ownership of WatSan management scheme at various levels, access to information and users' participation in decision-making processes regarding the provision of water and sanitation services in their localities.

4. Strategies including lessons learned and the proposed Joint Programme

Background/context

This joint UN project seeks to contribute to the objectives of the *Estratégia de Combate à Pobreza* (ECP), the Angola poverty eradication strategy. The interventions outlined in this document aim to support national priorities highlighted in the ECP regarding the water and sanitation sector, over the backdrop of the MDGs and the Millennium Declaration, especially goal 7, but also goal 6 related to combating other diseases (i.e. waterborne diseases like Cholera), , goal 4 (reduce child mortality), and goal 3 (promote gender equality and empower women)..

Furthermore, this proposal aims especially at improving access to safe drinking water and adequate sanitation in areas with large groups of returnees and internally displaced populations (IDPs), like the Moxico province, where economic self-reliance among the population has to be facilitated in order to stabilize the population, and ensure lasting peace and effective economic recovery, also in line with ECP objectives. There will be a special focus on women within the target groups.

The UN programme would focus on the enhancement of the governance of the water and sanitation sector. It addresses the challenge of designing an institutional and regulatory arrangement that embraces a rights-based approach and that is consistent with community-driven approach, to promote sustainable water and sanitation management schemes for the poor.

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

In line with their development assistance niche, participating UN Agencies, in close collaboration with their development partners, will support elements of this initiative to deliver on services that will lead to health and general livelihood benefits for the vulnerable.

UNDP will in this respect address institution building mainly focusing on national and sub-national level institutions, whereas UNICEF will focus on community level institution strengthening and capacity building for their technical and environmental sustainability. UNDP and UNICEF will also ensure, through a legal and policy review of existing laws, policies and procedures and through awareness raising, the introduction of a rights-based approach into the provision of safe-drinking water and adequate sanitation. IOM and ILO will be focusing on women economic empowerment, extension of financial services and enterprise development with special focus on capacitating community water committees, community-based organizations, local entrepreneurs and all other non-public entities operating in water-related sectors, to ensure the social and economic sustainability of the water and sanitation assets.

The governance model for peri-urban and rural WatSan sector, as proposed in this project, would take the form of a network of autonomous water point management units, with the local government at the 'centre', regulating and monitoring, intervening only when a problem occurs in any one unit. This is the ideal picture. In fact, local community groups are more or less involved in the management of water supply and sanitation, and the degree of autonomy may vary according to the capacity of the community to sustain the management of their water points.

This model of governance seeks to promote for the peri-urban and rural water and sanitation sector, the following features:
- The government's role as facilitator/regulator, and last resort provider
- Increased role of communities in the planning and managing of their own social infrastructures, including access to information and participation in decision-making processes related to water and sanitation
- The private sector (including NGOs) as service provider, governed by competitive and effective regulatory framework
- A rights-based approach to the provision of safe-drinking water and adequate sanitation

Community level

The model of governance advocated in this program is based on the demand-responsive approach. The full feature of this model consists in autonomous management of water points by the communities themselves. This model is different from the one practiced at the moment, based on a top-down approach, through which water points are brought to communities and managed by 'external' stakeholders (local government or utility).

The basic feature of the model advocated in this project is based on the demand-responsive approach where communities in villages define their needs in terms of facility – protected well, boreholes or pump – and set the range of price they are willing and able to pay. This provides the primary basis for the involvement of communities in decisions regarding the provision of water in rural areas; such participation is ensured through community water committees (in which women are not only adequately represented, but will be groomed to play leadership roles).

The proposed role of communities will transcend the traditional status of simple users or contributors in terms of labour (digging wells, or guarding water points to prevent abuse) and, in some cases, in terms of cash to cover operation and maintenance of water installations, to assume the more complex activities of informed choices on potential water supply systems, selecting contractors and managing the procurement of water scheme items (purchase of pumps, well equipments and materials), and handling financial operations for the installation of new systems, rehabilitation and extension of existing schemes.

Ideally, the communities would assume all of these responsibilities and function autonomously in the management of water, with water committees setting tariffs and agreeing with users on payment mechanisms. Water consumer associations would be watchdogs over the water utilities not only to ensure good management practices and sustainable access to services, but also take care of the case of the most vulnerable groups in the community so that they also have access.

'Intermediary' level

The communities may need assistance from NGOs or community-based organizations to provide community development support (educate the members on the importance of using safe water, assist in bringing the members of the community to a consensus on the needs, provide skills on proper financial management and accountability, etc) and packages of technical skills (digging, installation of equipment, basic operation and maintenance techniques, etc), as well as to serve as a link between communities and other actors (the municipalities/local governments and providers).

In the governance model proposed in this project, the private sector's role can take different forms, depending on the degree of involvement of the community. The business sector's interventions may range from small entrepreneurs providing equipment and materials, and installation of water points for communities to utilities supplying water services and collection of tariffs, based on technology and cost preferences defined by the community.

'Municipal' level

The water governance model put forward in this project also suggests that the responsibility of local governments (municipalities) is essentially to create the enabling environment for all actors to function harmoniously in providing sustainable services to partner communities. This will involve outlining a local water and sanitation sector development

strategy, as part of the municipal development plan, providing resources to communities for implementation of their plans, providing monitoring oversight and regulating the market to ensure equal and adequate access, especially by defining incentives for and promoting competition among private actors and NGOs, and establishing a strong regulatory framework which includes independent monitoring, participation and penalties for non-compliance.

In this context, the setting up an independent regulatory agency (municipal water authority) with primary responsibility for quality assurance is recommended. This unit will define and monitor compliance with regards to norms for water quality, well design-type of hand-pumps; competitive framework for suppliers; incentives for small to medium scale enterprises in the provision of water supply equipment (including water pumps) and installation of water schemes.

Specific strategies

The general strategy of intervention in this project is to concentrate the effort on capacity development and advocacy. The idea is to reinforce the capacity of concerned stakeholders and institutions to implement the peri-urban and rural water and sanitation governance model suggested. Advocacy activities will be implemented, in parallel, to seek realignment of policies and ownership of water management schemes by the communities themselves.

Specific strategies include:
- The focus on sustainability, which implies the realignment of the role of local government and the introduction of community participation;
- The promotion of accountability at different levels, as well as the institutional responsibilities, which implies that monitoring of results will be a key activity in the project.

The main implication of these strategies is that the project activities and outputs will focus on:
- Advocating for appropriate policy (international norms and standards) and developing national capacity for policy making;
- Developing appropriate regulatory or legal instruments (institutional capacity) to govern the interactions between those actors, especially between the local government and the communities, between 'regulation authorities' and local businesses, …;
- Strengthening the capacities of the main actors (local governments, local administrative departments, community organizations, local contractors, NGOs, …) to assume their respective responsibilities;
- Developing accountability mechanisms based namely on the strengthening of end-users capacity/power to make claims to those who have the responsibility/duty to ensure the provision services.

From the view point of programmatic principles, the main strategy is to build upon the existing systems. This implies for example the selection of the geographic locations for intervention on the basis of and coherently with existing plans and the sites where other initiatives have already been implemented by NGOs and other donor organizations. This also implies the use of technology that has proven to be the most adequate in the local context (lesson learned from existing facilities).

Another key feature of this programme is the stimulation of multiplier effects as a strategy to maximize its impact. This multiplier effect is based, on one hand, on rolling out the proposed community water management package to support other communities, who would then be able to autonomously manage their own facilities, including the mobilization of resources (eventually from local development funds) to ensure maintenance, repair or upgrade their installations. On the other hand, thanks to increased institutional capacity, *municipios* would be able to monitor and provide support to an increasing number of water management units. At the same time, with more members joining in, the water coalition will gain more and more claim-making power, increasing pressure to *municipios* and improving accountability.

5. Results Framework

Summary of Results Framework

UNDAF outcomes:

- Promoting of equitable economic development and democratic governance in accordance with international norms, by strengthening national capacities at all levels and empowering communities, so increasing their participation in decision-making processes

- Rebuilding the Social Sectors to strengthen the national capacity for the delivery of basic services and to sustain processes of social empowerment

Programme outcome: Community-oriented governance of peri-urban and rural water and sanitation sector promoted through autonomy driven institutional, regulatory and accountability system.

The governance model described above rests on the following pillars: powerful community structures, interaction between actors of different levels, effective accountability at different levels, strong monitoring system and adequate funding system. The following four outputs will thus be pursued.

Output 1: Policy and regulatory (exisiting) legal systems framework featuring community management of WatSan utilities in place

A water law was passed in 2002 and a water strategy established in 2004. The existing water policy however is not explicit about the guiding principles regarding the provision of water in poor neighborhoods, namely peri-urban and rural areas. Nor the existing policy makes explicit mention of community participation in the management of water utilities. As for the sanitation sector, the solid waste law is still in project phase.

A water regulation policy document has been drafted but is pending approval. In the area of water supply, particularly, though the general water law opens up the possibility of 'private' supply of water services, no private utility has ever been operating in the sector, due to absence of regulation. Moreover, any WatSan regulation in Angola may needs to have a pro-poor feature to address the needs of people leaving in peri-urban and rural areas.

Output 1.1: WatSan policy review realized in order to reinforce WatSan policy framework to embrace pro-poor feature and community participation in the management of WatSan utilities, by 2009

Introducing pro-poor features and community management options in WatSan policy instruments is key to promoting the governance model put forth in this programme. The programme will support the realization of a diagnostic of WatSan policy to establish opportunities for policy debate and formulation. The programme will then advocate for the introduction of key features mentioned above in WatSan policy.

Output 1.2: Six 'municipal' WatSan master plans incorporating community management models elaborated, and adopted by 2009

The *municipios* are the local governing bodies, closest to communities, assigned with the responsibility of providing water and sanitation services to populations. In this context, the natural extensions to WatSan policy are municipal master plans that translate broad policy options into specific objectives at local level. Moreover, these municipal master plans are important instruments for driving community actions as well as municipal government's interventions in the area in question.

These municipal WatSan master plans – when incorporated into municipal development plans – are also instrumental in the mobilization of financial resources to fund 'municipal' agendas in the WatSan sector, including support to community-managed utilities. Such plans are also the primary tools for the accountability of municipal governments with regard to provision of water & sanitation, as they set the objectives these local governments are accountable for.

Output 1.3: Study on the socio-economic profile and beneficiaries disposition in the water and sanitation management process as a basis for preparation of Municipal Water and Sanitation master plans

The suggested study is a crucial element for defining the model of governance proposed in this program to ensure the provision of water and sanitation quality, at prices affordable communities.

Then the advocacy effort will be pursued for development of master plans for municipal water and sanitation, focused and sensitive to the problems of the poors, which should take into account issues such as: an analysis of the impact of different regulatory instruments in prices (of limitations price, rate of return, etc.), advocacy for the integration of internationally recognized quality standards; introduction of incitation measures to stimulate the participation of and competition between local contractors; etc.

The design of these master plans will be based on the key principle of inclusiveness. To this end, the programme will give important room to the promotion of forms of public consultations, including possible arrangements for movement of proposed municipal master plans, public notice, devices and methods for both formal and informal consultations, etc. Another key activity is the mobilization of actors, especially the end-users, to participate in consultations on regulations.

Output 2: Autonomy-oriented community water structures ensuring sustainable access to WatSan facilities in 500 community groups (*bairros* or villages) across 30 municípios.

Community water committee is a crucial entity for promoting autonomy in the management of WatSan scheme by a community group. This programme will seek to focus on features deemed to be critical for strengthening those committees, (as community organizations), like: leadership, networking for experience sharing, sound organizational structures, gender inclusiveness,etc. These kinds of support will also be extended to other entities that support communities at local level.

Capacity building effort will also be extended to those entities that work toward the 'autonomization' of community WatSan schemes. A strong user association is, for example, an important factor for ensuring the accountability of WatSan committee. Resilient local entrepreneurs are also important for ensuring continued supply of inputs for WatSan facilities, but to get a strong base, local enterprises may need specific support like: financial services (micro-credit) or business services (training, …). Idem for NGOs and community-based organizations (like women groups).

Community WatSan structures will be established first for 120 community groups, where the programme will at the same time help build or restore water standpoints. Community WatSan management support package will be implemented in these community groups and refined. Then, the community management support tools are rolled out across other 400 community groups that have the possibility to finance by themselves the installation of their WatSan facilities. This multiplier effect might be possible so far as funding scheme would be in place, allowing communities to fund water standpoint installation.

Output 2.1: New water and sanitation users in 120 communities accessing improved WatSan facilities based on cost-effective technology options, by 2010

The programme will support the installation of 120 WatSan facilities: 50 in Luanda in the municipios of Cacuaco, Sambizanga and Cazenga (eventually Viana); and 70 in Moxico in the municipios of Luena, Cazumbo and Luau[8]. The relating community water structures – water committees and water user associations – will be established. Through social mobilisation efforts, adequate guidance will be provided to the community in identifying a group of local functionaries to form a community water and sanitation committee. The same principle will be applied to help the community set up a user's association.

Output 2.2: 500 community WatSan structures capacitated in community WatSan management, by 2010

The programme will implement and expand a package of community WatSan management tools, established on the basis of models already implemented/tested in other initiatives of community-led management of WatSan schemes. This package will be rolled out over the 120 community groups initially targeted by the programme and other 400 community groups offering suitable conditions.

Through their local water committee, communities will agree an appropriate tariff system, who pays, how, how much and when. Using participatory planning tools, communities will be engaged in assessing their local water supply and sanitation situation, identify gaps and appropriate remedial actions to resolve the situation.

The members of the water committee will be trained in various functions with the result that, ultimately, communities have the capacity to not only plan for improvement of their water and sanitation facilities, but also that they could also, manage implementation, and effectively organise themselves to adequately manage the maintenance, repair and upgrade of these water supply assets.

[8] These possible locations are cited here as reference. The very locations will be identified in agreement with provincial government authorities before starting the implementation.

Checks and balances system which guarantees transparency and proper accountability is a key part of community water management process. Communities decide how their funds can be secured. They agree on a social audit process that periodically provides status update of community funds/contributions. Users associations will be trained to play their watchdog role effectively.

The project will facilitate information sharing and cross learning to ensure "best practices" are widely disseminated through workshops and exchange experience visits across *comunas*, *municipios* and *provincias*. To facilitate effective advocacy for scaling-up it is important that the process be carefully monitored and properly documented all the way.

Output 2.3: 25 local entrepreneurs operating in WatSan related sectors capacitated in the supply of inputs to WatSan facilities, by 2010

Small local contractors operating in water related sectors will be strengthen in their capacity to compete in public bidding processes for watsan construction works. The sustainability of community-managed watsan schemes depends on the availability of a range of equipments, spare parts, and services (construction, maintenance, replacement and repairs), that are meant to be provided by local entrepreneurs.

Support to local entrepreneurs is therefore an important component of the programme by the provision of a range of business development services, such as: training on specific technical fields relevant to water and sanitation facilities (masonry, plumbing, etc.), provision of small grants and tool-kits for start-up, development of micro-credit schemes, provision of market advisory support, etc.

Output 2.4: Up to 120 sustainable livelihood projects implemented to create income opportunities for community members and increase their capacity to pay for WatSan services, by 2010

As most of the targeted communities are very poor, the programme also includes an income-generating component that allows the poor to generate income for them to be able to pay for WatSan services. This would in turn contribute to ensuring the sustainability of community managed WatSan schemes.

Proposed activities will support the establishment of new community micro-enterprise, through the inputs of technical information, capacity building support and financial support for supply of start-up materials tools or equipment. As community micro-enterprises are established, women's leadership in cooperatives will be empowered to increase their access to income generation opportunities and voices within their communities.

This component will be focusing on:

- Provision of technical and financial support in form of grants for supply of material & equipment to alternative income generating activities for communities and increase their networks links, thereby improving their market access;
- Strengthening communities through working with existing "Producer Groups" and nurturing collective activities to generate employment opportunities within the communities;
- Promote the inclusion of women and vulnerable groups into sustainable livelihood activities;
- Promote long-term business strategies and the sustainability of income generating activities while taking into account environmental and social implications.

Output 3: Mechanism for monitoring and funding community-driven WatSan schemes put in place at *municipios* level

In the governance model proposed in this programme, the role of local governments is expected to move from direct service provider – through government-owned utility –, in a top-down fashion, to that of a supervisor of a network of community-managed units.

Sustainability in this model depends on the capacity of *municipios* to monitor/supervise and fund community water management units. Water and sanitation development strategies, as part of municipal development plans, are critical instruments for mobilizing resources by *municipios*, to finance community water and sanitation scheme. Project activities will include support to: the drafting of water strategies, incorporation of water strategies in 'municipal' development plans, development of water sector monitoring frameworks, ….

The local government (and the associated public utility) is expected to intervene only when a problem occurs in any one unit. The most likely motive for intervention is the funding of community WatSan scheme improvements. Another type of intervention is the enforcement of the applicable pricing system. There are potentially other types of problems, such as disputes among users or between users and water committees that are bound to be solved within the community itself.

Output 3.1: Municipal monitoring board established for monitoring/supervising community WatSan units in the concerned localities

To monitor/supervise community water schemes, what *municipios* need is a local information system, consisting of dataset (price, degree of autonomy, status of water point, …) and a mechanism for collecting information on community water point management to feed to its database. It may be useful also for municipios to dispose of a menu of interventions, based on the documentation of frequent issues and type of assistance requested.

Output 3.2: WatSan funds established in 30 municipios to support community WatSan units

Ideally, the community itself might be able to finance its water scheme by its own, through the fees paid by users. In some communities however 'external' resources may be necessary to finance heavy investment. Funding of community water schemes is likely to be one of the main motives for intervention by local government (eventually through associated utility).

The local government, more precisely the municipio, has the duty to assist community in dealing with such issues. In this regard, the local government may need to fund schemes to mobilize resources and channel the resources mobilized to communities, for these to fund community the WatSan utilities. The local government has to identify the most amenable public resources and mobilize them. The funds mobilized could serve to feed a municipal water fund for example.

One possible source of funding available to municipios is the Local Development Funds that is on the process of being created. To mobilize those funds for the related purposes, the municipio needs to have a local development plan that highlights the local population needs. That's one of the reasons why this programme includes a support to the development of municipal development plans, but its focus would be on water & sanitation plans and their integration into the main municipal development plans.

Other sources of funding need to be explored; for example, municipal budgets or the possibility for community water committee to get loans from micro-finance schemes, guaranteed by municipios.

Output 4: Mechanism put in place for the accountability of *municipios* in the provision of water and sanitation services to peri-urban and rural areas

The governance model put forth in this programme rests also on the accountability of stakeholders at different levels. It is based on the idea that sustainability of community water & sanitation schemes depends not only on the sense of ownership communities have on their management, but also on the existence of an accountability system.

At community level, the accountability mechanism is part of the package of the community's water management scheme, and its most important features include the community watchdogs – i.e. the user associations – and the implementation of social audits. A mechanism for the accountability of local governments, i.e. *municipios*, rooted on a rights-based approach, has to be put in place.

Such mechanism consists in both creating the pre-conditions for effective accountability and promoting specific accountability implements. Essential pre-conditions include users' awareness of their rights and community's claim making power. In this programme, the reinforcement of communities' claim making power is sought after through the creation of a water users' coalition. As for the accountability implements, this programme will support the institutionalization of water forums and the implementation of participative evaluation of water & sanitation service provision to poor communities.

Output 4.1: 80% of population in target areas aware of their basic rights relating to water and sanitation and of their local service provision and are able to use this knowledge to claim for improved service delivery

For communities to be able to make effective claims, they need to have good sense of what their rights are as well as access to information regarding water & sanitation in their areas, including information on the way it is managed. This programme will roll out a vast training on rights relating to the area of water & sanitation. It will also support the creation of devices for publicizing information and data on water & sanitation in dwellings.

Output 4.2: Water user coalitions formed and capacitated to advocate for improvement in delivery of services to poor communities

To increase the communities' claim making power, one powerful instrument to be integrated is the constitution of a user coalition. Such organization is instrumental in representing and defending the interest of end-users, especially the poorest, in water policy debates and evaluation exercises. This programme will support the creation of a user coalition and the strengthening of its capacity to engage in dialogue with local government.

Output 4.3: National WatSan forum institutionalized

WatSan forum is a platform where all WatSan organizations discuss the key issues regarding access to WatSan and define concerted actions. This is an important platform where users' coalition could lay their claim regarding the main strategic results in WatSan sector and suggest the key strategic orientations that might respond to their needs and preferences with regard to the provision of WatSan services.

The programme will support the institutionalization of this forum through the mobilization of community groups, assistance to knowledge networking, etc.

Output 4.4: Periodic participatory evaluation of water & sanitation service provision to poor realized in target localities

This programme will also support the implementation of participatory evaluation of water & sanitation provision, as a space where communities could effectively make claims and hold the local government accountable. The programme will support the establishment of a mechanism for participative evaluation, which implies in terms of activity: the design of an evaluation methodology, the facilitation of focus groups, the preparation of evaluation reports,….

RESULT FRAMEWORK

UNDAF outcomes:

- Promoting equitable economic development and democratic governance in accordance with international norms, by strengthening national capacities at all levels and empowering communities, so increasing their participation in decision-making processes
- Rebuilding the Social Sectors to strengthen the national capacity for the delivery of basic services and to sustain processes of social empowerment

Joint programme outcome: Community-oriented governance of peri-urban and rural water and sanitation sector promoted through autonomy-driven institutional, regulatory and accountability system

Indicators:

- Proportion of population with access to improved water facilities, in target areas. Baseline 2007: n/a ; Target 2010: 70%
- Proportion of population with access to improved sanitation facilities, in target areas. Baseline 2007: n/a ; Target 2010: 70%
- Index of community autonomy in the management of water and sanitation facilities. Baseline 2007: n/a ; Target 2010: (+50%)
- % of broken water facilities in target localities. Baseline 2007: 43% ; Target 2010: ≤ 5%
- Average down time of water supply systems in target localities. Baseline 2007: n/a ; Target 2010: "Halved"

Joint Programme Outputs	SMART Outputs	Agency priority / country programme	Implementing partner	Indicative activities	Resource allocation & time frame			
					2008	2009	2010	Total
Output 1: Pro-poor policy and regulatory framework featuring community participation in the management of WatSan, operational and running Indicator 1a: Features of national WatSan policy with regard to the role of communities in the management of water and sanitation scheme. Baseline 1a: Existing WatSan policy documents do not explicitly mention the role community in the management of WatSan utilities Indicator 1b: Status of WatSan regulation and its feature with regards to	Output 1.1: WatSan policy review realized in order to reinforce national WatSan policies to embrace pro-poor feature and community participation in the management of WatSan utilities, by 2009	UNDP	DNA, DNUA	-Study on the socio-economic profile and moods of the beneficiaries in the water and sanitation management process as basis for preparation of Municipal Water and Sanitation master plans -Organize consultations on WatSan policy review	100,000	100,000	100,000	300,000
	Output 1.2: Six 'municipal' WatSan master plans, incorporating community management models, elaborated and adopted by 2009	UNDP	DNA, DNUA, DPEAs, and municipal governments	-Establish guidance for WatSan planning at local level -Draft WatSan master plans in concerned 'communities' and municipalities -Organize consultations around WatSan strategies in concerned localities -Advocate for the integration of water and sanitation strategies in municipal development plans	150,000	200,000	200,000	550,000
	Output 1.3: Pro-poor consolidated regulatory framework for WatSan sector in place by 2010	UNDP	DNA	-Conduct studies relating to the regulation of the WatSan sector -Organize consultations/debates around WatSan sector regulation policy	100,000	110,000	110,000	320,000

pro-poorness Baseline 1b: Absence of consolidated regulatory framework for WatSan sector; Water regulation law pending approval	Output 1.4: National WatSan sector Management Information System (WatSan MIS) disseminating information and guiding policy and regulatory framework reforms by 2009	UNICEF	DNA/ MINUA	- Conceive and implement a mechanism for collecting data on water and sanitation - Create software for the management of information related to WatSan sector - Train relevant staff in the management of the MIS	245,500	222,300	0	467,800
Output 2 Autonomy-oriented community water structures ensuring sustainable access to WatSan facilities in 500 community groups across 30 municipios Indicator 2a: number of new community water committees and user associations created and able to raise 90% of operation and maintenance costs	Output 2.1: New water and sanitation users in 120 communities accessing improved WatSan systems based on cost-effective technology options by 2010	UNICEF	- GAS	- Construct or rehabilitate water points in 120 communities targeting 30,000 new users (villages/*bairros*) - Facilitate the creation of water committees and water user associations in these 120 communities (villages/*bairros*)	777,100	777,100	150,000	1,704,200
	Output 2.2: 500 community WatSan structures capacitated in community WatSan management, by 2010	UNICEF	- GAS, CBOs	- Establish training modules for community WatSan structures - Network WatSan community organizations for knowledge sharing - Facilitate the functioning of the network of WatSan community organizations - Disseminate training modules throughout target localities	209,500	150,000	121,000	480,500
	Output 2.3: 25 local contractors capacitated in the provision of equipments and services to community WatSan schemes by 2009	ILO	- INEFOP , INAPEM, Municipal governments, private entrepreneurs	- Facilitate the implementation of business service package (business development tool-kits, micro-credit scheme, ...) in the selected localities - Follow up and monitor the development of small-sized businesses operating in the WatSan sector	50,000	100,000	100,000	250,000
	Output 2.4: Up to 120 sustainable livelihood projects implemented with the aim to create income opportunity for community members' and increase their capacity to pay for WatSan services, by 2010	IOM	- DNA, Prov Gov	- Capacitate CBOs in the implementation of livelihood development initiatives in the localities selected - Strengthen community skills in project identification, group organizations, business and marketing through training and technical assistance - Facilitate the implementation of income generation projects within communities - Promote the inclusion of women and vulnerable groups into sustainable	300,000	320,000	330,000	950,000

				livelihood activities. -Promote long-term business strategies and the sustainability of income generating activities while taking into account environmental and social implications. -Sensitize communities on the importance of participating in supporting water scheme costs to ensure sustainability				
Output 3: Mechanism for monitoring and funding community-driven WatSan schemes put in place at municipios level Indicator 3a: Status and operationality of local information system on the management of WatSan utilities Baseline 3a: None of the municipalities in target areas have structured information system on local WatSan utilities Indicator 3b: Nature and frequency of municipalities interventions in local WatSan utilities Baseline 3b: 0	Output 3.1: 'Municipal' monitoring boards established for monitoring/supervising community WatSan units in the concerned localities by 2009	UNDP	-'Municipal' governments	-Establish a database of WatSan management units in tagets localities -Establish and implement a data collection procedure -Create a monitoring board programme/software -Train municipality staff in the use of monitoring board	162,000	170,000	170,000	502,000
	Output 3.2: WatSan funds established in 30 municipios to support community WatSan units, by 2009	UNDP	-DNA, Prov Gov	-Identify financing sources and opportunities for water & sanitation initiatives -Establish a protocol for the management of water funds -	100,000	120,000	140,000	360,000
Output 4: Mechanism put in place for the accountability of municipios in the provision of water and sanitation service to peri-urban and rural areas Indicator 4a: Index of municipal accountability Baseline 4a: n/a	Output 4.1: 80% of population in target areas aware of basic rights relating to water and sanitation and of their local service provision; and are able to use this knowledge to claim for improved service delivery, by 2010	-UNICEF	-DNA, Prov Gov	-Train stakeholders, especially end-users, on rights to water and rights-based approach to WatSan management -Implement a 'media' information campaign on rights to water and rights-based approach to WatSan management -Conceive and realize devices for publicizing data and information on water and sanitation	50,000	100,000	100,000	250,000
	Output 4.2: Water user	-UNICEF	-CBOs	-Conduct a feasibility study of a	228,000	171,000	0	399,000

	coalitions formed and capacitated to advocate for improved delivery of services to poor communities, by 2009			coalition of water users -Design an organizational structure for water user coalition -Organize and facilitate the consultations for the creation/formation of a water coalition -				
	Output 4.3: WatSan forums at different levels institutionalised by 2009	- UNICEF	-'Municipal' and provincial governments -GAS, CBOs	- Mobilisation of community groups for participation in forum, - Define ToR of forum, -Capacity building of forum members to effectively ensure effective operationalisation of the regulatory framework	247,500	201,000	0	448,500
	Output 4.4: Periodic participatory evaluation of the provision of WatSan services realized in the target localities	-IOM	-'Municipal' governments -GAS, CBOs	-Establish an evaluation methodology -Organize and facilitate focus groups -Elaborate evaluation reports -Assess the evaluation methodology	50,000	70,000	80,000	200,000
Output 5: Programme management	Output 5.1: Programme coordination	-UNDP	-	-Coordinate the implementation of the programme	111,300	70,000	70,200	251,500
	Output 5.2: Programme monitoring and evaluation	-UNDP	-	-Implement monitoring and evaluation activities	55,000	55,000	56,500	166,500
		-	-	-				7,600,000

Budget per agency per year (USD)

Agency	Budget			
	2008	2009	2010	Total
ILO	50,000	100,000	100,000	250,000
IOM	350,000	390,000	410,000	1,150,000
UNICEF	1,757,600	1,621,400	371,000	3,750,000
UNDP	778,300	825,000	846,700	2,450,000
Total	2,935,900	2,936,400	1,727,700	7,600,000

6. Management and Coordination Arrangements - Two pages

Coordination

The coordination of the implementation of this programme would be undertaken at various levels, political as well as operational. Three coordinating instruments will be implemented in this regard: a National Steering Committee, a Programme Management Committee and Coordinating mechanism within the UN system.

The National Steering Committee

The National Steering Committee's role is to provide oversight and strategic guidance to the programme. As such, the NSC approves the programme document and annual work plans. It will also set the priorities and ensure that the results are in line with the main objectives of the programme.

The National Steering Committee (NSC) will be composed of[9]:

- the Minister of Planning
- the UN Resident Coordinator
- the Head of the Spanish Cooperation Agency in Angola

The NSC is co-chaired by the Minister of Planning and the Resident Coordinator.

The specific responsibilities of the NSC shall include:

- Reviewing and approving its Terms of Reference (ToR) and rules of procedure, and amend them as necessary
- Approving the Joint Programme Document before submission to the Fund Steering Committee
- Ensuring the conformity of the strategic direction of the programme with the requirements of the Fund and the framework authorized by the MDG-F Steering Committee
- Aligning MDG-F funded activities with the UN Strategic Framework or UNDAF approved strategic priorities
- Ensuring that appropriate consultative process take place with key stakeholders
- Approving the reporting mechanism for the programme and reviewing the consolidated programme reports from the Administrative Agent
- Reviewing findings of the summary audit reports and ensuring the implementation of corrective actions
- Ensure donor visibility

The Programme Management Committee

The PMC's role is to provide operational guidance to the programme, focusing essentially on operational mechanism for integrating and putting together agency "components".

The Programme Management Committee (PMC) will be composed of:

- The Resident Coordinator
- The Director Nacional das Águas
- Director Nacional Urbanismo e Ambiente
- Representatives from participating agencies
- 1 representative from NGO
- 1 representative from beneficiary communities

The programme management committee will be chaired by the RC or his/her designate.

The specific responsibilities of the PMC include:

- Ensuring operational coordination
- Appointing a Programme Manager
- Managing programme resources to achieve the outcomes and output defined in the programme
- Establishing programme baselines to enable sound monitoring and evaluation

[9] As per the guidance of the Spain MDG fund, the main implementing partner, The *Ministerio de Energia e Aguas*, is not represented in the Steering Committee to ensure independence.

- Establishing adequate reporting mechanisms in the programme;
- Integrating work plans, budgets, reports and other programme related documents
- Agreeing on re-allocations and budget revisions and make recommendations to the RC as appropriate
- Establishing communication and public information plans

UN coordination and role

As joint programme, the coordination at UN level is an important aspect. This coordination is based on the UNDAF. In Angola, the UNDAF implementation coordination, along the UN programme cycle 2004-2008, is done through a two-level mechanism: the UNCT and technical working groups.

The main coordination platform is the UNCT, in its role of coordinator of the implementation of the UNDAF. The mechanism of theme group[10] is not implemented yet. The UNCT coordinates and oversee the implementation of all aspects of the UNDAF. The UNCT consists of Representatives of all resident UN agencies in Angola (FAO, IOM, UNDP, UNHCR, UNICEF, UNFPA, WHO, WFP, the World Bank), plus UNESCO.

At technical level, three working groups have been formed to coordinate and monitor the realization of the UNDAF outcomes: the Technical Working Group on Economic Development and Governance, the Technical Working Group on Livelihoods and the Technical Working Group on Social Sectors. Sub-groups also exist for some areas, for example HIV/AIDS.

The coordination of the implementation of this programme will thus be performed through this mechanism, at least until the end of the current cycle (December 2008). The problem is determining which of the existing technical groups is the best suited to deal with this programme, given its "multi-sectoriality", embracing economics, governance, livelihood, and even to a lesser extent social matters.

To get around this issue, it may be necessary to create a "transversal sub-group" that deals specifically with the topic of Water Governance. Specific aspects of the programme could be addressed by relevant technical working groups separately. But the very technical coordination of this programme will be done under a sub-group called Technical Working sub-Group on Water Governance, composed of programme officers, from participating agencies, who are in charge of the agency component of the programme and eventually also those who deal with the various topics it comprises.

The UN agencies will ensure a technical assistance management to the project, through recruitment of skilled personnel, monitoring and evaluation of the project

Role of key Partners

The main implementing partners are the *Ministério de Energia e Água* (MINEA) and *Ministerio do Urbanismo e Ambiente (MINUA)*. These ministries are responsible for ensuring access to water and sanitation respectively to populations and therefore the main entities responsible for the realization of the objective of this programme. However due to the strong orientation of the programme towards water supply, MINEA will be the key counterpart and 'direct' beneficiary of most of the programme outputs/activities including water sector policy and regulation related issues, while MINUA will provide leadership and benefit from the sanitation sector policy and regulation support.

The other Ministries involved in this programme are: Ministry of Employment and Social Security (MAPESS) for the livelihood component, Ministry of Social Assistance and Reinsertion (MINARS), Ministry of Territorial Administration (MAT), for activities related to sanitation provision through its provincial and municipal authorities, and the Ministry of Family and the Promotion of Women (MINFAMU) for specific activities targeting women.

[10]The mechanism of theme group consists of a two-level coordination: group of heads of agencies concerned by a particular theme and a technical group composed of relevant project officers.

In this programme, communities have multiple roles, namely as stakeholders, managers and beneficiaries. The beneficiary communities will be the owners of the project and responsible for making in-kind and cash contributions to project implementation, these contributions will help to facilitate project implementation and ultimately faster community ownership and management.

The National Institute for Support to Small and Medium Enterprises (INAPEM) will be the implementing institution for support to local contractors. NGOs, CSOs and local private companies are programme partners for the implementation of the programme at all levels, depending on the specific situation of each activity and their capacities. As the direct beneficiaries of this project, CSOs will be fully engaged in training and planning activities that will prepare them to carry on sector interventions following the end of the programme. The private sector will be engaged to ensure they fit within the supply chain of water and sanitation technologies promoted. In this sense, it is essential to ensure the participation of partners in all stages of development and implementation the project.

Cash Transfer Modalities

Participating agencies will transfer funds to counterparts through their respective fund transfer and execution modalities. UNICEF and UNDP, as the ExCom agencies, will apply the procedures under the Harmonized Approach to Cash Transfer (HACT). The establishment of the HACT framework however is ongoing; more precisely, at the moment when this document was prepared, the UN system in Angola is at the stage of finalizing of the macro-assessment for the HACT.

Few more steps have to be achieved before the definition of and agreement on cash transfer modality, especially for the ExCom agencies. This suggests that in the first month of the implementation of the programme, even ExCom would have to use their usual respective transfer modality and switch on to the commonly agreed modality under HACT when the framework is operational.

7. Fund Management Arrangements

The fund management option is a "pass-through" at headquarters level, with UNDP's Multi-donor Trust Fund Office (MDTF) as the Administrative Agent. Funds will pass through UNDP MDTF, for transfer to each participating UN agency headquarter. Each UN agency then makes the funds available to its country office, for in-country implementation through "parallel fund" management.

Each Participating UN Organization (PO) assumes complete programmatic and financial responsibility for the funds disbursed to it by the Administrative Agent (AA) and can decide on the execution process with its partners and counterparts following the organization's own applicable regulations.

Each PO establishes a separate ledger account for the receipt and administration of the funds disbursed to it by the AA. POs are requested to provide certified financial reporting according to the budget template provided in the MDG-F Operational Guidance Note issued by the MDTF Office and are entitled to deduct their indirect costs on contributions received not exceeding 7 per cent of the Joint Programme budget in accordance with the provisions of the MDG-F MOU signed between the AA and the POs.

Subsequent installments will be released in accordance with Annual Work Plans approved by the NSC. The release of funds is subject to meeting a minimum commitment threshold (legally binding contracts signed, including multi-year commitments which may be disbursed in future years) of 70% of the previous fund release to the POs combined. If the 70% threshold is not met for the programme as a whole, funds cannot be released to any organization, regardless of the individual organization's performance.

On the other hand, the following year's advance can be requested at any point after the combined commitment against the current advance has exceeded 70% and the work plan requirements have been met. If the overall commitment of the programme reaches 70% before the end of the twelve-month period, the POs may after endorsement by the NSC request the MDTF Office, through the RC to release the next installment ahead of schedule.

8. Feasibility, risk management and sustainability of results

The main risks associated with the implementation of this programme are related to the uncertainty that surrounds some assumptions and hypothesis posited.

i) *Political support*. The institutional and legal changes this programme ambitions to achieve require a strong political support. It is assumed more particularly that the community driven approach that is at the heart of the model put forth in this programme receives strong backing up at highest political level. The policy advocacy activities developed under this programme seek to produce such effect but for the WatSan sector particularly. There must be a political backing/endorsement of the approach in a broader sense (across all sectors) for it to be effective in the particular case of WatSan sector.

ii) *Community perception*. Like in most initiatives involving communities, most of the outcomes expected from this programme, and most importantly their sustainability, cannot be achieved if the key results are not well perceived by the communities. It is important to adopt a pragmatic approach, taking into account local practices and usages, not only in the implementation phase but right to the formulation phase. The inclusive and participative process adopted in the formulation of this programme is deemed to respond to this preoccupation. Such pragmatic, inclusive and participatory approach needs to be pursued in the implementation of the programme, to ensure a deep ownership of the programme itself by all stakeholders, including the communities.

iii) *Cost effectiveness*. The complexity of the economic environment in Angola makes it difficult to make a good assessment of the cost of the interventions. The indicative budget presented in this document is based on unit costs established on the basis of information from similar initiatives that already displayed wide variation. Adjustments in the structure of outputs and budget may be necessary in the course of the implementation of this programme.

iv) *Pace of reform*. As a governance improvement initiative, this programme's main results concern institutions. It is well-known however that developing and reinforcing institutions is a long-term process that requires giving attention over the long run. There is a risk that the pace of the reforms brought about by the programme is either too fast or too slow. A right pace is to be found. If the pace is too slow, some of the results would not likely be achieved. If the reform process is too fast then the institutions cannot take the necessary time to reach maturity and endure beyond the rather short life of the programme.

v) *Realignment of capacities*. As a multi-stakeholder initiative, there is a risk of mismatch of capacities and expectations between local government officials, communities, NGOs and local contractors, which can complicate the interaction between actors and jeopardize the realization of results. The programme has to address the needs capacity of all stakeholders and at all levels. More particularly, it is imperative that programme ensures a certain synchronicity in the development of capacity in order to ensure match-up and re-alignment in exercise of responsibilities.

vi) *Harmonization with other initiatives*. The multiplier effect sought after in this programme, based on rolling out of the tools/instruments over other areas and clusters of organizations, requires a certain harmonization of approaches between the UN and other organizations (donors and NGOs). To be pertinent, the scaling up has to target priority areas and organizations that already benefit from similar donor or NGO-backed initiatives, that use community-driven approaches. Each development partner however generally has its own analysis tools, rules for participation, resources management, etc. It is necessary to harmonize efforts with other donor organizations, in order to allow for the multiplication effects to be successful.

vii) *Availability of national expertise*. The structure of inputs, especially the use of experts presented in this document, is basically speculative. In a context of rough competition on market of experts, where most of experts in various fields are co-opted by oil companies, it is generally difficult to find people available to undertake works in the area of public policy. In such case, recourse on international experts is inevitable. This may also affect cost structure and programme budget.

As most of those risks are already relevantly addressed through activities that are either inherent to the programme's results itself or the associated process, they do not a priori affect the feasibility of the programme objectives.

9. Accountability, Monitoring, Evaluation and Reporting

Monitoring and evaluation arrangements

The programme's monitoring and evaluation (M&E) arrangement includes the following key features: introduction of M&E function in the programme implementation structure, substantive data collection and analysis activities, and elaboration of evaluation reports.

The M&E function shall consist in setting up an evaluation plan and ensuring its effective implement. The evaluation plan shall include details about data collection and analysis, as well as reporting activities. The M&E unit is expected to define data collection methods, including sampling methods for surveys, ensure the implementation of data collection activities and create programs for the management and analysis of data.

The M&E function is in charge of creating the typical indices that are essential for the monitoring and evaluation of this programme, namely: the index of community autonomy in the management of WatSan units, the index of accountability, etc. The production of technical papers on the conception/construction of these indices will be one of the key results the M&E function might be accountable for.

Collection of data relating to the indicators of outputs will be part of the activities of this project, as well as the analysis of progress to results. Agencies shall contribute to feeding the project evaluation dataset according to statistics-related works they are conducting within or outside this project.

Various methods will be used to collect data for evaluation. These methods include:

- Compilation of 'administrative' data from concerned entities (water committees, municipios, ...) for indicators included in such entities master plans;
- Small surveys within the targeted groups to collect data for specific indicators (qualitative and quantitative) relating to community use of water points and management of water schemes;
- Extraction of data from national or sectoral surveys for health-related indicators or other macro-indicators

Small survey will be conducted at three points in the cycle: at inception to establish a baseline, at mid-cycle to assess the trend and at the end-of cycle to evaluate impact.

Two types of evaluation reports will be produced, annual reports dealing with the evaluation of agency outputs, and mid-cycle and end-cycle reports dealing with the evaluation of joint-outputs and outcomes. In line with the participatory approach that underlines the evaluation exercise, the evaluation reports are expected to be validated by the stakeholders.

Reporting and accountability

The MDTF Office is responsible for the annual Consolidated Joint Programme Progress Report, which will consist of three parts:

AA Management Brief. The Management brief consists of analysis of the certified financial report and the narrative report. The management brief will identify key management and administrative issues, if any, to be considered by the NSC.

Narrative Joint Programme Progress Report. This report is produced through an integrated Joint Programme reporting arrangement. The report should be reviewed and endorsed by the PMC before it is submitted to the MDTF Office on 28 February of each year.

Financial Progress Report. Each Participating UN organization will submit to the MDTF Office a financial report stating expenditures incurred by each programme during the reporting period. The dead-line for this report is 31 March.

In addition, the Joint Programme Document should note that the quarterly updates will be made available to the donor and that the Joint Programme will have a mid-term review and a final evaluation. The mid term review will be organized by the MDG-F Secretariat.

Table 2: Programme Monitoring Framework (PMF)

Expected - Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
Impact: **Access to water and sanitation facilities in the target localities, significantly increased**	• Proportion of population with access to improved water facilities, in target areas. Baseline 2007: n/a (≤ 40%) ; Target 2010: 75% • Proportion of population with access to improved sanitation facilities, in target areas. Baseline 2007: n/a (≤ 40%) ; Target 2010: 75%	MIS, SWOC	Survey	UNICEF	
Outcome: **Community-oriented governance of peri-urban and rural water and sanitation sector promoted through autonomy-driven institutional, regulatory and accountability system**	• Index of community autonomy in the management of water and sanitation facilities Baseline 2007: n/a ; Target 2010: (+50%) • % of broken water facilities in target localities Baseline 2007: 43% Target 2010: ≤ 5% • Average down time of water supply systems in target localities. Baseline 2007: n/a ; Target 2010: "halved"	MIS, SWOC	Surveys	UNICEF	Assumption: Community-led approach to the management of WatSan facilities receives political support
Output 1: Pro-poor policy and regulatory framework featuring community participation in the management of WatSan utilities put in place	• Indicator 1a: Features of national WatSan policy with regard to the role of communities in the management of water and sanitation scheme. Baseline 1a: Existing WatSan policy documents do not explicitly mention the role community in the management	Policy documents Regulatory documents	Administrative process	UNDP	

	of WatSan utilities • Indicator 1b: Status of WatSan regulation and its feature with regards to pro-poorness Baseline 1b: Absence of consolidated regulatory framework for WatSan sector; Water regulation law pending approval				
Output 2:Autonomy-oriented community water structures ensuring sustainable access to WatSan facilities in 500 community groups across 30 *municipios*	• Indicator 2a: number of new community WatSan committees and user associations created, and able to raise 90% of operation and maintenance costs Baseline 2a: 0	MIS	Surveys	UNICEF	Assumptions: • The advantage of the WatSan management system introduced is well perceived by communities • Harmonization with other initiatives is achieved in order to maximize the multiplier effect
Output 3: Mechanism for monitoring and funding community-driven WatSan schemes put in place at municipal level	• Indicator 3a: Status and operationality of local information system on the management of WatSan utilities Baseline 3a: None of the municipalities in target areas have structured information system on local WatSan utilities • Indicator 3b: Nature and frequency of municipalities' interventions in local WatSan utilities Baseline 4a: n/a	Administrative document	Administrative process	UNDP	
Output 4: Mechanism put in place for the accountability of *municipios* in the provision of water and sanitation service to	• Indicator 4a: Index of municipal accountability Baseline 4a: n/a	MIS	Survey	UNICEF	

peri-urban and rural areas					
Process	• Indicator 5a: programme disbursement rate				
	• Indicator 5b: number of WatSan studies realized				
	• Indicator 5c: % of WatSan facilities installed				
	• Indicator 5d: 'amount' of WatSan-related tools/materials distributed				
	• Indicator 5e: number of WatSan training sessions organized				
	• Indicator 5f: number of WatSan-related information sessions organized				

10. Ex Ante Assessment of Cross-cutting Issues

There are two cross-cutting issues in this programme: capacity development and human rights (approach).

Capacity building

Strengthening institutional capacity is pervasive in this programme. The direct targets of intervention are institutions (in broader sense)[11].

Public sector organizations in general, including local government offices, see their productivity affected by insufficient staff motivation, due to absence of incentive system: absence of performance-based promotion and remuneration policy, absence of training system, etc. Persistence of cumbersome procedures, remaining roughly as inherited from colonial, is also a factor that weakens productivity.

The development of new skills and tools in areas such as policy analysis and information system management, under this programme, is meant not only to increase individual staff and organization's effectiveness in specific tasks, but also to enhance staff's motivation.

Communities of migrants, displaced people or returnees, that constitute the bulk of target population in this programme, are basically disorganized. Building organization capacity in those communities is one of the major challenges to be addressed in this programme. Such endeavors generally require the intervention of NGOs.

National NGOs themselves are subject to capacity building. Indeed, they are generally young and were the product of International NGOs quest for local partners to deliver development services, rather than self-grown organizations developing specific core values.

Micro and small enterprises generally use archaic management methods and need entrepreneurial capacity to allow them address numerous operational constraints, including: limited access to financial resources, high indirect costs (water, electricity, transport,…) etc.

The national poverty eradication strategy (the ECP) recognizes the importance of strengthening national capacity in Angola's development process, but does not introduce an across-the-board approach to capacity building. There is no comprehensive assessment of capacity needs, neither a comprehensive framework for evaluating achievements in terms of capacity building.

This programme will build on existing thematic or sectoral assessment of capacity needs and complement those analyses by a particular assessment of specific aspects of institutional capacity to define the best solution to the issue to be addressed.

Rights-based approach

The solution proposed in this programme goes beyond the controversy around the qualification of water as 'economic good' or 'human right'. The model proposed tries to reconcile the economic and rights approaches to water (and sanitation). While, the model itself is build around an idea of marketed water and sanitation services, rights-based approach is pervasive on the institutional side.

In this regards, the proposed solution build on a rights-based approach to the provision of safe-drinking water and sanitation, with a specific focus on the right to water. A rights-based approach to water and sanitation provides a strong accountability framework that shifts the debate in water and sanitation governance from needs to entitlements – and correlated obligations – with a focus on the most vulnerable and those who do not have access.

[11] Institutions in a broader sense include: basic laws, organizations, as well as informal principles or beliefs that guide the functioning of society.

At a national level, adherence to a rights-based approach requires the development of laws, policies, procedures and institutions that lead progressively to realization of the right to water. The provision of at least 20 liters of safe-drinking water a day to each person is seen as an absolute minimal goal for compliance with the right to water. For individuals to be able to access safe-drinking water for personal and domestic uses, proximity is a key issue. Safe-drinking water is supposed to be close to the home, no further than 1000 meters or 30 minutes away.

Quality regulation would be based on the introduction of internationally recognized norms and standards relating to water and sanitation that are basically founded on human rights principles.

Affordability is also a fundamental issue when considering access to safe-drinking water and sanitation from a human rights perspective. It requires that direct and indirect costs related to water and sanitation do not prevent a person from accessing safe drinking water and do not compromise his or her ability to enjoy other rights, such as the right to food, housing, health and education.

Non-discrimination and equality principles, along with priority for those who do not have access, are also supposed to be included in any national policy dealing with these essential services. Mechanisms for redress and accountability are also critical.

The programme addresses precisely those issues. More specifically, the programme strategy itself consists, to some extent, in developing the capacities of duty bearer (WatSan authorities, local governments, WatSan utilities, …) and the right holders (end-users, communities, …).

The pro-poor dimension of WatSan policy, that the programme seeks to promote, is basically a result of an analysis based on human rights lenses. Policy informs other project's outputs, notably the development of an institutional framework guided by a rights-based approach (from the national to the local level); the identification of the responsibilities of various stakeholders, as well the establishment of an accountability system.

11. Legal Context or Basis of Relationship

IOM	The Republic of Angola became a Member State of IOM through the signing of a Memorandum of Understanding (MoU) on 26 November 1991. The Ministry of External Relations (MIREX) and IOM further signed an Agreement with MIREX on 7th December 1997, thereby permitting IOM to operate in Angola with the same status as the UN specialized Agencies.
UNICEF	This project shall be implemented in conformity with the Basic Co-operation Agreement (BCA) signed by the Government and UNICEF on 24th January 1994, which provides the basis of the relationship between the Government and UNICEF. The Country Programme Action Plans (CPAP) are to be interpreted as the existing agreements and implemented in conformity with the BCA.
UNDP	This project shall be the instrument referred to as such in article 1 of the Standard Basic Assistance Agreement between the Government of Angola and the United Nations Development Programme, signed by the parties on 18 February 1977. The host country's implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government co-operating agency described in that Agreement.

12. Annex A: Annual Work Plan 2008

AWP 2008 - WATSAN GOUVERNANCE IN ANGOLA

	Outputs/Targets	Key activities	2008				UN	Resp	Planned budget		
			T1	T2	T3	T4	Agency	Party	Funds	Description	Amount
Output 1: **Pro-poor policy and regulation framework, featuring community participation in the management of WatSan schemes, in place**											
i.	WatSan sector policy review completed by August 2008	Realization of a diagnostic study of WatSan policy	X	X	X		UNDP	DNA DNUA	MDGF MDGF MDGF MDGF MDGF	Int. consultant Local consultant Service contract Miscelaneous F&A	24,000 5,000 28,500 4,770 4,025
		Consultation on the WatSan policy diagnostic study		X	X		UNHRO	DNA DNUA	MDGF MDGF MDGF	Service contract Miscelaneous F&A	30,000 1,500 2,205
ii.	By end 2008, watsan planning process has started in 2 municipalities from the target areas	Conception of a guidance manual for watsan planning at local level	X	X			UNDP	Municipios	MDGF MDGF MDGF MDGF MDGF	Local consultant Service contract Audio Visual & Print Miscelaneous F&A	15,000 25,000 12,000 2,000 3,780
		Training of municipal staff on the implementation of a watsan planning process		X	X		UNDP	Municipios	MDGF MDGF MDGF MDGF	Service contract Audio Visual & Print Miscelaneous F&A	20,000 12,000 1,500 2,345
		Provision of technical and logistic support to 2 municipalities for the preparation of their watsan plans			X	X	UNDP	Municipios	MDGF MDGF MDGF MDGF MDGF	Service contract Equipment Materials & goods Miscelaneous F&A	25,000 15,000 10,000 2,687 3,688
iii.	The water regulation framework finalized and implemented, and running by the end of 2009	Provision of technical assistance to the upcoming water regulatory bodies	X	X	X		UNDP	DNA	MDGF MDGF MDGF MDGF	Int. consultant Local consultant Miscelaneous F&A	15,000 5,000 1,000 1,470
		Provision of technical assistance to local institutions in the implementation and enforcement of the upcoming water regulation		X	X		UNDP	DNA	MDGF MDGF MDGF MDGF	Service contract Travel Miscelaneous F&A	18,500 7,000 1,258 1,873
iv.	Draft regulation document for the sanitation sector and new pro-poor provisions for water regulation established by end 2009	Finalization of the existing draft regulation for the sanitation sector and organization of relating consultations		X	X	X	UNDP	MINUA DNA	MDGF MDGF MDGF MDGF MDGF MDGF	Int. consultant Local consultant Travel Service contract Miscelaneous F&A	15,000 5,000 1,000 5,000 1,200 1,904
		Realization a of study on different scenarios of pricing and definition of supplementary price-cap provisions for water regulation		X	X	X	UNDP	DNA	MDGF MDGF MDGF	Local consultant Service contract Miscelaneous	12,000 5,500 1,000

MDGF
F&A
1,295

v.	WatSan database established, by end 2008	Realization of a WatSan survey		X	X	X	UNICEF	DNA	MDGF	Int. staff	10,000
									MDGF	Local staff	2,500
									MDGF	Training	49,900
									MDGF	Transport	22,300
									MDGF	Miscelaneous	3,500
									MDGF	F&A	6,174
		Development of software for WatSan database management		X	X	X	UNICEF	DNA	MDGF	Int. staff	10,000
									MDGF	Local staff	2,500
									MDGF	Training	50,000
									MDGF	Travel	3,500
									MDGF	Miscelaneous	3,000
									MDGF	F&A	4,830
		Training of relevant staff in the management of MIS		X	X	X	UNICEF	DNA	MDGF	Int. staff	10,000
									MDGF	Local staff	2,500
									MDGF	Training	49,900
									MDGF	Travel	3,500
									MDGF	Miscelaneous	3,000
									MDGF	F&A	4,823
Output 2: **Autonomy-oriented community water structures ensuring sustainable access to WatSan facilities in 500 communities**												
i.	48 WatSan facilities rehabilitated within target areas, by end 2008	Rehabilitation of 48 water standpoints in target localities		X	X	X	UNICEF	DNA	MDGF	Int. consultant	10,000
									MDGF	Local consultant	5,000
									MDGF	Service contract	189,000
									MDGF	Training	10,000
									MDGF	Supply & Commodities	534,000
									MDGF	Travel	7,000
									MDGF	Miscelaneous	10,902
									MDGF	F&A	53,613
ii.	48 community WatSan structures capacitated for community WatSan management, by end 2008	Elaboration and implementation of training modules for community WatSan structures		X	X		UNICEF	CBOs	MDGF	Int. staff	6,670
									MDGF	Local staff	1,660
									MDGF	Training	62,720
									MDGF	Travel	2,340
									MDGF	Miscelaneous	2,000
									MDGF	F&A	5,277
		Networking of WatSan community organizations			X	X	UNICEF	CBOs	MDGF	Int. staff	6,660
									MDGF	Local staff	1,670
									MDGF	Training	61,780
									MDGF	Travel	2,336
									MDGF	Miscelaneous	2,000
									MDGF	F&A	5,211
		Facilitation of / support to the functioning of WatSan organizations: logistics, administrative and financial operations, organizational structure,...			X	X	UNICEF	GAS User Assoc.	MDGF	Int. staff	6,660
									MDGF	Local staff	1,660
									MDGF	Supply & Commodities	33,190
									MDGF	Travel	2,340
									MDGF	Miscelaneous	2,000
									MDGF	F&A	3,210
iii.	Enterprise development service tools taylored to the needs of small enterprises operating in the WatSan sector established	Establishment of diagnostic of the market for WatSan equipments, spare parts and maintenance and repair services, to determine the needs of enterprises operating in this market		X	X		ILO	Local enterp.org.	MDGF	Int. consultant	12,000
									MDGF	Local consultant	10,000
									MDGF	Travel	8,000
									MDGF	Miscelaneous	2,458

									MDGF	F&A	2,272
		Establishment of enterprise development service package for local contractors operating in the WatSan sector			X	X	ILO	Local entrep.org.	MDGF	Int. consultant	24,000
									MDGF	Service contract	24,000
									MDGF	Travel	10,000
									MDGF	Miscelaneous	3,000
									MDGF	F&A	4,270
iv.	30 livelihood projects implemented in target areas	Assessment of community capacities and identification of local opportunities for the implementation of livelihood projects	X	X	X		IOM	CBOs	MDGF	Int. staff	15,250
									MDGF	Local staff	14,120
									MDGF	Travel	17,000
									MDGF	Miscelaneous	1,800
									MDGF	F&A	3,372
		Capacitaton of CBOs operating in the target areas in the implementation of livelihood development initiatives		X	X		IOM	CBOs	MDGF	Int. staff	15,250
									MDGF	Local staff	14,120
									MDGF	Travel	17,000
									MDGF	Miscelaneous	1,800
									MDGF	F&A	3,372
		Facilitation of the implementation of income generation projects in 50 community groups			X	X	IOM	CBOs	MDGF	Int. staff	15,250
									MDGF	Local staff	14,120
									MDGF	Travel	15,800
									MDGF	Materials & goods	170,000
									MDGF	Miscelaneous	5,070
									MDGF	F&A	15,417
Output 3: **Mechanism for monitoring and funding community-driven WatSan schemes put in place ar municipios level**												
i.	WatSan monitoring software and devices established and installed in all municipios, by August 2008	Conception of 'software' for the monitoring of the functioning of local WatSan utilities, including community-managed WatSan schemes	X	X	X		UNDP	DNA	MDGF	Local consultant	15,000
									MDGF	Service contract	20,000
									MDGF	Miscelaneous	2,000
									MDGF	F&A	2,590
		Installation of WatSan monitoring software in the 6 target municipios			X	X	UNDP	DNA	MDGF	Service contract	20,000
									MDGF	Equipment	15,000
									MDGF	Miscelaneous	2,000
									MDGF	F&A	2,590
ii.	WatSan monitoring boards operational in 2 municipios, by end 2008	Training of WatSan team of municipios staff in the use of WatSan utility monitoring devices			X	X	UNDP	Municipal gov.	MDGF	Service contract	25,000
									MDGF	Materials & goods	10,000
									MDGF	Audio Visual & Print	10,000
									MDGF	Miscelaneous	2,700
									MDGF	F&A	3,339
		Realization of data collection activity to feed the monitoring board in 2 municipios			X	X	UNDP	Municipal gov.	MDGF	Local consultant	10,000
									MDGF	Service contract	40,000
									MDGF	Equipment	15,000
									MDGF	Materials & goods	10,000
									MDGF	Miscelaneous	4,000
									MDGF	F&A	5,530
iii.	Municipal WatSan fund conceptualized, by end 2008	Realization of the feasibility study of a municipal WatSan fund		X	X		UNDP	Municipal gov.	MDGF	Local consultant	5,000
									MDGF	Service contract	12,000
									MDGF	Miscelaneous	1,000
									MDGF	F&A	1,260
		Conceptualization of the municipal WatSan fund			X	X	UNDP	Municipal gov.	MDGF	Local consultant	10,000
									MDGF	Service contract	15,000
									MDGF	Miscelaneous	1,160
									MDGF	F&A	1,831

	Output 4: **Mechanism put in place for the accountability of municipalities and national water authorities in the provision of water & sanitation to peri-urban and rutal areas**											
i.	100 CBOs from target areas provided training in human rights principles relating to water and sanitation and start sensitize community members, by end 2008	Conception of training material and implementation of training on WatSan-related rights for community organizations		X	X		UNICEF	CBOs	MDGF	Int. consultant	12,500
									MDGF	Service contract	7,000
									MDGF	Travel	1,000
									MDGF	Materials & goods	6,500
									MDGF	Miscelaneous	1,229
									MDGF	F&A	1,976
		Provision of logistic support to CBO's in their undertakings to sensitize community members in human rights relating to watre and sanitation			X	X	UNICEF	CBOs	MDGF	Service contract	12,500
									MDGF	Equipment	5,000
									MDGF	Miscelaneous	1,000
									MDGF	F&A	1,295
ii.	Preparatory work for the creation of a water user coalition undertaken, by end 2008	Sensitization of communities on the role of a water users' coalition		X	X	X	UNICEF	Water user associations	MDGF	Int. staff	10,000
									MDGF	Local staff	5,000
									MDGF	Service contract	36,700
									MDGF	Travel	12,600
									MDGF	Miscelaneous	9,000
									MDGF	F&A	5,131
		Design of draft organizational structure for water user coalition			X	X	UNICEF	Water user associations	MDGF	Int. staff	12,500
									MDGF	Local staff	2,500
									MDGF	Service contract	31,000
									MDGF	Training	80,000
									MDGF	Travel	3,500
									MDGF	Miscelaneous	3,000
									MDGF	F&A	9,275
		Organization of consultations for the creation/formation of water user coalition			X	X	UNICEF	Water user associations	MDGF	Int. staff	12,500
									MDGF	Local staff	5,000
									MDGF	Travel	12,500
									MDGF	Miscelaneous	2,000
									MDGF	F&A	2,240
iii.	Local WatSan user associations in target areas networked in view of integration in national WatSan coalition, by end 2008	Support to community-led networking effort in target areas		X	X		UNICEF	Water user associations	MDGF	Int. staff	10,000
									MDGF	Local staff	2,500
									MDGF	Travel	7,500
									MDGF	Miscelaneous	8,250
									MDGF	F&A	1,978
		Provision of logistic and technical support to the leadership of water user association networks, in target areas			X	X	UNICEF	Water user associations	MDGF	Service contract	20,000
									MDGF	IT equipment	25,000
									MDGF	Materials & goods	10,000
									MDGF	Miscelaneous	4,000
									MDGF	Materials & goods	4,130
iv.	Format of water forums defined and widely agreed upon, by end 2008	Elaboration of draft ToRs for water forums			X		UNICEF	Municipal & provincial gov., CBOs	MDGF	Int. staff	10,000
									MDGF	Local staff	2,500
									MDGF	Service contract	32,700
									MDGF	Travel	6,700
									MDGF	Miscelaneous	3,000
									MDGF	F&A	3,843
		Realization of consultations on the format of water forums				X	UNICEF	Municipal & provincial gov., CBOs	MDGF	Int. staff	10,000
									MDGF	Local staff	2,500
									MDGF	Travel	9,500
									MDGF	Miscelaneous	6,250
									MDGF	F&A	1,978

v.	Preparatory work for the implementation of a participative evaluation of watsan services provision at local level undertaken, by end 2008	Conception of a methodology for a participatory evaluation of watsan service provision at local level		X	X		IOM	CBOs	MDGF MDGF MDGF MDGF	Int. consultant Local consultant Miscelaneous F&A	7,500 4,000 771 859
		Consultation of communities on the watsan evaluation methodology			X	X	IOM	CBOs	MDGF MDGF MDGF MDGF	Int. consultant Local consultant Miscelaneous F&A	7,500 4,000 771 859
Output 5: **Programme management**											
v.	Programme management	Formulation of programme document (advance)		X	X		UNDP		MDGF MDGF MDGF MDGF	Local consultant Service contract Miscelaneous F&A	7,500 5,000 500 910
		Coordination of the implementation of the programme		X	X		UNDP		MDGF MDGF MDGF MDGF MDGF	Local consultant Equipment Materials & goods Miscelaneous F&A	60,000 30,000 10,000 4,200 7,294
		Monitoring and evaluation of the programme			X	X	UNDP		MDGF MDGF MDGF MDGF MDGF	Local consultant Service contract Equipment Miscelaneous F&A	15,000 15,000 6,000 2,221 2,675

WP 2008 - Water Gouvernance: Total per output

Output 1: Policy and regulatory frmwk	591,927
Output 2: Community organizations	1,402,639
Output 3: Municípios	262,000
Output 4: Accountability	513,034
Output 5: Programme management	166,300
Total	2,935,901

WP 2008 - Water Gouvernance: Total per agency

ILO	50,000
IOM	350,000
UNICEF	1,757,600
UNDP	778,300
Total	2,935,901

13. Annex B: Budget by category of input by agency

CATEGORY	ITEM	UNIT COST	NUMBER OF UNITS	TOTAL COST
1a. Personnel Int.				
ILO	International staff		5 months	25,000
IOM	International staff		30 months	200,000
UNDP	International project staff and consultants		30 months	460,000
UNICEF	International project staff (IPO)		18 months	350,000
1b. Personnel Loc.				
ILO	Local staff		10 months	20,000
IOM	Local staff		30 months	106,000
UNDP	Local project staff (2) and consultants		-	525,000
UNICEF	Local project support staff (NO)		11 months	125,000
2. Contracts				
ILO	Service contracts (Consulting firms, NGOs)			75,000
IOM	Service contracts (Consulting firms, NGOs)			452,200
UNDP	Service contracts (Consulting firms)			475,000
UNICEF	Service contracts (Consulting firms, enterprises, NGOs)			640,000
3. Training/wkshops				
ILO	Training contract and seminaries			30,000
IOM	Training contract and seminaries			75,000
UNDP	Training contract and seminaries			310,000
UNICEF	Training contract and seminaries			794,500
4. Transport				
ILO	Vehicle and insurance			-
IOM	Vehicle and insurance			100,800
UNDP	Vehicle and insurance			75,000
UNICEF	Vehicle and insurance, motor cycles, bicycles...)			144,500
5. Supplies/Commodities				
ILO	Business dev. service related supplies			25,000
IOM	CBO dev. service related supplies			70,000
UNDP	Office supplies			85,000
UNICEF	Office supplies + IEC materials			104,000
6. Equipment				
ILO	Office equipment			10,000
IOM	Office equipment			-
UNDP	Office equipment + ITC equipment			150,000
UNICEF	Water infrastructure equipment			1,015,000
7. Travel				
ILO	Local travel			25,000
IOM	Local travel			58,320
UNDP	Local + international travel			130,000
UNICEF	Local travel			140,000
8. Miscellaneous				
ILO	Reporting cost, sundries			23,645
IOM	Sundries			12,446

UNDP	Audio, print, publication, visibility, translation, etc.			79,720
UNICEF	Audio, print, publication, visibility, translation, etc.			191,673
Sub-total (cost of action)				
ILO				233,645
IOM				1,074,766
UNDP				2,289,720
UNICEF				3,504,673
10. Agency mngt support				
ILO				16,355
IOM				75,234
UNDP				160,280
UNICEF				245,327
Total by agency				
ILO				250,000
IOM				1,150,000
UNDP				2,450,000
UNICEF				3,750,000
Grand total				7,600,000