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This action is funded by the European Union

ANNEX

of the Commission Decision on the individual measure in favour of Angola to be financed from the 11th European Development Fund.

Action Document for the "Technical Cooperation Facility and Support to the National Authorising Officer "

1. Title/basic act/ CRIS number	Technical Cooperation Facility and Support to the National Authorising Officer (NAO) CRIS number: AO/FED/038-769 financed under 11 th European Development Fund			
2. Zone benefiting from the action/ location	Angola The action shall be carried out at the following location: Angola at national level			
3. Programming document	National Indicative Programme for Angola – 11 th EDF			
4. Sector of concentration/ thematic area	Support Measures			
5. Amounts concerned	Total estimated cost: EUR 5 000 000 Total amount of EDF contribution: EUR 5 000 000			
6. Aid modality and implementation modalities	Project Modality Direct management – Procurement of services Indirect management with Angola – Procurement of Services and Programme Estimates			
7 a) DAC code(s)	15110 Public sector policy and administrative management			
b) Main Delivery Channel	Recipient Government - 12000			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Trade Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Global Public Goods and Challenges (GPGC) thematic flagships	Not relevant
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SUMMARY

This action is an essential instrument to support the implementation of European Union (EU) cooperation in Angola. It aims at facilitating and supporting the implementation of the 11th European Development Fund (EDF) National Indicative Programme (NIP) for Angola. It will contribute to the successful preparation, implementation, evaluation and visibility of the development co-operation between the (EU) and Angola, mainly through strengthening the capacities of the Services of the National Authorising Officer (NAO) and will foster a more coherent and informed approach to policy dialogue and to development cooperation.

This action has three components:

1. The **Technical Cooperation Facility (TCF)** is meant to provide flexibility in responding to different needs related to short term technical assistance to provide expert advice on specific aspects related to the identification, formulation, implementation of projects.
2. **Institutional Support-** This component will provide long-term technical support to the NAO support office to efficiently identify, plan, implement and monitor EDF programmes in accordance with European Commission rules and procedures. The resources under this component will also cover training on EDF procedures and activities to intensify dialogue and cooperation under the Joint Way Forward agreement.
3. **Visibility and Communication** – Finally, this action will increase the visibility of the EU-Angola cooperation and will provide greater awareness and understanding among key stakeholders, including Non State Actors on the main issues regarding development co-operation.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

Since the end of the war in 2002, Angola has made substantial economic progress, with an average Gross Domestic Product (GDP) growth of 7.7% between 2003 and 2013, and a GDP per capita of USD 5.964 in 2013. However, notwithstanding such a successful trend in economic performance, progress in economic diversification and human development is limited. Oil accounts for 95% of exports and relevant incomes correspond to 40% of GDP as well as 76% of public revenues.

With the recent economic crisis caused by plunging oil prices, the Government is facing ever-growing pressure to diversify and re-structure its economy away from the oil industry, through private sector expansion. Employment creation is a national priority leading to a better quality of life and social cohesion.

Despite steady progress in improving social conditions since 2002, Angola still faces massive challenges to reduce poverty and inequality. According to the last official statistics published in 2011, 37% of the population live under the poverty line. Angola ranks only in position 149 out of 188 countries in the 2015 UNDP (United Nations Development Programme) Human Development Index.

Angola's institutional capacity requires continued enhancement in order to ensure the delivery of essential public services. The low institutional capacity and the prevalent poverty and inequality are major constraints for a sustainable development of the country. Besides, institutional capacity and qualified human resources for programme planning, implementation, monitoring, evaluation and development of statistics is highly limited.

1.1.1 Public Policy Assessment and EU Policy Framework

The Government of Angola's priorities, as outlined in the national strategies 'Angola 2025', in the Angolan National Development Plan (ANDP) 2013-2017 and in the Strategy to Fight Poverty (ECP - Estratégia de Combate à Pobreza), are eradication of poverty and diversification of the economy. The broad economic and development strategy pursued by the Government aims to promote and accelerate growth and competitiveness through economic diversification and poverty reduction.

The EU has a keen interest to support and encourage the Angolan efforts to intensify the fight against poverty, to achieve sustainable and inclusive growth, create decent jobs and to contribute to the progressive extension of the national social protection floor in line with international commitments. Moreover, the strengthening of civil society in Angola remains an important element in the EU strategy. In this context, the 11th EDF country programme will focus on supporting reforms, capacity building and improving management in the selected sectors, with greater positive impact on the diversification of the economy, poverty reduction and food and nutrition security. The NIP 2014-2020 for Angola focuses on the following sectors: (1) Technical and Vocational Education and Training (TVET) and Higher Education (HE), (2) Sustainable Agriculture and (3) Water and Sanitation (WS).

Furthermore, the EU has a strategic interest to deepen the political and economic relationships and to build a broadly-based partnership with Angola. In this context, the EU and Angola signed in July 2012 the Joint Way Forward (JWF) partnership agreement. The JWF identifies areas for intensified dialogue and cooperation, such as peace and security, good governance and human rights, economic growth and sustainable development, energy, science and technology, transport systems, climate change, training and education.

1.1.2 Stakeholder analysis

The stakeholders in this project are those concerned by the EU-Angola development cooperation under the EDF, especially the Ministry of Planning and Territorial Development, the line Ministries involved in EDF implementation, the EU Delegation in Angola, EU Member States, and other Development Partners (African Development Bank, World Bank and United Nations (UN) agencies), regional organisations concerned, target groups of the specific EU programmes, and the Angolan public in general, including civil society, other non-state actors and media.

The Ministry of Planning and Territorial Development of Angola (MPDT - Ministério do Planeamento e do Desenvolvimento Territorial), whose mandate was updated by a Presidential Decree (Num. 03/13 of 23 August 2103) is responsible for the EDF National Authorising Officer (NAO). On 23 August 2013, the National Directorate for Economic Integration and Cooperation for Development (DNIECD - Direcção Nacional de Integração Económica e Cooperação para o Desenvolvimento) was created within the MPDT. The DNIECD took over the entire support services to the NAO. The DNIECD is led by a national director and consists of 3 departments: (1) regional integration; (2) bilateral cooperation and (3) multilateral cooperation, the latter being the one in which the NAO office is included.

The integration of NAO support office in DNECD has led in the initial months to a low performance that has improved over time with the settlement of the new organisational structure. Besides, the integration within the MPDT has significantly increased the time span of certain processes which now need to be approved by the Minister, when in the previous organisation the Director had greater autonomy.

With the creation of the DNECD, a very substantial part of the operational costs of the NAO support office were taken over by State General Budget, representing a strong ownership by the government. The EU financial contribution (excluding the technical assistance to NAO) in the functioning of the NAO support office is currently almost symbolic, which gives a strong guarantee of sustainability in the long term.

1.1.3 Priority areas for support/problem analysis

A common understanding and high level of awareness of EDF procedures among all staff in NAO is crucial for a well-functioning EU cooperation. This common understanding also needs to be shared among other government agencies or departments implementing EU-funded projects. Further, it is recognised that the demands on the NAO support office and its line ministry counterparts is greater on wider policy areas which form part of the dialogue established in the framework of the Joint Way Forward.

Despite much training on EDF procedures and project cycle management provided by different International Technical Assistances, NAO staff are far from having acquired the necessary skills and administrative capacity to facilitate and supervise the implementation of EDF without the support of outside expertise such as international consultants.

There is also a shortage of skilled human resources within the line Ministries and the other implementing agencies dealing with EU development projects, and there is a need for technical support and capacity building to ensure timely project identification, preparation, implementation, monitoring and effective visibility of EU-funded projects. It is also necessary to improve coordination with, and to strengthen capacities in line Ministries and other agencies involved in EDF operations. The NIP 2014-2020 also highlights the need for the EU to play a stronger role in donor coordination in Angola.

Despite recent efforts to improve work on visibility and significant amounts of aid and investment since the EU Delegation opened its doors in the late 1980s, the image of the EU continues to suffer from low recognition or appreciation, and there is little public understanding of what the EU does or why it is present in Angola. Appropriate communication and visibility activities would greatly enhance the positive image of the EU by raising awareness about its development and cooperation assistance.

Due to the lack of statistics and baseline data in most of the sectors the preparation, implementation and monitoring of programmes rely only on a limited amount of often incomplete and unreliable data, which hampers the possibility of result-based management. Capacities to produce reliable and timely statistics, in particular for the indicators specified in Attachment 3 of the 11th EDF NIP, will be strengthened through targeted technical assistance provided to Angola in coordination with the support provided to the African Union in the area of statistics.

Finally, the Government does not always have the flexibility within its own budget to attend relevant meetings/events or procure relevant highly skilled short-term technical assistance at short notice. The previous TCF financed under the 10th EDF has proven useful to respond to these kinds of ad hoc and urgent requirements in relation to EU development cooperation objectives.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
The country's economic instability due to low oil prices could negatively impact on the allocation of state funds to DNECD.	H	The implementation of 11 th EDF NIP will support the Government to diversify its economy and therefore be less dependent on oil revenue.
Departure of trained staff in both the NAO's structure and in line Ministries.	H	This risk can be mitigated by involving as many officials as possible in the capacity building actions.
Reduced capacity of the relevant government departments to manage and implement project activities, as per lessons learnt.	H	The implementation of this project will mitigate this risk by providing the technical and administrative assistance needed to develop the relevant competencies.
Lack of commitment and ownership by the Government.	M	Inclusive dialogue will be encouraged throughout to ensure good understanding and ownership. NAO staff will be implicated as closely as possible in activities funded by the EDF in order to ensure ownership and appropriation by national structures.
Low performance of the technical assistance.	M	The quality of the technical assistance is a pre-requisite for the project to be effective. In order to ensure appropriate standards of assistance, detailed terms of reference will need to be prepared and continuous monitoring of the assignment guaranteed.
Any further institutional changes that will affect the NAO's current location within the MPDT	L	This risk now appears to be low because the Government has approved recently the reorganisation of the Ministry (MPDT) which embeds the NAO structure within the Ministry.
Assumptions		
<ul style="list-style-type: none"> • Political and social stability sustained • EU Delegation and Government of Angola remain committed to implementation of EDF and EDF fully aligned with Government's development plan. • NAO and EU Delegation continue ensure the effective planning of the projects resource implementation that is aligned to the needs of the EDF implementation. In this respect, the Delegation and the NAO will keep monitoring the use of project funds and holding regular coordination meetings. • Government of Angola commitment to transparent and accountable management of EU financial support maintained. • Availability of NAO staff and other stakeholder staff to undertake training. 		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The proposed project builds on two ongoing actions financed under the 10th EDF. The Institutional Capacity for Planning - ICfP (with an EU contribution of EUR 13.5 million of which EUR 11.3 million have been contracted by the contracting deadline) provides support and strengthening of the NAO support office through two long term international technical assistances to the MPDT and training on EDF rules and procedures and short term technical assistance. The programme also provides funds for two long term technical assistance (TA) to the National Institute of Statistics (INE - Instituto Nacional de Estatística) and the SADC (Southern African Development Community) secretary at the MPDT. The programme also provides funds for short term expertise for project monitoring, funding for training and workshops, and facilitating the participation of Angolan officials in international meetings or seminars. A ROM (Result Oriented Monitoring) mission conducted in March 2012 and a midterm evaluation conducted in June 2014 concluded that there is still insufficient capacity to design, appraise and monitor programmes and projects, as the NAO staff have still not acquired all the necessary skills and knowledge and that long-term TA will continue to be needed to support the NAO's office.

The Technical Co-operation Facility III - TCF III (with an EU contribution of EUR 4.2 million of which EUR 3.8 million have been contracted by the contracting deadline) responds to the need of the government for flexible support in the identification and formulation of interventions as well as more ad hoc support in the context of Angola development strategies which correspond to EU development cooperation objectives. This is done through the engagement of short- and medium-term consultants, support for training and the organisation of conferences, seminars and publications. This programme also provides support for the implementation of the Joint Way Forward facilitating the dialogue in different areas of interest through the organisation of seminars and conferences, supporting the participation of Angolan officials in meetings, events, training, staff exchange, etc. The positive experiences of the first three TCFs, their usefulness in the Angolan context and their versatility have made of this facility a key instrument in the partnership EU/Angola.

The main lesson learnt from these two on-going programmes is that the Angolan public sector continues to suffer from a lack of human resources, both in number and in appropriate level of qualifications and expertise. Therefore, there is a continuing need for staff to be trained and for ad hoc technical assistance services to be provided in order to ensure smooth planning, preparation and implementation of development projects and programmes. Both actions (ICfP and TCF III) have proved useful in providing funding for technical assistance, training, events and other activities. Merging the two programmes in one under the 11th EDF would allow the Delegation and Government to constructively develop synergies between the different components and therefore avoid any potential duplication of contracts managed by NAO.

3.2 Complementarity, synergy and donor coordination

This project is complementary to the EDF funded projects. It complements also government projects or policies since it provides to NAO and line Ministries an instrument that allows them to launch the relevant feasibility studies and analysis or to undertake training courses deemed necessary. Besides, this action will strength the capacities to produce reliable and timely statistics and studies, in particular in the three NIP focal sectors (TVET, Sustainable Agriculture and Water and Sanitation), through targeted technical assistance provided to Angola in coordination with the support provided to the African Union in the area of statistics.

In relation to the issue of donor coordination, it is still flagged as a cause of concern despite the fact that the 10th EDF programme to support Institutional Capacity for Planning (ICfP) includes the development of a coordination mechanism with external donors, there is currently no structured and regular coordination and dialogue mechanism between the Government and the main donors and external partners. Poor policy dialogue with the Government of Angola and weak coordination in general among donors, as well as among different Ministries and institutional bodies involved in project implementation have been recurrent risks that hamper the successful implementation of projects. Notwithstanding the above considerations, it has to be said that the EU Delegation is promoting a growing integration and coordination of donors' activities in several sectors by animating some thematic working groups, such as the groups of: Agriculture Development; Nutrition and Gender.

Coordination structures among the Government entities and development partners in the three focal sectors will be created and strengthened with the support allocated to each focal sector. This project will contribute towards coordination and policy dialogue by strengthening the NAO's capacity to lead this process by supporting NAO to define roles and align institutional functions to ensure that proposed activities in each focal sector are consistent with Government's sector priorities

3.3 Cross-cutting issues

The main cross-cutting issues are not directly integrated into the design of this action. Nevertheless, all cross-cutting issues will be mainstreamed in the actions supported by the project, either in identification and formulation of 11th EDF or in providing resources for training, communication and visibility actions dealing with these issues.

As regards gender equality, focus will be placed on equal participation of women in the implementation of projects and programmes and in the provision of training opportunities under the project. Terms of Reference for short- and medium-term consultants will specifically mention crosscutting issues as important points to be addressed.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

The **overall objective** is to support the Government's development strategy through the implementation of sound EU development programmes and to foster a more coherent and informed approach to policy dialogue and to development cooperation, political cooperation and trade related issues.

The **specific objectives** are:

- to support and increase the capacity of the NAO to manage EDF funds in order to ensure effective programming and implementation of EU funded projects and programmes; and
- to promote an effective policy dialogue as outlined in the NIP and JWF and visibility of the EU-Angola cooperation.

The expected **results** of the project are:

Component I: TCF

R1) Programmes and projects to be supported under the 11th EDF are successfully identified and formulated with the participation of Government.

Component II: Institutional Support

R2) The role and capacity of NAO office to implement and monitoring EU-funded cooperation is strengthened.

R3) Dialogue and cooperation between the Government of Angola and the EU within the JWF framework is ensured and reinforced.

Component III: Visibility and Communication

R4) Visibility of the EU-Angola cooperation and greater awareness and understanding among key actors in the public, private and civil society sectors on issues of EU's development and external assistance are increased.

4.2 Main activities

The main activities by result are:

R1) Programmes to be supported under the 11th EDF are successfully identified and formulated with the participation of Government.

- Short/medium-term technical assistance to support the Government and EU Delegation with the identification and formulation of programmes.
- Feasibility studies, surveys, assessments related to the priorities, focal sectors and programmes of the Angola's NIP.

R2) The role and capacity of NAO office to implement and monitor EU-funded cooperation is strengthened.

- Long term technical assistance to support NAO office.
- Training of NAO's staff and other stakeholders where relevant on EU rules and procedures, project cycle management, monitoring and reporting.
- Support the active participation of NAO Office and line ministries in EU programme monitoring and evaluation activities of EU programmes and projects under indirect management.
- Support structures for effective project/sector coordination; specifically, by building capacity of NAO's staff in Project Management and Coordination.

R3) Dialogue and cooperation between the government of Angola and the EU within the JWF framework is ensured and reinforced.

- Conduct seminars, conferences, studies and short-term technical assistance to implement JWF activities.
- Support the organisation of JWF meetings and participation of Angolan officials in training, conferences, seminars and meetings with the aim of developing a continued EU-Angola dialogue in different areas of mutual interest as outlined in the JWF.

R4) Visibility of the EU-Angola cooperation and greater awareness and understanding among key actors in the public, private and civil society sectors on issues of EU's development and external assistance are increased.

- Organisation and participation in visibility, communication and awareness raising related activities covering main issues regarding development cooperation and the various EU-funded projects/programmes (e.g. project launch ceremonies, seminars and conferences, press conferences, publication of advertisements, publications, brochures, success stories of EDF funded operations, production and dissemination of audio-visual materials, visibility and promotional items, etc.).
- Activities and events to promote policy dialogue between EU, Government and other development partners and actors (including Non State Actors) on issues relevant to the EU cooperation in Angola.

4.3 Intervention logic

The EU-Angola National Indicative Programme (NIP) for the period 2014–2020 established the need for accompanying measures such as a technical cooperation facility and support to the NAO's office. The support to the NAO office is foreseen adequate with the expected increase in the role of the NAO in the implementation of the 11th EDF.

Technical Cooperation Facilities (TCFs) and institutional support have been used since the 9th EDF. It proved to be a flexible instrument allowing NAO and the EU Delegation to respond quickly to the needs raised by the specificities of EDF programme implementation in a country like Angola where public sector continues to suffer from a lack of human resources, both in number and in appropriate level of qualifications and expertise.

The intervention logic behind the identified results and activities derive from the problem analysis and the needs identified during the ROM mission conducted in March 2012 and the midterm evaluation conducted in June 2014 and the consultation process with NAO's support office.

The intervention through the TCF component will allow expert advice on specific aspects related to the identification and formulation of projects. It will also improve the production of data and studies to help EU Delegation in policy dialogue and political advocacy to raise the political and technical profile of some issues related to the NIP's three focal sectors (e.g. Food and Nutrition Security, etc.). As for the Institutional Support component it will provide long-term technical support to the NAO office to efficiently and effectively identify, plan, implement and monitor EDF programmes in accordance with European Commission rules and procedures. It will also finance training and salary top-ups for NAO staff. Besides, it covers the implementation of the agreed activities under the JWF framework to intensify dialogue and cooperation in the JWF's areas (e.g. support for the organisation and participation of Angolan officials in relevant conferences, training, seminars and meetings; short-term technical assistance, etc.).

Finally, through the Visibility and Communication component, communication activities will be financed aiming at increasing the visibility, understanding, policy dialogue and awareness of EU development cooperation and actions in Angola.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is **48 months** from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3 Implementation modalities

5.3.1 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Short/medium term technical assistance in support of EU-Angola cooperation and capacity building	Services	5	Throughout the contracting period
Providing support for Visibility and Communication activities	Services	10	Throughout the contracting period
Evaluation and Audit	Services	5 (4 audits + 1 final evaluation)	Throughout the 48 months (audit) and one final evaluation by closure period.

5.3.2 Indirect management with the partner country

A part of this action with the objective of assisting the government in the implementation of the 11th EDF NIP, of strengthening capacities of NAO's office and supporting the implementation of the JWF activities will be implemented in indirect management with Angola in accordance with Article 58(1)(c) of the Regulation (EU, Euratom) No 966/2012 applicable in accordance with Article 17 of Regulation (EU) 2015/323 according to the following modalities:

The partner country will act as the contracting authority for the procurement and grant procedures. The Commission will control ex ante all the procurement procedures except in cases where programme estimates are applied, under which the Commission applies ex ante control for procurement contracts above EUR 100 000 (or lower, based on a risk assessment) and may apply ex post control for procurement contracts up to that threshold. The Commission will control ex ante the contracting procedures for all grant contracts.

Payments are executed by the Commission except in cases where programmes estimates are applied, under which payments are executed by the partner country for direct labour and contracts below EUR 300 000 for procurement and up to EUR 100 000 for grants.

The financial contribution does not cover the ordinary operating costs incurred under the programme estimates.

In accordance with Article 190(2)(b) of Regulation (EU, Euratom) No 966/2012 and Article 262(3) of Delegated Regulation (EU) No 1268/2012 applicable in accordance with Article 36 of Regulation (EU) 2015/323 and Article 19c(1) of Annex IV to the ACP-EU Partnership Agreement, the partner country shall apply procurement rules of Chapter 3 of Title IV of Part Two of Regulation (EU, Euratom) No 966/2012. These rules, as well as rules on grant procedures in accordance with Article 193 of Regulation (EU, Euratom) No 966/2012 applicable in accordance with Article 17 of Regulation (EU) 2015/323, will be laid down in the financing agreement concluded with the partner country.

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.5 Indicative budget

Component	EU contribution (EUR)
Technical Cooperation Facility (TCF) <i>R1: Direct Management - procurement</i>	625 000 625 000
Institutional Support <i>R2: Indirect Management with Angola - Procurement</i> Long term TA and capacity building for NAO <i>R3: Indirect Management with Angola - Programme Estimates¹</i> Joint Way Forward	3 300 000 2 000 000 1 300 000
Visibility and Communication <i>R4: Direct Management - procurement</i>	825 000
Evaluation and Audit	150 000
Contingencies	100 000
Total	5 000 000

5.6 Organisational set-up and responsibilities

The EU Delegation and NAO will continue to meet regularly on a monthly basis, to monitor and discuss the overall project implementation and performance, as well as more frequently on an ad hoc basis as needs arise. Because of the mutual dependency of the three components, these meetings have a strong coordinating role. In particular, the NAO and the EU Delegation will ensure compatibility and mutual effectiveness of activities between the three areas, approving activity plans and monitoring project implementation. The NAO and EU Delegation will appoint focal points who will be responsible for the day-to-day management and coordinate where necessary. The NAO will be responsible for implementing component 2 and the EU Delegation components 1 and 3.

¹ This item includes incentives for NAO staff (overall EUR 300 000) to compensate for increased workload. The top up allowance will be linked to their performance regarding the implementation of the programme estimate with an upper limit of 50%.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.8 Evaluation

Having regard to the importance of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the conclusions and recommendations of the final evaluation will be the basis to decide on the follow-up action to be funded with remaining funds under the 11th EDF indicative allocation for support measures.

The Commission shall inform the implementing partner at least **15 days** in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, one contract for evaluation services shall be concluded under a framework contract in the third quarter of 2020.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, four contracts for audit services shall be concluded under a framework contract in the last quarter of each year of implementation.

5.10 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.5 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose on the achievement of results as measured by indicators.

	Intervention logic	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	Support the Government's development strategy through the implementation of sound EU development programmes and to foster a more coherent and informed approach to policy dialogue and to development cooperation, political cooperation and trade related issues.	% of population below poverty line	37% of the population live under the poverty line according to a statistical report published in 2011		National and international statistics	Political and economic stability in Angola
Specific objective(s): Outcome(s)	To strengthen the administrative, financial and technical capacity of NAO in order to contribute to effective implementation of EU assistance and strengthen quality and visibility of the EDF actions in Angola.	Annual commitment and disbursement rates of resources available under the 11th EDF	0% committed 0% disbursed 2015	100% commitment of 11 th EDF resources by 2020 >40% disbursed by 2020	EU internal data bases and reports (e.g. ABAC/ External Assistance Management Report/ Key Performance Indicators Dashboard)	The Government and the Delegation (EUD) are provided with the necessary resources (staff, logistical, budget) to carry out the tasks under their respective responsibilities.
Outputs	R1) Programmes and projects to be supported under the 11 th EDF are successfully identified and formulated with the participation of Government.	Number of 11 th EDF Action Documents formulated and approved	0	3 in 2016 3 in 2017	EU internal data bases and reports Project reports	Government is committed to supporting reforms, capacity building and improving public administration management in sectors agreed in the NIP

Outputs	R2) The role and capacity of NAO office to implement and monitoring EU- funded cooperation is strengthened.	<p>% of NAO's staff dedicated to project monitoring who are trained in EDF procedures</p> <p>% of expired contracts that are still open more than 18 months after the end of operational implementation</p> <p>Number of years needed to liquidate RAL (Absorption Period)</p> <p>% of Projects with Red Traffic Lights for Implementation Progress</p>	<p>50%</p> <p>30% 2014</p> <p>3.5 years 2014</p> <p>4% 2014</p>	<p>100% By 31/12/2019</p> <p><15% By 31/12/2016</p> <p>< 3.5 years</p> <p><4%</p>	<p>Project reports Final Evaluation</p> <p>EU internal data basis and reports</p> <p>EU internal data basis and reports</p> <p>EU internal data basis and reports</p>	
	R3) Dialogue and cooperation between the Government of Angola and the EU within the JWF framework is ensured and reinforced.	<p>Number of agreements established within the JWF framework</p> <p>Number of Angolan Ministers and Secretaries of State (SoS) participating at the JWF Ministerial Meetings.</p>	<p>1 dialogue 2015</p> <p>4 ministers and 8 Secretaries of State (SoS) in 2015</p>	<p>At least one dialogue or agreement facilitated in each of the areas agreed in the JWF annual action plan.</p> <p>At least 1 Minister and 1 SoS per each area of common interest as agreed in the JWF annual action plan.</p>	<p>Programme Estimate reports JWF monitoring reports</p>	<p>Stakeholders commitment to effective policy dialogue</p>
	R4) Visibility of EU-Angola cooperation and greater awareness and understanding among key actors in the public, private and civil society sectors on issues of EU's development and external assistance increased.	<p>Number of references, articles in local, national and regional media (newspapers, radio, TV, etc.) on EU-Angola cooperation</p> <p>% of journalists who are aware of the EU development cooperation in Angola</p>	<p>About 1 article per month in national newspapers</p>	<p>More than 10 references and articles per month</p> <p>More than 50% By 31/12/2019</p>	<p>EUD information and communication annual reports</p>	