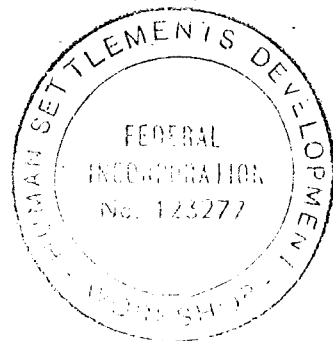
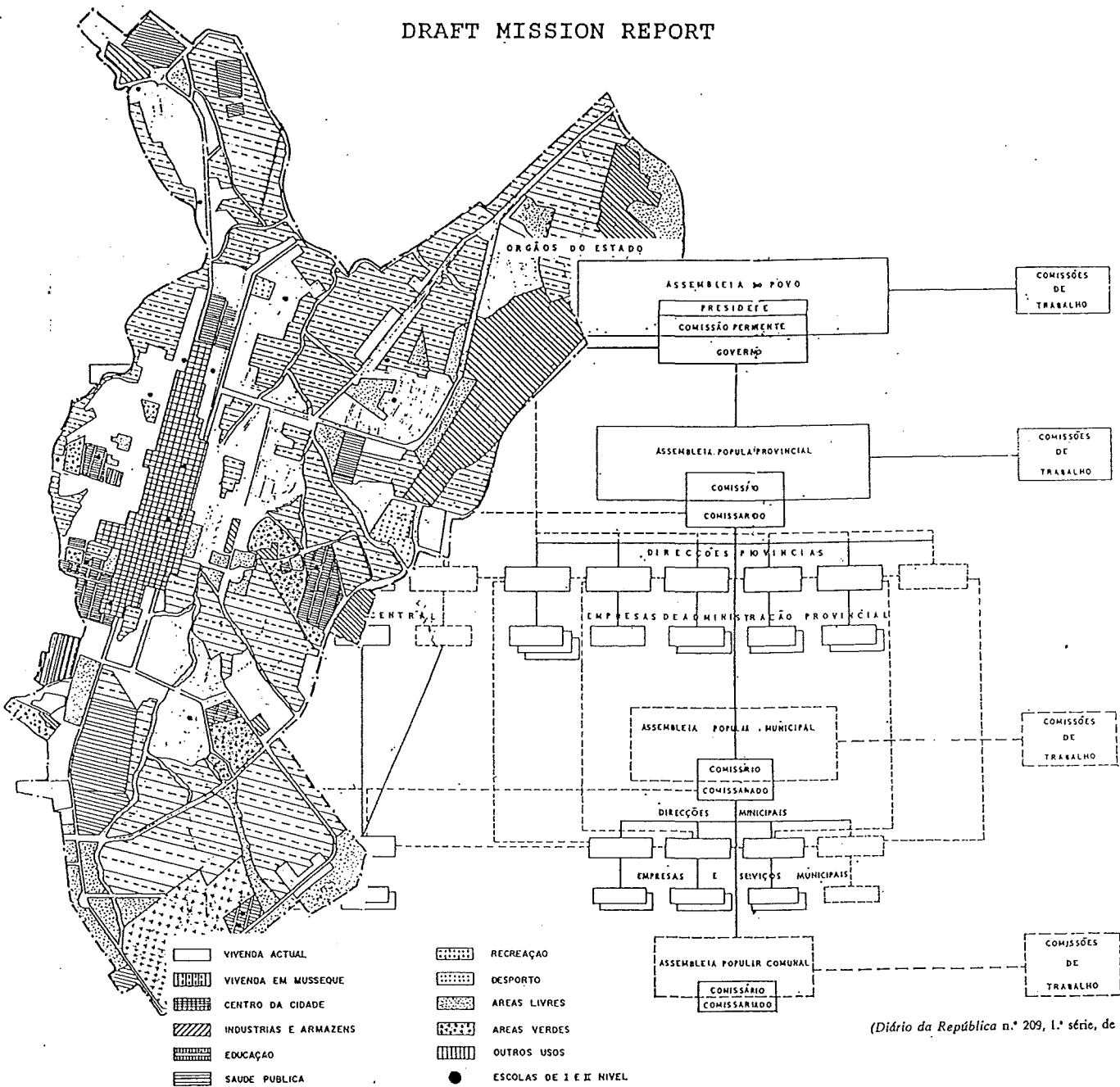


RECEIVED SEP 19 1990



PILOT URBAN MANAGEMENT PROJECT
IN LUBANGO, ANGOLA

DRAFT MISSION REPORT



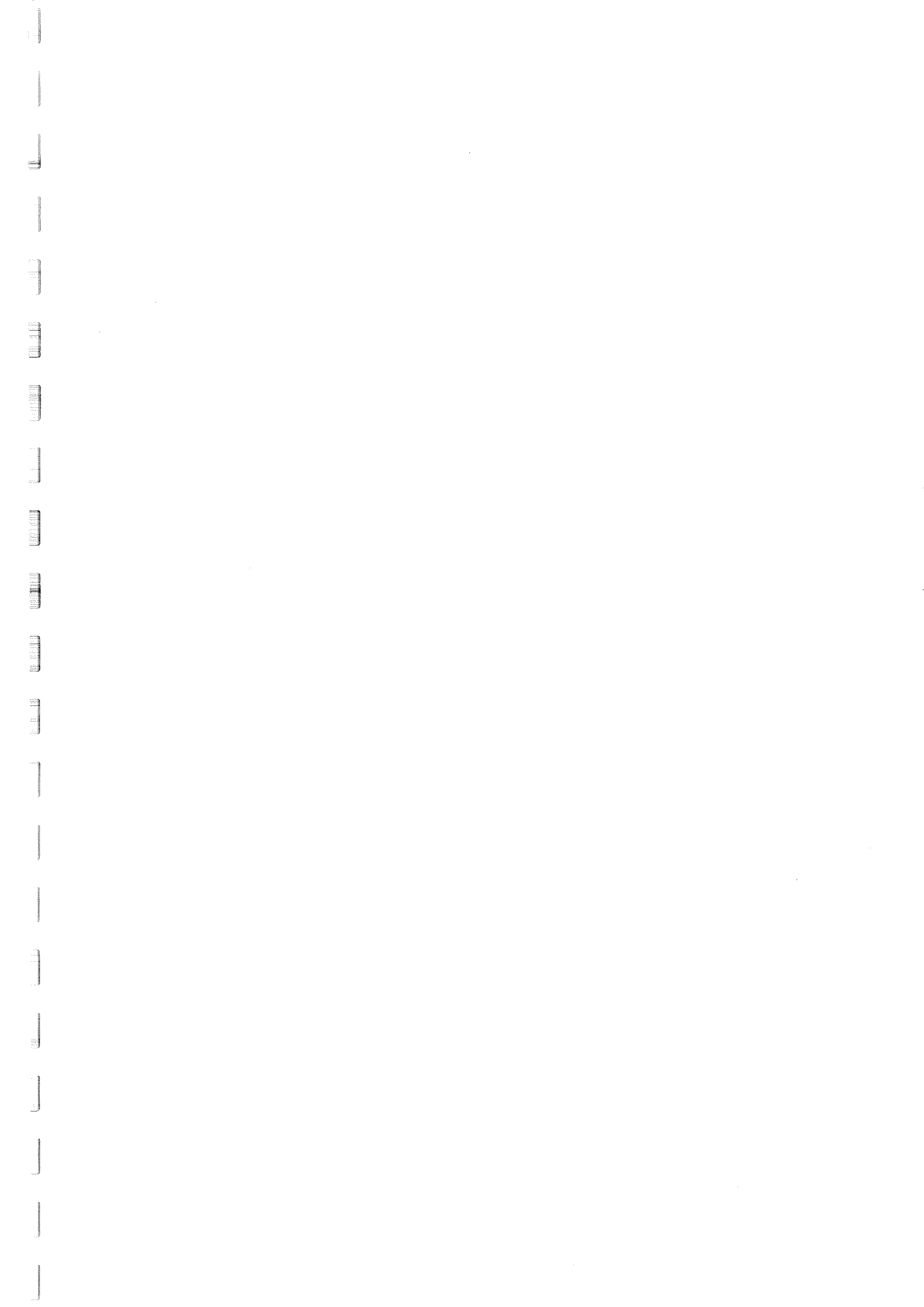
(Diário da República n.º 209, I.ª série, de 1981)

by A.C. Galil-Lewin, Mission Leader
UNDP, Luanda People's Republic of Angola
August 1990

i

Technical Assistance request from the Government of Angola for needs assessment and project identification mission on urban management and municipal administration in Lubango, Angola to the United Nations Centre for Human Settlements, UNCHS-HABITAT under Project GLO/90/R01

<u>Table of Contents</u>		<u>Page</u>
Introduction - Terms of Reference		1
I The Town of Lubango - Prevailing Situation		2
1.	Background Information	2
1.1	Delimitation, urban characteristics and development	2
1.2	Demographic and socio-economic characteristics	7
1.3	Town Planning	13
1.4	Housing - the growth of the squatter settlements	14
1.5	Industry and Commerce	16
1.6	Transport and Communication	18
1.7	Water Supply	20
1.8	Sewage and drainage	22
1.9	Electricity	24
1.10	Health and education	24
2.	Institutional Framework	26
2.1	Government Policy	27
2.2	Legal framework	27
2.3	Institutional responsibilities and weaknesses	29
2.4	The Provincial Commission	31
2.5	The Municipality of Lubango	33
2.6	Other institutions related to urban management	39
2.6.1	Empresa Nacional de Agua e Saneamento (ENAS)	39
2.6.2	Delegacao Provincial da Secretaria de Estado para Urbanismo, Habitacao e Aguas (SEUHA)	39
2.6.3	Direccao Provincial de Planificacao Fisica (INPF)	40
2.6.4	Gabinete de Planificacao Regional (GPR)	41
3.	Summary Conclusions	41
II Project Identification		43
4.	Objectives and Target Groups	43
5.	Concept and Methodology Approach- Alternatives	45
6.	Expected Output and Envisaged Activities	47
7.	Institutional Framework	49
8.	Implementation Strategy	51
9.	Cooperation with Other Related Institutions	51
10.	Training and Capacity Building	53
11.	Implementation Schedule	54
12.	Technical Assistance Requirements and Counterpart Contribution	55
13.	Costs and Financing	58
14.	Project Review, Monitoring and Evaluations	58
15.	Expected Project Impact, Suppositions and Risks	58
16.	Prerequisites and Preliminary Obligations	59



Introduction - Terms of Reference and Objectives

Following a request of the Ministry of Planning of the People's Republic of Angola of January 1990, the United Nations Centre for Human Settlements (UNCHS) has sent a need assessment and project identification mission to Angola in July/August 1990. Corresponding the Ministry's request, the objective of the mission was to determine technical assistance requirements for the implementation of two pilot projects in the area of urban management and municipal administration in the Southern Region of Angola.

In accordance with the job description, the main duties of the mission involved:

- a. Identify the role of governmental institutions, non-governmental organizations and the community in urban management and municipal administration in Lubango.
- b. Review the institutional framework and human/material resources.
- c. Review information/data relating to the issues and determine adequacy and gaps to be filled.
- d. Examine the needs/potentials for, and constraints in municipal and urban management in Lubango.
- e. Assess the potential for community participation in planning, financing, construction, use and maintenance of water, sanitation and drainage.
- f. Prepare a draft fact-finding report including analysis of existing situation, needs assessment and project identification; discuss it with government officials and finalize it.

The mission has visited Lubango during the period 19.7 - 31.7.90. Due to logistic and other difficulties as well as the short time available, a detailed in-depth survey could not be completed and some of the data could not be verified. The essential studies and evaluations should be undertaken in the course of the proposed orientation phase of the project.

Other than the original request of the Ministry of Planning, the mission recommends to commence with one urban management project which involves also institution building and strengthening municipal administration capacity for reasons explained in this report.

The results of the evaluation and preliminary recommendations were communicated to the Director of the Regional Planning Office (GPR), Dr. Jo~ao Vianney, the UNDP and UNICEF local representatives as well as other members of the GPR in a meeting on 30.7.90. On the same day, the findings and proposals were also discussed with Mr. Carlos Alberto dos Santos, Deputy Commissioner for the administrative and social sphere of the Province of Huila as well as other members of the commission and

the municipality.

THE TOWN OF LUBANGO .- PREVAILING SITUATION

1. Background Information

1.1 Delimitation, Urban Characteristics and Development

Lubango is the capital and the most important urban centre of the Province of Huila, localized 800 Km from the capital Luanda. According to an urban study of 1988, the total area of the town comprises 1,307.50 has. However, since no recent data on the growth of squatter settlement and illegal land occupation is available, these as well as other data have to be treated cautiously.

It is located within the area delimited by the tributaries of the Caculuvar, Mapunda and Mucufi rivers and by the Chela mountains to the East.

The town is situated in the valley with the same name, some 1,710 - 1,890 m above sea level. It borders with the Chela mountains West-Southwest of the town. The surface is irregular characterized by small hills with slopes of mostly 0.5 - 5.0%. Two small rivers, Mucufi and Mapunda cross the town centre.

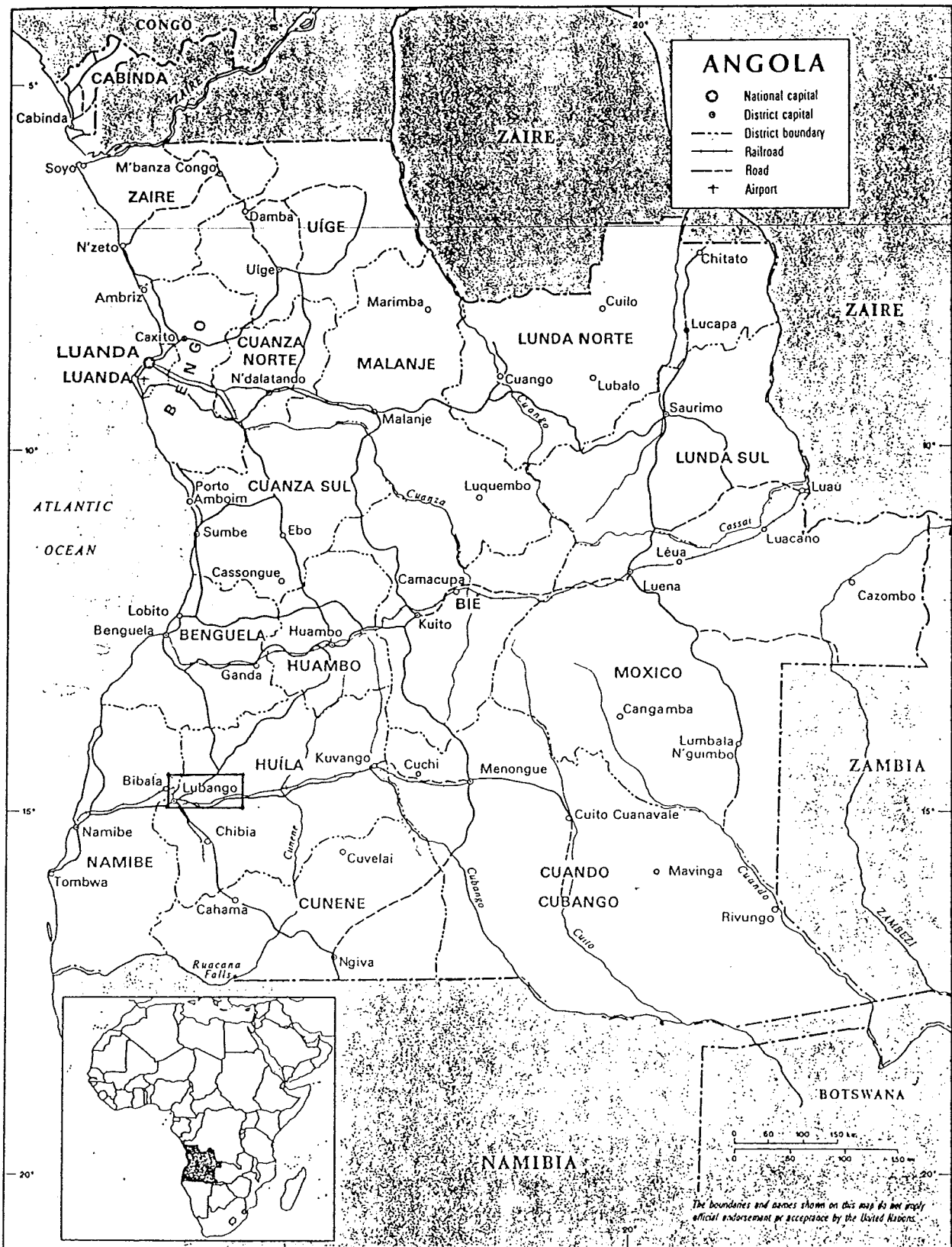
Geological formations are antecambrian characterized by rocky granite abundancies. The soil is lightly ferralitic, yellow or grey. To the South and West fine clay soil is found. To the Northwest the soil is rocky.

Two rivers cross the town of Lubango. Mapunda which runs from West to East north to the town centre and Mucufi which runs from North to South of the town. Both rivers and landscape permit an adequate storm-water drainage.

The climate is moderate continental. Temperatures vary between 17 degrees in July and 22 degrees in September with an annual average of 20 degrees. Insulation vary from less than 200 in January to slightly above 300 in July-August. Relative humidity varies between less than 30% in August to 72% in February.

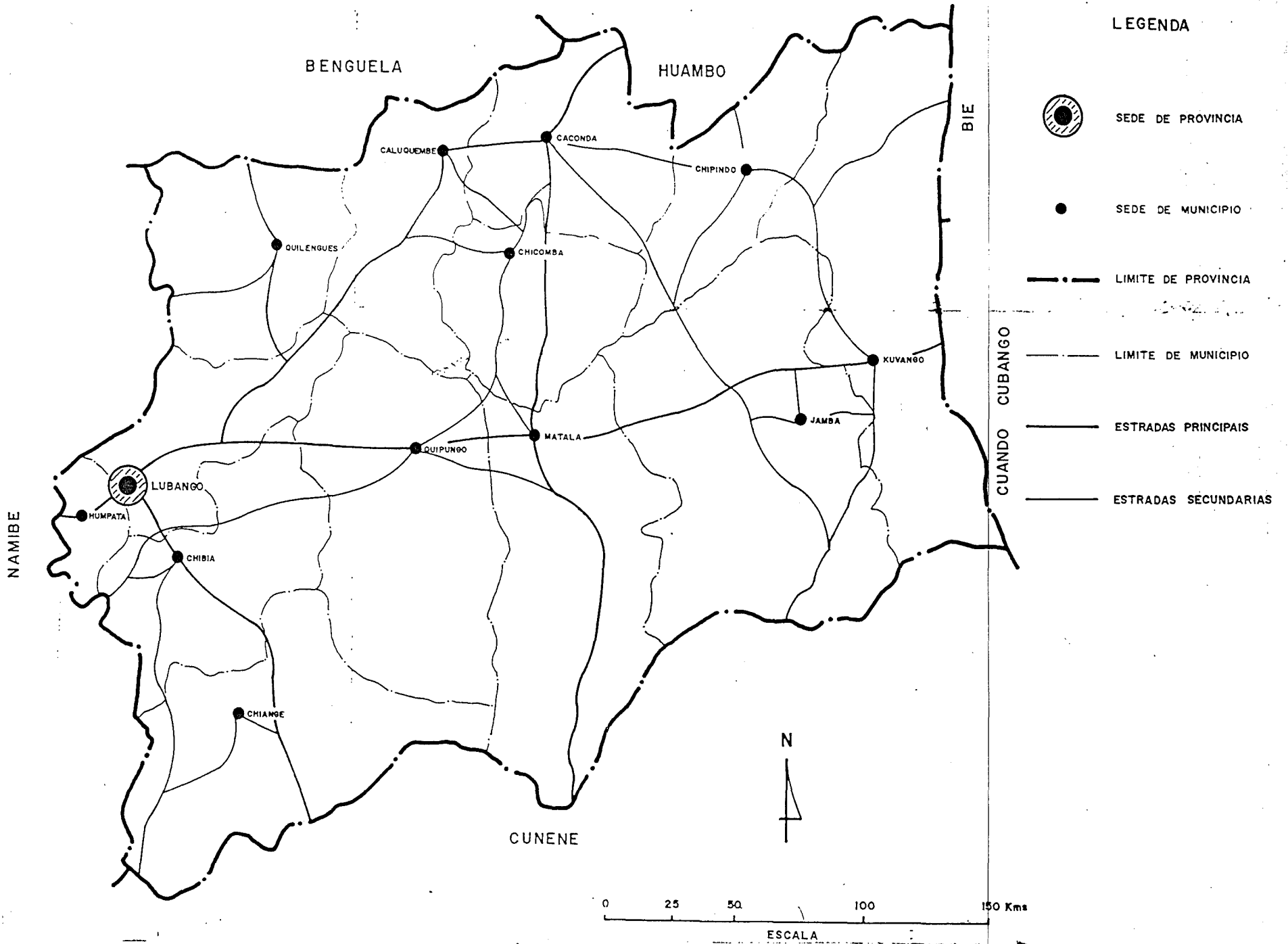
The rainy season takes place from October to April with precipitations of up to 150 mm per month, with an annual average of 763 mm.

Lubango has been founded by a group of Portuguese settlers from the island of Madeira in 1885 under the name Colonia Sa da Bandeira. Due to its favourable location in the valley of Lubango, the fertile soil, availability of water and moderate climate, the colony developed rapidly and was granted a municipal status in 1889. The growth of Lubango has been favoured and accelerated by the construction of a railway between Namibe and Menongue in 1923, the agricultural development of the province of Huila and administrative reforms which established Lubango as a provincial capital. Already prior to independence (1975)



ANGOLA - LOCALIZATION OF LUBANGO

PROVINCIA DA HUILA



Lubango was the most important economic, industrial and commercial centre of the South of Angola.

In addition to its role as a centre of agricultural and agro based production, Lubango became a provincial capital and administrative centre of Huila.

The major expansion of the town have taken place in a lineal and reticular form from East to West and from the lower to the higher altitudes.

The major growth and expansion of the town have taken place during the decade of the 1960s, when new residential and industrial-commercial zones have developed. Within the historic town-centre 3-5 storey residential and office buildings have been constructed. The surrounding residential zones are characterized by 1-2 storey buildings and a low population density of 100-150 persons/hectare.

The industrial production centre has developed 2,4 Km southeast of the historic centre.

After 1975 and as a result of the civil war, insecurity, the refugee and rural migration problems, urban development has deteriorated rapidly. Uncontrolled land occupation has taken place both within the town's boundaries and the periphery, overburdening physical and social infrastructure. Industrial production and employment opportunities have declined due to limited access to inputs, scarcity of trained and experienced personnel as well as macro-level economic distortions. Lack of planning concept, strategy and control instruments, excessive centralization and absence of local autonomy have all affected and contributed to uncontrolled anarchic growth of the town.

The development of Lubango after independence has been affected by civil war, the destruction of agricultural production, insecurity which accelerated rural migration to the town and severe supply and economic problems.

The historical growth of Lubango is shown in the following table:

CIDADE DO LUBANGO

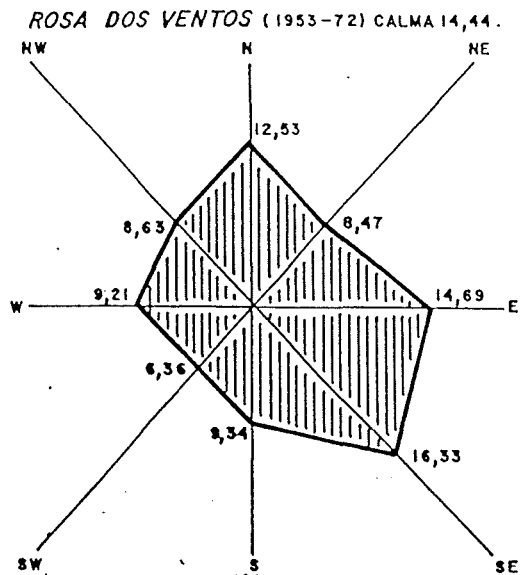
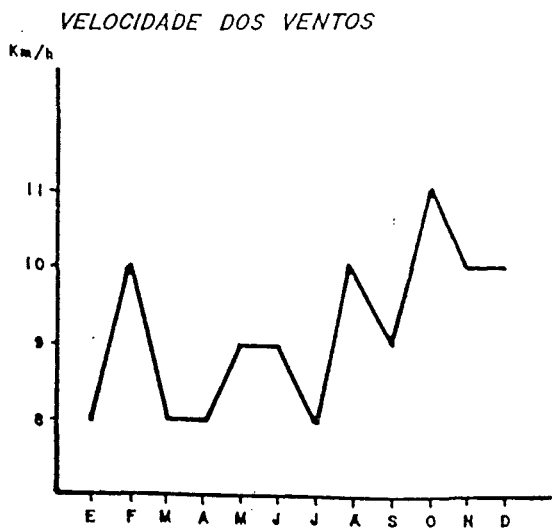
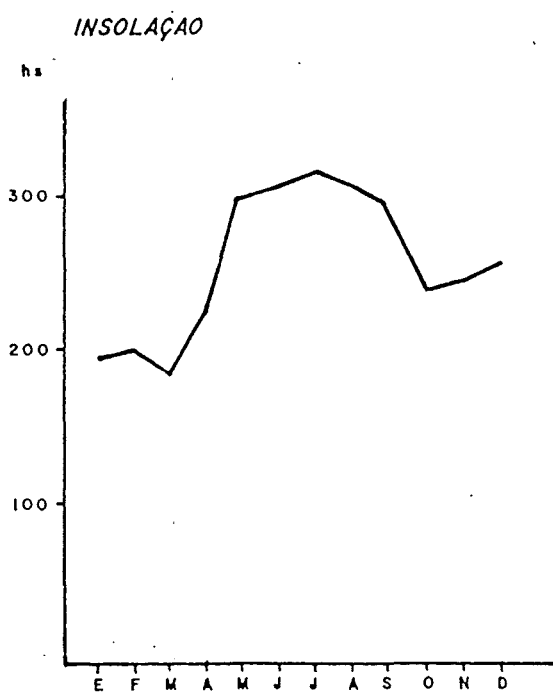
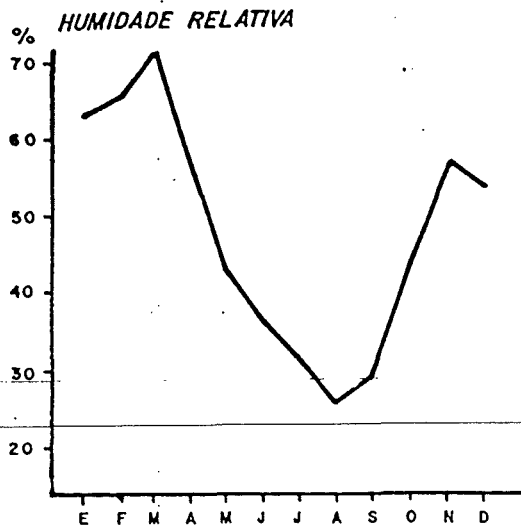
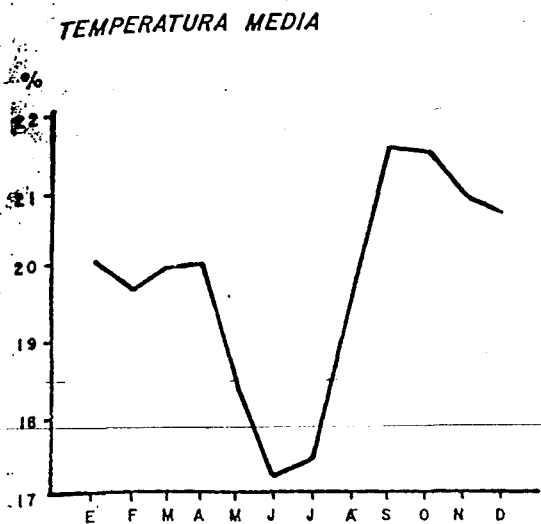


Table 1: The Historical Growth of Lubango

<u>Years</u>	<u>Built</u> <u>Area (Has)</u>	<u>Total</u> <u>Area (Has)</u>	<u>Total</u> <u>Population</u>	<u>Population</u> <u>Density</u>
1884-1899	57.50	57.50	1,571	27.3
1900-1959	176.00	233.50	30,000	128.5
1960-1974	624.00	857.50	60,000	70.0
1984	940.00	1,307.50	161,600	123.6
1990 (estimates)			200,000	

1.2 Demographic and Social-Economic Characteristics

During the decades of the 1940s and 1950s, the population of Lubango has increased at a moderate annual rate of 3.2% and 2.6% respectively. In the years prior to independence growth rate has increased to 7.7%, probably due to the industrial development of the town and the creation of new employment opportunities.

The 1984 census, the results of which must be treated cautiously, makes a distinction between the so called "proper town" and the peri-urban area as well as between the inhabitants of proper housing and the squatter settlements as shown by the following table:

Table 2: Lubango's Population 1984

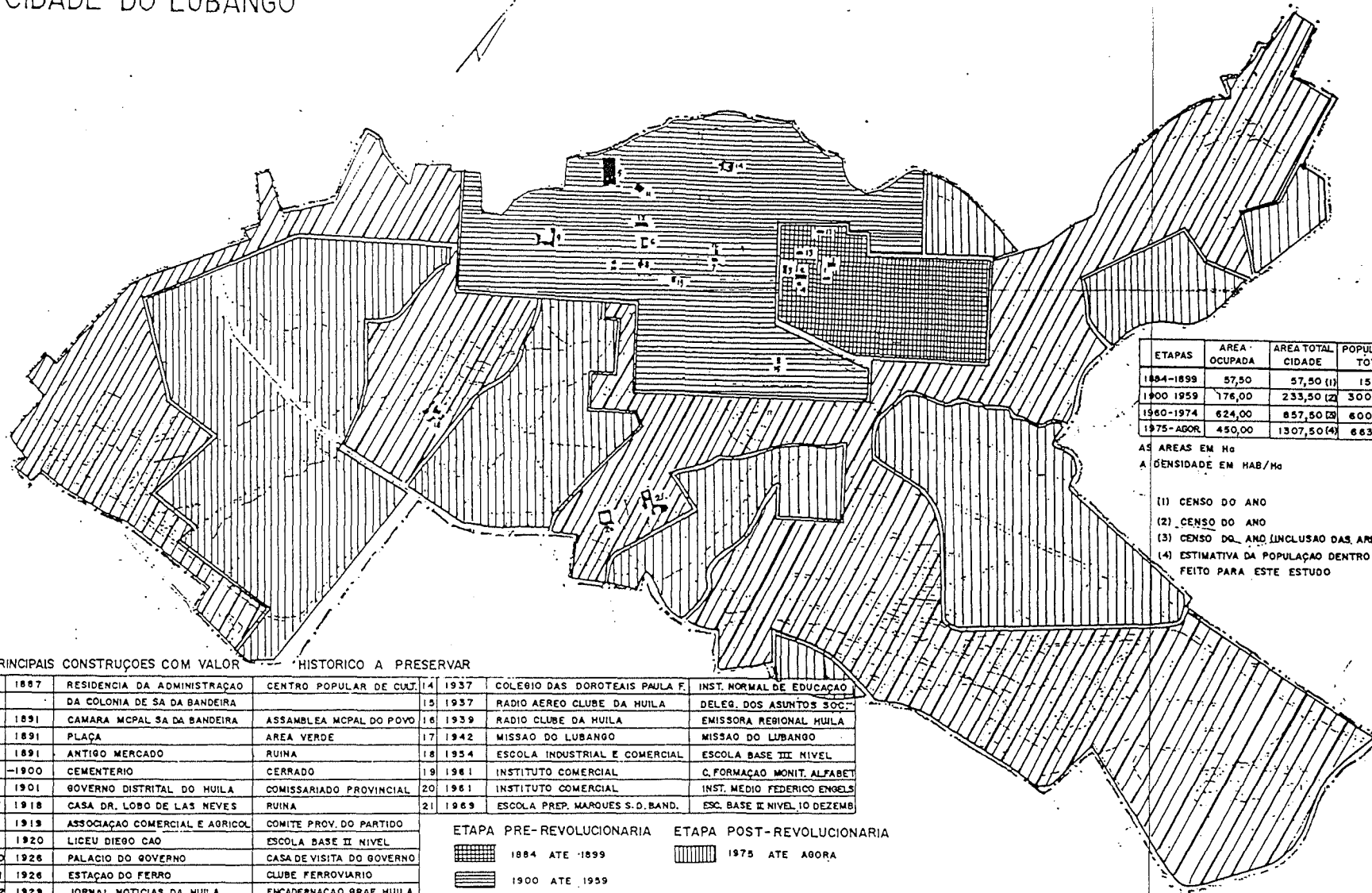
	<u>Urban</u> <u>Zone</u>	<u>Peri-Urban</u> <u>Zone</u>	<u>Total</u>	<u>%</u>
Proper Housing	26,622	5,934	32,556	20.1
Musseques	45,459	83,601	129,060	79.9
Total	72,081	89,535	161,614	100.0

According to a study of the Ministry of Planning of December 1988, Lubango's population was estimated at 163,000. Rate of growth may have accelerated substantially as a result of the prolonged drought. However, no reliable data are available.

The extremely high average growth rate of 16.6% per annum during the period 1975-1984 is attributed primarily to the destabilization of the southern regions as a result of the war, the destruction of agriculture and rural economy as well as the attraction of the town.

Rural to urban migration has continued also during the second half of the 1980s. Reliable data are not available. Current estimates (1990) suggest that Lubango's population has increased to approximately 200,000 inhabitants or nearly 20% of Huila Province population (app.1.0 million). The results of the 1984 census indicate that Lubango's population is young and that 55.6% are 17 years old or less. 49% of the population are male and 51% females.

CIDADE DO LUBANGO



ETAPAS	AREA OCUPADA	AREA TOTAL CIDADE	POPULACAO TOTAL	DENSIDADE POPULACAO
1884-1899	57,50	57,50 (1)	1571	27,32
1900-1959	176,00	233,50 (2)	30000	128,47
1960-1974	624,00	857,50 (3)	60000	69,97
1975-AGOR.	450,00	1307,50 (4)	66363	50,75

AS AREAS EM Ha
A DENSIDADE EM HAB/Ha

- (1) CENSO DO ANO
- (2) CENSO DO ANO
- (3) CENSO DO ANO (INCLUSAO DAS AREAS CIRCUNDANTES)
- (4) ESTIMATIVA DA POPULACAO DENTRO DO LIMITE URBANO FEITO PARA ESTE ESTUDO

PRINCIPAIS CONSTRUÇÕES COM VALOR HISTORICO A PRESERVAR

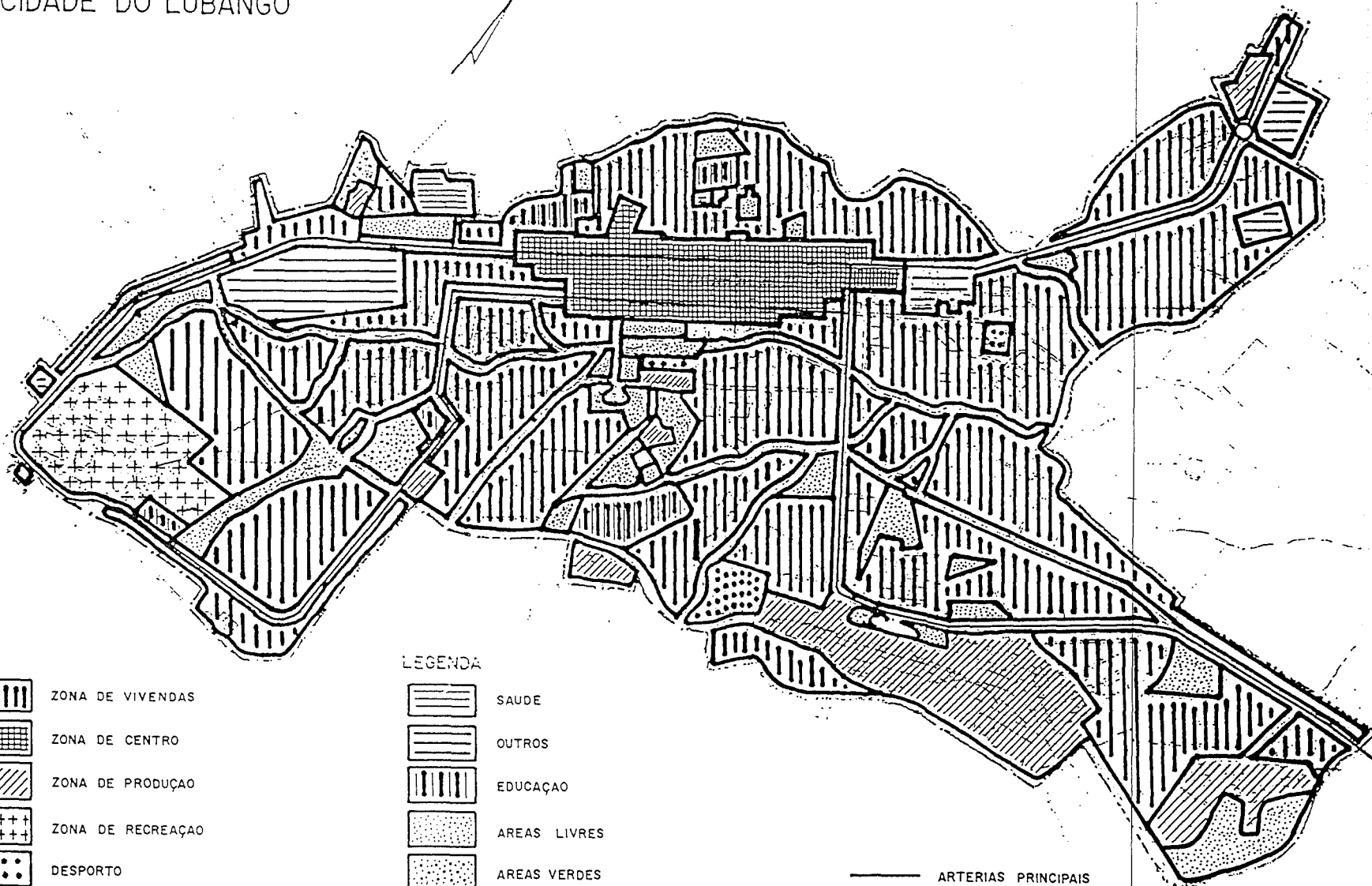
1	1887	RESIDENCIA DA ADMINISTRACAO DA COLONIA DE SA DA BANDEIRA	CENTRO POPULAR DE CUJ.	14	1937	COLEGIO DAS DOROTEIAS PAULA F.	INST. NORMAL DE EDUCACAO
2	1891	CAMARA MCPAL SA DA BANDEIRA	ASSAMBLEA MCPAL DO POVO	15	1937	RADIO AEREO CLUBE DA HUILA	DELEG. DOS ASUNTOS SOC.
3	1891	PLACA	AREA VERDE	16	1939	RADIO CLUBE DA HUILA	EMISSORA REGIONAL HUILA
4	1891	ANTIGO MERCADO	RUINA	17	1942	MISSAO DO LUBANGO	MISSAO DO LUBANGO
5	1900	CEMENTERIO	CERRADO	18	1954	ESCOLA INDUSTRIAL E COMERCIAL	ESCOLA BASE III NIVEL
6	1901	GOVERNO DISTRITAL DO HUILA	COMISSARIADO PROVINCIAL	19	1961	INSTITUTO COMERCIAL	C. FORMACAO MONIT. ALFABET.
7	1918	CASA DR. LOBO DE LAS NEVES	RUINA	20	1961	INSTITUTO COMERCIAL	INST. MEDIO FEDERICO ENGELS
8	1919	ASSOCIACAO COMERCIAL E AGRICOL.	COMITE PROV. DO PARTIDO	21	1969	ESCOLA PREP. MARQUES S. D. BAND.	ESC. BASE II NIVEL, 10 DEZEMB.
9	1920	LICEU DIEGO CAO	ESCOLA BASE II NIVEL				
10	1926	PALACIO DO GOVERNO	CASA DE VISITA DO GOVERNO				
11	1926	ESTACAO DO FERRO	CLUBE FERROVIARIO				
12	1929	JORNAL NOTICIAS DA HUILA	ENCADERNACAO GRAF. HUILA				
13	1929	LOJA E ALFATARIA	SAPATARIA, AGENCIA FUNERA				






ETAPA PRE-REVOLUCIONARIA	ETAPA POST-REVOLUCIONARIA
1884 ATE 1899	1975 ATE AGORA
1900 ATE 1959	
1960 ATE 1974	





Este plano é uma fotocópia produzida a partir de um plano datado de 1979.

PLANO DE : EVOLUÇÃO HISTORICA PRE E POST REVOLUCIONARIA

CIDADE DO LUBANGO



-  ZONA DE VIVENDAS
-  ZONA DE CENTRO
-  ZONA DE PRODUÇÃO
-  ZONA DE RECREAÇÃO
-  DESPORTO

- LEGENDA
-  SAUDE
 -  OUTROS
 -  EDUCAÇÃO
 -  AREAS LIVRES
 -  AREAS VERDES

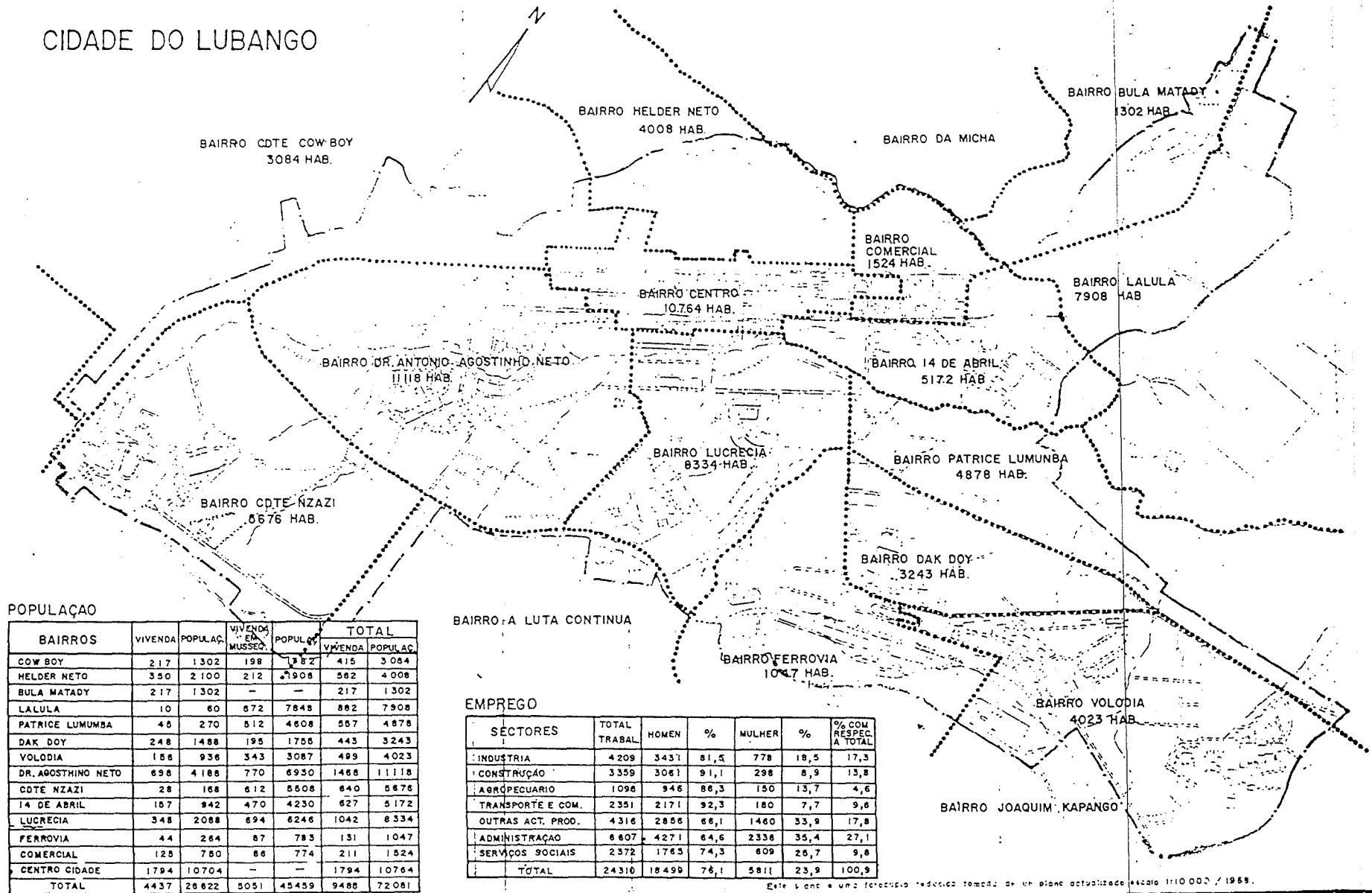
— ARTERIAS PRINCIPAIS

Este plano é uma síntese de estudos tomados de um plano actualizado escala 1:10 000 / 1988.

PLANO DE : ESTRUTURA URBANA

A more recent survey indicates the following age structure:

CIDADE DO LUBANGO



POPULAÇÃO

BAIROS	VIVENDA	POPULAÇ.	VIVENDAS EM MUSSEQ.		TOTAL	
			POPULAÇ.	POPULAÇ.	VIVENDA	POPULAÇ.
COW BOY	217	1302	198	182	415	3084
HELDER NETO	350	2100	212	1908	582	4008
BULA MATADY	217	1302	-	-	217	1302
LALULA	10	60	672	7848	882	7908
PATRICE LUMUMBA	48	270	512	4608	587	4878
DAK DOY	248	1488	195	1756	443	3243
VOLODIA	166	936	343	3087	499	4023
DR. AGOSTINHO NETO	698	4188	770	6950	1468	11118
CDE NZAZI	28	188	612	5608	640	5876
14 DE ABRIL	157	942	470	4230	627	5172
LUCRECIA	348	2088	694	6246	1042	8334
FERROVIA	44	264	87	783	131	1047
COMERCIAL	125	780	66	774	211	1524
CENTRO CIDADE	1794	10704	-	-	1794	10764
TOTAL	4437	26822	5051	45459	9486	72081

BAIRRO A LUTA CONTINUA

EMPREGO

SECTORES	TOTAL TRABAL.	HOMEN	%	MULHER	%	% COM RESPEC. A TOTAL
INDÚSTRIA	4209	3431	81,5	778	18,5	17,3
CONSTRUÇÃO	3359	3061	91,1	298	8,9	13,8
AGROPECUARIO	1098	946	86,3	150	13,7	4,6
TRANSPORTE E COM.	2351	2171	92,3	180	7,7	9,6
OUTRAS ACT. PROD.	4316	2856	66,1	1460	33,9	17,8
ADMINISTRAÇÃO	6807	4271	64,6	2336	35,4	27,1
SERVIÇOS SOCIAIS	2372	1763	74,3	609	25,7	9,8
TOTAL	24310	18499	76,1	5811	23,9	100,9

Este plano é uma fotocópia redigida com base de um plano actualizado escala 1:10 000 / 1988.

PLANO DE :

POPULAÇÃO E EMPREGO

Table 3: Age Structure (1988)

<u>Age</u>	<u>%</u>
40-less	20.3
5-9	15.9
10-14	14.8
15-19	10.9
20-24	10.4
25-29	8.7
30-34	6.3
35-39	4.2
40-44	2.7
45-49	2.0
50-54	1.1
55-59	0.9
60 or more	1.9

Total labour force (18-60 years old) was 66,150 persons or 40.9% of the population. 52.6% of the labour force were females.

Employment in the formal sector amounted to 24,310 persons or 36.7% of the total labour force. Of the labour force employed in the formal sector 76.1% were male and 23.9% female. It may be assumed that the great majority of the labour force (63.3%) are employed in the informal sector, mainly in the sphere of commerce and distribution as well as private services.

The employment situation dramatically has deteriorated since the beginning of the 1980s due to decline of industrial and productive activities as well as the limited capacity of the public sector (predominantly administration) to absorb the additional labour force.

Formal sector employment structure is indicated in the following table:

Table 4: Employment Structure (1988)

<u>Activity</u>	<u>Total</u>	<u>% Male</u>	<u>Female</u>
1. Industry, construction	13.0	7.2	11.2
2. Agriculture, fishing	5.6	3.6	5.0
3. Transport, Communication	8.0	3.8	6.7
4. Commerce	8.6	13.2	10.0
5. Communal services, education	7.7	18.7	11.1
6. Health, sports	4.4	12.3	6.8
7. Administration, finance	5.8	5.8	5.8
8. Other activities	46.9	35.4	43.4

Despite the absence of statistical information on income and expenditure, it may be important to note some basic data. In 1990

minimum wage amounted to Kz. 6,000 1/. Monthly wages of a labourer in public sector employment amount to Kz. 7,000 -8,000, whereas a professional's salary may amount to Kz.20,000 - 30,000. In order to survive on a manioc and dried fish diet, excluding any other expenditures, a household of 6 persons required an income of no less than Kz. 25,000 - 35,000 per month.

In order to survive, practically every adult must engage in some parallel (black) market or illicit activities (e.g. smuggling, trade, secondary private sector activities or the like).

1.3 Town Planning

Pre-independent town-planning and growth concept followed a typical Iberian colonial pattern as well as the geographical-natural conditions. A prolonged park connects the central church with the impressive Central place surrounded by government and other public buildings. Commercial and residential areas have developed around the core.

Following the development of the town and its growing importance during the 1950s and 1960s, new sub-centres and an industrial zone have developed.

The basic town-planning concept has been maintained also since independence (1975) and very few changes have occurred in the "proper town" as it is denominated by municipal and other employees. However, accelerated rural to urban migration as a result of the war, insecurity, diminishing rural production and recently also the drought resulted in the uncontrolled growth of squatter settlements which shelter at present 60 - 65% of the urban population of Lubango.

Neither the urban development section of the Municipality (Urbanismo) nor the provincial delegation of the National Institute of Physical Planning (INPF), which should have assumed the responsibility for town-planning, were able or willing to cope with this growth. As a matter of fact all the related institutions reject responsibility for the peri-urban squatter areas.

In 1988, a Cuban team of town-planners, architects and engineers has conducted a study titled "Premises for a Structure Plan for the Development of Lubango Town" (Premisas para el Esquema de Desarrollo de la Ciudad de Lubango, INPF, 1988).

* Official exchange rate (July 1990) was Kz. 29.76 per US\$ 1.0
parallel market rate was 2,000.

Its rather conventional conclusions and recommendations, call for a costly investment to cope with deficits in the spheres of urban services and environment, housing, industrial development, transport and social services, disregarding

financial, institutional, manpower and other limitations or distortions.

As far as the central issue of illegal land occupation and the peri-urban squatter settlements are concerned, proposed solutions are limited to the (improbable) resettlement of rural migrants as well as promoting self-help construction.

Due to its limited applicability, the study has not been formally accepted as a guideline for planned urban development of Lubango.

1.4 Housing - the Growth of the Squatter Settlements

Data on housing situation based on a survey of 1988 are available for the "proper" town only. In accordance with the results of this survey, 4,437 houses were enumerated in regular built-up areas and 5,051 in the central squatter settlements, accommodating approximately 72,000 inhabitants.

Assuming a similar housing units/inhabitants ratio in the peri-urban areas where some 89,500 residents were counted in 1984, it may be supposed that some 11,800 dwelling units existed outside the "proper town" area in that year. Available data regarding the housing stock indicate that 72% of the dwelling units in the town were in good condition, 24.5% in regular and only 3.5% in bad conditions.

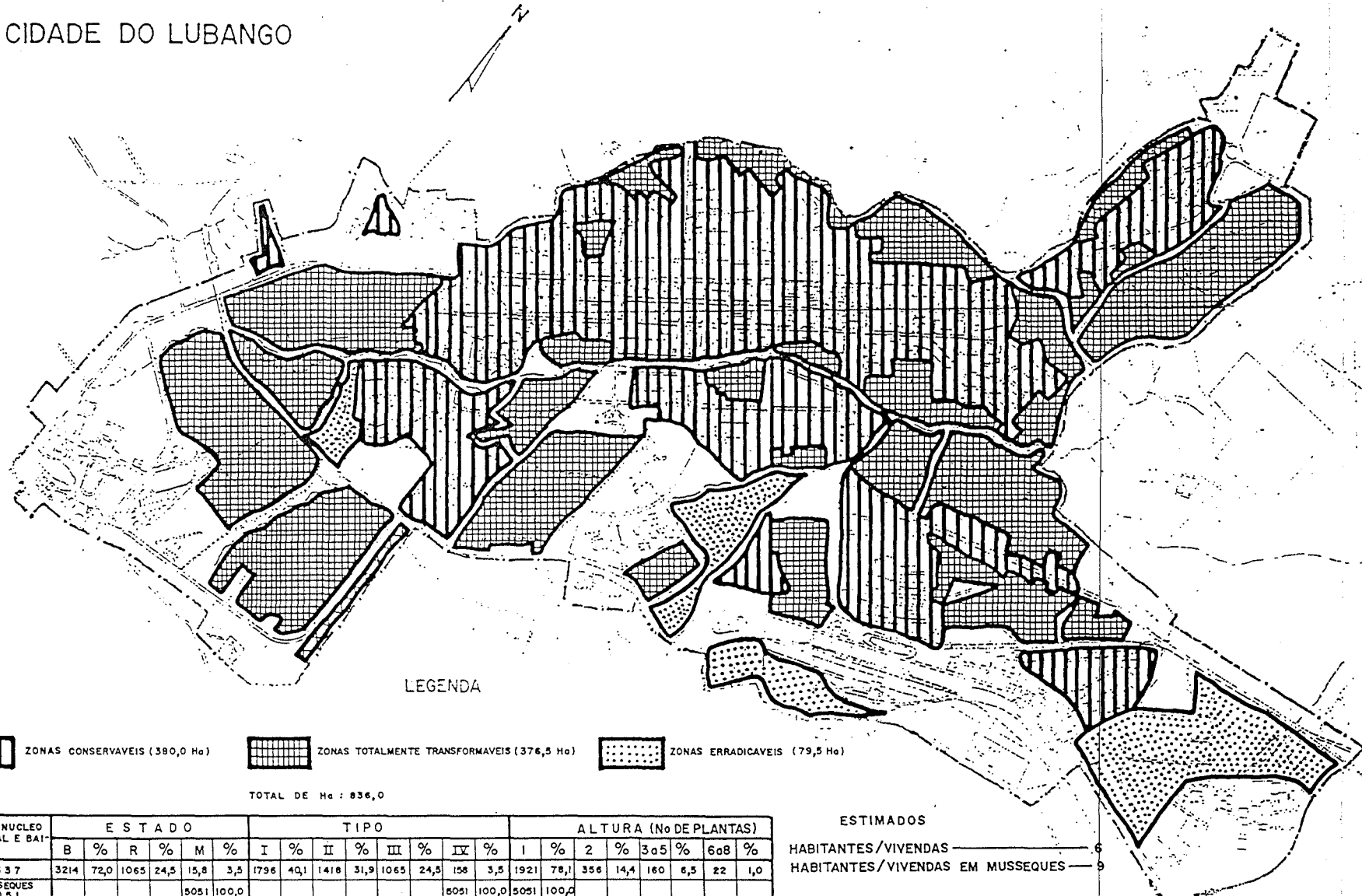
The maintenance of government owned housing is generally adequate. Compared with Luanda, there are only few deteriorated multi-storeys. However, according to the Ministry of Housing representatives, substantial investments shall be required to renew and maintain water and sanitary drainage pipes, electric fittings, etc.

Statistical information on the housing stock in the squatter settlements is not available. The great majority of these dwellings are built of adobe (sun-dried earth blocks) with either zinc or asbest-cement roofing sheets and timber or metal doors and windows. Standard units consist of 2 - 3 rooms of approximately 12 - 16 m² each, sometimes with annexes. Only few houses are plastered.

Construction cost of these semi-traditional houses may be estimated at K.1.0 - 2.0 millions for the core unit of 1 - 2 rooms. Whereas the traditional adobe wall and foundation construction involve labour costs only (unless built by self-help), roofing materials, doors and windows are brought from Luanda. At official rates of Kz.1,888 per zinc sheet of 24 Cm, these are hardly ever available for the squatter inhabitants. At parallel market rate of Kz.5,000 for the same zinc sheet, construction materials are barely affordable.

It may be assumed that construction rate of the traditional adobe walled house, substantially has declined in the last years. According to some municipal employees the number of shelters built of waste materials (timber, plastic sheets, used oil-drums) has increased recently, also due to the influx of drought

CIDADE DO LUBANGO



LEGENDA

- ZONAS CONSERVÁVEIS (380,0 Ha)
- ZONAS TOTALMENTE TRANSFORMÁVEIS (376,5 Ha)
- ZONAS ERRADICÁVEIS (79,5 Ha)

TOTAL DE Ha : 836,0

VIV. EM NUCLEO CENTRAL E BAIROS.	ESTADO						TIPO						ALTURA (No DE PLANTAS)									
	B	%	R	%	M	%	I	%	II	%	III	%	IV	%	1	%	2	%	3 a 5	%	6 a 8	%
4 437	3214	72,0	1065	24,5	15,8	3,5	1796	40,1	1418	31,9	1065	24,5	158	3,5	1921	78,1	356	14,4	160	6,5	22	1,0
MUSSEQUES 5 051					5051	100,0							5051	100,0	5051	100,0						
9 488	3214	33,8	1065	11,2	5209	55,0	1796	18,9	1418	14,9	1065	11,2	5209	55,0	6972	92,8	356	4,7	160	2,1	22	0,4

ESTIMADOS
 HABITANTES/VIVENDAS ————— 6
 HABITANTES/VIVENDAS EM MUSSEQUES — 9

Este plano é uma fotocópia reduzida tomada de um plano estudado a escala 1:10 000 / 1968

PLANO DE :
 HABITAT

affected rural migrants. Squatter settlements are constructed illegally on government owned land at the periphery. The peri-urban squatter settlements have little if any access to water, sanitary, health and educational facilities.

While many of these settlements have maintained their rural characteristics, it may be assumed that increasing densification as a result of natural growth and rural to urban migration may require the introduction of urban sanitation system in the near future.

~~Official attitude towards the squatters is that of refusing to assume responsibility. Neither the municipal and provincial authorities nor the line agencies are concerned with the issues related to the peri-urban settlements.~~

The municipality (Comissariado Municipal) of Lubango, is troubled, though, about the approximately 5,000 illegally built shelters with the boundaries of the "proper town". According to the Mayor, the municipal authorities would like to relocate the existing squatter households from town-centre to the periphery.

For that purpose the Community Services Department which has been incorporated in the municipality recently, is constructing a 95 m² model house approximately 4.5 Km from town centre. The costs of the model house at current prices can be estimated at Kz. 4.5 - 5.0 millions or Kz. 47,300 - 52,600 per m². The municipal authorities have neither a clear idea about the costs, nor about the financing of the relocation, the feasibility of which is more than questionable.

Formal squatter organizations are limited to the:
 BPV - Brigadas Populares de Vigilancia (Popular Civil Guard Brigades)
 OMA - Organizacao da Mulher Angolana (Angolan Women Organization)
 both of which are MPLA institutions.

In addition, the Catholic and Protestant churches are represented and active in some of the areas.

1.5 Industry and Commerce

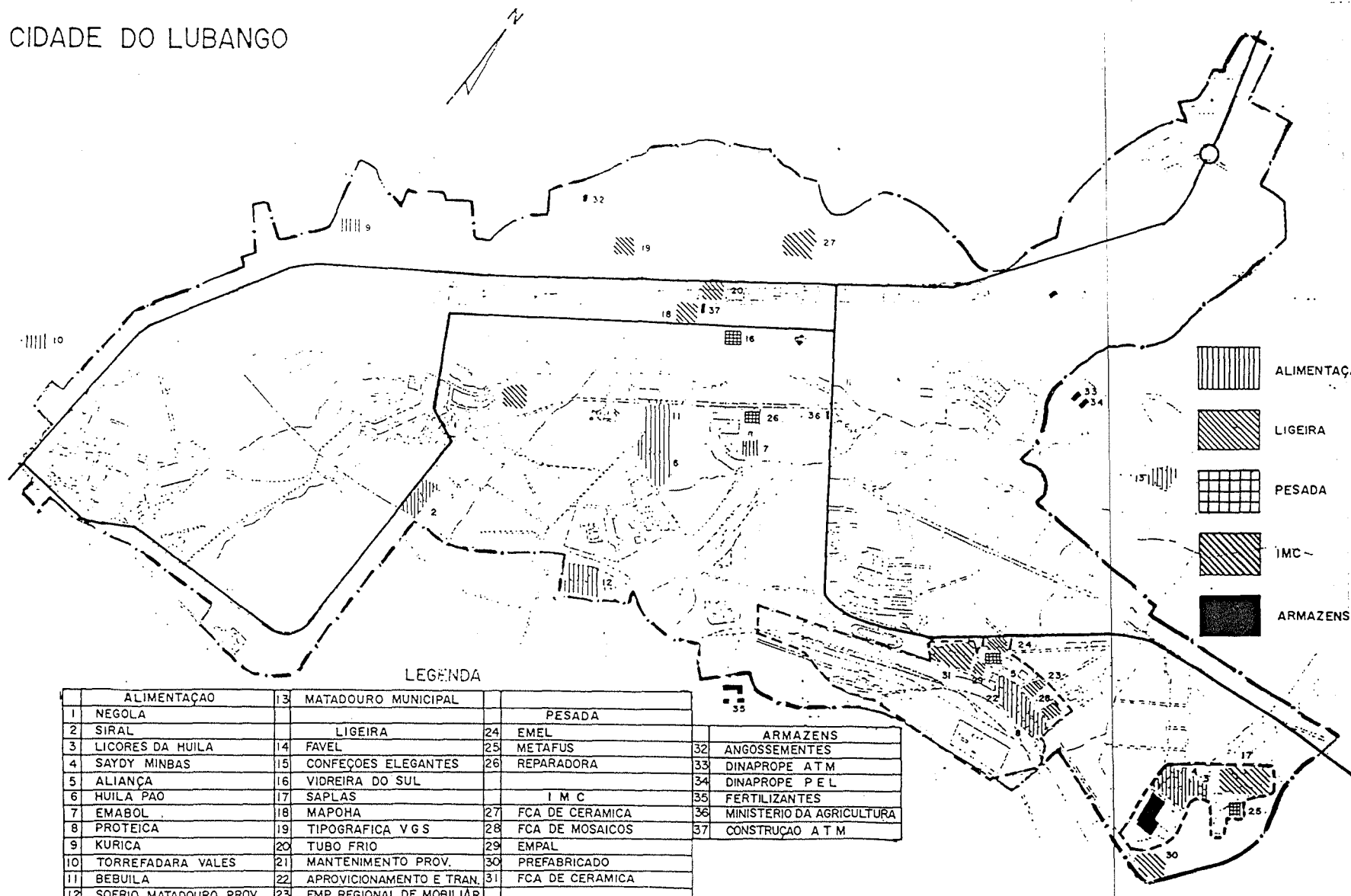
Nearly 80% of the industries in the Province of Huila as well as workshops and store-houses related to production and services are located in the urban and peri-urban zone of Lubango.

40% of the industries in Lubango are situated in the industrial zone, 2.4 Km south-east of the town centre, in an area which has been developed during the 1960s because of its favourable access to the railway and availability of infrastructure services.

The industrial zone comprises 13 enterprises including:

- 4 food production enterprises (juices, liquors, a mill, pastar)
- 3 light industries (candles, plastic products, furnitures)
- 2 heavy industries (metal furnitures, agricultural mecha-

CIDADE DO LUBANGO



LEGENDA

ALIMENTAÇÃO		LIGEIRA		PESADA		IMC		ARMAZENS	
1	NEGOLA	13	MATADOURO MUNICIPAL	24	EMEL	32	ANGOSSEMENTES		
2	SIRAL	14	FAVEL	25	METAFUS	33	DINAPROPE ATM		
3	LICORES DA HUILA	15	CONFEÇÕES ELEGANTES	26	REPARADORA	34	DINAPROPE P E L		
4	SAYDY MINBAS	16	VIDREIRA DO SUL			35	FERTILIZANTES		
5	ALIANÇA	17	SAPLAS			36	MINISTERIO DA AGRICULTURA		
6	HUILA PAO	18	MAPOHA	27	FCA DE CERAMICA	37	CONSTRUÇÃO A T M		
7	EMABOL	19	TIPOGRAFICA V G S	28	FCA DE MOSAICOS				
8	PROTEICA	20	TUBO FRIO	29	EMPAL				
9	KURICA	21	MANTENIMENTO PROV.	30	PREFABRICADO				
10	TORREFADARA VALES	22	APROVISIONAMENTO E TRAN.	31	FCA DE CERAMICA				
11	BEBULA	23	EMP. REGIONAL DE MOBILIAR						
12	SOFRIO MATADOURO PROV.								

Este plano é uma fotocópia produzida a partir de um plano actualizado, escala 1:10000 / 1966.

PLANO DE :
PRODUÇÃO

- nic)
- 4 building material enterprises (mosaics, timber elements, blocks, clay pipes)

Industrial production and employment have declined substantially during the last 15 years for the following major reasons:

- a. Dismantling and demolition of enterprises by the departing Portuguese owners;
- b. War devastation, particularly by the South Africans;
- c. Shortage of inputs, equipment and spare parts;
- d. Transport and marketing problems as a result of the war situation;
- e. Shortage of qualified personnel;
- f. Absence of development policy, strategy, programme and institutional support;
- g. Inadequate and irregular supply of water and electricity.

As a result, the Lubango industries are not capable of exploiting more than 25% of their installed capacity. Lubango has substantial storage capacity comprising an area of 13,619 m² and 39 storage facilities (including for internal commerce). 21 stores representing nearly half of the total storage capacity are located within the town-centre.

Information on formal sector primary commerce is available only for the town-centre. In accordance with a 1988 survey, 71 shops have been identified within the town. These include vegetable, meat and fish sellers as well as personnel services such as tailors, electro-domestics, photographs, etc.

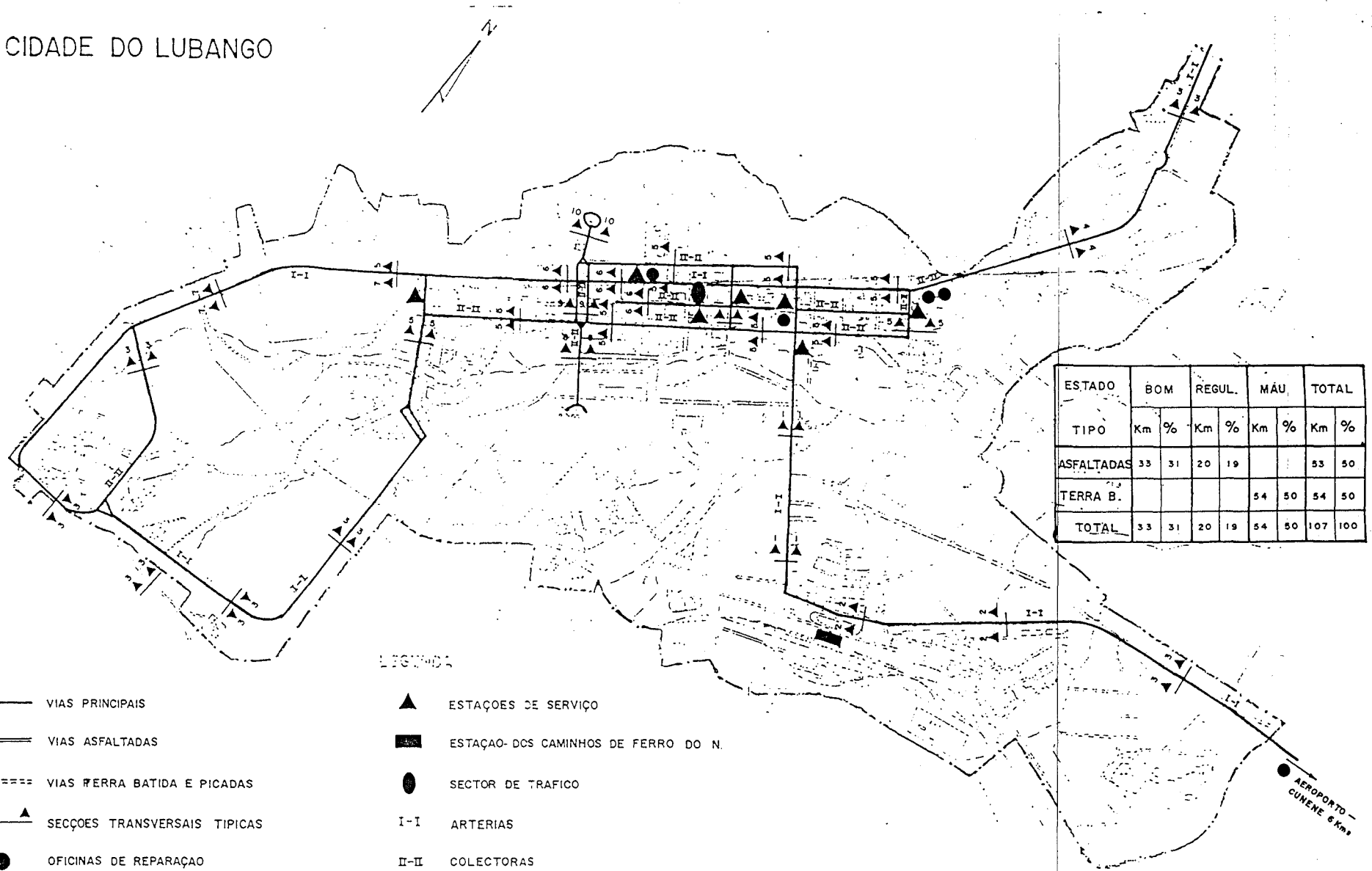
In addition to the town-centre, 4 additional sub-centres have been identified by the study. These do not include the more than 15 informal markets in the squatter settlements, where basic consumption goods such as manioc, maize, oil, fish, etc. are sold in small quantities. These as well as rural-urban exchange, black market (Kandongga) and smuggling are the source of livelihood of the majority of peri-urban population.

1.6 Transport and Communication

Lubango constitutes an important road knot communicating the South of Angola with the rest of the country. It is also a main railway station on the Namibe line. Due to the political-war situation the function of Lubango as a provincial and inter-regional communication centre, has been affected negatively during the last decade.

It will, however, doubtlessly resume its significance once the war has ended.

CIDADE DO LUBANGO



Este plano e uma representacao reduzida tomada de um plano actualizado escala 1:10000 / 1988.

PLANO DE REDE VIARIA E INSTALACOES DE TRANSPORTE

The internal road network of Lubango comprises 107 Km of which 24 Km are main roads and 83 Km are secondary ones. These do not include access and other roads in the squatter settlements.

Of the existing network only 50% is tarred. 31% of roads are in good conditions, 19% in a regular and 50% in bad shape.

Major problems are the poor maintenance and sporadic repairs as a result of inadequate or absence of systematic planning, shortage of qualified personnel, inputs and equipment.

According to 1988 statistics, there were 2,000 vehicles registered in Lubango, excluding military ones. Public bus transport comprises only 2 routes of approximately 12 Km servicing only 20% of the town's area. Residents of the more distant neighbourhoods depend on non-controlled, irregular and expensive (Kz. 150 per trip) private collective transport.

1.7 Water Supply

Lubango obtains potable water from 3 main sources. In addition there exist several deep wells which serve the peripheral areas and the industrial zone as well as an unknown number of Casimbas (shallow wells) built by the residents of the squatter settlements.

The main source of water supply is the pumping station at Nossa Senhora da Monte, located in the valley of the Mucufi river, 1.0 Km southeast of the town. Although the available water reserve of this source has not been studied, the various perforations demonstrate that extraction could be expanded.

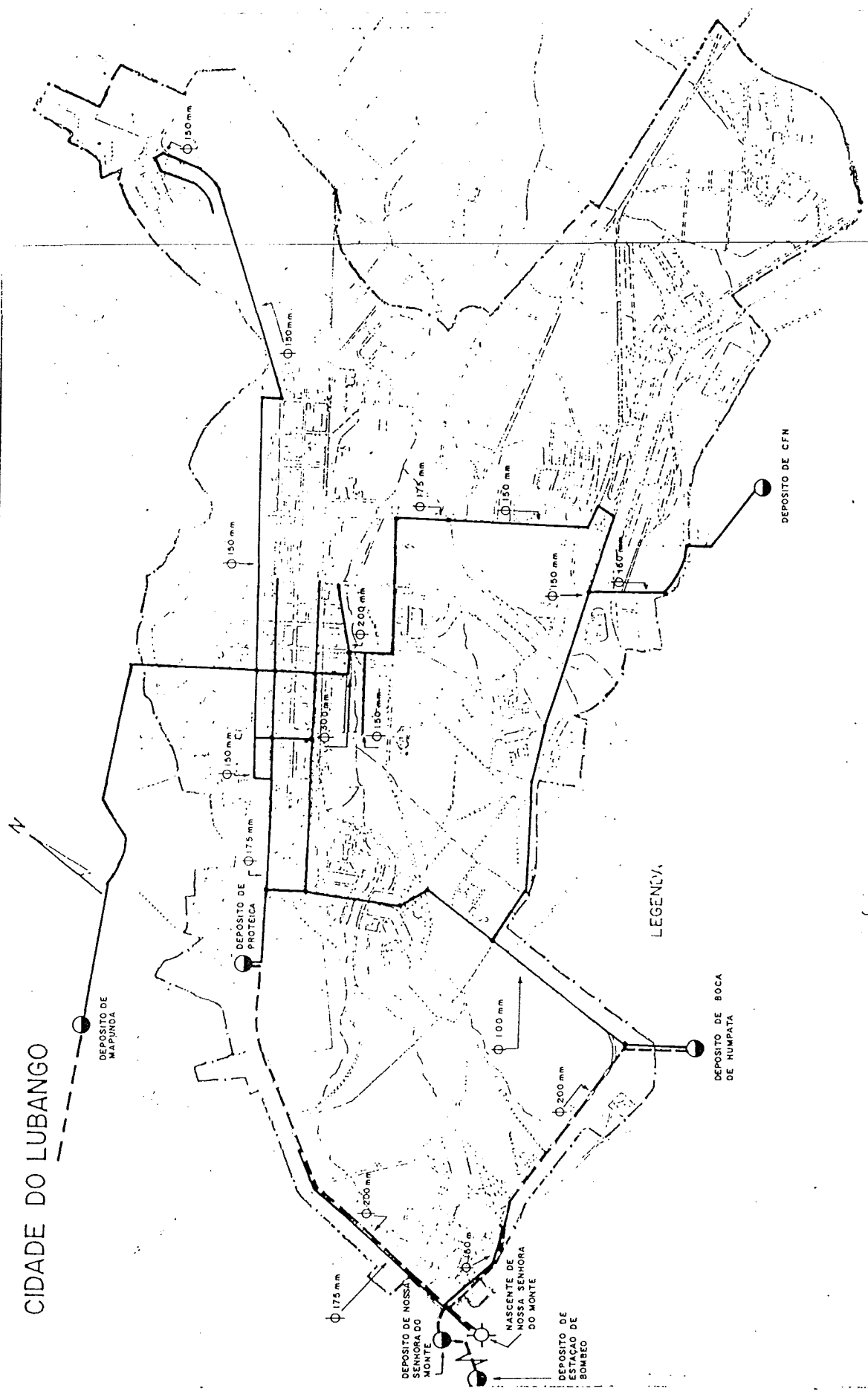
The pumping station comprises 8 wells with a production capacity of 358 m³/h (8,592 m³/day). Actual supply is less than 275 m³/h. as 3 of the pumps are damaged. The installed equipment consists of submersible pumps with an extraction capacity of 7.3 -27.6 l/sec. The pumps are small because the wells have a reduced diameter of 6" (6 wells) and 10" (2 wells), which impedes the installation of more powerful pumps.

The second source of water is at the foot of the Chela mountain, southeast of the 10th of December Park. This source has an average extraction capacity of 132 m³/h (1,168 m³/day). However, actual supply varies considerably, depending on the volume of rains (friatic level).

The third source of water (Tundavala) also in Chela mountains is located 10 Km north of the town. Its extraction capacity is estimated at 200 m³/h. (4,800 m³/day).

The entire water supply system of Lubango is subterranean. The water quality is good as shown by the results of the bacteriological analysis which are carried out twice a month.

Both the Nossa Senhora da Monte and the Tundavala system are served by a treatment station which is currently out of use due to the absence of equipment and qualified personnel. The



CIDADE DO LUBANGO

DEPOSITO DE MAFSINDA

DEPOSITO DE PROTEICA

DEPOSITO DE SENHORA DO MONTE

NASCENTE DE NOSSA SENHORA DO MONTE

DEPOSITO DE ESTREMO DE BOMBEIO

DEPOSITO DE BOCA DE HUMPATA

DEPOSITO DE CFN

LEGENDA

Este plano e sua fotocopia reduzida foram elaborados em escala 1:10 000 / 1988.

PLANO DE : REDE DE ACUEDUCTO

chlorization of the water is very irregular.

Piped water distribution is limited to approximately 70% of the town centre and is extremely irregular. The squatter settlements have no access whatsoever to the water supply system and depend on self-help.

This takes place mainly through rural type shallow wells (kassimba), which are often contaminated by surface waste water.

The provincial water supply company (ENAS) maintains 4 boreholes in these areas. With the support of the European Community 27 new boreholes should be drilled and equiped in 1991.

Considering actual irregular and low-level supply, lack of precise information on the peri-urban zones, limited production and thus demand of the industrial sector and a host of other factors, it is extremely difficult to estimate demand, supply and deficit. According to the 1988 survey domestic consumption was estimated at 18,750 m³/day assuming an average consumption of 260 l./p./day. Industrial demand was estimated at app. 2,000 m³/day, so that total demand amounts to 20,750 m³/day.

Average supply was estimated at app. 16,560 m³/day, which implies a deficit of 4,190 m³/day (20.2%). This figure does not take in account the squatter population which comprise 60-65% of the total.

The water mains from the stabilization tank at the pumping station to the deposit of Nossa Senhora da Monte (asbestos-cement, 400 diameter, 500 m length) and the 2 conducting iron mains of 200 diameter and 2,000 respectively 2,300 m length are in relatively good conditions. The same applies also for the other water mains.

The distribution network of the town is, on the other hand, in a critical situation. The network which has been constructed in 1948 is of limited capacity and deteriorated. Water loss is estimated at 30 - 35%. A substantial share of the households also in the central areas has on irregular access to piped water.

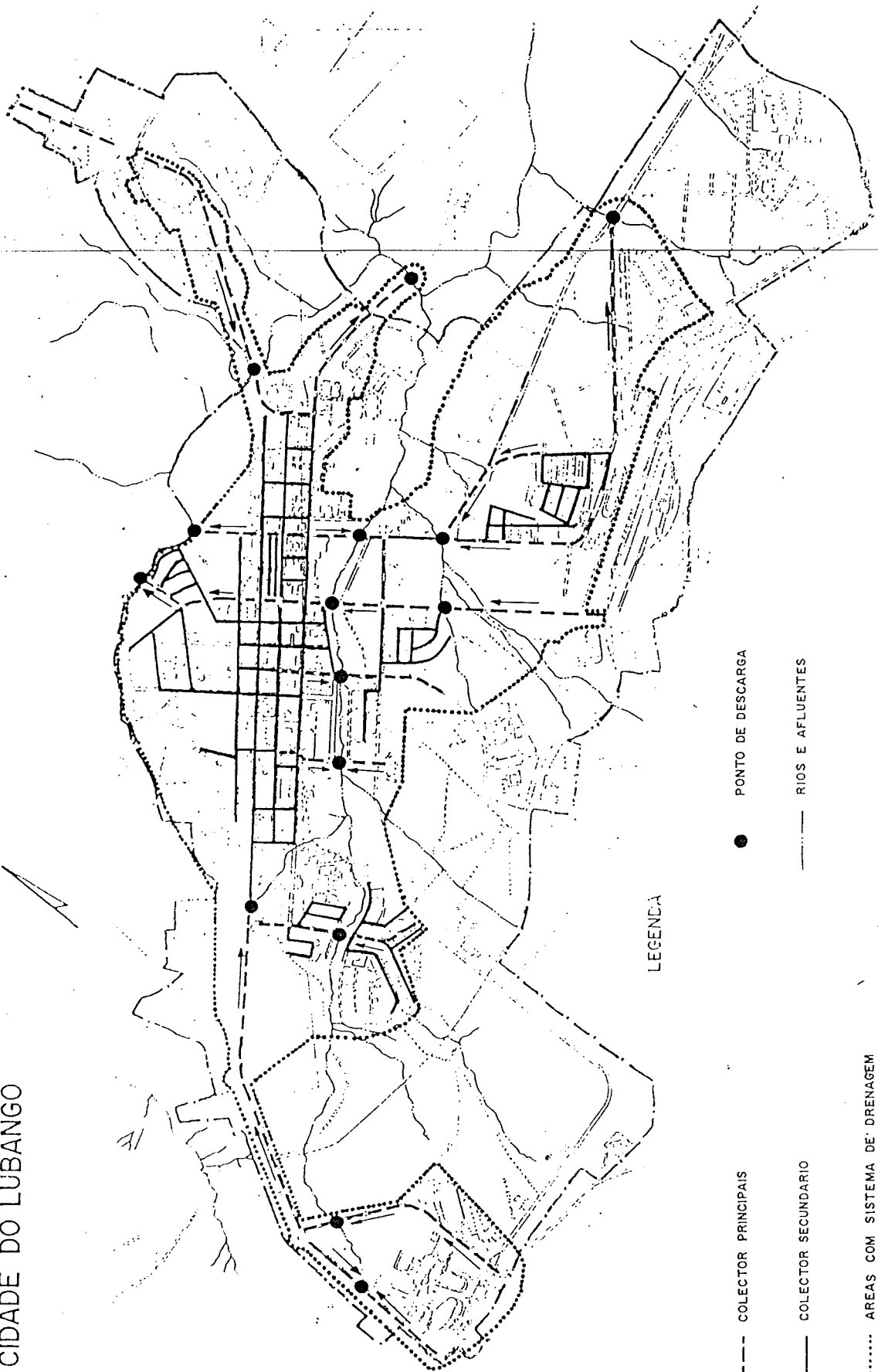
1.8 Sewage and Drainage

The disposal of residual waters in Lubango is a major and a critical urban problem as the town has no sewage system. Excluding the peri-urban (squatter) population and assuming that a volume of residuals equivalent to 85% of domestic and industrial consumption, it may be estimated that daily volume of domestic residuals only exceeds 14,000 m³/day.

Current disposal is by septic tanks with infiltration pits, the majority of which are saturated due to rapid population growth. The municipal community services department has only one cesspit emptying vehicle at its disposal.

This has led to leakages of the dirt water to the streets and storm water drainage system which discharges to the rivers

CIDADE DO LUBANGO



LEGENDA

- COLECTOR PRINCIPAIS
- PONTO DE DESCARGA
- COLECTOR SECUNDARIO
- AREAS COM SISTEMA DE DRENAGEM
- RIOS E AFLUENTES

Este plano é uma reprodução reduzida tomada de um plano de detalhe à escala 1:10 000 / 1988.

PLANO DE : REDE DE DRENAGEM

surrounding the town. As many of the inhabitants, particularly in the peri-urban area use the river water for domestic consumption, health and hygiene conditions in Lubango have deteriorated considerably during the last decade.

Less problematic is the storm-water drainage of the town. Due to the favourable topography, natural rain water drainage does not pose considerable difficulties.

Independent of natural storm-water drainage, the entire town area is connected to a network of principle and secondary collectors which enable rapid draining during the rainy season.

The drainage network is in good conditions but needs to be cleaned annually after the rainy season.

1.9 Electricity

Lubango obtains its power supply mainly from the central hidroelectric works of Matala which counts with two 17 MVA generators and an auxiliary 250 KVA one. A 150 KVA transmission line of 170 Km connects the works to the Lubango substation.

In addition, the town is connected to the thermic works of Xitato in the Namibe Province which supplies power to Lubango only in case that the Matala system fails.

The distribution networks comprises 2 main lines of 15 KV and 6 KV.

Due to poor protection of the cables against atmospheric discharges, poor maintenance and inadequate repairs, there are frequent break-downs of power supply, particularly in the residential zones.

Electricity supply is practically limited to the town centre area, serving approximately 7,500 houses or 45,000 inhabitants, which comprise some 22.5% of the urban and peri-urban population.

1.10 Health and Education

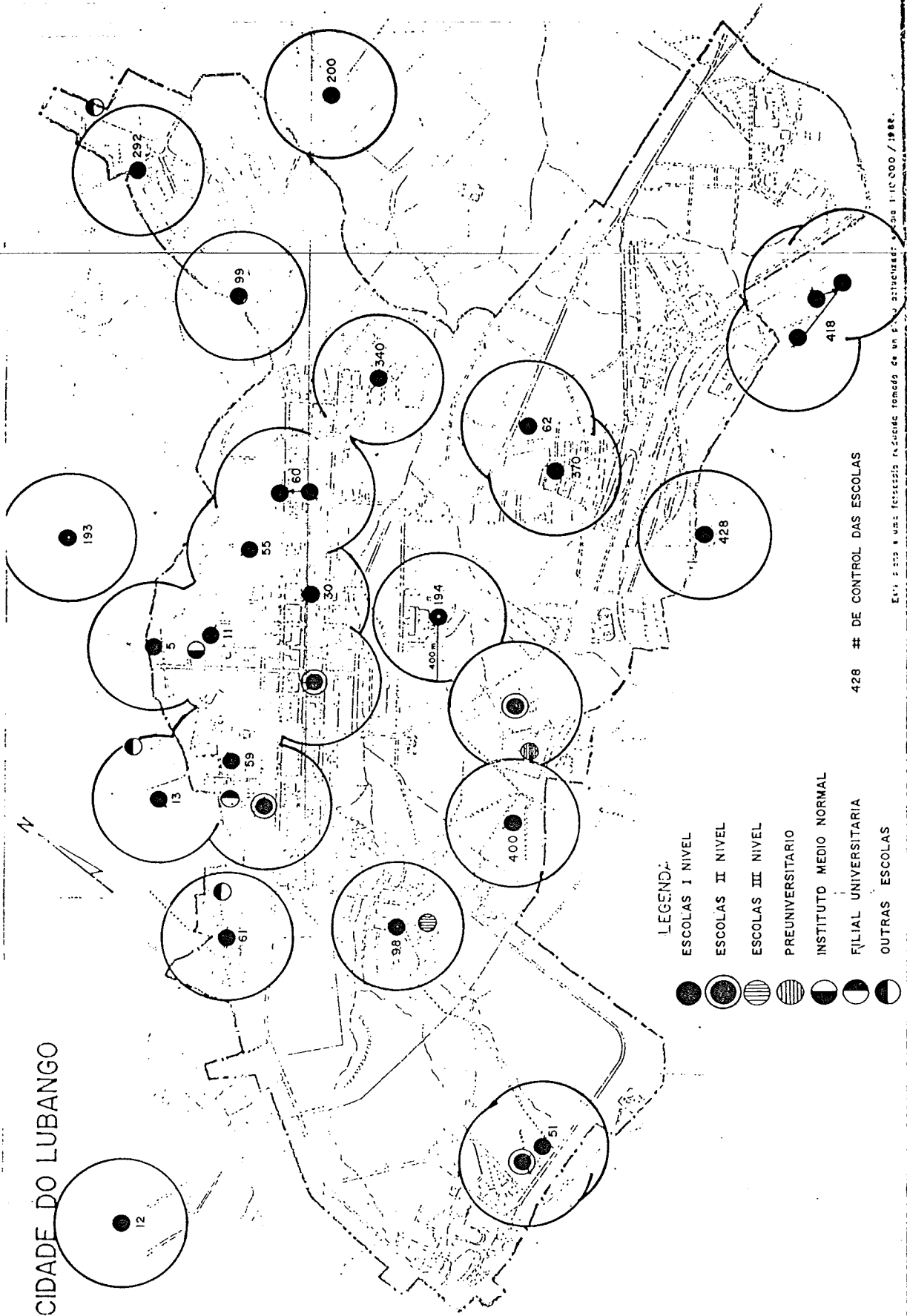
Public health services in Lubango comprise:

- a. General hospital with a capacity of 249 beds;
- b. Maternal hospital with 81 beds;
- c. Pediatric hospital with 75 beds

All the hospitals and clinics in town are understaffed and underequipped. There is a permanent scarcity of essential medicins.

The peri-urban squatter settlements are served by 8 dispensaries which are run by 35 primary health assistants. Most frequent diseases registered by these dispensaries are malaria, respiratory disease and diarrhoea as shown by the following table:

CIDADE DO LUBANGO



428 # DE CONTROL DAS ESCOLAS

Esta carta é uma feituração reduzida tomada de um S. 1:100 000 / 1988.

Table 5: Frequency of Disease Cases in Peri-Urban Squatters

<u>Disease</u>	<u>1989</u>	<u>1st Quarter</u> <u>1990</u>
- Malaria	11,961	5,770
- Severe Diarrhaea	5,550	5,060
- Severe Respiratory	5,620	2,371

Evidence suggest that poor and rapidly deteriorating health conditions can be attributed to a combination of factors including: inadequate housing and sanitary (environmental) conditions, contamination, lack of hygiene consciousness and acquaintance urban living customs, poor nourishment, etc.

Precise data regarding nutrition status are not available. A survey conducted in the peri-urban areas during the first quarter of 1990 shows that 32.7% of the 13,084 children of less than 5 years of age weighted, had less than the normal weight for their age.

A review of food offered in the popular and official markets shows the extremely high costs and scarcity of fruits and vegetable which are hardly accessible to both low and middle income groups, indicating also the paucity of vitamins in normal diet.

According to the 1988 survey Lubango's educational offer comprised 16 primary schools with 17,967 pupils, 3 secondary schools with 6,317 students and one higher level school with 768 students, or a total of 25,052.

Of these schools, 5 were found to be in a good state, 11 in a regular and 4 in a bad state. The said evaluation demonstrates a considerable deficit of both primary and secondary education. It is estimated that more than 9,000 school-age children have no access to educational facilities. The preliminary results of a 1990 survey of peri-urban squatter settlements, on the other hand, indicate that despite shortage of schools, overall literacy rate in Lubango is rather high. More than 90% of the age group of 34 years or less can read and write. However, among the 10-14 years old, 81% are literate. Of the age group of 55 years or more, approximately one-third are illiterate.

In practically all the peri-urban squatter settlements there are primary schools. However, the majority of these require repairs (particularly of roofs), extension, sanitary facilities, furniture and equipment.

2. INSTITUTIONAL FRAMEWORK

There are only few data and informations regarding the institutional setting for urban urban and municipal management of Lubango. Most of the following data and facts were collected by means of field interview with the responsible officials.

Data base are scanty and their reliability is questionable. They will have to be revised and augmented by means of in-depth

and detailed studies.

As shown by some of the interviews, many of responsible officials do not fully understand the requirements of urban management and their role. Institutional responsibility is often replaced by personal one, which does not correspond to legal or statutory mandate.

It should be noted, though that several legal and institutional reforms are now under way. These are likely to affect the various organizations related to urban management functions, probably in the near future.

2.1 Government Policy

A major element of the development policy of the Government is the Economic and Financial Rehabilitation programme (SEF - Programa de Saneamento Ec'onomico e Financeiro) which calls, among others, for eliminating central government subsidies, greater autonomy of the enterprises, reduced intervention of the State in the economy and decentralization. This programme should have also supported and enabled local autonomy and decision making.

Until now, the impact of this policy remained rather limited for various reasons. Despit good intentions centralized economic planning, decision making and responsibilities still prevail. These can be attributed to both macro and micro level factors such as scarcity of qualified and experienced personnel, inadequate policies, strategies, concept and competence, particular intersts, overall economic and price distortions, supply and logistic problems as well as others.

By the local and municipal level prevailing centralization practices resulting institutional weakness, absence of coherent planning, implementation and coordination, lack of initiative and responsibility and consequently inefficient urban management.

2.2 Legal Framework

The basic Law which defines the responsibilities of provincial and municipal government (Comissariados) is the Law of the Local Government of the State (Lei dos Orgãos Locais do Estado) of 1981. In addition, there are several laws and decrees regarding the communes and quarters or neighbourhood (bairros) as well as the line agencies responsible for water supply, electricity, etc., planning and the provincial directorates of communal services.

The Local Government Law establishes a complex system of local and provincial government which involves the: Provincial Assembly, its Commissions and elected Delegates; the Provincial Commissioner, Directorate and Delegates; the Municipal and Communal Commissioners and Delegates (See Annex)

In accordance with the Law (para. 51), the Provincial Commission is a planning, coordination, supervision and control agency which is responsible to the Provincial Assemly, the

respective ministries and the council of ministers. Its responsibilities involve also the control and orientation of municipal governments and central agencies represented in the Province, ensuring the implementation of economic and other policies and securing social development of the Province.

The Provincial Commissioner is the representative of the President of the Republic and the Government in the province and responsible to these as well as the Provincial Popular Assembly.

In addition to the above mentioned functions of the commission, the Provincial Commissioner is the chief executive of the Government in the province, responsible for law and order as well as all aspects of economic and social development.

The Municipal Commission (Comissariado Municipal) is the organ of State administration in the municipality responsible for the management, implementation and control at the municipal level (Para. 70).

The Municipal Commission (or municipality) is accountable to the Provincial Commission and is legally responsible for the following main functions (Para. 71):

- a. Social and economic activities at the municipal level;
- b. Planning and control of the implementation of tasks related to the improvement of living conditions of the population of the municipality, the communes, sectors and quarters (bairros);
- c. Give orientation to the municipal services under its jurisdiction and obtain information about the activities of non-municipal centrally administrated enterprises;
- d. Promote the production and productivity of the production and service enterprises;
- e. Promote the utilization of labour force and strengthen small and agricultural industry with the objective of securing self-sufficiency of the municipality as far as primary consumption goods are concerned;
- f. Promote and support self-help construction.

The municipality (Comissariado Municipal) is composed of (Para.72):

- a. The Municipal Commissioner;
- b. The Deputy municipal Commissioner;
- c. The municipal delegates of the ministries and state secretaries;
- d. The persons responsible for military organization at the municipality;
- e. 4 representatives of workers and associations, of the agricultural or any other important sector within the area of the municipality.

The mayor (Comissario Municipal) is responsible for municipal planning, management, control and security activities and functions.

As a model experiment, a Municipal Assembly has been consti-

tuted in Lubango. The Assembly comprises 70 elected representatives of the population. The Commissioner and his deputies are supposed to be elected by the municipality and report to it. The Assembly is supposed to provide guidelines and pass resolutions to be implemented by the Municipal Commission.

2.3 Institutional Responsibilities and Weaknesses

Urban management system and practice in Lubango as well as other centres in Angola are characterized by several structural as well as functional deficiencies which may be summarized in the following:

- a. The Provincial Government (Comissariado Provincial) has an almost unlimited authority vis-'a-vis the municipalities as well as other governmental agencies. However, the provincial authorities have a very limited if any capacity to promote, support, guide and control local government.
- b. The municipality has only a very limited responsibility for some of the most important municipal functions. Many of the urban management functions correspond to national or provincial agencies as shown in the following:

<u>Function</u>	<u>Responsible Institution</u>
Urban/town planning	National Institute for Physical Planning
Land Survey and Mapping	Military Geodesic Institute
Water Supply Urban Development,	ENAS - State Secretary for Housing and Water HIDROMINAS - Ministry of Industry
Electricity	ENAMA - Ministry of Agriculture ENE (Empresa Nacional de Electricidade) Provincial Delegation
Housing Construction (Public)	Ministry of Construction
Housing Maintenance (Public) Development	Provincial Delegation of the State Secretary for Urban Housing and Water

- c. There is limited if any cooperation between these agencies and the Municipality. The line agencies are responsible to their ministries in Luanda, on which

the municipal authorities have no influence. Decisions regarding projects, investments, etc. are taken in the Capital based on global and national rather than local considerations.

- d. Responsibility for urban (communal) services including garbage collection, cleaning, markets, cemeteries, parks, land subdivision, assignation and control, only recently (1989) have been transferred to the municipal authorities. As a matter of fact, these have not been fully integrated as yet in the municipal structure.

Consequently, it can be concluded that the institutional framework for urban development and management in Lubango is fragmented and characterized by lack of needs oriented planning, implementation and coordination.

Of particular concern is the absence of responsibility for the peri-urban squatter settlements which shelter more than 60% of Lubango's population.

Only few of the institutions concerned have any plans to improve living conditions in these settlements. The general attitude is of disinterest. Many of the interviewed expressed the opinions that the squatters are displaced persons which should return to their place of origin once the war has finished. For the time being it is expected that relief programs shall be carried out by multilateral and bilateral donor and aid agencies.

2.4 The Provincial Commission (Comissariado Provincial) of Huila

As the highest authority in the province, the Provincial Commissioner could eventually coordinate all aspects related to urban management in Lubango. However, the institution is not set up for that task. Nevertheless, it has an impact on provision of urban public services - like water supply, electricity, construction -, through the authority that the Commissioner has over the delegations of the technical ministries represented in province.

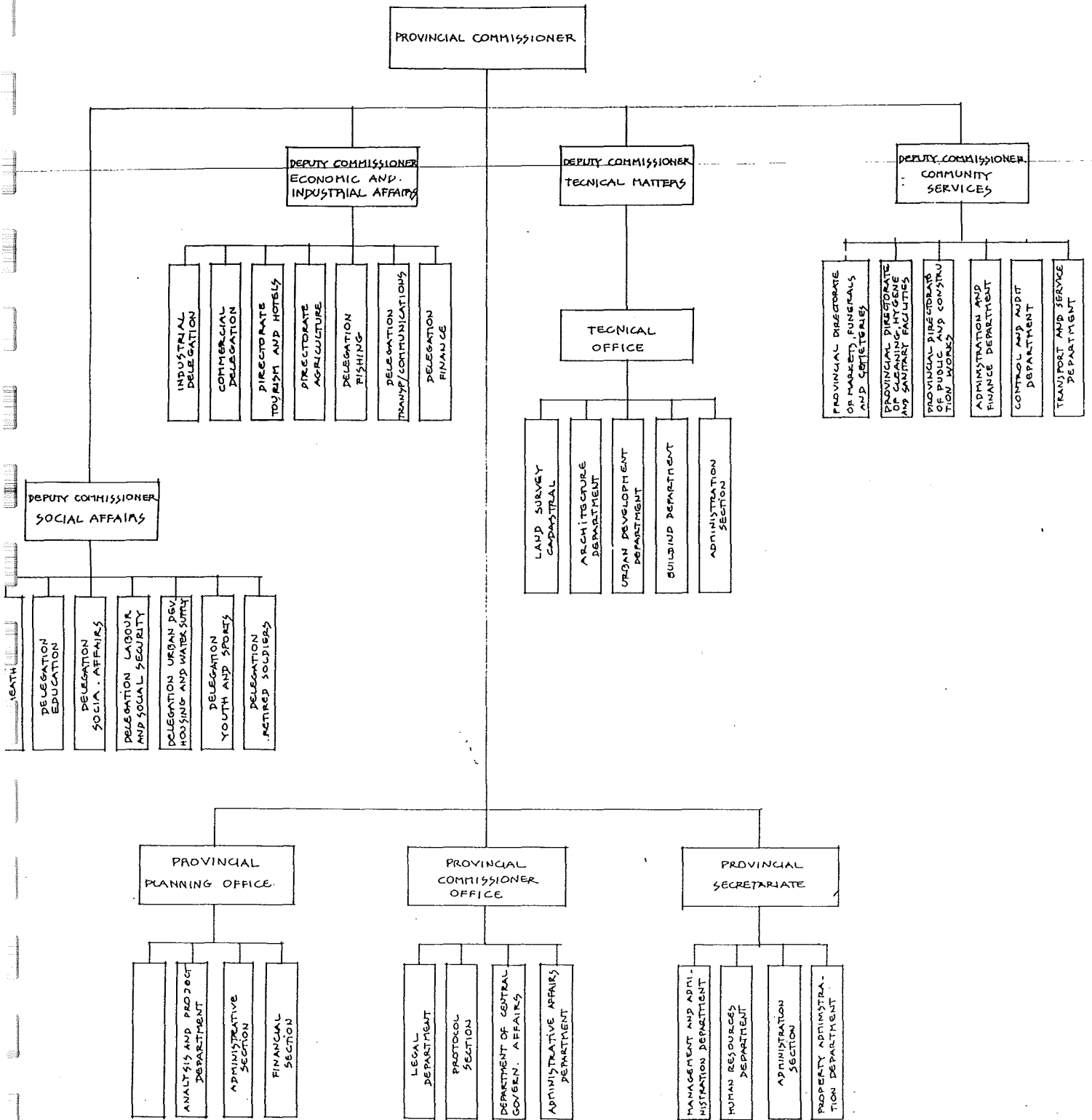
The Commission has three departments, called "esferas" (spheres of activities) each one headed by a Deputy Commissioner. The "spheres" are:

- Department (sphere) for productive and economic activities
- Department (sphere) for social affairs
- Department (sphere) for administrative affairs

These departments are assisted by a Planning Office, or "Gabinete Provincial do Plano" headed by the Provincial Commissioner himself. Rather than planning, this Office coordinates the allocation of material resources and supervises diverse activities at the provincial level. The Office is organized in four sections that cover a specific sectors or activity, and that provides technical support to the Commission as a whole. These are:

- Support for the Productive sector
- Social Affairs

PROVINCIAL COMMISSION



- Distribution of Supplies
- Economic coordination (coordinates all sections of the Office).

The Planning Office has no experience in or knowledge of the complexities of urban management. It is not likely that it could play a leading role on that endeavour. At best, it could support urban management.

The provincial Commissioner of Huila is the President of the Southern Front, a military jurisdiction that englobes the 4 southern provinces. He is also responsible for the Southern Reconstruction Plan, which is coordinated by a newly created Regional Planning Office (Gabinete de Planificac~ao Regional) which depends from the Ministry of Planning.

2.5 The Municipality (Comissariado Municipal) of Lubango

As already indicated, the Municipal Commission of Lubango fulfils only few of the urban management functions whereas others fall under the jurisdiction of national or provincial agencies.

The Municipal Commission comprises the 3 departments or "spheres":

- Communal Services (Esfera dos Servi,cos Comunit'arios)
- Economic and Social Sphere (Esfera Economica e Social)
- Para-Military/Defense Sphere (Esfera Militar)

Each of these departments is headed by a Deputy Commissioner (Comissario Adjunto) who is responsible to the Mayor.

The Department of Communal Services has been integrated in the municipal structure of Lubango only recently. Until 1989 it was a separate entity under the National Directorate of Communal Services. In other urban centres, this department which fulfils essential municipal functions is still under centralized national agency.

Similarly, the integration of the Regional Delegation of Urban Development (Urbanismo) as a section of the Communal Services Department of the Municipality is an innovation.

Legally it is still under the State Secretary for Urban Development, Housing and Water (SEUHA).

Communal Services "sphere" is organized in three departments, and two sections. The Departments are:

- Cleaning and parks: cleans streets, collects solid waste, maintains parks
- Social Support: Accounting, registration of public demands, supervision, support to workers
- Works: Administration and maintenance of

markets, cemeteries, and
municipal buildings

The two sections are:

- Urbanism: (urban development) Allocates residential land, controls compliance with the building codes
- Supplies and repairs: Procurement and distribution of materials and equipment, repairs.

The Economic and Social Sphere is mainly responsible for the administration of the budget of the Municipality.

The Municipal Commission collects from the public some rates, fees for the provision of legal certificates, fines, market fees, cemetery services. These receipts go monthly directly to central government (OGE). The Commission, thus, cannot make any use of locally collected revenues.

Income for the municipal Commission comes directly and totally subsidised from the budget allocated to the institution by central government. Consequently, the Commission has no interest or mandate to develop local finance. Municipal accounting thus, is reduced to keep control of expenditures and to deposit receipts on a central government account.

Currently, Communal Services keeps separate accounting. The reason for this is that, although Communal Services is located within the Municipal Commission, it still reports to the National Directorate of Communal Services, which constitutes another case of double allegiance.

The Deputy Commissioner reported that fees currently charged are extremely obsolete and some could be raised even ten fold, an increase that the population could afford to pay. For instance, an average fee for a stall in the municipal market costs 1,000 Kz. Selling two Kg of potatoes would cover that cost.

He complained about the situation of double accounting with Communal Services and was forthcoming to the idea of developing a self-financing scheme for the Commission.

An evaluation of Municipal budget for 1989 and the first 5 months (January - May) of 1990, indicates following results:

Table 6: (Planned) Budget, Municipal Commission of Lubango

ITEMS	OUTLAY (Kz)	PERCENT
Salaries for Employees	8,976,505	55.6
Other Remunerations	4,451,044	27.6
Procurement of durable goods	262,000	1.6
Maintenance and Repairs	247,868	1.5
Materials	250,000	0.5
Fuels and lubricants	140,000	0.9

Other contractual services	140,728	0.9
Miscellaneous expenditures	1,671,676	10.3
Total	16,139,821	100.0

Total actually spent: 16,021,999 Kz.

Table 7: Budget 1990. Expenses january to may 1990. Municipal Commission of Lubango

ITEMS	OUTLAY (Kz)	PERCENT
Salaries for Employees	6,138,761	19.6
Other Remunerations ^{1/}	22,116,847	70.7
Procurement of durable goods	50,000	0.01
Maintenance and Repairs	238,792	0.7
Materials	261,340	0.8
Fuels and lubricants	362,191	1.1
Other contractual services	210,064	0.6
Supplies for workers ^{1/}	764,500	2.4
Miscellaneous	1,043,460	3.3
Total	31,185,965	100.0

The integration of the Communal Services Department in the Municipality, obviously has led to increased volume of expenditure representing 70% of total municipal disbursements during the first 5 months of 1990.

At the same time and for the same period, municipal income has increased and amounted to Kz. 9,695,385 which represents 31% of total expenditure. This implies a subsidy level of 69% by Central Government.

According to the Deputy Commissioner for Economic and Social Affairs, municipal income could be increased substantially by increasing the level of current fees and charges (market, cleaning, garbage disposal, stamp fees, etc.), by improved and controlled collection and by charging for services which are currently subsidized.

However, as long as fees and charges are fully transferred to Treasury (OGE - Orçamento Geral do Estado), there is no interest on the part of the municipal or other authorities to improve recovery and control.

Typically enough, one of interviewed did not even know how much is charged for the services which his agency provides.

However, it must be remembered that services and charges are not concerned yet with the population of the peri-urban squatter settlements. Increasing charges and fees to a more realistic level as well as improved cost recovery are likely to benefit the population of the town-centre ("proper town") only, unless concrete strategies to support also the peri-urban squatter settlements are designed and implemented.

In order to improve housing supply and land-use control, the Commission intends to establish a profit-making municipal housing enterprise. In accordance with the current concept, the Urban Development Section shall identify land for housing

^{1/} Consolidated expenditures of Communal Services Department. A breakdown of these expenditures was not available. schemes. The land shall be surveyed and sub-divided and plots shall be allotted to eligible citizens (eligibility criteria are

not clear).

In order to test this approach, a demonstration pilot house is being constructed, also as an instrument to attract the public to the newly developed land.

The Municipality hopes that the house can be sold at market rate and that the profit could be used for the construction of new houses.

This project has three objectives:

- Incentivate households currently occupying other parts of the city to relocate in developed land;
- Increase the housing stock in Lubango;
- Develop residential neighbourhoods in an orderly way.

The model house of 95 m² is located some 4 Km from the town-centre and is therefore less attractive for potential buyers. It is built of adobe block and zinc roofing.

The municipality did not elaborate a budget, but the project manager estimates the costs at Kz. 2.0 millions.

According to the Provincial Delegate of SEUHA, costs are likely to amount to no less than Kz. 5.0 millions which seems more realistic. Compared with traditional housing, the construction costs of which amount to Kz. 1.5 - 2.5 millions for a 40 - 50 m² shelter (at parallel market rate), the model house is probably too costly for lower income households and not attractive enough (location, materials) for middle income groups.

Popular or neighbourhood participation in the municipal affairs and management is expected to be channeled through the Municipal Assembly (Assemblea Municipal) which comprises 70 delegates of the communes and quarters (bairros).

The Assembly meets every 4 months to receive the Commissioner's report, pass resolutions and make recommendations to the Commissioner and the Municipality.

Theoretically, at least, the assembly has its own operational secretariate, resources and property.

Local government structures at the 4 communes and 17 quarters (bairro) level is mainly concerned with tasks related to maintaining peace and order.

2.6 Other Institutions Related to Urban Management

2.6.1 Empresa Nacional de Aguas e Saneamento (ENAS)

The National Water and Sanitation Enterprise (ENAS) has been decentralized recently at the provincial level and is currently controlled by the Provincial Commission.

ENAS stated functions include:

- a. To distribute water;
- b. To explore new sources of potable water;
- c. To maintain and expand the water supply network.

In fact, however, ENAS is expected to coordinate these tasks rather than assume direct responsibility for all.

The development of new water sources is undertaken by HIDROMINAS (Ministry of Industry) and by ENAMA (Ministry of Agriculture). Coordination between the 3 agencies does not function optimally.

The Director of Water Supply estimated the current available water supply for the city at 520 cubic meters per hour, and considers the actual needs at 1,200 cubic meters per hour. This excludes the needs of the peripheral squatter settlements.

He indicated that a project is to be funded by the EEC to drill wells to supply the 17 squatter settlements (bairros) and the city. The project cost is 64 millions Kz. The cost per well in a squatter area is estimated at Kz. 600 thousand

Theoretically, water charges per m³ should amount to Kz. 5.0 compared with production costs of approximately Kz. 22.0 In fact, there is no efficient recovery, control and monitoring system and most beneficiaries do not pay for water at all.

2.6.2 Delegacao Provincial da Secretaria de Estado para Urbanismo, Habitacao e Aguas (SEUHA)

SEUHA has the mandate to administer the real estate property the country which is owned by the State. In Lubango, the State owns virtually all real estate property.

SEUHA administers in the Province of Huila 3,564 housing units, 159 residential buildings with 1,050 apartments, 1,229 "anexos" (quarters for domestic service which is used as housing), 403 offices and 428 commercial stores. Although SEUHA does not have specific data for Lubango available, it is safe to estimate that 70 to 80 percent of the real estate property is located in the town.

The responsibility of SEUHA includes:

- a. Rent collection from tenants occupying State owned housing
- b. Maintenance of real estate property
- c. Support to self-help construction

- d. Collection of private real estate tax
- e. Acquisition of new real estate property
- f. Rent newly acquired property

SEUHA does not construct new housing which is under the responsibility of the Ministry of Construction.

Basically, the actual functions of the Provincial Delegation is the collection of rents and property tax on the few privately owned houses as well as record housing demand. Maintenance works are very limited due to the chronic shortage of building materials, equipment and skilled labour. At present no new houses are under construction.

During 1989 the total revenues collected by the agency in the Huila province amounted to Kz. 170 millions. Kz. 128 (75.3%) of these rents were collected in Lubango town.

The entire rents collected are transferred to the OGE in Luanda. The operational budget allotted to the Agency for the same year was Kz. 13.0 millions.

Despite some deficiencies, rent collection and registration procedures are relatively efficient and adequate sanctions are applied in case of arrears. However, rent value in public sector housing in Huila as well as in the whole of Angola is totally unrealistic and uneconomic.

It can be estimated that rental values in public sector housing do not exceed 2-3% of tenants real income, compared with ten-folds in privately rented housing both formal and informal.

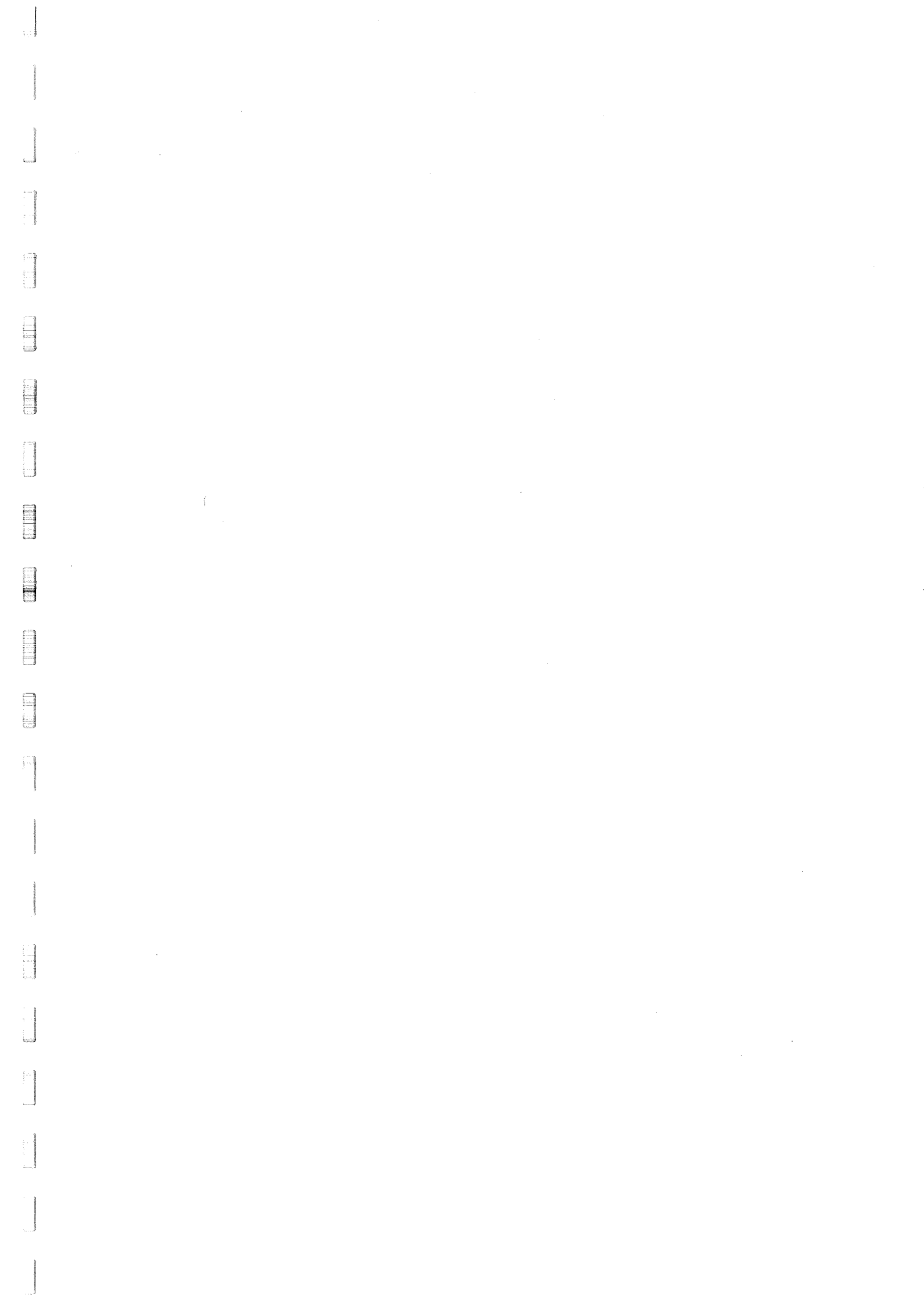
The agency maintains an effective demand record of 15,000 households. This includes only the demand generated by households living in overcrowded conditions within the town-centre ("proper town"), excluding peri-urban squatter settlements and displaced persons.

2.6.3 Direccao Provincial de Planificacao Fisica (INPF)

The Provincial delegation of the National Institute of Physical Planning (INPF) is responsible for the development of master plans for the urban centres of the province and for guiding the municipalities in their implementation.

In practice, however, the regional office mainly reacts to requests and demands of the INPF Head Office, the Provincial Commission requests and sometimes also other institutions and conducts surveys on up-to-dates statistical informations. The delegation with more than 20 employees does not have the professional or qualified and experienced staff needed for elaborating urban development plans.

The function and competence of INPF provincial delegation are similar if not identical to those of the Urban Development Section (Urbanismo) of the Communal Services Department at the Municipality. There is however neither cooperation nor coordination between both.



2.6.4 Gabinete de Planificacao Regional (GPR)

The Regional Planning Office for the Southern Region was established in late 1989. Based on the Planning Law (Nr 12/88), it was created to coordinate the Southern Region Reconstruction Plan. The institution depends from the Ministry of Planning in Luanda, but reports also to the President of the Southern Front, who is also the Provincial Commissioner of Huila.

Its main role is to coordinate investment for 101 identified projects to reconstruct the Southern Region. Currently, UNDP is ~~supporting the institution with a Technical Assistance Project (ANG/015/89)~~ to strengthen the institution.

3. SUMMARY CONCLUSIONS

The urban growth and development of Lubango in the course of the last decade and a half, has taken place in an unplanned and uncoordinated manner, accompanied by gradual deterioration of housing, environmental and living conditions as well as a declining urban functionality.

The reasons for this deterioration which probably characterize most if not all urban centres of Angola are to be found in a complex causal relationship between macro, meso and micro level factors and circumstances. The most significant ones can be summarized as follows:

- a. Uncontrolled growth of peri-urban settlements which currently shelter 60 - 65% of the urban population as a result of:
 - Increased rural to urban migration caused by: instability, insecurity (war), drought during the last 3 years, declining agricultural production and probably also the attractions of urban life and quick earnings (kandonga).
 - absence of urban development and land use policy, strategy and control instruments which can be attributed to:
 - absence of local autonomy; qualified, experienced and dedicated personnel; absence of implementation and control instruments as well as funds.
 - Disregard of and lack of concern for the peri-urban squatter settlements by most of the relevant institutions.

- b. Deformed and stagnating urban development as a result of:
 - Exodus of Portuguese entrepreneurial and managerial population and the shortage of experienced and qualified Angolan staff to operate and maintain productive and commercial activities.
 - Shortage of equipment, spare parts, inputs and logistic support for productive activities as a

result of the war as well as macro-economic distortions and absence of local autonomy, and consequently:

- Declining local productive investment and activities which lead to diminishing formal sector employment and income opportunities.
- c. Deficient and inefficient urban management as a result of:
- Excessive centralization of decision making regarding most functions of urban management in Luanda. Most of the institutions concerned receive their orders and report to their head office in the Capital.
 - Municipal authorities (Comissariado Municipal) is responsible for only few of the urban management functions. There are duplications of functions, lack of cooperation and coordination among all the concerned agencies. The Municipality does not have any authority to coordinate and control the activities of other agencies concerned with urban management in Lubango.
 - Absence of autonomy and particularly financial autonomy which results in lack of civic sense of responsibility and initiatives as well as poor output. As decisions are made at central level irrespective of local needs and priorities, personal initiative, efforts and dedication are not likely to be honored but rather discouraged. Likewise, the absence of financial autonomy produces irresponsible attitudes. As nearly all the generated incomes are transferred to treasury (OGE) while expenditures are fully subsidized, there are hardly any incentives to improve collection efficiency and control of local taxes, rates, tariffs and rents.
 - Unrealistic and distorted wage structure which has no relations whatsoever to actual costs of living. As a result, public and private sector employees continuously are obliged to look for additional sources of income whether legal or semi-legal (Kandongga).
- d. Inadequate supply, operation and maintenance of urban physical and social infrastructure including water and power supply, drainage and sanitation, municipal services, transport, health and educational facilities. These can be attributed to:
- Poor planning, implementation and monitoring as a result of factors already mentioned (institutional, material, personnel, macro-economic distortions).
 - Unreal and uneconomic fees and charges, poor collection and control (absence of local and financial autonomy).
- e. Inadequate cooperation with and mobilization of the

peri-urban squatter neighbourhoods to encourage self-help and mutual-aid potential for improving local living conditions.

II. PROJECT IDENTIFICATION

4. Objectives and Target Group

Development Objective

The development objective of the project is to promote and strengthen local municipal autonomy in Lubango as a model for urban development in Southern Angola.

This objective fully corresponds to the technical assistance goals established by the Government of Angola reflected in UNDP Second Country Programme for Angola (Sections (c) and (d) Para. 26):

- c. Develop and strengthen the central, regional and sectoral planning, project preparation and monitoring capacity of the Government;
- d. Reinforce teaching, training and research institutions in all sectors; increase the number and raise the level of technical, managerial and administrative personnel.

Immediate Objective

The immediate objective of the project is to build-up the capacity of the municipality as well as other related institutions to plan, implement and control integrated and balanced development in Lubango in cooperation with the community.

The proposed project aims at the three following target groups:

- a. Officials and employees of the municipality and other institutions concerned with urban management who should be supported and trained to improve performance and urban services to the population.
- b. The inhabitants of the peri-urban and central squatter settlements who should be encouraged to participate in the search for locally adapted solutions and the upgrading of their environment.
- c. The urban population of Lubango as a whole who should benefit from the improvement of urban services and amenities.

5. Concept and Methodological Approach

As already suggested, one of the main reasons for the weakness of urban management in Angola in general, is the lack

of local autonomy which is reflected in the dispersed and vertical (centralized) responsibility for the functions of urban management, duplication of responsibilities, lack of coordination and a weak municipal organization.

The proposed project, therefore, should seek and introduce an integrated approach to urban management and promote local autonomy by means of strengthening municipal and local administration to enhance its efficiency, improving urban services (particularly water supply) and their financial administration, enabling planned and controlled land-use, supporting the upgrading of peri-urban squatter settlements and thus their integration in the urban fabric.

It is obvious that in view of existing constraints and structural weaknesses, the proposed project can only contribute to initiating a longer-term process of urban reform. For these and other reasons including absence of urban development policy or strategy, excessive centralization, inadequate coordination, shortage of qualified personnel and others, it is recommended to commence with a two year phase of institution building and preparatory work for an integrated urban development.

To attain the goals of the project, substantial technical assistance shall be required in the areas of:

- a. Municipal management, financial administration and control;
- b. Inter and intra-institutional coordination and cooperation;
- c. Physical planning, land use, land management and control;
- d. Improvement of water supply and distribution system;
- e. Amelioration of urban services;
- f. Public housing management;
- g. Community based squatter upgrading;
- h. Training and capacity building.

In accordance with the proposed approach the above mentioned elements of urban management should be evaluated with the help of external advisors by a project unit to be established for that purpose. Whenever possible, recommendations for immediate action should be formulated, introduced and tested.

The results of the studies and recommendations for a long-term development should be synchronized and integrated in an outline for a structure (action) plan for Lubango town, to be elaborated towards the end of the first phase.

Technical assistance should involve considerable in-service training and capacity building component as well as short-term

workshops and seminars for officials of the municipality and other institutions concerned with various aspects of urban planning and management.

Additionally, it is recommended to envisage a study tour to countries of the region with similar experiences.

Given the fact that the municipality of Lubango is currently responsible for only few of the urban management functions, it is recommended to attach the project to the Provincial Commission of Huila.

Close cooperation with the Regional Planning Office (GPR) is envisaged also in order to secure project's replicability.

6. Expected Output and Envisaged Activities

Output 1: Proposals for the reorganization of the municipality and the integration of other related institutions elaborated, submitted for approval and partially implemented.

Activities:

- 1.1 Evaluate the actual organization and deficits of the municipality and other institutions related to urban development.
- 1.2 Identify alternative approaches.
- 1.3 Elaborate proposals for the reorganization of the municipality and the integration of and/or coordination with other related institutions.
- 1.4 Submit proposals for approval
- 1.5 Elaborate institutional development policy and management procedures.
- 1.6 Establish internal and inter-institutional coordination procedures and test their applicability.
- 1.7 Assist the municipality with the implementation.

Output 2: Instrument for strengthening local financial autonomy developed, approved and partly introduced.

Activities:

- 2.1 Evaluate current tributary system and municipal financing.
- 2.2 Determine feasibility of augmenting existing taxes, rates and tariffs.
- 2.3 Identify new potential sources of financing.
- 2.4 Elaborate corresponding recommendations and submit

them for approval.

- 2.5 Elaborate a concept, rules and procedures for the financial administration and control; train the responsible persons in their application.
- 2.6 Elaborate procedures for budget preparation, implementation and control and train respective personnel in their application.
- 2.7 Prepare and introduce a public relations system, regarding the use of local revenues.

Output 3: Proposals for the rehabilitation of water supply and network as well as its extension to the peri-urban squatter settlements elaborated and submitted.

Activities:

- 3.1 Evaluate existing water supply and distribution system in Lubango.
- 3.2 Evaluate existing water tariff system and recovery.
- 3.3 Define alternatives for the improvement of water supply and distribution system.
- 3.4 Elaborate proposals for the improvement of water supply system including its extension to the peri-urban settlements.
- 3.5 Submit proposals for approval.
- 3.6 Elaborate a concept for cost recovery for water supply.
- 3.7 Introduce cost recovery system and train the respective personnel.

Output 4: Concepts for the construction and improvement of housing and environmental conditions developed and tested in cooperation with and through the mobilization of the squatter neighbourhoods.

Activities:

- 4.1 Evaluate existing public sector housing stock, rent structure and recovery, including operation and maintenance costs.
- 4.2 Prepare and submit proposals for an adjusted level of rents, improvement of rent collection and maintenance.
- 4.3 Elaborate a study of the peri-urban squatter settlements including: land use, demographic, socio-economic characteristics, physical and social infrastructure, housing and community organization.

- 4.4 Determine deficit and priorities and elaborate alternative development proposals in cooperation with the community.
- 4.5 Evaluate the possibility of introducing a housing finance system for squatter inhabitants.
- 4.6 Coordinate activities with the other related programs and institutions.

Output 5: Outlines for a structure plan (action plan) for Lubango elaborated.

Activities:

- 5.1 Revise available data and informations obtained in the course of the project.
- 5.2 Analyse and synthesize sectoral evaluations.
- 5.3 Identify development potential and define priorities.
- 5.4 Elaborate a land-use and control concept.
- 5.5 Elaborate an action plan for immediate and medium term development policy.

Output 6: Personnel of the municipality and other related institutions trained in-service by means of workshops, seminars and a study tour to countries of the region.

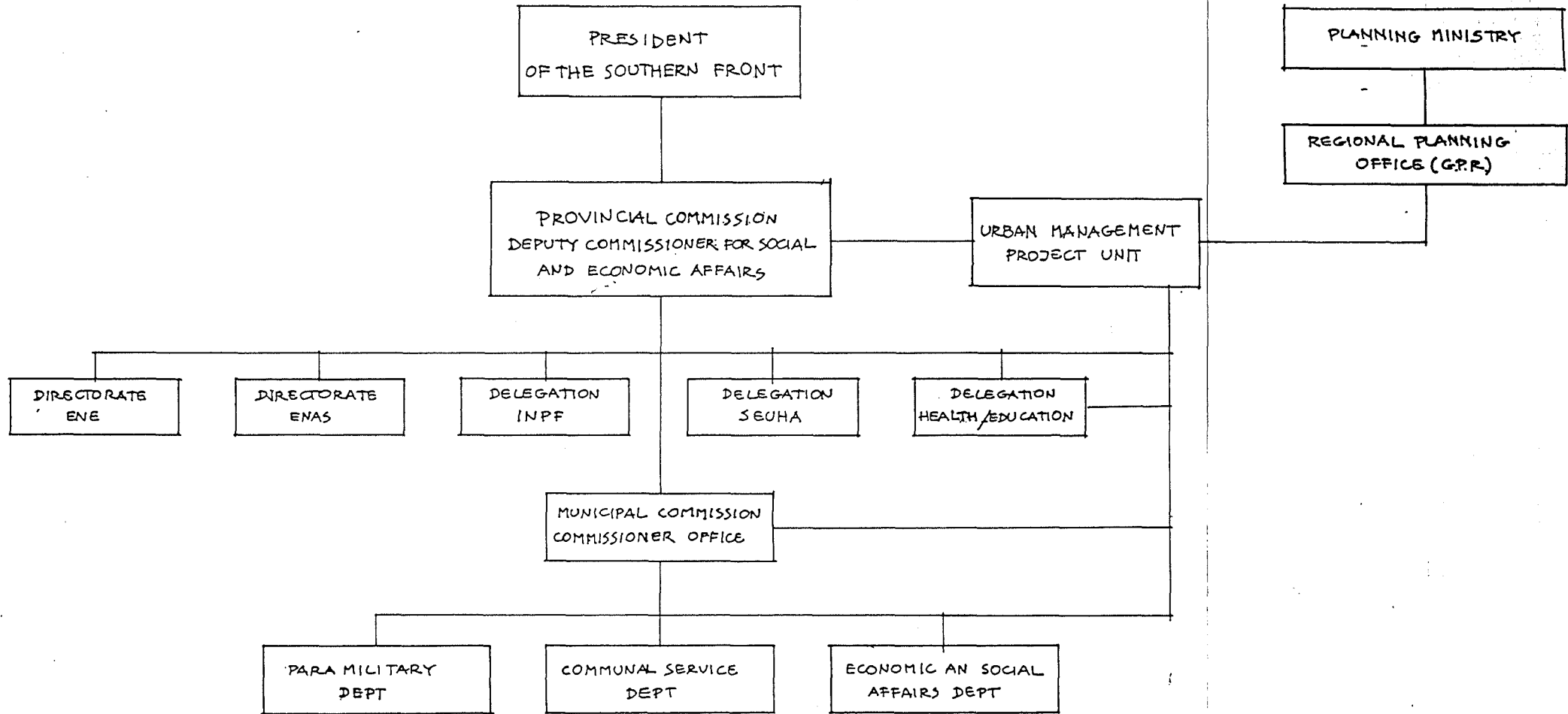
Activities:

- 6.1 Identify training needs at the different levels.
- 6.2 Elaborate a concept for on-the-job and other training programs.
- 6.3 Prepare training programmes and curricula.
- 6.4 Carry out corresponding seminars and workshops.
- 6.5 Design and implement a monitoring and evaluation system.
- 6.6 Conduct a study tour to neighbouring countries for employees of the municipality and other related institutions.

7. Institutional Framework

Given the fact that the municipality of Lubango (Municipal Commission) is responsible for only some of the urban management functions or services while others are delivered by provincial agencies (water, electricity) or by national authorities (planning, housing, health, education), the proposed urban management project cannot be incorporated during the current

LUBANGO URBAN MANAGEMENT PILOT-PROJECT- PROJECT ORGANIZATION



ABBREVIATIONS

- ENE _NATIONAL ELECTRICITY COMPANY
- ENAS _NATIONAL WATER AND SANITATION COMPANY (DECENTRALIZED)
- INPF _NATIONAL INSTITUTE OF PHYSICAL PLANNING
- SEUHA. _STATE SECRETARY FOR URBAN DEVELOPMENT HOUSING AND WATER AFFAIRS
- G.P.R. _REGIONAL PLANNING OFFICE, MINISTRY OF PLANNING

phase within the structure of the municipal government, but rather attached to the Provincial Commission (Comissariado Provincial da Huila, CPH) which coordinates and controls the planning and activities of all local government and line agencies in the province.

In order to streamline and integrate project activities as well as secure adequate cooperation of all the agencies involved, it is recommended to establish an urban management project unit chaired by the Deputy Commissioner for Social and Economic Affairs. The Unit should be headed by a director and consist of a small nucleus personnel which shall liaise and coordinate technical assistance activities with all the concerned institutions and agencies.

Regional Planning Office (GPR), the urban management unit shall provide technical assistance at the levels of the provincial and municipal commissions (local government) as well as the centralized line and other agencies.

The unit shall be supported by a long-term expert for initially 24 WH and by various short-term experts (17 WM) for specific consultancy tasks.

In order to secure an adequately logistic support, it is recommended to technically couple the unit with the Regional Planning Office which is supported by UNDP.

The feasibility of establishing a steering committee to coordinate and supervise planned activities, should be examined during the initial stage of the project. If such a committee is considered useful, it should incorporate representatives of the provincial and municipal commissions, the municipal assembly delegates, the line and other related agencies as well as the Regional Planning Office, the Project Director and Chief Technical Advisor.

8. Implementation Strategy

The strengthening of urban management can be conceived technocratically as an instrument to improve administrative efficiency irrespective of the social costs and environment. This may lead to improved services for the better-off only or to higher tax and tariff burden for the poor.

The fundamental and paramount goal of the Lubango urban management project, is therefore to enable and provide for the upgrading and integration of the peri-urban and central squatter settlements in the urban setting.

Until now, the attitude of most officials and town residents towards the squatters is negative if not hostile. Many of the responsible persons believe that the rural migrants could be persuaded to return to their home villages once the war is over, which is not likely to both cases.

A fundamental change of attitude does not take place overnight but requires considerable persuasion efforts as well

as concrete and visible actions. The project should therefore adopt various strategies to attain its goals including the following:

- a. Institutional support: based on the evaluation of the existing structure and functions of the municipality by a short-term expert, proposals for its reorganization and strengthening should be elaborated, approved and introduced, accompanied by on-the-job training of the personnel.

The reorganization should enable the municipality to improve urban services (concomitant with the revision of tariffs), land use planning, management and control, construction control and social work as well as internal services.

- b. Financial management: urban services (markets, refuse disposal, cleaning, etc.) as well as water and electricity tariffs, rents for public housing are either unrealistically low or non-existent. Practically all services and amenities in Lubango as in the rest of Angola are fully or highly subsidized. In addition, nearly all local revenues are transferred to the Treasury (OGE), which does not promote local financial and other commitment and responsibility.
- c. Squatter upgrading: UNICEF is currently planning a community based integrated upgrading project in four peri-urban squatter settlements in Lubango. The scheme may involve components such as Water supply, sanitation, primary health care and others depending on neighbourhood's priorities.
- d. Urban planning: A rather schematic outlines for a structure plan for Lubango has been elaborated by a Cuban team in 1987-88. It needs to be revised and adjusted to project's scope and objectives. Planning must be considered and applied as an active instrument to permit and control appropriate land use and management, subdivision and sale to enable a controlled growth.
- e. Water supply: As water supply and distribution is the one of the major problems of Lubango, particular attention should be paid by the project to this issue.

Based on a principle agreement with the Government the Unit, assisted by an urban finance consultant shall elaborate proposals for adjusting local tax and tariffs system and strengthening local financial autonomy. These may include special agreement with the OGE to retain some of the additionally generated revenues in Lubango, applying them for local improvements, maintenance and development works.

Enhanced recovery should be combined with information system to the citizens about the use of the revenues.

Squatter upgrading and related issues should, therefore, be conceived jointly with the UNICEF team. Project's contribution may involve land use planning and control in specific area, improved sanitation, housing upgrading and financing scheme or other programs which may be found useful.

With the support of a short-term consultant, current water extraction, supply and distribution system should be examined and proposals for the rehabilitation of the network and its extension to the peripheral squatter settlements worked out.

The evaluation also should involve the existing tariffs, proposals for their adjustment and an efficient cost recovery.

The results and recommendations of the studies and evaluation should be integrated towards the end of the first phase of the project in the outline for a structure plan for Lubango. Such a plan shall be considered provisional, given the fact that not all necessary elements (e.g. industrial development, transport, etc.) can be integrated at this initial stage. The outlines shall be discussed with all the concerned agencies and submitted to the Provincial Government and the INPF for approval.

9. Cooperation with Related Institutions

UNDP is supporting since 1987 the coordination and monitoring of the Southern Reconstruction Programme (ANG/89/015/A/01/31) which has been extended recently.

The project is mainly concerned with the institutional framework for regional planning, with establishing project information and coordination system (data bank) and with the formulation and implementation of regional development planning strategy and policies.

Although its objectives are not directly related to those of the proposed project, the Regional Planning Office (GRP) could serve as a vehicle for the dissemination of the experience gained among the 35 municipalities located in the 4 Southern Provinces, thus enabling replicability.

As already mentioned, UNICEF has carried out a preliminary survey of the peri-urban squatter settlements of Lubango and intends to commence with an integrated squatter rehabilitation in four pre-selected neighbourhoods in July - August 1991. UNICEF has already established an office in Lubango which caters also for a rural boreholes scheme.

Other multilateral and bilateral agencies are also contemplating technical and financial assistance projects in Lubango. The EEC has agreed to support a rural and peri-urban water supply programme and the Italian Government envisages a food for work programme.

10. Training and Capacity Building

Training and particularly on-the-job, has been conceived as

an essential component of the proposed project.

The Chief Technical Advisor and the short-term experts shall train counterpart personnel of the Project Unit, the Provincial and Municipal authorities, the line and other agencies involved by means of participation in the evaluations and studies, introduction of adequate procedures and innovative approaches as well as advise on specific techniques.

In addition to the training on-the-job, it is recommended to envisage the following specific programmes:

- a. ~~Management and administration (evening) courses for municipal and other employees to be conducted by the short-term experts.~~
- b. 1 - 2 days workshops or seminars on issues related to project implementation such as: planning, land management, water supply, squatter upgrading, etc.
- c. A two day workshop on Lubango's development for representatives of all the agencies and institutions concerned, with participation of community leaders.
- d. A two week study tour to countries of the region with similar experiences and problems (Zambia, Zimbabwe, Mozambique) for approximately ten counterparts.

11. IMPLEMENTATION SCHEDULE

ACTIVITY	YEAR 1												YEAR 2												EXTERNAL ASSISTANCE
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
1.1																									MA
1.2																									MA
1.3																									MA
1.4																									CTA
1.5																									MA (CTA)
1.6																									MA
1.7																									MA
2.1																									FA
2.2																									FA
2.3																									FA
2.4																									FA/CTA
2.5																									FA
2.6																									FA/CTA
2.7																									
3.1																									WS
3.2																									FA
3.3																									WS
3.4																									WS
3.5																									CTA
3.6																									FA
3.7																									FA
4.1																									HM
4.2																									HM
4.3																									SU
4.4																									SU
4.5																									SU
4.6																									SU/CTA
5.1																									CTA
5.2																									CTA
5.3																									CTA
5.4																									CTA
5.5																									CTA
6.1																									TM/CTA
6.2																									TM
6.3																									TM
6.4																									TM
6.5																									TM
6.6																									CTA

EXTERNAL ADVISORS

CTA CHIEF TECHNICAL ADVISOR

HM HOUSING MANAGEMENT

MA MUNICIPAL ADMINISTRATION

SU SQUATTER UPGRADING

FA FINANCIAL ADMINISTRATION

TM TRAINING AND MONITORING

WS WATER SUPPLY

12. Technical Assistance Requirements

External Advisors

<u>Area</u>	<u>WN</u>	<u>Qualifications</u>
1. Physical Planning, Community participation, training and monitoring (CTA)	24	Urban planner with experience in urban management
2. Municipal administration (2x2m)	4	Expert in public and municipal administration
3. Public financial administration (2x2 m)	4	Economist (Financial administration)
4. Water supply, distribution and management; sanitation	2	Water and sanitation engineer
5. Housing management and administration	2	Economist (housing finance)
6. Housing and squatter upgrading	2	Architect (squatter upgrading)
7. Training and monitoring	2	Training expert
8. Pool (non-assigned)	2	

Local Experts

9. Assistant to CTA	24	Planner
---------------------	----	---------

Counterpart Personnel Requirements:

1. Project Director (Planner)	24	
2. Economist	24	
3. Engineer	24	
4. Architect	24	

13. Project costs and financing

	Total		1st year		2nd year	
	n/m	\$	n/m	\$	n/m	\$
10. <u>PROJECT PERSONNEL</u>						
11. <u>Internat. Experts</u>						
11.01 Planner (CTA)	24	200,000	12	100,000	12	100,000
11.49 Subtotal experts	24	200,000	12	100,000	12	100,000
11.50 <u>Consultants :</u>						
11.51 Municipal admin.	4	40,000	2	20,000	2	20,000
11.52 Water supply	2	20,000	2	20,000		
11.53 Housing management	1	10,000	1	10,000		
11.54 Squatter upgrading	2	20,000	2	20,000		
11.55 Training/monitoring	2	20,000	2	20,000		
11.56 Ad hoc	2	20,000	1	10,000	1	10,000
11.98 Subtotal consult.	13	130,000	10	100,000	3	30,000
11.99 Subtotal experts/ consultants	37	330,000		200,000		130,000
13. <u>Administrative support personnel :</u>						
13.01 Adm. Assistant	24	28,800	12	14,400	12	14,400
13.02 Secretary	24	24,000	12	12,000	12	12,000
13.03 Drivers	48	24,000	24	12,000	24	12,000
13.99 Subtotal Admin. support	96	76,800	48	38,400	48	38,400
15. <u>Duty travel</u>		14,000		7,000		7,000
16. <u>Mission Costs</u>		=		=		=
17. <u>Local consultants</u>						
17.01 Surveys (local pers.)		10,000		10,000		
19. Personnel component total		430,800		255,400		175,400

30. <u>Training</u>			
31.01 Study tours	27,000	27,000	
32.02 Seminars	5,000	2,500	2,500
39. Subtotal training	32,000	29,500	2,500
40. <u>Equipment</u>			
41. Expendable	24,000	12,000	12,000
42. Non-expendable	62,450	62,450	
49. Component total	86,450	74,450	12,000
50. <u>Miscellaneous</u>			
51. Operation & Maintenance	17,200	8,600	8,600
52. Reporting costs	2,000	1,000	1,000
53. Sundries	5,000	3,500	3,500
59. Subtotal misc.	24,200	12,100	12,100
TOTAL :	573,450	371,450	202,000

1) Including 6 trips to Luanda per annum (a \$500) and 4 days DSA per trip (a \$153).

Project Costs and Financing (in US\$)

<u>Capital Costs</u>	<u>Item</u>	<u>Unit price</u>	<u>Total</u>
<u>Item</u>			
1.	<u>Equipment</u>		
1.1	Vehicles (Toyota Land Cruiser)	2 18,000	36,000
1.2	Photocopy machine	1 5,000	5,000
1.3	Air-conditioners (18000, 12000 BTU)	3 600	1,800
1.4	Walkie talkies	Set 3,000	3,000
1.5	Computer (with programmes)	1 5,000	5,000
1.6	Typewriter (Olivetti)	1 900	900
			<u>51,700</u>

2. Furniture and others

2.1	Desks and chairs	5 600	3,000
2.2	Meeting table	1 600	600
2.3	Chairs (f.2.2)	10 100	1,000
2.4	Computer table and chair	1 1,000	1,000
2.5	Typewriter table & chair	1 250	250
2.6	Copy machine table	1 300	300
2.7	Archives	3 400	1,200
2.8	Library/cabinets	3 200	600
2.9	Drawing board & equipment	1 800	800
2.10	Flip charts	1 1,000	1,000
2.11	Sundries		<u>1,000</u>

Subtotal 10,750

Total equipment 62,450

Recurrent Expenditures

<u>Item</u>	<u>Per annum</u>	<u>Total</u>
1. Vehicle (x2)	2,400	4,800
2. Photocopy machine	4,000	8,000
3. Computer	1,200	2,400
4. Typewriter	1,000	2,000
5. Office (stationary, etc.)	<u>12,000</u>	<u>24,000</u>
Total	26,600	41,200

14. Project Review, Monitoring and Evaluation

Formal technical reports will be prepared by the project manager according to the schedule to be agreed upon at the outset of the project.

The project will be subject to a review by all the agencies involved twelve months after the start of full implementation as well as towards its termination. The national project director/coordinator shall prepare and submit to each review meeting a Project Performance Evaluation Report (PPER).

A project terminal report will be prepared for consideration at the terminal agency review mission.

Internal monitoring system has been conceived as an essential instrument to secure project's efficiency. The short-term consultant on training and institutional monitoring shall assist the Project Director and the Chief Technical Advisor to design and introduce relevant procedures

15. Expected Project Impact, Assumptions and Risks

The proposed Lubango urban management and municipal administration has been designed as an integrated process oriented project which is intended to enable and enhance local autonomy as well as the integration of peri-urban and central squatter settlements in the urban set-up.

It is expected that by the end of the initial phase of two years, the following impact shall have been achieved:

- a. Urban management functions integrated or closely coordinated with the reorganized structure of Lubango's municipality.
- b. The municipality in a position and capable of planning, implementing and monitoring of town development.
- c. An approved concept and programme to improve local generation (tariffs rates, rents, taxes) can contribute to enhance local financial autonomy, diminish subsidy requirement and channel funds for urban development projects, operation and maintenance of urban services.
- d. The municipality and other concerned agencies are willing and capable of improving urban services to the squatter settlements based on concrete concepts and programmes.
- e. Approved design and project proposals enable the concerned authorities to rehabilitate and extend water supply and distribution network.

- f. Integrated squatter upgrading concepts permit the municipality and other relevant agencies to introduce improvements in the peri-urban zones in cooperation with the community.
- g. The municipal authorities capable of controlling land-use and preventing illegal land occupation and planning for future growth, based on the outlines for a structure (action) plan.

The basic assumptions for attaining the expected impact and consequently also the risks involved, are closely related to central economic and social development policy issues and dilemma of the Angolan Government. The assumptions and risks may be summarized as follows:

- a. The Government is willing to accept the principles of local financial autonomy and revenue administration.
- b. Local taxes tariffs and rates can be adjusted to the economic realities of Angola.
- c. The Government accepts recommended municipal reform and reorganisation plan.
- d. Functions related to urban management can be integrated within the organization structure of the municipality or, alternatively, closely coordinated with the respective agencies.
- e. The peri-urban squatter neighbourhoods cooperate with the project in the planning of upgrading and rehabilitation.

A major problem which may affect project's efficiency and implementation is related to the lack of motivation and low productivity of counterpart personnel as a result of low and unrealistic remuneration system of the public sector. This factor is likely to negatively affect project implementation, leading to slow-down and delays in implementation.

Further delays are likely to ensure as a result of the scarcity of essential inputs or equipment and substantial procurement and transport constraints.

16. Prerequisites and preliminary Obligations

Prior to the signing of the project document and commencing with project implementation, the Government of the People's Republic of Angola shall agree to assume the responsibility to:

- a. Designate or contract the Project Director/Coordinator and the envisaged team of the Project Unit.
- b. Provide the necessary space for Project Office as well as the furniture and equipment for counterpart personnel.

- c. Provide means of communication (telephone), water supply and electricity for the project's office.
 - d. Secure free access to all the relevant data and informations required by the project team and external advisors.
 - e. Secure adequate coordination between the project team and the related Government agencies and institutions as well as their support.
-