

**MIDTERM EVALUATION REPORT**  
**“STRATEGIC PARTNERSHIP”**  
**PHASE II**

**Samuel Pinocas Castro**

**Luanda, January 2013**

## INDICE

<b>ACRONYMS AND ABBREVIATIONS .....</b>	<b>4</b>
<b>1. EXECUTIVE SUMMARY .....</b>	<b>5</b>
1.1 Overview .....	5
1.2 MAIN CONCLUSIONS (findings) .....	6
1.3 MAIN RECOMMENDATIONS.....	7
1.3.1 Recommendation to NPA.....	7
1.3.2 Recommendations to partners .....	7
<b>2. INTRODUCTION .....</b>	<b>9</b>
2.1 Context .....	9
2.2 Background .....	9
2.3 Structure of the Report .....	10
<b>3. OBJECTIVES AND METHODOLOGY OF THE REVIEW .....</b>	<b>11</b>
3.1 Objectives of the Review .....	11
3.2 Methodology of the Review .....	11
3.3 Limitations of the Review .....	12
<b>4. PROGRAMME IMPLEMENTATION STRATEGY .....</b>	<b>13</b>
<b>5. PROGRESS OF THE PROGRAMME .....</b>	<b>13</b>
5.1 Partners' performance .....	13
<b>6. GENERAL PROGRAMME ACHIEVEMENTS .....</b>	<b>15</b>
6.1 Planned Results Vs Achieved Results.....	15
6.2 Findings: some relevant aspects.....	19
6.3 Some results that had limited progress.....	20
6.4 Some factors/challenges that limited the overall progress of the programme.....	20
6.4.1 Shortcomings in NPA's monitoring of the partners .....	20
6.4.2 Excessive bureaucracy in Public Administration.....	23
6.4.3 Difficulties in the utilization of the PMR tool.....	23
6.4.4 Limited Human Resources .....	23

6.4.5 Closure of the Radio Programme .....	24
<b>7. OVERALL ANALYSIS OF THE PROGRAMME.....</b>	<b>25</b>
7.1 Relevance of the Programme .....	25
7.2 Programme Execution Strategy.....	25
7.3 Synergies and integration in thematic network (networking) .....	25
7.4 Financial Sustainability: opportunities and challenges in diversifying sources of funding .....	26
7.5 Human resources for partners to fulfill their objectives.....	27
7.6 Organizational and Institutional Development of Partners (financial management, PMR) .....	28
7.7 Partners' approach to Gender and HIV/AIDS.....	28
<b>8. GENERAL CONCLUSIONS .....</b>	<b>32</b>
<b>9. GENERAL RECOMMENDATIONS .....</b>	<b>34</b>
9.1 Recommendations to NPA.....	34
9.2 Recommendations for partners.....	35
<b>10. LESSONS LEARNT .....</b>	<b>36</b>
<b>APPENDICES.....</b>	<b>37</b>
Appendix 1. Summary of the Performance of partners.....	37
Appendix 2. Term of Reference for the review.....	47
Appendix 3. List of people interviewed.....	51
Appendix 4. List of documents consulted .....	52

## ACRONYMS AND ABBREVIATIONS

ADRA	Acção Desenvolvimento Rural e Ambiente (Action for Rural Development and Environment)
AIDS	Acquired Immunodeficiency Syndrome
AJPD	Associação Justiça, Paz e Democracia (Association Justice, Peace and Democracy)
AWID	Association for Women's Rights in Development
CACS	Social Hearing Councils
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO	Civil Society Organization
DNIC	National Criminal Investigation Bureau
DW	Development Workshop
FMJIG	Fórum de Mulheres Jornalistas para Igualdade no Género (Forum of Women Journalists for Gender Equality)
HR	Human Rights
HIV	Human Immunodeficiency Virus
LAC	Luanda Antena Comercial (private Luanda based radio)
MINFAMU	Ministry of Family and Promotion of Women
ML	Mãos Livres
NA	National Assembly
NPA	Norwegian People's Aid
OPSA	Angolan Social and Political Observatory
PMA	Plataforma Mulheres em Acção (Platform Women in Action)
PMR	Planning, Monitoring and Reporting
UN	United Nations
USD	American Dollar

# 1. EXECUTIVE SUMMARY

## *1.1 Overview*

The Strategic Partnership Programme phase I was implemented in the course of 2008 to 2010 and aimed at “*Strengthening the Knowledge, Competency, Organizational and Financial Capacity of Civil Society Organizations (CSOs) in engaging with civil society and government in improving Human Rights, Democracy and Good Governance*”. The programme involved Acção para o Desenvolvimento Rural e Ambiente (ADRA), Development Workshop (DW), Associação Mãos Livres (ML) and Associação Justiça Paz e Democracia (AJPD). The second phase goes from 2011 – 2013 and aims at “*strengthen capacity of civil society to influence Angolan authorities in improving democracy, good governance, respect for the rule of law and sustainable development policies*”. This phase involves five CSO’s; three from the first phase working the same thematic and two focusing on gender and women’s rights.

Five objectives were defined for the programme:

- i) Increase access to justice for disadvantaged groups and individuals;
- ii) Civil society organizations analyze national issues and take common actions that benefit the poor;
- iii) CSOs influence government on key policies and national budget in education, health and agriculture;
- iv) Promote women’s rights and campaign against all forms of gender discrimination;
- v) Improve the capacity of partners in administrative and program delivery, thereby responding to social and political trends.

The implementation strategy includes:

- i) Funding projects and joint activities of partners;
- ii) Provision of technical support by NPA;
- iii) Monitoring of partners;
- iv) Participation and integration in thematic networks (on national and international levels).

### **The mid-term review aims to:**

- i) Assess the degree to which each partner organization has progressed in achieving its planned outcomes during the first 18 months of the program and whether the program is likely to achieve its objectives with its present strategy.
- ii) Assess the effect of the lessons learnt and the changes made from the first to the second phase of the Strategic Partnership in accordance with conclusions and recommendations from the Mid Term review of the first phase of the programme (December 2009).

The review was carried out in the period of October to November 2012 by an independent consultant who reviewed the available documents and conducted interviews with the staff of the organizations involved in the programme. The preliminary findings were discussed before the completion of the report.

### ***1.2 MAIN CONCLUSIONS (findings)***

The midterm review revealed the following general conclusions:

- i) The programme recorded progress; some of which are potentially sustainable. The adopted implementation strategy is adequate for reaching the programme objectives and do not need adjustment. However, there are some challenges to be overcome in the final period of implementation, among them monitoring and capacity building (PMR (Planning, Monitoring and Reporting) and related issues).
- ii) The monitoring and capacity building processes implemented by NPA have been crucial to the performance of the partners. However, they do not manage to cover all the projects of the partners due to the limited number of staff, the geographical extension of projects and weak planning.
- iii) The financial resources made available are “highly relevant”, especially considering the thematic (human rights) and the flexibility in accessing the funds. For ML it is a question of “survival”, since this is their only source of funding.
- iv) The establishment of the common fund has been critical in strengthening synergies among partners and other CSOs. The fund has been enabling exchange of experience with other organizations at national and international level, thereby facilitating what partners call “internationalization”.
- v) The institutional conditions of some partners in the provinces are inadequate in order to achieve the expected results: lack of offices, transport, personnel,

equipment and, in some cases, unclear instructions from the head offices, limit their performance.

- vi) The tool of PMR introduced in the management of the programme is not yet being used with full domain by all partners, thus limiting its function.

## **1.3 MAIN RECOMMENDATIONS**

### **1.3.1 Recommendation to NPA**

#### ***Monitoring: Human Resources versus Geographic Coverage of the Programme***

NPA's monitoring of the partners' activities has not been able to cover all projects because the partners, as a whole, are present in most of the national territory, while the NPA team is limited to two staff members, making it impossible to cover the whole country.

In order to make the monitoring process effective NPA has three options:

- i) Reducing its geographical presence and prioritizing areas of intervention where it is likely to achieve greater results;
- ii) Increasing the size of the team, although the NPA's restructuring process indicate that staff reduction is under way;
- iii) Strengthening assistance to partners based in Luanda to increase their efficiency in internal monitoring: supporting their elaboration of monitoring plans and reports, in programming the visits and in analyzing the results of the visits.

#### ***Strengthening partners' teams Vs PMR as tool***

The review found that the PMR tool introduced recently is not adequately applied by all staff members, which in some cases compromises the utility. On the other hand, capacity building activities to partners (PMR and other issues) are limited to the Luanda based teams, leaving those in the provinces out of the process. It will be necessary to conduct complementary training/capacity building sessions so that all staff takes ownership of the tool. Training should consider the possibility of including the provincial teams.

### ***1.3.2 Recommendations to partners***

#### **Internal Project Monitoring**

The evaluation revealed that partner's systems of monitoring their projects and teams are weak: no plans or reports indicate that this activity is going on in a systematic and

structured manner. Considering that there are difficulties with the administration/functioning of teams in some provincial offices, the establishment of plans to strengthen internal monitoring is recommended. The role of NPA is crucial in this process.

### **Synergies among the partner organizations**

The findings indicate that some of the programme partners are represented in some provinces (Huambo, Benguela, and Huila). However, neither do they carry out joint activities, nor are there coordinated activities in the framework of the programme, as is the case in Luanda, where their head offices are based. It is recommended to carry out an analysis of the viability in promoting synergies among partners at provincial level. The common fund would be an added value in funding such activities. NPA's role is crucial in this case.

### **Institutional conditions in partners' areas of intervention**

The evaluation found that some partners who are represented in various regions of the country have insufficient institutional conditions for effective project implementation (limited human resource, lack of offices, transport, various equipment, etc.), thus reducing the impact of their performance. A possible solution would be to limit the partnership activities in the provinces that have operational conditions. NPA has a critical role to play in the analysis of this possibility.

### **Financial sustainability of partners**

The partners are concerned with their financial sustainability and they have started to identify alternative/sustainable sources of funding (including government funding). Mãos Livres is in a critical situation with NPA as its only donor. It is recommended that structured actions geared towards identification of sources of funding are put in place. The option of applying for eligibility for public funds should also be considered within the framework of the programme.



## **2. INTRODUCTION**

### ***2.1 Context***

On the 4<sup>th</sup> of April 2002, the peace agreement signed between the Government of Angola and UNITA put an end to almost three decades of civil war that had devastated the economy as well as the social and institutional fabric of the country. Today, Angola is experiencing a “*somewhat sustainable*” stability, now offering itself a great opportunity to change the course of history “*imposed*” by the atmosphere of war, created and nurtured in part by the cold war, and in part by other internal and foreign interests.

Creating a new history for Angola includes various elements; The adoption of the democratic state and the Rule of Law, the instauration of a multiparty political system and market economy, and the fact that these principles maintained in the new Constitution passed in 2010. Beyond any doubt these elements open a conducive environment for more participation and interaction between the citizens and government.

This atmosphere has enabled systematic, independent political, social and economic analysis. This production and free expression of opinions in the public sphere has contributed greatly to building up citizen awareness and to unveiling the discrepancies between the present levels of economic growth, on the one hand, and poverty on the other. This has also allowed for increased access to information on violation and disrespect for human rights, in various forms.

It is in this context that the activities of the “Strategic Partnership” are inserted. Peace and the new Constitution have broadened the space for free initiatives of citizenship and the exercising of human rights (political, economical, social, cultural, in terms of participation, etc.).

### ***2.2 Background***

The “Strategic Partnership” programme inaugurated in 2008, in collaboration between NPA, the Norwegian Embassy and four Angolan CSOs (phase I) is an instrument of encouragement to the citizens that implement it. It also provides an opportunity for the direct beneficiaries to exercise their rights enshrined in the Constitution.

The second phase of the programme, presently under review, covers the three year period between 2011 and 2013 and involves three of the organizations that benefitted from the first phase, all working with human rights, as well as two new organizations focusing on women rights and gender equality. These organizations are well positioned in the Angolan context, have considerable knowledge of the social, political and economic dynamics and a good reputation among public, private and social institutions. Besides, these organizations have been working on promoting structural change in relation to their thematic areas, for a long time.

For the implementation of this phase, NPA prepared a set of actions, e.g. an “implementation strategy” that includes providing financial resources for the partners’ projects; a “common fund” to support joint activities to respond to e.g. immediate contextual change; the implementation of a monitoring plan as well as direct technical support to partners.

In this perspective, the five partners organizations prepared projects, budgets and three year implementation plans, which were submitted to NPA for approval; they identified beneficiaries of their interventions, defined geographic areas (provincial/municipality level) of action, based on which they developed their activities. These activities include, among others, training, dissemination of information through the media; lobby activities; providing legal assistance to disadvantaged people, etc.

The midterm review carried out aims at assessing the progress of the programme, systematizing lessons learnt and producing recommendations for the final phase of the execution.

### ***2.3 Structure of the Report***

This report presents an overview of the relevant information on the implementation of the programme, since its beginning in 2011. The report is structured as follows:

- i) An executive summary;
- ii) Objectives and methodology of the review;
- iii) Progress made by the programme;
- iv) An overview of main conclusions;
- v) An overview of main challenges;
- vi) An overview of the main recommendations;

The report also includes the lessons learnt and attachments with lists of the various documents consulted and people interviewed.

### 3. OBJECTIVES AND METHODOLOGY OF THE REVIEW

#### 3.1 Objectives of the Review

The Terms of Reference (ToR) propose two purposes for the Mid-term review:

- a) *To assess the degree to which each partner organization has progressed in achieving its planned outcomes during the first 18 months<sup>1</sup> of the program and whether the program is likely to achieve its objectives with its present strategy.*
- b) *To assess the effect of the lessons learnt and the changes made from the first to the second phase of the Strategic Partnership in accordance with conclusions and recommendations from the Mid Term review of the first phase of the programme (December 2009).*

#### 3.2 Methodology of the Review

The review process included the following elements:

- i. **Review of relevant documents** of the project: the most important being the project document prepared by NPA; the three year plans of partners approved by NPA in 2011; the annual plans for 2012 prepared by the partners; progress reports for the first year of the project (2011) elaborated by NPA and partners; the midyear reports for 2012, prepared by the partners<sup>2</sup>, monitoring reports to partners' projects, prepared by NPA and other documents<sup>3</sup>, produced by the partners in the course of the programme implementation.
- ii. Semi-structured interviews with management members and technical staff of NPA and the partner organizations of the Strategic Partnership, which all have their head offices and staff responsible for the implementation and monitoring of the programme based in Luanda.

A meeting to present the preliminary findings to NPA staff and representative from the partner organizations was conducted before the completion of the report.

---

<sup>1</sup> The midterm review was supposed to be carried out halfway through the implementation of the project, however, the present review was carried out after 20 months of execution.

<sup>2</sup> The major part of the information contained in the reports of the first six months of 2012 are part of the reports of 2011, since most of the partner organizations started their activities at the middle of the year due to delays in the transfer of the first disbursement for the period in reference, which were made at the end of April 2012. The delay in the disbursement of funds is justified by NPA as a result of delays in submitting audited reports by partners.

<sup>3</sup> Other documents are essentially information material used for awareness raising and distributed to the public; for instance, a documentary DVD on Domestic Violence produced by FMJIG; the publications on Angolan legislations and international conventions on Human Rights; pamphlets and leaflets with diversified information. Other documentation consulted in the process can be viewed in Annex 4 "List of Documents Consulted".

### ***3.3 Limitations of the Review***

The only relevant limitation of the review is the fact that the interviews conducted for the review do not include any of the direct beneficiaries of the partners' projects, as they are based outside of Luanda. Given the limited time frame of the review process, a visit to the provinces where the projects are being implemented was not possible.

Consequently, all the information about the areas of the projects referred in the report stems from analysis made on basis of the interviews carried out in Luanda and information available in partners' reports and monitoring reports prepared by NPA.

## 4. PROGRAMME IMPLEMENTATION STRATEGY

The implementation strategy of the Strategic Partnership primarily focuses on:

The engagement of five civil society organizations (CSOs);

Provision of funds for the individual projects of each of these organizations;

Establishment of a common fund with the purpose of supporting joint activities identified by the partner organizations;

Monitoring of partners' projects by NPA;

Technical assistance/institutional /organizational strengthening of partners by NPA (on job capacity building);

Promotion of partners' network.

From an interventional point of view, the programme is implemented indirectly through civil society organizations supported technically and financially by NPA, responsible for its management. The midterm review aims at assessing the degree to which the performance of the involved stakeholders, the adopted strategy and the resources made available for this effect have contributed to the progress of the programme, after the implementation of the first half of the programme.

## 5. PROGRESS OF THE PROGRAMME

### 5.1 Partners' performance

The partners involved in the programme are implementing individual projects approved and assisted by NPA. These organizations are: Acção para o Desenvolvimento Rural e Ambiente (ADRA), Associação Justiça, Paz e Democracia (AJPD), Associação Mãos Livres (ML), Plataforma Mulheres em Acção (PMA) and Forum de Mulheres Jornalistas para Igualdade de Género (FMJIG). The following table summarizes the projects implemented by these organizations.

**Table: Programme Partners and implemented projects**

NO	Organization	Thematic/project
01	AJPD	<i>“Penal Reform Programme with three projects”</i> i) Monitoring of illegal detentions; ii) Legal reform; iii) Security for the detainees and insertion of AJPD in the international Human Rights system

02	ADRA	<i>“Institutional Support to ADRA Head Office”</i> . The activities of this organization are geared towards the strengthening of peasant associations, women organizations; agricultural credits; pro-poor national budget, emphasizing health, education and agricultural sectors.
03	ML	<i>“Access to Justice”</i> aims at facilitating access to justice for the disadvantaged population and increasing the knowledge of legal rights and citizenship for the consolidation of the Rule of Law in Angola
04	PMA	<i>“Women Leadership and Public Influence”</i> ; aims at contributing to the strengthening of the capacity of women leadership in groups and organizations to promote their effective participation in the socioeconomic development of the country; to influence public policies related to gender equality; to promote and defend women’s rights, gender and non-violence; empowerment of women to achieve positions in decision-making bodies and to participate in the public and socioeconomic spheres of the country.
05	FMJIG	<i>“Equal Rights for Gender Equality”</i> Project: issues related to domestic violence, surveys and dissemination of national legislation and international conventions on equal gender rights, non discrimination of any kind disseminated through media, website, Facebook, DVD documentaries and other means.

The five organizations engaged in the programme are well respected in the civil society context and by the government authorities; they have considerable knowledge of the political, socioeconomic, institutional context, hence constituting an added value for the programme. They were selected as partners largely due to the fact that the thematic and projects and objectives they work with meet the purposes of the “Strategic Partnership” and those of the Norwegian Government.

Annex 1 presents some tables with summarized information on the performance of the individual partner project. In general terms, the success of the strategic partnership (described in point 5) represents the performance of the projects of each individual organization. The main barriers encountered by all the organizations are associated with the same challenges, particularly the difficulties of monitoring, the mastering of the PMR tools and other issues.

## 6. GENERAL PROGRAMME ACHIEVEMENTS

### 6.1 Planned Results Vs Achieved Results

PLANNED RESULTS	ACHIEVED RESULTS
<p><i><b>OBJECTIVO 1:</b> Increase access to justice for disadvantaged groups and individuals</i></p> <p>1. AJDP and ML increase the public awareness on Human/Citizens' Rights ;</p> <p>2. The number of prisoners detained for more than 135 days is reduced (According to the Constitution of Angola);</p> <p>3. Cases are resolved by ML through arbitration and those that are dealt with in courts;</p> <p>4. AJPD and ML have better cooperation with the judiciary and the police at the ministerial , provincial and municipality levels on human rights and humane treatment of prisoners;</p>	<p>1.1.1 General public has better access to information on laws affecting their daily lives (land laws, law on domestic violence, Constitution);</p> <p>1.1.2 Laws reviewed i) Supreme Magistrate Council of the Public Prosecutor; ii) Law on the Superior Magistrate and Judicial Council; iii) Law of the Supreme Court; Law 23/10, Crime Against State Security; and Decree 64/04. The revision of these laws resulted in updated legal instruments aligned to the new Constitution of the Republic of Angola</p> <p>1.3.1 About <b>16.860</b> people sought the services of ML; 1,896 cases of disadvantaged people were submitted to courts of which 1,569 cases were resolved with positive result. Of the total of the resolved cases, 187 had the verdict of the courts;</p> <p>1.4.1- In the province of Benguela, Huila and Cabinda, a total of 158 (34 women and 124 men) civil servants and prison warders were trained in "Human Rights and the Police". Evidence showed that the participants increased their knowledge on the thematic resulting in improvements in their behavioral conduct when dealing with the beneficiaries of their services;</p> <p>1.4.2 The Strategic Partnership members (AJPD) were involved in preparation of the new penal code, by invitation from the Ministry of Justice.</p> <p>1.2.3 AJPD was requested by the National Criminal Investigation Bureau (DNIC) to assist their staff with training.</p> <p>1.2.4 AJPD was requested by the Human Rights State Secretariat to present a proposal on the Human Rights Policy for Angola;</p> <p>1.4.1 In Huila province, prison warders achieved increased awareness, and consequently</p>

	<p>allowed ML free access to the provincial prison to assist prisoners in Human Rights questions;</p> <p>1.4.2 AJPD and ML received information on cases of Human Rights violation by government bodies, including sensitive cases, through the agents of these institutions (police, courts, armed forces, ministries, etc) enabling them to act and assist the affected citizens;</p>
<p><b>OBJECTIVE 2:</b> <i>Civil society organizations analyze national issues and take common actions that benefit the poor.</i></p> <p>1. All CSOs including Rede Terra, Civil society Conferences, OPSA, implement common actions/campaigns, such as :</p> <ul style="list-style-type: none"> <li>- 2012 electoral civic education</li> <li>- observation of elections</li> <li>- women’s rights including women in decision-making</li> <li>- national budget monitoring,</li> <li>- decentralisation</li> <li>- Forced displacement and demolitions</li> </ul>	<p>2.1.1 Authorities have gained respect for Human Rights – an example is the government of Benguela, which allegedly met the citizens whose houses were torn down by the governmental programme in an attempt to hear and seek solutions involving the affected population.</p> <p>2,1.2. About 3.125 participants (men and women), from CSOs, public institutions and individual persons exchanged experience and analyzed Human Rights issues, including citizens’ participation in public affairs of the country;</p> <p>2.1.3 In a joint action the five SP partner organizations designed a plan for joint actions for the last quarter of 2012 and submitted it for funding by the Common Fund of the programme;</p> <p>2.1.4 Training sessions of electoral observers for the 2012 elections was carried out, promoted by organizations benefiting from the strategic partnership with the purpose of being accredited and participate in the observation process of the general elections of 31st August;</p> <p>2.1.5 In two occasions (10th September 2011 and 23rd March 2012) ADRA issued public statements “Public Position on Demonstrations in Benguela and Luanda” and “Public Position on Demonstrations in the Country” to call the attention of the authorities, the police and the citizens in general to the negative way demonstrations have been managed in the country, appealing for dialogue and reflection in order to learn important lessons;</p> <p>2.1.6 The CBOs in the areas where ADRA is working have developed capacity in discussing their concerns with the municipal administrations through CACS; and requested for legal assistance from Mãos Livres to resolve land related conflicts affecting their communities;</p> <p>2.1.7 Strengthened and empowered communities in ADRA’s areas of intervention efficiently prepare the National Conference of the Communities;</p>



<p><b>OBJECTIVE 3:</b> <i>SCOs influence government on key policies and national budget in education, health and agriculture</i></p> <p>1.Civil society organizations have contributed to key national policies in education, health and agriculture (water, bio-fuel, forestry and credit)</p> <p>2.The state has allocated more resources in the national budget to social sectors (education, health, agriculture)</p>	<p>3.1.1 ADRA played an important role in lobbying to increase the 2012 national budget in the social sector, resulting in a raise from 5% to 7% following the discussions where ADRA participated. ADRA was directly invited to participate in the sessions in Parliament on the National Budget, which is a relevant result of the strategic partnership programme, as in reveals how ADRA has gained trust from the National Assembly.</p> <p>3.1.2 Local Administrations in the areas of intervention of PMA consider gender perspective in planning and budgeting on health, education and agriculture sectors.</p> <p>3.1.3 12 farmers' associations in the areas of intervention of ADRA rejected agricultural credit made available to them by the state due to what they perceived as lack of transparency in the granting and repayment procedures.</p> <p>3.2.1 Influence of ADRA in the media in relation to food security, agricultural credit, national budget. ADRA is very frequently used as an expert source when these issues are debated in public.</p> <p>3.2.2 CSOs network dealing with the Food Security Strategy grows from 14 to 22 members;</p> <p>3.2.3 The network of “Education for All” has grown from 30 to 50 members, increasing equally the potential to exercise more pressure on public institutions.</p>
<p><b>OBJECTIVE 4:</b> <i>Promote women’s rights and campaign against all forms of gender discrimination</i></p> <p>1. Increased public awareness on women rights</p> <p>2.Improved women participation in decision-making bodies at parliamentary, ministerial, provincial, municipality, commune levels</p> <p>3. Increased awareness of HIV/AIDS among women and men as a gender issue</p>	<p>4.1.1 There is evidence that general public is increasingly more informed on Angolan laws and regulations relating to Human Rights, especially the Law against domestic violence from 2011; Resolution 1325 of the United Nations and CEDAW (Convention on Elimination of Discrimination Against Women).</p> <p>4.1.2 A “National Gender Policy” proposal was elaborated by MINFAMU and the media participated in the process through dissemination of the interventions of PMA and FMJIG and questions posed by listeners of radio programmes.</p> <p>4.1.3 The Municipal Administrations in the areas of intervention of PMA have started to consult the population on gender issues during the planning processes on health, education, agriculture,</p>

	<p>and promotion of women – following the training of 42 officials responsible for planning and budgeting of 12 municipalities in the provinces of Huila, Benguela and Luanda.</p> <p>4.1.4 PMA was invited to be part of the CACS of Cazenga municipality in Luanda and the reflection group on the decentralization process headed by the UNDP.</p> <p>4.1.5 In the provinces of Luanda and Benguela two “Listeners Clubs” – community groups composed of 15 – 20 people listen to the radio programmes broadcasted by FMJIG on gender themes and share the ideas and experiences among them and send comments to the programme, thereby creating a positive interaction, promoting change of knowledge and attitudes of those involved in relation to the themes discussed.</p> <p>4.1.6 About 10.000 listeners have access to the radio, TV programme and information on human rights and gender equality available on internet sites, Facebook and the FMJIG Newsletter, produced within the programme framework.</p> <p>4.2.1 More frequent interaction, networking and experience exchange among women in the CSOs, parliament and public institutions and Norwegian society.</p> <p>4.3.1 At least 5.661 women increased their knowledge on HIV/AIDS (ways of transmission, prevention, implications of the disease) and Human Rights</p>
<p><b>OBJECTIVE 5:</b> <i>Improve the capacity of partners in administrative and program delivery, thereby responding to social and political trends</i></p> <p>1. Increased capacity of partner organizations in delivering on thematic areas of their intervention involving gender equality, Human Rights and Advocacy, elections, decentralization and land rights</p> <p>2. Increased efficiency in management and administration by partners</p>	<p>5.1.1 ML is able to develop its activities normally; the staff is motivated, despite the threats and intimidations the organization experienced in 2011. There is evidence that the demand of legal assistance by citizens is high (1.3.1) (more than 16.000 people were attended by the organization).</p> <p>5.2.1 Increased technical and financial management capacity of the partners. The partners refer that the trainings received by their staff improved service delivery in 2012. However, there were significant delays in the submission of financial audited reports, resulting in late disbursement of the first installment of the funds for 2012 (transfers made in March/May 2012), thereby causing delays in the implementation of the planned activities for the year.</p>

## ***6.2 Findings: some relevant aspects***

The first 18 months of the implementation of the programme achieved, as indicated in the above table, “some progress”, which can be broadened in the period that remains until its completion. Some of the achieved results can be considered “consistent and structured” for promoting change in some key sectors of political decision making, associations, community groups and targeted CBOs of the programme. It should be noted that:

i) AJPD was invited and involved in preparing the new penal code by the Ministry of Justice (1.4.2); in the training of the National Criminal Investigation Officers in Human Rights (1.4.3), on request of DNIC; and was invited by The Human Rights State Secretariat to contribute to the elaboration of the National Human Rights Policy. Similarly, ADRA and PMA were requested by the National Assembly to participate in the discussions on the National Budget proposal (3.1.1); PMA was invited by Cazenga Municipality Administration to be part of the Social Hearing and Consensus Council (CACs) of this Municipality (4.1.4)

ii) CBOs in ADRA’s areas of intervention (2.1.6) are presenting and discussing their concerns with Municipal Administrations through the CACS; the National Conference of the Communities organized by these CBOs (2.1.7); the rejection of agricultural credit by CBO’s due to lack of transparency in the granting and repayment procedures (3.1.3), shows that the programme is conferring tools that allow communities to get involved in negotiations that influence of decision making on issues that affects their lives.

iii) The interest of integrating gender issues in planning and budgeting by Municipality Administrations (3.1.2), which has stimulated consultation meetings with the populations during the preparation of the National Budget (4.1.3), shows that the programme intervention has had an impact on the Municipality Administrations which have started to consider gender issues.

iv) The networks “Education for All” (3.2.3) and “Food Security Strategy” are relevant, in the sense that, a large number of members can exercise considerable pressure to influence policies in these important sectors.

v) The result regarding the increase in demand of legal assistance services from ML (more than 16.000 people sought the services of the organization) is relevant because it shows that people have access to information on the existence of these services and are taking the initiative of reaching out to the services. This attitude demonstrates an important change, to which the Strategic Partnership has without doubt paid a very important contribution.

These results are relevant because they show institutional changes and the trust that the partners have gained from these public institutions. The fact that the authorities are requesting assistance from CSO’s also indicates a change in political willingness and vision in relation to the involvement of non-state actors in public affairs. These changes are potentially sustainable, especially when it involves training of the National

Investigation Bureau (*DNIC*), since training not only improves competencies, but also shapes ways of thinking and behavior.

### ***6.3 Some results that had limited progress***

Through result (1.2), the programme intended to reduce the number of prisoners detained for more than 135 days (according to the law/Constitution of the Republic of Angola). This result has not progressed due to the delay of the Ministry of Home Affairs in responding to the requests of AJPD to get access to prison authorities and discuss the issue. This situation has lasted since 2011, thereby forcing successive review of the plans.

Result (1.4) indicates that AJPD and ML have good cooperation with the justice system and the police at Ministerial, provincial and municipality levels in as far as human rights and humane treatment of prisoners are concerned. Despite the good institutional relations, AJPD did not succeed in getting a positive answer to have access to the prisons and prisoners, which would allow them to work on this result.

Result (4.2) Improved women participation in decision-making bodies at parliamentary, ministerial, provincial, municipality, commune levels (PMA/FMJIG). It is not possible to conclude that the participation of women in leadership positions in public and private institutions in the country has not improved, although there is no sustained information on the progress of this result. However, there seem to be problems in records and reports on part of the partners involved in this thematic.

### ***6.4 Some factors/challenges that limited the overall progress of the programme***

The progress presented above could have been broadened if some challenges facing the implementation (as mentioned by partners and evidenced by the different project documents) had been successfully overcome. Among other, the following should be mentioned:

#### **6.4.1 Shortcomings in NPA's monitoring of the partners**

One of the key tasks in the implementation of projects is monitoring. In the framework of the strategic partnership, one of the responsibilities of NPA was to provide this service to the partners. A team of four staff members was put together (programme manager, deputy programme manager, programme coordinator and a programme assistant) and a monitoring plan was designed<sup>4</sup>. Two staff members; the deputy manager

---

<sup>4</sup> NPA did not put in place a Monitoring Plan in the course of the first year of implementation of the programme and, for this reason, the monitoring process was deficient. In 2012, the team prepared the plan and carried out some actions that produced positive effects. It is believed that in 2013, the programme will have an improved performance in the implementation of the Monitoring Plan prepared, especially considering the experience of 2012.

and the coordinator, undertake the assistance of the partners, control the different processes, and monitor the daily management and the performance of the programme activities. Nevertheless, the monitoring suffered some constraints which made it deficient and ineffective:

**i) Deficiency in NPA monitoring due to limited human resources, geographical extension of the programme and deficient planning**

The interviews and the reviewed documentation showed that the activities of the Strategic Partnership cover almost the entire country, taking into account the geographical localization of the projects of the partners. The table below shows the provinces covered, including where each organization has offices:

**Table: Geographical coverage of the projects of partners of the partnerships**

NO	Organization	Province	Provincial Office
01	ADRA	Luanda, Malanje, Huila, Huambo, Benguela Kunene	Luanda, Benguela, Huambo, Huila, Malanje e Kunene
02	ML	Luanda; Lundas Norte e Sul; Huila; Huambo; Benguela; Bié; Kuando Kubango; Moxico; Zaire; Kuanza Norte; Bengo;	Luanda; Moxico; Huambo; Huila; Benguela; Lunda Sul
03	AJPD	Luanda, Benguela; Cabinda; Kwanza Sul; Huambo; Bengo; Bié; Kuando Kubango; Malanje; Zaire and planned activities in other provinces of the country	Luanda
04	PMA	Luanda; Kwanza Sul, Benguela; Malanje; Lunda Sul; Huambo, Bié, e Huila	Luanda
05	FMJIG	Presence in the entire country: Benguela, Bié e Kuando Kubango – through local affiliates; Other provinces – through focal points	Luanda

As noted, the activities of the strategic partnership partners cover almost the entire country. Since the NPA monitoring team is in practice composed of two staff members, it is insufficient to attend the projects which are “dispersed” all over the country.

This situation is aggravated as there was no prior delimitation of the geographical areas of intervention of partners to be assisted under the partnership. Consequently, NPA has considerable difficulties in meeting the partners where they are implementing their projects.

Monitoring projects that are implemented all over the country with a two member team is not efficient. Despite the efforts undertaken, NPA only managed to visit three provinces (Benguela, Huambo and Huila) during the 20 months of programme implementation and even so it was not possible to visit the majority of the projects and

meet all institutional partners due to limited time/agenda. On the other hand the weak performance of NPA's monitoring was partly due to lack of a monitoring plan in the first year of programme implementation.

## **ii) Deficient internal monitoring and institutional weaknesses of partners**

The partners' teams that take care of project management and monitoring are all based in Luanda, despite the fact that most of its activities are executed in the provinces where some organizations have focal points and/or provincial offices<sup>5</sup>.

ADRA is the only partner that has provincial offices (see previous page) in the five provinces where it is established (Huila, Huambo, Malanje, Benguela and Kunene). In general, the provincial offices (Antenas) are autonomous in terms of identifying, negotiating, and implementing project, including monitoring, with support of the head office based in Luanda. The provincial offices have sufficient operational conditions: technically trained teams, computer equipment, transport and other facilities for effective implementation of projects.

Mãos Livres (ML) is another member of the partnership which has offices in six of the 12 provinces, where it is represented. However, the staff is insufficient in all the provinces; there is a lack of a equipment and means of transport (Huila has one vehicle) and other facilities. This situation affects adversely the good performance of the organization, including internal supervision and monitoring of its activities.

The other two organizations (PMA and FMJIG) have only central offices in Luanda and are represented by "liaison persons/institutions", Activists and/or working groups in the provinces where they implement projects. The representation is in general constituted by one or two people, to whom the representation responsibilities have been entrusted: management of institutional partnership, project implementation and assistance to the target group.

AJPD does not have provincial representations, as targeted activities are planned and managed from the main office in Luanda.

The administrative "set-up" and operation of partners described above increase the need for structured and systematic monitoring and supervision visits from the head office. Nevertheless, neither plans nor reports were found to indicate that monitoring activities have effectively taken place. On the other hand, the monitoring reports of NPA indicate some cases of lack/weak orientation to provincial teams. The non-existence of a structured and functional internal monitoring system, must certainly have contributed to limiting programme results along the first half of implementation. This failure is clearly

---

<sup>5</sup> Among the partners only ADRA has well structured offices in the five provinces where they carry out projects; ML has offices in the 6 of the 12 provinces, but the operational conditions are inadequate; the rest of the partners work with focal points or, simply carry out targeted, planned activities, planning and managing everything from Luanda.

associated to the weak role performed by NPA monitoring in ensuring adequate assistance.

#### **6.4.2 Excessive bureaucracy in Public Administration**

Bureaucratic administrative procedures were mentioned as the cause of the delays of the programme implementation. AJPD has not been able to advance on the result “The number of prisoners detained for more than 135 days is reduced” in almost two years, due to the fact that the General Police Command/Ministry of Home Affairs has not responded to its request to carry out assessments and monitoring of police stations and prisons.

In one occasion, PMA had to cancel a planned training in Saurimo due to the fact that the Governor was absent from the Province. Although the planning was sent in advance and confirmation received from the Provincial Government, the absence of the Governor led to the cancellation of the activity.

#### **6.4.3 Difficulties in the utilization of the PMR tool**

NPA introduced PMR as a tool for programme management, through training sessions and on job assistance to partners’ staff. However, the majority of the partners have not taken ownership of the tool, thereby, making it impossible to make efficient use of it. For this reason, the planning process, and especially the reporting is affected by this situation. Some partners referred that in some cases they spend more time in trying to use with the tool than carrying out the activities for which the tool is designed. Some of the partners’ reports show the difficulties they have in using the tool, reflected in the low quality, mainly of plans and reports. It is true that the tool was introduced in May 2012 and therefore, its users need more time to take command of it.

#### **6.4.4 Limited Human Resources**

The limited human resources have impacted the programme in various forms:

- Legal assistance provided to disadvantaged people by ML to its targeted beneficiaries has experienced an increased demand, which proves the relevance of this service. However, the response of the programme to this increased demand has been affected by the limited number of lawyers in ML. Moreover, all lawyers are based in Luanda, which has caused delays in the provision of assistance for cases outside Luanda. These delays represent a risk of losing trust from the beneficiaries of these services, thus questioning the response capacity of the programme to the demand and expectations of the beneficiaries.
- A senior staff of NPA dedicated to the partnership left the organization at the end of 2011, thereby affecting negatively the monitoring process and assistance to the partners.

- It was also indicated that the partners are facing difficulties in retention of staff (activists and others), confronted by attractive packages pledged by public and private institutions.

#### **6.4.5 Closure of the Radio Programme**

In the framework of the Strategic Partnership, some partners carried out radio programmes for awareness raising of citizens, through the dissemination of information. Luanda Antena Comercial in Luanda (LAC); Radio Morena in Benguela, Radio Despertar in Luanda, among others, are some of the examples. Above all, the programmes that were broadcasted on Radio Ecclesia, a radio station with extensive audience in Luanda, were closed down as a result of a management decision. This situation has created great constraints as the air time available for dissemination of issues on human rights, gender equality, domestic violence and other is restricted. There is also a challenge of identifying other mechanisms that enable the continuation of awareness raising and influencing of the public for the remaining time of the implementation.



## **7. OVERALL ANALYSIS OF THE PROGRAMME**

### ***7.1 Relevance of the Programme***

The partners considered the Strategic Partnership Programme as highly relevant for the present political, economic and social context of Angola. The relevance is particularly high considering the fact that few donors are willing to support CSOs working the thematic of human rights in an atmosphere where the Angolan authorities are not sympathetic to non-state actors working in this area. Other partners linked the relevance to the intervention strategy based on “strengthening the capacity of Angolan civil society organizations and its potential to ownership and sustainability”.

Other reference emphasized the opportunities created by the programme to engage Angolan citizens in discussing, producing and disseminating information on problems related to human rights, transparency in governance, corruption, gender inequality, domestic violence, social injustice and poverty, among others, in a country where these vices are endemic and government measures to respond to these problems seem to be far from effective.

### ***7.2 Programme Execution Strategy***

The strategy adopted for the implementation of the programme is adequate to produce results that lead to the achievement of the planned objective. The progress registered along the first half of the implementation of the programme shows its efficacy and indicates that it can be successfully completed, as long as there is efficient management of the challenges (point 5.4) that have limited the present progress. A fundamental element of the adopted strategy is the technical assistance provided to the national partners, which allows for the development of capacities of its staff, ensuring ownership and sustainability.

### ***7.3 Synergies and integration in thematic network (networking)***

Several joint activities were carried out among the partnership members and other organizations (both national and foreign), with recourses from the common fund: participation of the five partners in the 51<sup>st</sup> Session of the African Commission on Human and People’s Rights, held in Gambia, where all Angolan partners presented a “Shadow Report”, to the Angolan Government’s Human Rights Report; realization of two conferences on “Citizenship and Participation in Public Life” involving representatives of other CSOs and public institutions; participation as observers in local elections in Norway, in a team composed of Angolan women parliamentarians and others; participation in a training in Namibia on “Computer Security in CSOs”; participation in AWID forum, in Turkey on “Transformation of the economic power to

advance the rights of women”. At this point, the partners have a joint quarterly action plan (Oct-Dec 2012).

The review also found that the partners show a strong engagement, clear conscience and ownership of the processes of creating synergies and strengthening the partnership, through joint activities based on opportunities identified by the members themselves, through systematic context analysis.

It is important to mention, however, that the interesting dynamics of articulation verified between the CSOs involved in the strategic partnership is limited to Luanda. In some provinces like Huambo, Benguela and Huila, where more than one member of the partnership is represented, there are no joint actions being carried out as is the case in Luanda where their respective administrative head offices are based. In this way, opportunities for mutual strengthening and coordination, which would contribute to the improvement of the programme, is lost.

#### ***7.4 Financial Sustainability: opportunities and challenges in diversifying sources of funding***

The Strategic Partnership fund was not intended to create financial sustainability of partners<sup>6</sup>. The analysis of this aspect is done with the perspective of showing the present financial situation of the partners, trends and the way in which this aspect can affect the performance of each member, its influence and contributions to the programme. From 2011 to 2012, NPA disbursed about USD 2.808.574, 34 for the five partners. For 2013 a disbursement of USD 1.428.571,42 is envisaged, adding up to a total of USD 4, 237,145,76 for the three years of the programme. This amount has been exclusively applied to the implementation of the strategic partnership programme. For ML, this has represented an issue of absolute survival, since the strategic partnership fund is the only source of funding for the organization. Its former donors, such as the Spanish International Development Cooperation Agency (AECID) and Trocaire have ended their support to the organization. This situation has forced the closure of ML offices in some provinces and reduced the intensity of its intervention in others.

The other four organizations have an average of two donors. ADRA differs from the other organizations being the only one that contributes with 6.6% of its budget from self-generated funds. Nevertheless, the interviews indicated that concerns related to financial sustainability affect all the five partner organizations. Three organizations (ADRA, ML and AJPD) referred having initiated processes with the Government in order to acquire “Public Utility Status”, which would transform them into “budgetary

---

<sup>6</sup> It can be argued that the fact that the organizations have a three year funding agreement, supplies them with sufficient time to search for other sources of funding. With exception of ML the other organizations count with more than one source of funding.

units” and make them eligible to access public funding. This issue seems to be crucial and, therefore, a joint intervention to discuss the issue in a concerted manner could, eventually, produce positive results. The last year of the programme should envisage concrete activities of mobilization of financial resources from other funding sources.

The main challenge in relation to acquisition of “Public Utility Status” has to do with the possible adverse effect. While the access to public resources can be critical as it ensures financial sustainability, it can also be a basis for “co-option” of CSOs by government which would use it as an instrument of control to limit the freedom of intervention of these organizations. Generally, CSOs that have acquired such status in the Angolan context are politically compromised and in line with the intents of the governing party. In the present situation, efforts to establish mechanisms that ensure financial sustainability is a real challenge for which NPA and its partners should continue to work hard in order to find an appropriate solution to the final phase of the programme.

Another relevant aspect in relation to funding has to do with the fact that, in the vision of partners, the funding of NPA has particular importance, not by the volume, but by being directed to the thematic of Human Rights and good governance. In the Angolan context, there are few donors willing to financially support these areas. The perspective of increasing financial sustainability through identifying new opportunities for funding for partners’ activities, considering the thematic they work, is limited at the moment.

### ***7.5 Human resources for partners to fulfill their objectives***

The strategic partnership has not engaged itself in specific activities to ensure sustainability of partners’ human resources. Nevertheless, all the partners indicated that it was possible to recruit more staff and/or providing salaries for some staff members of their organizations in the framework of the strategic partnership. In all, with the programme funds it was possible to provide salaries to coordinators, drivers, project officers and/or administration and finance staff. In most of the cases, this staff was recruited in the context of the programme.

For the implementation of the programme, the organizations typically employ three staff members. But none of the five organizations is sure of maintaining the staff after the closure of the present programme, as there is no staff retention strategy, partly due to the current context which facilitates high human resource mobility on the Angolan labor market.

The human resource sustainability was referred to during the interviews as a problem that affects all the partners, due to a combination of factors, such as: i) difficulties of establishing staff retention mechanisms, ii) attractive offers by public institutions, who are gradually getting organized and ensuring stable employment and other material incentives (transport, housing and travels), iii) job “instability”, low salaries and other factors, resulting from dependency of organizations on external funding subjected to various conditionalities.

One of the current characteristic of the Angolan labor market is high staff mobility. This situation affects both public and private institutions. NPA registered an unexpected withdrawal of a senior staff of the partnership, thus affecting negatively delivery on the partnership programme.

### ***7.6 Organizational and Institutional Development of Partners (financial management, PMR)***

During the period under review, NPA provided diversified and direct on job assistance to partners; PMR tools and computerized financial management programmes were introduced; institutionalized and external financial audits made compulsory (for all the partners); introduction of administrative procedures for improved internal operations; ADRA introduced a human resource management tool, including performance assessment tools; PMA carried out one organizational development assessment that enabled the identification of capacity building needs of its staff, among others.

The partners noted that the activities carried out strengthened their programme administratively, in terms of financial management systems and provided capacity for project cycle management. Similarly, they referred having improved in meeting deadlines and in the quality of information in the systematization of reporting processes.

On the other hand, the PMR tool was introduced in May 2012 and still, it has not been used efficiently by the majority of the partners, resulting in difficulties in the planning processes, and particularly in reporting. Some of the reports and action plans prepared by partners prove the weak performance in regards of this tool. Some partners said that in some cases they spend more time at dealing with the tool than, for instance, reporting on the activities carried out. Therefore, this situation calls for additional capacity building activities.

The process of strengthening partners has been affected by NPA's weak planning of its monitoring in the first year of implementation. The next 12 months will be essential, although it will also depend on the results of the internal restructuring of NPA, which envisages the reduction of staff, and thus runs the risk of aggravating the situation and making its delivery much more complicated.

### ***7.7 Partners' approach to Gender and HIV/AIDS***

In general terms, the partners approached the issue of gender through targeted activities. PMA and FMJIG are organizations focused on promoting and advocating for women's rights. Therefore, gender constitutes the centre of their activities. In the framework of the partnership, gender issues have to some extent oriented the focus of the trainings and the dissemination of national laws and international conventions, targeting women groups and associations and/or journalists, parliamentarians, government officials, public servants and citizens in general.

The other three organizations, ADRA, ML and AJPD also mainstreamed gender in their interventions: ADRA has included in its strategic plan covering the period 2012 – 2016 the theme “gender and women empowerment”; this year the organization carried out the traditional “national women’s meeting” and various conferences and trainings associated with the promotion of women. It is worth noting that some of these activities were directed towards groups and associations of peasant women and others.

AJPD has a gender equality “discourse” that is being translated into practice. The general assembly held in 2011 elected 10 members of whom four are women. One holds the post of vice president of the organization, the other administrative director and the third programme management. The organization is drawing a gender policy in order to systematize the thought and the institutional practice on the thematic.

ML shows institutional practices favorable to women rights and gender equality. About 85% of the staff at the head office in Luanda is women and the organization is open to cooperate with those that work with specific thematic oriented to promotion of women in decision-making bodies in both public and private institutions. However, as far as the beneficiaries of its primary service (legal assistance) are concerned, the organization has not adopted a strategy of providing support to women as a special group, although the legal assistance of the organization includes a section composed of women to assist women.

## 7.8 Inclusion of the recommendations from the previous phase in the phase II of the Programme

In general terms, the concerns expressed in phase I of the strategic partnership were considered in this phase and this fact is contributing towards the progress recorded during the first half of the programme implementation (point 5). The table below summarizes some of the remarks of the two reviews in a comparative manner.

**Summary table: findings of the first phase review Vs the findings of the second phase review**

Phase I – Remarks for midterm review	Phase II – Findings of the midterm review
The evaluation report recommended the elaboration of an implementation plan for the strategic partnership programme under the leadership of NPA	Each partner designed a three year plan that served as a basis for the SP overall plan covering the three years of implementation. There is evidence that the SP consolidated plan was elaborated in a participatory manner under facilitation of NPA.
The evaluation referred to lack of a Monitoring Plan on part of NPA and recommended improvement.	In 2011 NPA worked without any monitoring plan. In 2012, a Plan was established on which basis monitoring missions to partners’ offices (based in Luanda) and projects located in different provinces are carried out.
The evaluation report recommended the establishment of dialogue between NPA and the partners in order to seek consensus regarding the SP model, that is, objectives, priorities, partners configuration and the role of NPA.	At the beginning of the programme a workshop to clarify the objectives of the SP and other issues was held; each partner defined priorities and suggestions for the project discussed and approved in agreement with the parties; the role of NPA was discussed with the partners during the preparation period for the second phase and clarified to all.
The evaluation report referred to weak synergies produced	A common fund was created to strengthen the joint activities and stimulate synergies among partners and other organizations. The

among the partners in phase I of SP	members established a plan of joint activities and involved other CSOs and public institutions in the actions carried out. The systematic context analysis through the PMR tool has facilitated the identification of joint activities that promote synergies.
The evaluation report refers that the partners are generally not good enough at benefitting from of NPA's networks	Greater participation of partners in thematic networks of international organizations. Various activities were carried out in Angola and Norway, Gambia, Namibia on invitation of organizations that work on thematic of partners' interest. Some of the partners stated that they have initiated an "internationalization" process of their organizations.
The evaluation report referred to the static context analysis (the analysis made in the first year did not follow the changes that took place along the implementation of the SP)	The PMR tool introduced by NPA obliges the systematic context analysis and allows for periodic adjustment of plans and activities of partners to the real context situation.
The evaluation report refers to absence of project management tools	There has been the introduction of the PMR tool and the capacity building of partners were carried out using the tool.
The evaluation report refers to the reduced use of new information technology in the programme management and by partners	Creation of websites, Facebook, and computerized management systems by the members to enable dissemination of information and interaction with the public (beneficiaries and the interested public), as well as to strengthen internal management and performance.

## 7.9 Continuation of phase I activities in phase II of the programme

There are proofs that phase II of the programme is the continuation and consolidation of the previous phase. The first element is that three organizations of phase I were integrated in the current phase. On the other hand, the thematic of the previous phase continue to dominate in this phase. The two new organizations work on thematic related to human rights, but in a gender perspective.

The table below shows comparative indicating factors of continuity and how this phase to a certain extent consolidates the activities of the previous phase.

**Table: continuity indicators of phase I in phase II**

Phase I –Remarks of the midterm evaluation	Phase II – Findings of the midterm evaluation
Phase I programme implemented from 2008 - 2010	Phase II of the programme was designed in the light of the recommendations of phase I, in order to create a pertinent and relevant intervention in the Angolan context.
Four CSOs whose activities are focused on promotion of human rights (political, economic and social rights), transparency, good governance, corruption and legal assistance to the underprivileged were selected and involved	Three organizations of phase I were integrated in phase II thereby focusing on the same thematic, and consolidating their institutional partnerships and their presence and intervention within the Angolan society. The two new organizations also work on human rights related thematic in the perspective of women rights and gender equality.
Programme intervention strategy through providing support to partners	Phase II is implemented following the same strategy of strengthening the CSOs: provision of financial resources to partners projects (5 CSOs); strengthening of technical assistance and provision of monitoring services, training and capacity building, introduction of tools for financial, administrative and programme management.
Institutional strengthening of partners, aiming at	Human Resource assessment in ADRA was started in

increasing efficiency in their interventions	phase I and allowed for the restructuring of the administrative services and the updating of the profile of administrative and finance staff of the organization, in this second phase of the programme. PMA carried out institutional assessment; all partners received training (financial management and PMR), and financial management software was introduced.
The strategy of intervention is strengthening the local partners who work on human rights thematic (AJPD & ML), rural development (ADRA) and municipal development (DW)	Phase II integrates three of the organizations of phase I (ADRA, ML & AJPD), dedicated to the same thematic and two new ones, especially devoted to women's rights
Human Rights as the focus of the intervention	Human Rights and Women's Rights as the focus of the programme intervention

## 8. GENERAL CONCLUSIONS

The following general conclusions can be drawn from the midterm evaluation of the Strategic Partnership:

- i) The document review and the interviews carried out show that the implementation strategy has the potential to achieve the planned results of the programme as the progress achieved at the midterm of the implementation indicate. However, there are some factors/challenges to be overcome in order to complete the program successfully and it is within reach of the partners to overcome them. Regardless of these challenges, a readjustment of the implementation strategy is not necessary.
- ii) The progress of the programme is the result of the performance of the individual partner's. They are competent, well established in the Angolan context, enjoy good influence with other Angolan CSOs, have considerable experience from several years of work and are dedicated to the programme. Moreover, the issues addressed are within their domain and are highly relevant to the political, economic, social and institutional context in Angola.
- iii) The activities of partners are producing changes for the target groups, some of which are potentially sustainable, especially when they involve key public institutions in relation to the thematic dealt with.
- iv) The financial resources made available are of high relevance, not because of its volume/weight in the partners' budgets, but rather due to the approach (human rights) and the flexibility in accessing the funds. On the other hand, and particularly in the situation of ML, these funds are a question of "survival" as the organization has no other source of funding.
- v) Although no analyzes of financial management procedures were carried out, it was possible to verify that the funds of the programme are being used for projects related activities (all partners have financial auditing reports for 2011).
- vi) The evaluation found that the capacity building and monitoring processes implemented by NPA are contributing to the performance of partners. However, the actions are not covering all the projects due to the limited number of staff in the team, broad geographical coverage of projects and weak planning.
- vii) The established common fund is essential in the promotion of joint activities and strengthening of synergies, among the partnership members as well as



other civil society organizations not involved in the programme. It has been contributing towards experience exchange with other organizations and institutions at international level, through participation in events that deal with thematic of partners' interest.

- viii) Institutional conditions of some partners in their areas of intervention are insufficient to develop their activities in an efficient and adequate way (lack of offices, transport, sufficient personnel, basic equipment, and, in some cases lack of clear orientation from central offices). This situation does not only limit the performance of the organization, but also the progress of the programme.
- ix) The PMR tool was introduced for partners to use in management of their respective projects. However, not all have taken ownership of the tool, thereby limiting its purpose and utility.

## **9. GENERAL RECOMMENDATIONS**

### ***9.1 Recommendations to NPA***

#### ***Monitoring: Human Resources Vs Geographic coverage of the programme***

NPA's monitoring activities of partners' projects are contributing to the good performance of the programme. Nevertheless, this activity has not been covering all projects, because the projects implemented by partners have national coverage. On the other note, the monitoring team of NPA is composed of only two technical staff members, and is therefore insufficient to cover all the provinces where these projects are being implemented.

In order to turn the monitoring process effective, NPA has three options:

- Reducing its geographical presence and prioritizing areas of intervention where it is likely to achieve greater results in order to secure advances on the objectives of the programme.
- Increasing the number of team members for the monitoring. However, the trend of the internal restructuring process in progress is to reduce staff within NPA and may not bring on board this option, although it is a hypothesis to be considered.
- Strengthening the capacity of partners in order to make the assistance and internal monitoring (of projects) more effective. This implies realistic, systematic planning for partners, supporting them in drawing the plans and monitoring reports (presently not existing); determination and preparation of agendas/programmes for the visits, well oriented analysis and discussion of findings.

#### **Strengthening partners' technical staff Vs the PMR tool**

The evaluation found that the introduction of the PMR has not been an added value for the partners in programme management, as most of them have not been able to apply the tool adequately. In some cases this creates difficulties. On the other hand, the partner capacity building activities (PMR and others) have been limited to Luanda based staff, thereby leaving those based in the other provinces out of the process. It will be necessary to conduct complementary training/capacity building sessions so that all staff takes ownership of the tool and turn it into a useful instrument. Considering the possibility of extending the training to the province based staff will be another step forward.

## ***9.2 Recommendations for partners***

### **Internal monitoring of projects**

The evaluation found that the inefficiency of internal monitoring is limiting the performance of the provinces based staff. Therefore, it is recommended that an internal monitoring plan is established and implemented to support the provincial teams in the implementation.

### **Synergies among the members of the programme**

The evaluation verified that some partners of the programme are represented in some of the same provinces (Huambo, Benguela and Huila). Yet, no joint activities are carried out, nor are they coordinating activities in the framework of the programme, like they do in Luanda where their respective head offices are located. It is recommended to carry out an analysis of the viability in promoting synergies among partners at provincial level. The common fund would be essential in funding such activities. NPA's role is crucial in this case.

### **Institutional conditions in partners' areas of intervention**

The evaluation found that some partners who are represented in various regions of the country have insufficient institutional conditions for effective project implementation (limited human resource, lack of offices, transport, various equipment, etc.), thus reducing the impact of their performance. A possible solution would be to limit the partnership activities in the provinces that have operational conditions. NPA has a critical role to play in the analysis of this possibility.

### **Financial sustainability of partners**

The evaluation verified that the majority of the partners are concerned with financial sustainability and some are developing contacts in order to identify alternative sustainable sources of funding (including from the national budget). One of the partners (ML) is in a critical situation. It is recommended that in the last 12 months of the programme, structured support activities are planned for identifying sources of funding, including the creation of own sources of income. The possibility of gaining access to recourse from the national budget should also be considered as a viable alternative, in the framework of the strategic partnership, in order to find the best way to approach the government on this issue.

## 10. LESSONS LEARNT

- i) Despite the fact that the programme was designed to produce synergies and that a common fund was established for the purpose, this does not ensure that such synergies are actually created. In the provinces where some partners of the strategic partnership programme are represented, there is no coordination of activities that promote synergies, as it could be expected. These activities are restricted to Luanda, where the management teams and supervisors are based. The learning in this context is that processes that are apparently taking place may not be doing so in practice.
- ii) The lack of prior geographical delimitation of partners' projects is affecting the monitoring process and can compromise the delivery by all, thus limiting progress in the Strategic Partnership.
- iii) Consultation of partners prior to monitoring visits and feedback session are essential in improving coordination and maintaining a sound atmosphere in the relationship among the partners involved in the programme and achieve satisfactory results from the monitoring visits to partner projects;
- iv) Adoption of any management tools constitutes an added value when its users gain ownership of it and use it with facility and creativity. Contrary to its purpose, the PMR intruded in the second year of implementation of the strategic partnership is creating some constraints, which limit its function.
- v) Although AJPD and ML have good institutional relations with the juridical system - the Ministries of Justice, Home Affairs and the Human Rights State Secretariat, the programme did not manage to obtain in two years a positive response from the Ministry of Home Affairs on its request to work on the result "the number of prisoners detained for more than 135 days is reduced", for which it would be necessary to conduct an assessment, training and monitoring the situation in prisons. This situation shows the complexity of the Angolan public institutions, implying that due diplomacy must be applied by anyone who intends to interact with them.

## APPENDICES

### *Appendix 1. Summary of the Performance of partners*

The partners involved in the programme are implementing individual projects approved by NPA and with the technical and financial assistance by NPA. The table below summarizes the thematic and contents of these projects by organization

*Table: Partners of the programme and projects implemented*

NO	Organization	Thematic/project
01	AJPD	Penal Reform: Monitoring of illegal detentions; Legal Reform and Secure Police Stations
02	ADRA	Institutional Support to ADRA Head Office
03	ML	Access to Justice
04	PMA	Women Leadership and Public Influence
05	FMJIG	Equal Rights for Gender Equality

### Comments

The five organizations engaged in the programme recorded in general terms, a positive individual performance that contributed towards the progress of the “Strategic Partnership” in the course of the first half of programme implementation. In this sense, the success of the partnership resulted from the performance of the individual project performance.

### ADRA’s Performance

Project: *Institutional Strengthening of ADRA’s Head Office*

PLANNED RESULTS	ACHIEVED RESULTS
1. Land Network presents to the competent State bodies proposals for resolution and prevention of land conflicts	A project worth US\$ 21,000 for women’s rights to land in Huila province approved;  Huila Provincial Family and Women Promotion Board identified focal points for interaction in the context of the project “Women’s Rights to Land”;  Cambwela in Caala municipality (Huambo Province) community leaders were heard by the Ombudsman on a land conflict that involved communities and a supposed owner.
2. The civil society establishes dialogue with government in the implementation of special	Establishment of three reflection groups of CSO’s on food security and nutritional in the provinces of Luanda, Malanje and Huambo, with the mission to interact with government authorities in agricultural and food security issues in their respective provinces.

<p>loans to support the agricultural campaign;</p>	<p>About 15 peasants' associations of Caala, Malanje provincial headquarters, Cubal and Ganda (Benguela) has access to agricultural loans facilitated by ADRA in the respective provinces</p> <p>About twelve peasants' associations in ADRA's areas of intervention declined agricultural loans due to what they considered a lack of transparency in the concession modalities and conditions.;</p>
<p>3. Social intervention capacity of Land Network, Network Education for all, Women in Action Platform, dialogue group on food security and nutrition strengthened, and participation of local organizations in Municipal Hearing Councils and other platforms in 22 municipalities of five provinces strengthened.</p>	<p>Number of organizations in Education for All Network increased (from 30 – 50) at national level (Luanda, Malanje, Huambo, Benguela, Kwanza Sul, Huila and Uíge), increasing their capacity and influence on public institutions in regards of the educational services.</p> <p>Civil society organizations and a group of parliamentary women of Norway exchanged experience that increased their knowledge to exert more influence in favor of their interests</p> <p>The strengthening of PMA resulted in the elaboration and presentation of a project proposal on women and elections, thus increasing the capacity of the organization in influencing the electoral process of 31<sup>st</sup> August 2012;</p> <p>About 199 members of agricultural associations and cooperatives were involved in 8 sessions of municipal CACS and three communal where they expressed their concerns and participated in discussions of public interest;</p> <p>The institutional partnership between PMA and the parliamentary women's group of the National Assembly and the Norwegian Embassy in Angola strengthened;</p>
<p>4. Access to information on electoral legislation, implementation of national food security and nutritional strategy, especially agricultural loans, elaboration of integrated municipal plans to combat poverty in 22 municipalities in provinces of Benguela, Malanje, Huambo, Huila and Kunene improved.</p>	<p>The content of the law for general elections of 2012, approved by the National Assembly was disseminated in ADRA's intervention areas, thereby, increasing the knowledge of citizens on elections;</p> <p>ADRA disseminated information on Educational Reform and Food Security and Nutrition through 33 debates that took place in radio and TV, where the organization was regularly invited;</p> <p>CSOs, including ADRA and ML are invited to participate in radio debates on Radio Ecclesia to discuss thematic related to the participation of citizens in public spheres through the programme "Sociedade Aberta" of Open Society Foundation.</p>
<p>5. Proposals of CSOs are considered by the parliamentary specialized committees on National Budget.</p>	<p>2012 national budget approved with contributions from CSOs, among them ADRA incorporated, enabled the increase of the percentage on education from 8% to 8.5%; health, 3.8% in 2011 to 5.2% in 2012; agriculture 2.22% in 2011 to 3.03% in 2013.</p>
<p>6. The municipal administration staff of the 22 municipalities acquire knowledge resulting from the training cycles organized by ADRA and certified by the National Institute for Local Administration</p>	<p>In ADRA intervention areas, about 65 peasants increased their knowledge on food security and nutrition in the provinces of Uíge, Huambo, Huila, Benguela and Moxico, through the administration of five capacity building seminars organized by the Ministry of Agriculture, Rural Development and Fisheries;</p> <p>Training needs in thematic on gender for the staff of municipal administrations in the areas of intervention identified.</p>

<p>7. Improved intervention quality of ADRA in 22 municipalities of the five provinces benefiting 50,000 families and 589 local organizations.</p>	<p>Increased capacity of public intervention and the facilitation of different themes in meetings organized by partners, peasant associations and agricultural cooperatives;</p> <p>Functioning of thematic networks, like Rede ETOP Angola, reflection group on food and nutritional security in Angola established and operational;</p> <p>Establishment of one more peasant association in Longonjo Municipality (Huambo)</p>
<p>8. ADRA's team has sufficient capacity and is trained to respond to the demands of internal management and organization, municipal project implementation and responding to external demands of the need to occupy public space.</p>	<p>The finance department staff have command of the new management tool: accounting software (PRIMAVERA) and the management unit improved in its performance;</p> <p>Audited financial report of ADRA accounts presented to NPA on the agreed dates (1<sup>st</sup> March 2012);</p> <p>Increased capacity of ADRA's staff to promote development thematic (food and nutritional security, national budget, health and education) in public and private media;</p> <p>A need to train the staff of the organization in thematic on gender in development processes has been identified;</p> <p>Monitoring and reporting capacity of the organization improved;</p> <p>A staff training plan has been elaborated; influence of the organization on the National Assembly on National Budget;</p>

### **Short comments**

The outstanding point in the performance of ADRA in the course of the period in review include, among others:

- Having gained confidence of the National Assembly leading to the invitation of participating in discussions relating to National Budget, constitutes an opportunity to influence the processes of allocation of financial resources to sectors like agriculture, health, education, among others.
- The empowerment of peasant associations in the intervention areas led to some peasant accessing loans and others rejecting them due to lack of transparency in concession mechanisms and respective interests. The ownership of the negotiation processes and the vision established by the members of these organizations is beyond any doubt a sustainable result of ADRA's action in these communities.
- The institutional and organizational changes effectuated through phase I and continued in phase II, with the introduction of financial and human resource management system/tools, the 2012-2016 Strategic Plan are, in the point of view of ADRA, contributing to the improvement in the performance of the organization's staff. In 2011 ADRA registered a considerable delay in presenting the annual report, thereby contributing to the consequent delay in disbursement of funds for 2012 by NPA;

- The increase in the number of associations entering the thematic networks such as: Education for all and Food Security, is a very important base to raise the voices of those that put pressure on public institutions through lobbying actions in order to improve the performance of government in improving services rendered by these sectors to citizens.

## **Performance of AJPD**

### Project: *Penal Reform Programme*

<b>PLANNED RESULTS</b>	<b>ACHIEVED RESULTS</b>
1. The number of people whose detention period exceeds 135 days established by law is reduced and are in a reasonable period tried in court.	
2. 180 criminal investigators of the Criminal Investigation Bureau and prison warders in 4 provinces trained in human rights, preventive imprisonment, minimum standards of treatment of detainees, alternative penalties, human rights enshrined in the constitution of the Republic of Angola.	National Criminal Investigation Bureau identifies and recognizes the existence of weaknesses of its staff and requests AJPD training in human rights and police action: 158 officers (34 women and 124 men) received training.
3. Pressure and lobbying towards the National Assembly, its 9th specialized committee and government to improve the situation of human rights and update laws	Amendment of the law gave rise to new legal tools which facilitate the monitoring of laws and cases of human rights violation (the amendment of the law for the Supreme Magistrate and Judicial Council); organic law of the Supreme Court; Law No. 23/10, law on crimes against State Security and Decree No. 64/04
4. Laws and articles of the following laws updated: Penal Code, Penal Processual Code, Law regulating the activity of the Public Prosecutor, Law on the Habeas Corpus, Law on the Unified Justice System, Law on Crimes Against State Security	AJPD invited by the Technical Commission of the Ministry of Justice on the revision of the Penal Code;  National Assembly passes the law of Associations; Electoral Law; Law Against Domestic Violence; Penitentiary Law (08/08 August); Law for the Supreme Magistrate and the Public Prosecutor; Organic law for the Supreme Court; Law on Crimes Against State Security
5. AJPD's intervention capacity in public arena strengthened with the acquisition of technical and administrative facilities	Increased access to the contents of the African Charter on Human and People's Rights through its translation from English to Portuguese.
6. International Partnerships consolidated	Strengthening of the partnership between AJPD and the African Human Rights Commission that enabled the translation of the African Charter on Peoples' and Human Rights from English to Portuguese.  Consolidated partnerships with various organizations: HURISA-South Africa, Mozambican Human Rights League; Coalition on the enforcement of the African Court; Africa Human Rights Study Centre (Gambia); Conectas – Human Rights (Brazil); International Human Rights Service (Switzerland).



8. 2 AJPD staff trained in administration and finance	Administrative operation of the organization improved (office facilities and a car acquired); computerized financial management system installed
---	--

**Short comments**

The outstanding success of AJPD during the period under review among other includes:

- In general terms, all results recorded progress which can be extended for the remaining period of the implementation of the programme;
- AJPD’s activities relating to its contribution to law-making processes, in training the National Police Staff, in drafting the National Human Right Policy are very important by the fact of resulting from invitations and show that lobbying activities with the public institutions have produced changes.
- On the other hand, the result on excess preventive prison has not progressed until now, due to bureaucratic difficulties on the part of the police authorities.

**Performance of ML**

Project: *Access to Justice*

PLANNED RESULTS	ACHIEVED RESULTS
1. Increased access of poor communities to justice;	About 1,108 people accessed justice requested through the support of ML and had their cases resolved with a positive result
2. Judicial cases are dealt with faster and more efficiently by competent bodies (courts, police and administrative bodies)	About 16,860 cases were attended by ML. 187 cases of a total of 777 cases forwarded to court were resolved within a reasonable timeframe;
3. Increased respect for human rights by the authorities in the demolition of people’s houses;	An opening from the government of Benguela in dealing with cases of human rights (HR) in demolition processes of houses was registered: the Governor consulted the affected population in pursuance of dialogue.  Violations of human rights in demolition processes of houses reduced.

<p>1. Improved “legal culture” of the citizens in regards of rights and duties</p> <p>2. A legal framework that obliges the Angolan government to ratify the international treaties that it is not part of (treaties against torture and others) has been established</p> <p>3. Improved engagement of governance bodies (central, provincial governments and municipal administrations) in dealing with human rights violations cases.</p> <p>4. Primary laws (the constitution and others) that protect citizenship and human rights are disseminated.</p>	<p>About 661 women increased their knowledge on HIV/AIDS and human rights;</p> <p>The levels of popular claims for rights has increased gradually over some time;</p> <p>About 50 people apply for assistance at the ML offices on a daily basis and listen to the radio programme on the access procedures to justice and democracy</p> <p>Prison warders and authorities in Huila province show more interest in collaborating with ML: ML staff has access to prisons to provide legal assistance to prisoners.</p>
<p>1. Active participation of citizens in exercising their rights to vote;</p> <p>2. Electoral process carried out within the legal procedures established;</p> <p>3. Electoral results accepted by contesting political parties</p>	
<p>1. More efficacy in implementation of the organization’s programmes.</p> <p>2. Improved performance in organizational and administrative management by Mãos Livres.</p> <p>3. Capacity to establish partnerships with international civil society organizations and public institutions strengthened.</p> <p>4. Management capacity of the programme/project implementation cycle (planning, monitoring, reporting and evaluation) established</p>	<p>The organization’s staff is motivated and participate actively in the implementation of activities of the organization, despite the threats experienced (March and June 2011)</p> <p>Increased capacity of para-legals of ML in resolution of extra-judicial cases.</p> <p>A general plan to direct and orient the organization’s activities has been elaborated;</p> <p>Projects’ technical staff increased their knowledge and capacity in PMR in project management;</p> <p>Administrative and finance department staff trained and show improvement in performance in their responsibilities.</p>

### **Short comments**

The outstanding aspects in the performance of ML during the period under review, among others include:

- ML recorded outstanding progress in the result pertaining to legal assistance to disadvantaged people. The demand of this service by citizens is reported to be above the capacity of the organization to respond to (50 requests per day). The fact that it is the citizens themselves that come looking for the services enhances other results like increasing the legal culture among the citizens.

- The result on demolitions recorded an important step, such as the involvement of the Governor of Benguela Province in hearing the citizens affected by the government programme of house demolitions.
- The openness and availability of prison authorities in Huila Province in relation to Mãos Livres's work and the easiness with which the organization has access to the prisons and prisoners, is an important result of intervention that can be extended and reinforced by the organization.

### **Performance of PMA**

#### **Project: *Integrated Women Leadership and Public Influence Programme***

<b>PLANNED RESULTS</b>	<b>ACHIEVED RESULTS</b>
1. A process has been developed to influence public policies and an agricultural, health and education friendly budget with focus on gender mainstreaming.	<p>PMA was invited to be part of the CACS, representing the CSOs in Cazenga Municipality.</p> <p>Municipal planning and budgeting section of Cazenga consults social stakeholders and communities (through the CACS) on gender related issues in designing health, agricultural and women promotion policies.</p> <p>Public administration officials increase their knowledge on issues related to gender equality, gender and budgeting in the areas where PMA is implementing its project.</p>
2. Improved analytical capacity of parliamentarians and government officials in discussing gender friendly budget and public policies.	PMA invited to participate in the National Assembly session in which the 2012 National Budget was discussed.
3. Improved strategic partnership with state institutions at central and municipal level.	<p>PMA was invited to present a project by the Norwegian Embassy on women and elections, in the framework of the visit to Oslo, Norway;</p> <p>Municipal administrations in the areas where the project is being implemented identified focal points for gender issues;</p> <p>Municipal administration in the areas of project implementation give support and collaborate in PMA's activities;</p> <p>PMA involved in the project "Strengthening the Capacity of the State on Human Rights" that aims at drafting a National Strategy on Human Rights Education";</p>
4. Government complies with the obligation to implement national legislation and international protocols of Women's Human Rights and gender	<p>Law against Domestic Violence passed by the National Assembly;</p> <p>A National Gender Policy Proposal prepared by the Ministry of Family and Women Affairs.</p>
5. Improved approach of civil society organizations on gender and human rights issues	<p>OSISA and PMA carried out joint training on gender planning and budgeting processes;</p> <p>Strengthening of synergies with SP members: i) Joint PMA/ADRA realization of the Conference on</p>

	<p>Gender and Local Development;</p> <p>ii) Joint (ADRA, AJPD, PMA, ML and FMJIG) organization of the Conference on Human Rights: Citizens Participation in the Public Sphere</p> <p>PMA invited to integrate the Reflection Group on Administrative Decentralization process coordinated by UNDP.</p>
6. PMA strengthened intervention capacity in issues related to Gender, Women's Human Rights, National Budget in 5 provinces of the project.	PMA carried out an organizational assessment which enabled the identification of the necessity of training, institutional capacity building and the drafting of an institutional capacity building plan of the organization in administrative, finance and project cycle management.
7. PMA strengthened in administration and financial management, including management of project cycle	The organization's capacity to draft plans, financial and narrative reports improved.

### **Short comments**

The outstanding element in PMA's performance in the course of the period under review includes:

- The municipal administrations in the areas of project implementation began to hear the social stakeholders on gender issues in budgeting processes. Although the present budgeting processes that take place in municipalities are in general terms weak, the agents may create a new vision along such a process, which can contribute greatly in the viability of future elected local governments.
- Cazenga Administration invited PMA to participate in Social Hearing Council (CACS) of the municipality. In planning processes carried out from the grassroots, the CACS offer a space for participation and public engagement between government and citizens. The integration of PMA in this body is an opportunity to influence public planning and budgeting processes.
- The result related to improving the argumentation capacity of parliamentarians seems not to have progressed as such. Difficulties in carrying out activities with this target group have contributed to this situation.
- Similarly, the result related to the technical capacity in management of the project cycle, especially when it comes to reporting, has not progressed sufficiently. The PMR tool introduced by NPA which would have contributed a great deal is not a working tool used adequately.

### **Performance of FMJIG**

**Project:** *Equal Rights for Gender Equality*

<b>PLANNED RESULTS</b>	<b>ACHIEVED RESULTS</b>
1. Citizens informed and aware of the Angolan legislation regarding civil rights and gender equality.	Legal mechanisms supporting the victims of civil rights violation and gender based discrimination have been disseminated. About 100 people participated in the radio programme, testifying having resolved their problems

	<p>following the information given by FMJIG.</p> <p>Citizens informed and aware of the laws (labour law, electoral law, law against domestic violence, conventions and African Charter on Human and Peoples Rights) denounced 12 cases of gender based violence.</p> <p>Four “clubs of listeners” – groups of 15/20 people, in schools, communities and other places –listen to the radio programmes on the rights of women and gender equality, discuss their points of views among them and send comments to the programme, thereby creating an interaction dynamic.</p> <p>A citizen unduly dismissed from work takes the case to court after informed through FMJIG radio programme on civil rights, gender equality and domestic violence;</p> <p>About 10,000 citizens increased their knowledge and had access to the information on civil rights, gender equality and domestic violence through the media (TV, Radio, Angop, Newspapers, Facebook) and others;</p>
<p>2. 50 Government Officials, Members of Parliament and Lawyers recognize and implement the Angolan legislation and the approved protocols on the rights of women;</p>	<p>National Assembly approves the Law Against Domestic Violence;</p> <p>A National Gender Policy proposal is drafted by the Ministry of Family and Women Affairs;</p> <p>The President of Angola and five other Government Officials and public servants recognize gender equality and respect for human rights and make public pronouncements in its favour;</p> <p>The 7th Parliament specialized Committee works in drafting the legislation on protection of adolescents/girls;</p>
<p>3. Complex gender issues are acknowledged and discussed by interested parties (Journalists, Government Officials, Parliamentarians, Civil Society, Lawyers, etc.);</p>	<p>FMJIG have privileged institutional relations with the Ministry of Family and Women Affairs (MINFAMU), provincial Governments and Municipal Administrations in the areas of its activities, including CSOs of the strategic partnership and others interested in human rights, gender and domestic violence;</p> <p>Gender issues recognized and discussed by journalists, government officials, parliamentarians, lawyers, among others;</p>
<p>4. FMJIG administration and project cycle management capacity strengthened.</p>	<p>Organization staff increased their management capacity of administration and projects resulting from the training received;</p> <p>Journalists of the organization prepared to promote advocacy activities through the media;</p> <p>Policies, internal procedures and management systems of the organization established and institutionalized;</p>

### **Short comments**

The outstanding aspects on the performance of FMJIG in the course of the period in review involve:

- The result that shows citizens testifying how the information received through the programmes of the organization helped to resolve their problems related with domestic violence and/or gender discrimination is important. Above all, it shows an increase in the number of citizens who have access to information on their rights.
- The “clubs of listeners” and the internal discussion dynamics of the radio programme contents passed by the organization and the feedback they give to the organizers of the programme shows profound change at community levels.
- The approval of the Law against domestic violence and, above all, the contribution of the organization in the dissemination of the discussion and the documental contents is also a very important result of the programme that occurs as a result of involving the media in this activity.

### **General comment on the performance of partners**

In general terms, all the partners are progressing in relation the achievement of results planned and each of these organizations is capable of completing the programme with success within 12 months ahead of the implementation period. The results that have not recorded progress will be able to achieve it through improvement in planning, supervision and monitoring to partners.

Linking to the above point, the results achieved indicate that the adopted strategy is adequate for the successful implementation of the strategic partnership, thus, no change to the programme is recommended.

There may be results, such as the one related to the reduction of excess of temporary and illegal detentions due to the complexity of Angolan contextual politics, which will require strong lobby activities. However, this does not prevent the continued progress of other results, on the basis of good supervision and monitoring of partners.

## ***Appendix 2. Term of Reference for the review***

### **Participatory Mid-term review of the Strategic Partnership Program Phase II**

#### **I. Background**

Norwegian People's Aid Angola has supported civil society organizations in the country through a direct partnership approach since 2000. From 2008 to 2010 the Strategic Partnership Program Phase I was implemented in partnership with four large and influential national NGOs. At the end of Phase I it was decided to continue the program in a second phase and the Strategic Partnership Program Phase II to be implemented between 2011 and 2013 was designed. Half way through the three-year period of the present program, NPA intends to carry out an external midterm review.

The present program works with five Angolan civil society organizations that are active in the areas of governance, democracy, gender equality, legal protection, and human rights. Three of these organizations were also partners in the first phase, namely: Acção para o Desenvolvimento Rural e Ambiente (ADRA), Associação Mãos Livres, and Associação Justiça Paz e Democracia (AJPD). The two new partner organizations are: Plataforma Mulheres em Acção (PMA) and Forum de Mulheres Jornalistas para a Igualdade no Género (FMJIG). All five organisations are viewed as key actors in the effort of civil society to widen the space for action and dialogue on policy formulation, advocating, protecting and denouncing human rights abuse as well as in lobbying for the fair and transparent use of valuable national resources such as petroleum, diamonds and agricultural land. The two new organizations have their special focus to the protection of women's rights and gender equality, but all five organizations work with gender as an important cross cutting issue.

The Goal of the program is to strengthen the capacity of civil society to influence Angolan authorities in improving democracy, good governance, respect for the rule of law and sustainable development policies.

The program has the following four immediate development objectives:

Increase access to justice by disadvantaged groups and individuals

Civil society organizations analyze national issues and take common actions that benefit the poor

SCOs influence government on key national policies and national budget in education, health and agriculture

Promote women's rights and campaign against all forms of gender discrimination

#### **II. Purpose of the Review**

The purpose of the review is to assess the degree to which each partner organization has progressed in achieving its planned outcomes during the first 18 months of the program and whether the program is likely to achieve its objectives with its present strategy.

*A secondary purpose is to assess the effect of the lessons learnt and the changes made from the first to the second phase of the Strategic Partnership in accordance with conclusions and recommendations from the Mid Term review of the first phase of the programme (December 2009).*

### **III. Scope of work**

The review shall cover, but not necessarily be limited to, the following issues;

Assess the relevance of the program with reference to the economic, social and political evolution in Angola.

Assess if and how the program has contributed to creating synergies between the partners in the program and with other NPA partners and CS networks, including the effect of the common fund activities carried out by partners.

Regarding financial sustainability, review and discuss the challenges and opportunities of the Angolan partner organisations in order to diversify their sources of funding.

Human resource sustainability, review how the Angolan partners succeed in building up the human resource capacity required for the achievement of their respective objectives.

Review and discuss if and how NPA's support in regards of organizational development (including financial management and performance in program planning, monitoring and reporting), has been important in strengthening institutional capacity of the partners and how it could be further strengthened.

Review the measures that have been put in place to address risk management by the partners and assess the anti-corruption measures undertaken.

Review if and how each partner organisation, has dealt with the issues of transparency and fair use of incomes from natural resources through advocacy and dialogue with decision makers.

Review how the gender dimension in the program has been addressed by each partner organisation, as well as activities related to HIV/Aids.

Discuss how the present phase of the program links to and supports continuity of the achievements from the first phase.

Discuss whether the present strategies applied by partner organisations need adjustments for the last phase of the program and come up with recommendations for how the outreach could be further strengthened.

### **IV. The Review Team**

A consultant will be hired and shall be joined by an assistant from NPA Luanda staff. The consultant is responsible for analysing and documenting the outcomes of the review, including the production of the review report.

### **V. Implementation of the review and reporting**



The review will be based on information received through interviews with key informants, field studies and available documentation. The work, including the field studies, shall be undertaken in Luanda, where all five partner organisations are based. The consultant will be responsible for the programming of meetings and visits.

The review shall take place during the month of October 2012, during a period of 15 working days, divided between the five organizations with varying time allocations due to the size of organization and scope of its work.

The consultant shall make a debriefing to NPA and partners in Luanda before presenting the draft report. The draft report shall be presented no later than 1<sup>st</sup> of November. NPA and partners shall have 5 days to comment upon the draft report. The final report shall be submitted 4 working days after the reception of the comments. The format in which the report should be presented will be supplied by NPA.

Total time frame for the review team is 15 days. NPA suggests the following work plan:

Meeting with Management: 1,5 days

Document review: 3 days

Interviews: 5 days

Debriefing: 0,5 day

Reporting: 5 days

The consultant will be contracted by Norwegian People's Aid (NPA), the organization that is commissioning the review.

## **VI. Methodology and Structure of the Report**

### **Methodology**

The consultant should review key documents produced by NPA and each partner organisation during the present programme phase (Phase 2), and in addition review the final report and mid term review from Phase 1. Besides, the review team should undertake interviews with key informants of each partner organisation. The consultant may also consider interviewing members of the beneficiaries of each organisation's intervention.

### **Structure and language of the Report**

#### Executive summary

Summarise the project evaluated, the purpose of the evaluation and the methods used, the major findings, and the recommendations in order of priority. This should be two to three pages that can be read independently, without reference to the rest of the report.

#### Introduction

Elaborate on the project description and its background (Problem analysis, objectives and strategies, funding).

Summarise the evaluation context (purpose, strategies, composition of the team, duration).

### Evaluation Objectives and methodology

List the evaluation objectives

Describe the evaluation methods

Identify limitations of the evaluation

### Findings and conclusion

State findings clearly, include the significance of the findings for the achievement of the project objectives

Explain whether adequate progress was made

Identify reasons for accomplishments and failures, especially continuing constraints.

### Recommendations

List recommendations for different kinds of users in order of priority (include approximate cost for implementing them, if possible.)

Link recommendations explicitly with the findings, discussing their implications for decision-makers

Include an approximate timetable for implementing or reviewing recommendations.

### Lessons learned

### Appendices

### ***Appendix 3. List of people interviewed***

<b>NO</b>	<b>FULL NAME</b>	<b>ORG.</b>	<b>POSITION</b>
01	Salvador Freire Santos	ML	Chairman
02	Júlio Santos	ML	General Secretary of the Association
03	Guilherme Firmino Neves	ML	Programme Officer
04	João Mendes	ML	Programme Assistant
05	Belarmino Jelembi	ADRA	General Director
06	Carlos Cambuta	ADRA	Director for Social Advocacy and Lobby
07	Isabel Cândida	ADRA	Human Resource Director
08	José de Brito	ADRA	Finance Manager
09	Jenuino Roque	ADRA	Project Assistant
10	Lucia da Silveira	AJPD	Administrative Manager
11	Raimundo Wondila	AJPD	Programme Officer
12	Fernando da Sila	AJPD	Programme Assistant
13	Godinho Cristovão	AJPD	Programme Manager – HIV/AIDS
14	Veronica Sapalo	PMA	Executive Director
15	Rui Mulende	PMA	Legal Assistant
16	Balbina Martins da Silva	PMA	Project Coordinator (NPA)
17	Luis Daniel	PMA	Administrative Assistant
18	Ana Maria Calombe	PMA	Finance Assistant
19	Sandra Saky Guilherme	PMA	Coordinator
20	Quissema Mazumbi	PMA	Finance Manager
21	Suzana Mendes	FMJIG	Director of Project Management Office
22	Josina de Carvalho	FMJIG	Administration Assistant
23	Lusia Bumba	FMJIG	Project Management Assistant
24	Maria Guedes	FMJIG	Website Management
25	Lucie Piassa	APN	Programme Manager
26	Mille Lubbert Hansen	APN	Deputy Programme Manager
27	Pedro Garcia Mvemba	APN	Project Coordinator

#### **Appendix 4. List of documents consulted**

<b>No.</b>	<b>Nome do documento</b>	<b>Organização</b>
1	Midterm review report for the Strategic Partnership (Phase I, 2009)	NPA
2	Strategic Partnership 2010	NPA
3	Strategic Partnership Proposal (phase II 2011-2013)	NPA
4	Strategic Partnership Annual Report 2011	NPA
5	Strategic Partnership document 2011-2013	NPA
6	Observing Change: Planning, Monitoring and Reporting Handbook	NPA
7	Report on the workshop on PMR	NPA
8	Monitoring Report – PMA in Huila 2012	NPA
9	Monitoring Report – Mãos Livres in Huambo and Huila 2012	NPA
10	Contract model with partners for 2012	NPA
11	Observing Change – PMR handbook	NPA
12	List of funds received by each partner	NPA
13	Monitoring report to the activities of the partner (ADRA 2011)	NPA
14	Monitoring report to Huila 2012	NPA
15	Results based report for the year 2011	AJPD
16	Mid year results based report for 2012	AJPD
17	Various correspondence with the partners in the framework of the programme	AJPD
18	Financial audit report for 2011	AJPD
19	Results based report for the year 2011	ADRA
20	Activity mid-year report for 2012	ADRA
21	Strategic Plan 2012-2016	ADRA
22	Staff training plan	ADRA
23	Final communiqué – Communities’ National Conference 2012	ADRA
24	Various correspondence with the partners on the programme	ADRA
25	Finance audit report for 2011	ADRA
26	Triennial Programme 2011 – 2013 first year and first semester 2011	ML
27	Annual report for 2011	ML
28	Access to Justice Project 2011 – Mid-term report June 2012	ML
29	Action Plan – Logic Framework – Mãos Livres 2012 – 2012	ML
30	Various correspondence with the partners in the context of the programme	ML
31	Finance audit report 2011	ML
32	Consolidated report for the first semester of 2011	PMA
33	Consolidated report for the first semester 2012	PMA
34	Annual report Jan – Dec de 2011)	FMJIG
35	Narrative Report for 2012 of Strategic Partnership (1st semester)	FMJIG
36	Programatic plan for 2012	ADRA
37	Action Plan for 2012 – revised	AJPD
38	Various correspondence – letters sent and received	AJPD
39	Women in Action Platform – Action Plan for 2012	PMA
40	Action Plan 2012	FMJIG
41	Study on Legislation and Conventions on women’s rights	FMJIG
42	Report for the seminar “Women Can Do It”, Luanda - Angola	MMPTN