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# Table of contents

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## Table of Contents

Table of contents.....1

Executive summary .....2

1. Context analysis – summary.....3

2. Vision, Mission and Values .....7

3. Geographic focus.....9

4. Strengthening civil society..... 10

5. Thematic Focus..... 12

6. Fit For Purpose ..... 25

7. Risk management..... 28

8. List of abbreviations ..... 29

Annexes to be included:..... 30

# Executive summary

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From 2020-2024, NCA Angola will work with partners to achieve the following vision:

*By 2024, women and men, especially those who live in poor peri-urban and rural areas affected by extractive industries activities and/or where climate change impacts are severe, are more resilient and know, demand and exercise their civil, economic, social and cultural rights, thanks to receiving adequate support from faith-based and other civil society organizations.*

The programmes of NCA and partners will be in **three thematic areas** that are described more thoroughly in Chapter 5:

1. **Fighting Inequality (FI):** this *strategic initiative* of NCA's global programme framework will form the core pillar of the country programme, building on NCA and partner's experience and success from the last decade in this area working toward the global goal to *"reach fair and equitable finance and redistribution of resources."*
2. **Faith-Based Climate Action (FBCA):** this *strategic initiative* of NCA's global programme framework will aim to continue and strengthen efforts from the previous strategic period toward the goal *"faith actors take action on climate change."* In the case of Angola, the initiative will be led by a partner NGO with strength in the thematic area, with the inclusion of faith-based actors<sup>1</sup>.
3. **Strengthening Civil Society and Defending Human Rights (CS/HR):** To respond effectively to the current political, economic and social climate of Angola and maximize NCA's added value as a convener and facilitator among CS actors defending human rights beyond the thematic areas of FI and FBCA, the country office will implement a *contextual programme* with the same overall goal as the cross-cutting component (below): *"Civil society actors and space are strengthened to foster human rights and dignity and empower people to participate in the development and implementation of public policies, development plans and humanitarian response."*

To make the work of NCA and partners more relevant and sustainable, a major focus of this strategic period will be on integrating two cross-cutting components into the three thematic areas:

1. **GBV:** As part of the NCA *global programme* on GBV, NCA Angola will implement strategies in all its projects and programmes that will contribute to the global sub-goal *"empowered women and adolescent girls lead, build self-esteem and realise their rights."*
2. **Strengthening Civil Society:** This cross-cutting component shares the goal and many of the same strategies with the contextual programme CS/HR; it will be important to ensure implementation of these strategies also within the FI and FBCA thematic areas.

The geographic focus of this strategic period will vary to a degree by thematic area. Luanda remains a center of activity, particularly for CS/HR and FI advocacy efforts (but also for FBCA) as decision-making power remains centralized. Beyond Luanda, as the core pillar of the country programme, Fighting Inequality will have the largest geographical spread: Luanda, Bengo, Kwanza Sul, Malanje, Benguela, Uige, Zaire, Cunene. FBCA will be focused in the south of the country where climate change is most felt: NCA's community-level efforts will be concentrated largely in Huila yet may extend into the neighbouring southern provinces of Namibe, Cunene and/or Benguela should opportunities/funding emerge. NCA will also maintain a humanitarian programme providing WASH and shelter services to refugees in the northeast of the country, if funding from UNHCR remains available, and refugees do not repatriate.

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<sup>1</sup> This deviation from the norm—having a secular partner lead the initiative—has been approved by HO strategic advisor for FBCA. While NCA will include faith-based actors in both community-level interventions and advocacy efforts, at the time of writing climate issues are not high on their agenda, so it will take time to produce results.

Throughout all of this work, NCA Angola's added value and mission will be to support faith-based and other civil society organizations in strengthening their capacities to provide knowledge, information and means that allow women and men in situation of exclusion and poverty to know, demand and exercise their political, civil, economic, social and cultural rights.

# 1. Context analysis – summary

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## 1.1 Summary analysis of the operational context

Since the development of NCA Angola's 2015-2019 strategy, some long-lasting characteristics of the operating context have changed or have started to be dealt with differently. Not all recent changes are for the better, but some critical assumptions are different, creating new opportunities as well as challenges that will have an impact on NCA's strategy in Angola for the coming five years. This context analysis, validated by NCA and partners, aims to provide an integrated picture of this distinct operational context. It follows three analytical themes: political, economic and social. Main findings of stakeholder, civil society, conflict, power and gender analyses are included within these three themes.

### ***Political context – Some promising changes, even though still limited in practice***

After 38 years in power, José Eduardo dos Santos left his position as MPLA president in 2017. João Manuel Gonçalves Lourenço, the new president of the MPLA, became the President of the country, under a Constitution that gives him almost absolute powers. Lourenço started his presidency with surprising measures, such as fighting corruption and impunity, promoting access to information for the media and civil society and defending their ability to exercise their political right to participation as well as giving more autonomy to the judiciary. Finally, he called for the first long-awaited municipal elections to be held in 2020. Currently, municipal administrators are appointed. As key stakeholders who hold a great deal of power at local level, these elections are likely to have a substantial impact (positive or negative) on the context in which NCA and partners work. The change in local administration should ostensibly lead to greater opportunities for citizen participation in decision making, although it is too early to know, and likely to depend on those elected.

More than having proper laws, policies and measures, the problem in Angola always has been their implementation. In terms of power and stakeholders, throughout almost the entire country, there is still little or no differentiation between the party and the state, at all levels —national, provincial, municipal and even traditional structures. Deconcentration and decentralisation processes (such as municipal elections), present in official discourse for more than ten years, have made only negligible progress. Finally, despite several mid-term planning exercises having occurred at central, provincial and local levels in the past decade, there are few actual visible results from these. Some small promising changes do have to be recognised, especially as they indicate quite new and significant opportunities for civil society, including faith-based leaders, to make itself heard on the basis of informed and proactive proposals. However, it remains to be seen if CS will be allowed to participate in agenda-making and if the consultations are meaningful or rather an empty exercise to tick a box. While space in the central arena appears to be growing for civil society participation, these changes are not always seen in more rural areas. In the lesser developed provinces such as Lunda Norte and Cunene, institutions are weaker, as is civil society, creating barriers for citizen participation on both sides. Human rights defence can still be a risky enterprise in almost all rural areas, where activists run the risk of incarceration, threats or loss of employment when they are vocally critical of the authorities or demand respect of human rights. However, extractives and/or lands rights issues are often the riskiest, for example in the Lundas.

In terms of gender in the political sphere, Angola is making good progress at high levels and in policy yet is more unequal at local level and in practice. For example, important progress has been made in terms

of gender-sensitive laws and policies in Angola such as the passing of a law against domestic violence in 2011 and establishment of a National Office for Gender Equality and Equity Policy in 2012. However, implementation of policies is weak—for example very few centers for victims of domestic policy are actually staffed and functional, even in Luanda. In terms of leadership, the % of female parliamentarians decreased in the last elections, and governor and municipal administrator positions are overwhelmingly held by men. In NCA's 10 provinces of primary intervention for this strategy, only one (Bengo, FI) has a female governor. Not a single municipal administrator is female. In all of NCA's target provinces except Lunda Norte, traditional leadership is dominated by men.

This inequality at local levels creates barriers for women's citizen participation and allows gender discriminatory cultural norms to perpetuate. It will be important to empower women at the local level to identify their own goals and strategies for change, and to couple this with work at a higher level: with high-level women as allies whose power can be leveraged and with organizations and movements dedicated to women's rights advocacy to be a foundation for achieving development goals.

### ***Economic context –The poor keep getting poorer***

The financial crisis that started at the end of 2014, when oil prices dropped, has transformed into a deep economic crisis, with high levels of inflation (41,12% in 2016 and 23,67% in 2017; 18,% in 2018) and currency devaluation of 48% to the euro during 2018 (since the application of a fluctuating exchange regime). The economic recession is deeply felt by the poor, as the basic food basket price has been increasing since 2015, reducing people's buying power. A 2018 UNDP study estimated the multidimensional poverty rate at 51.2% of the population. An agreement signed with the IMF in December 2018 will require cuts in public spending and subsidies (currently applied to fuel and diesel, as well as water and electricity among others), leading to price increases that will have the greatest effect on the poor. Though the IMF Director insisted the subsidies not be cut till Angola develops a proper social protection programme, it is highly probable this will occur before social protection is ensured.

Meanwhile, a fatal attraction for megaprojects that imply huge investments and have never shown neither effective nor efficient so far, some of them never even starting, continues in Angola. The closure of many companies has visibly increased unemployment, mainly among the youth in urban and peri-urban areas, and the continuous rural exodus of youth towards the latter increases urban poverty and the weight of the informal sector. In the semi-arid south where Angola's FBCA program will be targeted, the livestock-based livelihoods of the agro-pastoralist communities are vulnerable and cash-poor, yet there are virtually no government-sponsored programs to address how to make them more sustainable.

From a gendered perspective, women continue to be more adversely affected by poverty. Despite a widespread recognition of "importance of investing in women," a rights perspective of this is often lacking. Some actors apply this approach only in an instrumental way, so support for women is seen only as a means to other ends, such as improving child nutrition, increasing agricultural production, or increasing family income. In 2018 Angola ranked 125<sup>th</sup> of 149 countries in the World Economic Forum's Global Gender Gap index which examines four dimensions: opportunity, educational Attainment, health and survival, and political empowerment. While Angola has near parity between women and men regarding labor force participation, women get paid significantly less than men for similar work and have much lower average incomes. They also represent the majority of workers in the legally precarious informal sector. Contributing to this economic inequality is the lack of other rights; for example girls are five times more likely to be out of the formal school system than boys. In the southern provinces characterized by agro-pastoralist practices, men tend to the animals while women bear the physical burden: tending to crops/gardens and fetching water (often at long distances), in addition to household and child-rearing duties. Despite this responsibility, men have greater decision-making power with regards to agriculture (ie, what crops to plant) as well as household (ie, when to move locations). This lifestyle and these norms limit women's agency over their household economy as well as leave them with very little time for any sort of civic engagement activities.

***Social context – From increasing social unrest to new grounds for civil society advocacy, from deeply rooted inequalities to new growing powers***

Along with the economic situation, the social context has also worsened. Long-standing problems, such as low-quality primary healthcare and basic education—and access to which at times requires payments of bribes—are still vivid while budget allocations to social sectors continue to be low. Moreover, with increasing poverty, the programmes developed to fight it are invisible, social protection barely exists, shocking inequalities and rural exodus continue, criminality and insecurity are on the rise.

In southern Angola, the accumulation of years of longer and longer drought periods have turned the cattle-breeding semi-nomadic populations so vulnerable that every new episode of drought leads to thousands of families directly affected and by now on the brink of starvation: there are between 171.000 and 285.000 affected families right now (depending on the source of information) only in Cunene province, whose most recent drought began in October 2018. The main coping mechanism of moving a community and their cattle to another areas with more water has the potential to lead to conflict, as competition for the resource increases. Government responses have been criticized as slow, insufficient and inadequate, and private sector investment in the south is negligible.

In the east of the country, but also in more and more areas where the exploration of natural resources occurs, private companies (international and national) have been creating no-rights zones, dispossessing local communities from access to their traditional sources of water, food, medicine and/or income. At times these no-zone areas are legal, but even when illegal, communities face many barriers (particularly economic) to denouncing the practice and receiving compensation and/or having their land access returned.

In addition to increasing criminality, this context constitutes the perfect ground for new sources of conflict, violence and social unrest, as much in public as in private spaces. Despite campaigns and laws against gender-based violence, it is still an acute problem in the Angolan society and is justified as much by men as by women, revealing the deep penetration of norms. According to data collected in 2015-2016 to complement 2014 census, 32% of women from 15 to 49 years old had suffered physical violence at some point since they were 15. However, 20% of men and 25% of women in that age group agreed that this violence was justified if the woman took bad care of children, argued with her husband, left home without warning him or refused to have sexual intercourse with him. In a society already characterized by violent relationships, especially within the household, increased economic stress, unemployment and frustration (ie, with inadequate services and corruption) tend to worsen the levels of violence. Some faith-based institutions and other civil society organizations, like NCA partners, have received training on gender issues and have shown to articulate and defend women's rights, but they actually often reproduce some gender-discriminating behaviour within their own institutions. This shows how deeply rooted gender discrimination is, but also how important it is to constantly and continuously work on it.

In the public sphere, violence and conflict in Angola have historically been politically/party-related. Since the end of the civil war, citizens have faced difficulties in responding to rights abuses and injustice. However, in the past few years public demonstrations against social injustice have become more common. While these groups were subjected to government repression, often violent, in the past, there is some additional space for this form of civil expression under the new regime. These protests have been mostly ad-hoc and limited in space and size (taxi drivers' strike, female street vendors rebelling against police forces during repressive operations against the informal sector), but two specific groups of people have been identified as being influential in current civil society debates, even though it is difficult to measure the extent: the youth group 15+2 (Luaty Beirão being the most well-known), most of whom served time in jail in the past years, and individuals who have been creating and echoing substantial debate through social media (like the journalist Reginaldo Silva, the researcher Rafael

Marques, the cartoonist Sérgio Piçarra, but also some youth who are new but very active and have increasing numbers of followers).

Without any doubt, there is consensus that the most influential person in Angola is the President, his power being secured by the Constitution itself. Then follow State authorities from central to local level. Political parties still have power, even though decreasingly so among youth, especially those in peri-urban areas. Faith-based organizations have influence in the sense that they reach many people, regardless of residence, age, level of education and social engagement. Some civil society organizations are well-known enough to be able to channel ideas and messages (as is the case of most NCA partners), but they need to create common agendas and collaborate and with influential individuals when relevant. Some that have relied largely on research outlining weaknesses, or by highlighting cases of injustice, are now being called upon to create concrete proposals to improve the policies or systems they criticize, and find this transition challenging. On the top of the advocacy opportunities mentioned above, in terms of promoting participation and advocacy, particularly at the local level, it is important for NCA and partners to take into account the following: 1) the new model of local power, based on three pillars (local councils – *autarquias* in Portuguese, that should be implemented from 2020 on, traditional authorities and other forms of citizens' organizations), and 2) the M&E programmes of the public policies included in the National Development Plan 2018-2022.

### 1.2 Rights deficits

On one hand, recent changes and paths taken by the new President, if sustained, should lead to better promotion and attainment of civil and political rights. On the other hand, economic, social and cultural rights, which were already violated for the most vulnerable but did not seem so badly threatened for the middle class that emerged in the economic boom, are now very clearly jeopardized for an increasing part of the population. Whereas the focus of civil society used to be on the right to education, health, adequate housing and land (land particularly in extractives-affected provinces), for more and more people, particularly in the climate-change affected south, the basic rights to water and food must now be added. The relative improvement in the rights to information and participation has to be actively used to defend better economic, social and cultural rights, especially for the most vulnerable, such as women, youth and ethnic minorities usually ignored by State authorities while deeply stricken by the effects of climate changes or the exploration of their natural resources, sometimes both. For this, access to justice has to turn effective too.

### 1.3 Problem statements

Given the above analysis and current level of rights deficit, NCA Angola and its partners will address the following problems:

- Increasing poverty, as it gets deeper and wider, due to general reduction of buying power, more unemployment, and recurrent climate events in specific areas;
- Increasing inequalities, due to bad financial management, inequitable distribution of resources, centralized decision power and discrimination of the most vulnerable;
- Gender inequality due to women's poor access to assets (financial, social, political, etc), norms and systems that discriminate against women (ie, inheritance and land) which lead to lack of self-esteem and empowerment of women and girls and poor participation in decision-making processes
- Faith-based and other civil society organizations' limited influence, due to lack of deeper knowledge and application of the rights they defend (including the right to participation of people themselves in the decisions that affect them), lack of synergies among themselves and with more influential individuals and groups, and lack of proactive advocacy based on evidence and concrete policy proposals.

## 2. Vision, Mission and Values

### 2.1 Introduction

The programming in this strategic period will contribute to a number of the SDGs: The Fighting Inequalities initiative will contribute primarily to SDG1 (No Poverty) and SDG10 (Reduced inequalities) using a faith-based perspective to address lack of pro-poor finance and advocate for increased and fairer spending. It will also contribute to SDG4 (Quality education). The FBCA initiative will support SDG1, 2 (Zero hunger) and 13 (Climate action) given its focus on building resilience and increasing small farmers' productivity, especially in drought-affected areas. The Strengthening Civil Society and Defending Human Rights contextual programme will provide partners and rights holders stronger capacities to achieve the FI and FBCA goals, therefore contributing to SDG16 (Peace, justice and strong institutions) through SDG17 (Partnership for the goals), as the advocacy activities include creating stronger alliances among partners but also spaces with public and private actors for all CSOs and citizens to defend their rights. All three programmes will contribute to SDG5 (Gender equality), through the empowerment women and girls.



**Angola National Development Plan 2018-2022** is structured around six axes. This strategy will mainly contribute to Axis 1 (Human and well-being development) by advocating for higher social spending, Axis 2 (Sustainable, diversified and inclusive economic development) through the FBCA initiative, and Axis 5 (Harmonious development of the Angola territory) through the FI initiative. If adequately implemented, Axis 4 (Peace consolidation, strengthening of democracy and State of rights, good governance, State reform and decentralization) should support NCA and partner work (and vice-versa), especially through its policy for the strengthening of democratic bases and civil society. It is important to note that this is effectively the first national development plan to be widely taken as a reference for government policy implementation and monitoring, not only by State officials but also by civil society actors.

In alignment with **Faith in Action**, NCA will continue to engage faith-based actors on themes such as gender equality and justice. This strategic plan will particularly focus on advocating for a fairer distribution of power and wealth and mitigate the impact of climate change on poor communities. In accordance with the 2020-2030 **NCA programme framework**, integrated programming will be a core of this plan. Even though NCA activities will be in geographically dispersed, so as to respect, strengthen and

build upon our partners' experiences and core interventions, all will contribute towards common on interrelated thematic advocacy efforts at national level. In this way, because advocacy strategies will be based on evidence and rights holders' lived experiences, the more evidence collected throughout the various intervention areas, the stronger advocacy efforts will be.

The **humanitarian principles** of humanity, neutrality, impartiality, independence are crucial to NCA's role in Angolan society, in order to protect our work and that of our partners, and to ensure that we do no harm during humanitarian crises as well as in development and advocacy work.

## 2.2 Vision

NCA Angola's vision with this new strategy is that:

*By 2024, women and men, especially those who live in poor periurban and rural areas affected by extractive industries activities and/or where climate change impacts are severe, are more resilient and know, demand and exercise their civil, economic, social and cultural rights, thanks to receiving adequate support from faith-based and other civil society organizations.*

## 2.3 Mission

NCA has been present in Angola since 2003. Originally, all NCA partners were faith-based; while they continue to constitute a critical core, by now about half are development and human rights NGOs. In the last 5-6 years, NCA's programme profile has evolved from WASH-focused service delivery to more advocacy and civil society strengthening. In this context, NCA has increasingly been considered a valuable supporter of advocacy conducted by faith-based institutions at the highest levels towards the Angolan government.

NCA Angola are generally low-profile in to allow partners visibility and to honour their legitimacy as local actors. In the last couple of years however, NCA's profile has grown more visible, due largely to there being more space for civil society and fewer risks in the local context, but also due to receiving funding from the EU and for having turned into a major humanitarian actor at the northern border in response to the influx of Congolese refugees in 2017. Though NCA have been increasingly focused on long-term development and advocacy methods to respond to post-civil war needs, the agency employs humanitarian methods when the circumstances require.

One crucial fact is that NCA today is the only major international NGO that supports civil society and human rights in Angola, which is reinforced by our cooperation with other ACT Alliance partners. A few others (OSISA, Christian Aid) do provide similar support but in a much smaller scope. In addition to ACT Alliance partners, our main allies are universities (especially academic research centres), UN institutions and the Angolan Ministry of Justice.

Based on this context, the current NCA mission in Angola can be stated as:

*To support faith-based and other civil society organizations in strengthening their capacities to provide knowledge, information and means that allow women and men in situation of exclusion and poverty to know, demand and exercise their political, civil, economic, social and cultural rights.*

## 2.4 Values

NCA Angola shares the organization's global values: integrity of creation, human dignity, global justice, inclusive communities, and compassion.



### 3. Geographic focus

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NCA Angola's geographic focus will remain largely in the capital, west and south of the country. However, NCA Angola must remain flexible to respond to needs that emerge, particularly in the areas where extractives industries are most prevalent and where human rights violations most common. NCA will also maintain a humanitarian programme providing WASH and shelter services to refugees in the northeast of the country, if funding from UNHCR remains available, and refugees do not repatriate.

NCA's geographical choices are based on a number of factors: presence in the south is based primarily on the effects of climate change. However, projects in the north of the country allow us to balance our work with faith-based organizations. Due to historical reasons, Protestant churches each have a particular region of the country where they have greater concentration. In order not to limit our partnerships to only one denomination (either in direct partnership or through projects with member churches of the Council of Churches (CICA), NCA needs to have some geographical dispersion.

As the core pillar of the country programme, Fighting Inequality will have the largest geographical spread: Luanda, Bengo, Kwanza Sul, Malanje, Benguela, Uige, Zaire, Cunene. There is potential that it will extend to Huila province, due to the presence of extractives industry there as well as to promote integration between fighting inequality and faith-based climate action. This programme has expanded in recent years to respond to both donor and stakeholder/rights-holder demand and interest in scale-up. (For example, the EU call for which NCA received funding in 2018 wanted as wide geographical coverage as possible, leading NCA to move into Malanje and Cunene).

FBCA will be very focused geographically. Climate change is most felt in the southern provinces of Cunene, Namibe, Huila and to some extent Benguela and Kuando Kuvango. NCA's community-level efforts will be concentrated in Huila as NCA has two partners intervening there. Should additional institutional funding be secured, such as through the EU, NCA and partners may extend community-level work into the neighbouring southern provinces of Namibe, Cunene and/or Benguela. However, advocacy work on FBCA will focus on the entire southern region, particularly in collaboration with the ACT Alliance. (CA and LWF have community-level interventions in Cunene and Kuando Kuvango.)

The contextual programme of CS/HR will have its base of work in Luanda. Many advocacy efforts are concentrated in Luanda, as Angola's decision-making remains centralized. However, our partners also respond to human rights violations and conduct research in other provinces, particularly the Lundas and Huila where there is extensive extractive industry work. It is important for them to maintain agility and responsiveness, and for this reason exact geographical location cannot be determined for all interventions and all partners.

Co-location of activities will focus largely on strengthening advocacy initiatives that link the thematic areas. For example, local social monitoring groups from FI in Cunene or Benguela may monitor services and budget allocations related specifically to climate resilience and/or empowerment of women and girls to realize their rights. CS/HR partners doing research on access to justice in extractives provinces (such as Lunda Norte) may share data and develop strategies with FI partners.

*NCA Angola has phased out of EE work in Zaire and CR in Cunene, and by the end of the first year of the strategic period will phase out of EE work in Bengo and Benguela.*

# 4. Strengthening civil society

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## 4.1 Problem statement

In Angola, while civil society actors develop partnerships and alliances, they rarely build common agendas for change, making them less effective and not fully capitalizing on the human and financial resources available. The best existing examples of are local networks of CBOs who work to influence the development of their area (generally at municipal level) and thematic networks of more influential NGOs at national level (such as human rights, OPSA, Rede EPT). However, those networks introduced by donors have generally not survived or been very effective in Angola, due to the lack of funds and/or local ownership. New influential individuals and groups, as identified in the context analysis, also must be taken into account if NCA and partners want to make the most of the new political environment, using the increased space offered while progressively lifting the barriers and threats still present to turn into a safe and constructive dialogue-based environment.

Even though international funders have dedicated funds to CS strengthening for years, especially as the country transitioned from emergency interventions during the civil war to development projects and human rights defence, most CS actors still lack knowledge and capacities to have success in rights and evidence-based advocacy. Some CSOs, including various NCA partners, have remarkably increased their capacities yet sometimes have been felt that particular approaches have been imposed by donors, rather than developed organically and in alignment with their own identify and mission. There is also a need for NCA partners to support the skills-building of their targeted rights holders, i.e. CBOs and local faith-based or community groups such as farmers' groups or women's groups, who share the same gaps in skills and knowledge as the larger CSOs yet play a key role in mobilization at the local level.

Finally, except for very few exceptions of organisations dedicated to gender issues, defending and implementing gender sensitive strategies and interventions is one of the least developed capacities Angolan civil society has, at all tiers. Gender discrimination is so deeply rooted that very few organisations which are not led and made by women to defend women and girls' rights, are able to recognize (and therefore change) gender-biased practices inside their own institutions. In this way, even ensuring a do no-harm approach is difficult. Most CSOs and FBOs do not have the skills to undertake proper gender-related risk and power analyses, and therefore projects neither mitigate risks to women nor challenge discriminatory norms.

Space for civil society, as in many developing democracies, is a complex area to navigate, with competing actors and agendas. Where spaces for civic engagement do exist, such as the CACS, they tend to be characterized as not very effective, because citizens feel as though the agenda is not open for contributions by citizens, and that the government uses these spaces more as a mechanism to legitimize their own decisions rather than for real consultation. This is exacerbated by the lack of separation of party and state. Furthermore, at the local level, many authorities are distrustful of civic engagement and create a culture of fear. This political culture in turn leads to citizen apathy; why participate in a space that doesn't lead to any real influence on decision-making, and may actually put me in danger? Then the mechanisms that do exist tend to be dominated by a few actors, some of whom are perceived as having agendas more radical than that of the general population. What should be a broad space for participation becomes narrow and dominated by a few special interest groups.

NCA Angola has accumulated experience on all these issues, through practical and adapted approaches with partners, and will use its capacity to engage CS organizations and groups, including faith-based actors, to work further on these different aspects, through its global programme, strategic initiatives and a specific contextual programme [see 5.5].

## 4.2 Cross-cutting goals for strengthening civil society, including institutional capacity development

Under the global goal “Civil society actors and space are strengthened to foster human rights and dignity and empower people to participate in the development and implementation of public policies, development plans and humanitarian response”, NCA Angola will employ the strategies listed here throughout the chosen thematic areas (although not all strategies will be used in all thematic areas; the subgoals to which there are clear links are highlighted in parentheses).<sup>2</sup>

### **Sub-goal 1: Rights-holders are mobilized for collective action on common interests**

- Mobilize and enable religious and traditional leaders to take actions on citizen advocacy agendas and in the defence of human rights, including gender responsive advocacy (FI2, FBCA2);
- Mobilize citizens to safely take actions on common interests and defence of their rights, including further work with partners so that they progressively transfer decision-making and advocacy activities to local groups and community leaders (GBV3, FI2, FBCA2)
- Develop and implement community-level communication strategy (including social and traditional media) to improve citizen access to information as well as their contribution to relevant debates, especially for just resource governance and impacts of climate change and extractive industries on communities’ rights (GBV3, FI2, FBCA2)
- Support “Advocacy Champions” (influential actors selected by rights-holders to lead advocacy on key issues) (FI1, GBV3, FBCA2);

### **Sub-goal 2: Duty bearers are held accountable by civil society actors**

- Support social monitoring activities on key public works, policies and services (FI1, FI2; FBCA2; GBV3);
- Support legal defence/litigation efforts by local human rights partners;
- Facilitate or engage in development of public statements, studies and reports (FI1; GBV3; FBCA2);
- Support CS actors to develop communication strategies (including social and traditional media) to hold duty-bearers accountable (FI1, FI2; GBV3; FBCA2)

### **Sub-goal 3: Underrepresented groups are empowered to participate in decision-making**

- Build capacity of women’s groups and other CS actors to develop women’s leadership, political participation (public spaces etc) and advocacy (FI2; GBV3; FBCA2);
- Ensure all partners’ programmes include community-level gender sensitization and methods for safely challenging gender discriminatory norms, including targeting religious and traditional leaders (FI2; GBV3; FBCA2);
- Introduce methods for partners’ community-level target groups to ensure women and girls’ participation in decision making (FI2; GBV3; FBCA1, FBCA2)
- Introduce methods for partners’ community-level target groups to ensure youth participation in decision making (FI2; GBV3; FBCA2)

### **Sub-goal 4: Multi-actor platforms are built to work together for social change**

- NCA contributes as a mediator, building relations among CSOs, faith-based institutions, State agencies, as well as private sector, creating spaces in which problems can be discussed and solutions found together, especially in relation to impacts of budget allocations, climate-change and extractive industries on economic, social and cultural rights (FI1; FBCA2);
- Promote effective partnerships that can be horizontal, putting together similar organizations (for example small farmers or women’s groups) or vertical, establishing relations between SCOs and private sector companies, urban groups, State institutions and faith-based institutions (FI2; GBV3; FBCA2);

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<sup>2</sup> NCA Angola has not chosen Sub-goal 5 regarding developing the capacity of local actors in humanitarian response. This is because our humanitarian WASH donor, UNHCR, does not allow for sub-contracting or financing of local partners in their funding modality. Further, Lunda Norte is a province with a very underdeveloped civil society and NCA has no partners with presence there.

- Develop and implement multi-level advocacy strategies involving citizens, community groups, civil society and religious actors for FI, FBCA and CSHR (FI1; FI2; GBV3; FBCA2);
- Conduct sharing and learning presentations to Government on best practice models produced by the programme (FI1).

**Sub-goal 6: Institutional capacities of partners are strengthened (compulsory sub-goal)**

- Develop a formal Capacity Development Plan with each core partner, based on NCA Partnership Assessment Tool. Depending on the partner, likely focus areas will include: PMER, fundraising, project design and proposal writing, financial and accountability systems, governance, gender sensitivity/responsiveness (GBV3)
- Continue to develop faith-based partners' capacity to conduct methodologically sound research, write strong research reports and design and implement pro-poor advocacy based on research conducted (including in setting corresponding agenda with State authorities) (FI1; FBCA2);
- Provide technical capacity-building (through workshops, accompaniment, learning exchanges) on public policy analysis, evidence-based advocacy, political engagement strategies, communication strategies, and citizen empowerment and advocacy methodologies (FI2; FI2; FBCA2);
- Provide technical capacity-building (through workshops, accompaniment, learning exchanges) on various gender issues: gender analysis, community-level and institutional-level gender analysis, gender sensitisation and empowerment strategies and methodologies, and gender responsive public policy research and advocacy (GBV3);
- Organise reflection spaces and debates on why it has proved to be so difficult to advance ESCR in Angola, despite years of advocacy (FI1);
- Develop partnerships with research institutes and universities (FI1);
- Develop partnerships with gender and women's specialist organisations/experts (GBV3).

All activities implemented under sub-goal 6 will be considered and organised as an opportunity for NCA partners, and eventually other CS actors, to exchange experience, strengthen each other, as well as to build strategic partnerships and alliances. All training programmes will be based on practical experiences and around thematic themes, to give participants the occasion, space and time to reflect on what they could achieve better together. This is fundamental in Angola, where CS advocacy is often weakened because each organisation works on its own, impeding the setting of a common agenda, among other limitations.

As has been stated, there are few international organizations engaging in civil society strengthening in Angola. One that does is ACT Alliance partner Christian Aid. NCA will continue to collaborate and coordinate with CA, especially through the ACT Climate Resilience programme. Capacity strengthening assessments and plans will continue to be shared, and capacity building events will be planned jointly where possible (and when not done jointly, CA partners are always invited to NCA events and vice versa). Lessons learned and promising practices documents will be developed and shared among the ACT Alliance and local partners. In this way, NCA Angola will continue to learn from partners as well. Their proximity to and actual insertion in communities provides NCA with needed contextual data and understanding in order to adapt our methods and strategies appropriately. Their political engagement activities provide NCA with information to understand the openings and risks at any given time, which can change rapidly.

## 5. Thematic Focus

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### 5.1 Integrated Programming

In the operational context NCA Angola is working, the main problems NCA and its core partners have been increasingly focusing on are strongly interrelated. As the economic and social situation is worsening, poverty is at the same time increasing and turning more extreme for the most vulnerable, making inequalities greater, more obvious and even more urgent to fight. The impact of climate change on already-vulnerable communities is strongly felt in Southern Angola, while the consequences of extractive industries activities and extensive land grabbing by private actors, well-known in the east of the country, have spread to an increasing number of rural areas. Rural exodus by youth has progressively increased the levels of poverty, social frustration and insecurity in the suburbs of Luanda and most provincial capitals. All this is leading to a potentially socially explosive situation, but also to a major opportunity for NCA and partners to build a stronger advocacy agenda based on an integrated vision and, concretely, integrated programming.

The conjunction of partners' core work and diverse experiences, added to NCA's own added value to engage different levels and types of actors (incl. faith-based institutions) on common themes and challenge them on changes that need to happen to fight poverty and inequalities, namely related to women and young girls' empowerment and participation, is going to put NCA in the coming five years in a strong position to reach its goals. For this, NCA considers both GBV (with a focus on empowerment for rights defense) and SCS as crosscutting, with specific pathway changes and strategies integrated into the other programmes. SCS is so central to NCA Angola's work, and is still greatly needed in order to respond to new challenges and opportunities, that NCA will have a contextual programme on Strengthening Civil Society and Defending Human Rights (CS&HR) that will have some stand-alone projects mainly to strengthen or create spaces for human rights and evidence-based advocacy efforts, and to develop mechanisms to protect human rights actors. GBV however will be fully integrated into our strategic initiatives and contextual programme, as our community-based interventions and advocacy efforts must systematically seek gender-responsive solutions. As a result, while the problem analyses and corresponding theories of change for GBV/sub-goal 3 is presented a global programme, it will not have separated projects [section 5.2]. FI and FBCA as strategic initiatives [sections 5.3 and 5.4], and CS&HR as a contextual project [section 5.5] will have discrete projects but with interrelated and mutually strengthening pathways of change and strategies on advocacy.

More concretely, many of the problems faced by the rights holders in GBV, FBCA and CS/HR are manifestations of various inequalities--gender, financial, access to services—that are at least in part caused or exacerbated by unjust resource allocation and distribution. It will therefore be important to ensure that, wherever possible, that budget allocations, projects and services linked to these problems be taken up by the FI strategic initiative as the central pillar of the country programme and become part of integrated advocacy initiatives.

For example, Fighting Inequality and Faith-Based Climate Action present strong opportunities for integrated outcomes. Fighting Inequality will have social monitoring groups in Cunene province, where climate change effects are strongly felt. The policy analysis of FBCA indicates that climate-change policies lack sufficient resourcing, and the population of the south therefore suffers disproportionately. In this way, FI partners will identify and monitor budget allocations (plans, projects, services), related to climate change, so that FI can contribute to the objectives of FBCA. Ideally, partners in FBCA and FI in the south will take this a step further and develop a common advocacy agenda focusing on resource allocation and policies to mitigate the effects of climate change. Additionally, the integration of partners with expertise in gender can support partners to develop a gendered lens to the budget and service monitoring and advocacy efforts, not only those related to climate but others such as health and education which have been shown to be linked to gender inequality.

## **5.2 Global Programme – Gender Based Violence / Sub-goal 3**

### ***a) Need/problem analysis***

In Angola, gender-based discrimination is so deeply-rooted that the different forms it takes (from physical, sexual and moral violence to the denial of women and girls' rights to participate and defend

their rights) are integrated in the society at best as common and normal practices, at worse as cultural norms to defend. As the main family caretakers, women and adolescent girls are the most affected by poverty. Moreover, the increasing social frustration linked to poverty and inequalities, felt throughout the country and more broadcasted than ever (especially in social media), constitutes a basis for more violent social relations, especially within the households. Both facts are currently turning Angolan women and girls particularly vulnerable and civil society response has been too weak so far.

At the same time, the new trend coming from President João Lourenço to respect civil and political rights better and open space, seemingly, to civil society and media influence, should also be an opportunity for women and adolescent girls to make their voice heard and defend their rights, views and interests. Both negative and positive situations have made NCA identify the need to integrate gender-responsive change pathways and strategies into all selected initiatives and programmes. They imply systematic efforts, from all actors and about all of our themes, to include gender-sensitive analysis and proposals, but more than that, to give women and adolescent girls a real chance to participate in making the analyses and defining the proposals that will allow them to defend their rights and be empowered to be leaders.

### ***b) Theory of change***

As explained in the previous section, NCA will not implement this global programme through distinct projects, but through both strategic initiatives and the contextual programme. In this way, this chapter merely presents the change pathways NCA has identified under each thematic area that focus on women and girls' empowerment and rights.

#### **[Fighting Inequalities]**

**If** faith-based organizations and other civil society actors work for the development of their organizational capacities and the capacities of rights holders who suffer social inequalities, with a strong focus on women and young girls' leadership and an analysis of the attitudes and beliefs that prevail in Angolan society on gender roles, **then** they will be more effective, representative and equitable actors in society, **because** their interventions will contribute to changing gender roles and reducing gender inequalities.

Assumptions: Public and private institutions, as well as civil society actors, work in favor of policies, budgets and norms that promote and protect gender equality and the right of all citizens, including women and girls, to demand justice and equal treatment.

#### **[Faith-based Climate Action]**

**If** women are organised and have increased confidence and skills to participate in dialogue spaces where community priorities/politics are decided, **then** they will be enabled to challenge discriminatory norms and practices, promote women and youth priorities and demand their rights, **because** they will be aware of their rights and empowered to defend their interests.

**If** young women and men have access to quality vocational training, **then** they will have more opportunities to enter the labour market or to develop their own business, **because** they will be better able to respond to market needs.

Assumptions: Communities, including women and adolescent girls, have access to information on public services and policies for monitoring and advocacy activities. Religious and traditional leaders are open to collaborating on the advancement of gender issues and on encouraging women and adolescent girls defend their rights. The market needs and looks for young women and men with the professional training provided by NCA partners.

#### **[Civil Society and Human Rights]**

**If** women and adolescent girls have the knowledge and capacity, confidence, opportunity, and are supported and protected, to claim their rights, **then** there will be an increase in women's active civic



participation and human rights advocacy, **because** women and adolescent girls will be empowered and protected to make their voice heard and defend their rights.

**If** women are supported to become female community leaders (PC9) with the skills and capacity to challenge dominant gender-biased norms and be effective advocates in spaces of dialogue with duty-bearers, and are protected, **then** women's rights will be better represented in community-level advocacy, **because** leaders will put them on community advocacy agendas.

**If** civil society actors have the skills and capacity to empower and protect citizens, particularly women and adolescent girls, to claim their rights, conduct gender-responsive evidence-based advocacy and public policy analysis, more effectively engage key decision-makers, and implement coordinated and common advocacy thematic agendas every time desirable and possible, **then** duty-bearers will be influenced to respect rights and develop and implement gender-responsive policies and services, **because** advocacy rooted in citizen experiences and strong evidence base is effective in achieving change.

Assumptions: Women and adolescent girls are willing and interested to engage in proposed interventions. Men and other community members are receptive to gender-sensitisation efforts and provide the necessary support for women and adolescent girls' participation.

### *c) Goal and sub-goals*

This global programme has as its global goal that women and girls live empowered and free from gender-based violence. NCA Angola will particularly focus on the first part of this goal, and will contribute toward sub-goal 3 – **Empowered women and adolescent girls lead, build self-esteem and realise their rights**. To reach this sub-goal, the approach NCA shall promote with all partners is to create capacity and space for women and adolescent girls to speak for themselves. In this way, NCA will use strategies such as targeting the women's groups or faith-based organizations as a way to reach women and young girls in the communities, and to increase women's representation where partners are already active. NCA and partners will analyse their own community-based efforts from a gendered perspective, in order to improve the information women and girls can access and recognize their own way of organizing and expressing themselves. In this way their participation mechanisms will be adapted to be more gender responsive. These women will be provided specific training relevant to their context, for example on advocacy or on gender-responsive budget allocations and service provision, to increase their confidence and skills, so can more effectively defend their rights and their families and communities against poverty.

### *d) Nexus*

This programme is based on contextual analyses in a setting that has been largely stable for 15 years and is providing new opportunities for civil society based on this development. Therefore, it is largely relevant in a long-term development setting. However, should the need arise, this programme could remain relevant and be adapted in situations of natural disaster (ie, droughts, floods). As partners and rights-holders will be more adept at identifying and defending women's rights and interests, they could incorporate these same strategies in humanitarian settings, so that women's rights and interests are adequately defended and met in service provision and disaster response.

## **5.3 Strategic Initiative 1 – Fighting Inequality**

### *a) Need/problem analysis*

Social, political and economic inequalities are vast and have been well-documented in Angola for decades. For this reason and due to NCA Angola's decade of experience in combatting inequality with faith- and value-based partners, this strategic initiative will be the central pillar of the NCA Angola strategy for the coming period. Some examples of the needs and problems include:

- Inequitable budget allocations:
  - 48,17% of 2019 national budget will be used to reimburse public debt and 34,62% to fund the central government's programmes and expenses. At the same time, Cunene

- and Namibe are among three provinces that will receive the smallest allocation (0,46% each), while they are the most drought-affected areas of the country.
- 42.2% of the total employed works in agriculture, animal production, forestry and fishing<sup>3</sup>, but only 3% of 2019 national budget is dedicated to the primary sector.
- 4% of the national budget in 2018 was allocated to health, and 5.8% to education. These allocations fall far from international targets of 15% to health (Abuja declaration) and 20% to education (Incheon declaration).
- Poverty and rural versus urban asymmetries:
  - Only 1% of children do not face any kind of deprivation<sup>4</sup> and 75% of children under 18 suffer between 3 and 7 simultaneous deprivations. (62% in urban areas and an astonishing 96% in rural areas).
  - The proportion of people aged 15 or over who can read and write (literate) is 79% in urban areas and 41% in rural areas<sup>5</sup>.
- Gender asymmetries:
  - 80% of males over 15 can read and write against 53% of females<sup>6</sup>.

In general, a small percentage of resources is allocated to social programs targeting the most disadvantaged populations, or covering priority areas such as social protection, primary health care network, pre-primary and primary education, nutrition, vaccination, basic sanitation and hygiene. And when resources are allocated, they are not always allocated in accordance with the real priorities of rural and peri-urban areas. An IMF report prepared under article IV of 2018 states that inequalities in Angola are deep and can be aggravated if there are no public policies which have a real and sustainable impact. Yet opportunities for change exist, including recent measures on forced repatriation of capital, fight against corruption, and more tax payment. The IMF is pushing for a proper social protection programme, there is increased political opening and recognition of civil society's role in influencing public policies. More people, including some youth groups and individuals have become engaged in denouncing social injustice. Among these efforts, it is crucial to work with women and seek their representation, because they are the most affected by poverty and also the ones who best take their families out of it when they are given the means to and/or empowered.

### *b) Theory of Change*

NCA Angola's vision for this strategic initiative is of an Angola where citizens can influence the decisions affecting their lives through participation, in such a way that resources are redistributed in a fair and equitable way. This will take place in a context of significant improvements in Angola's governance model, based on treating all citizens according to principles of justice and equality. In this vision, women and other people living in a situation of social inequality can exercise their civil and political rights to influence decision-making processes, through greater collaboration with State institutions, while citizens demand that public authorities and private companies be responsible and held accountable for human rights. To reach these desired changes, NCA and partners will follow three main pathways.

**1<sup>st</sup> pathway:** If women and youth are aware of their rights and mobilized and organized to demand that their priorities be discussed and considered in the existing spaces of dialogue and those to be created with State institutions and private sector actors, **then** they can influence State institutions to be more transparent, to facilitate citizen involvement in decision-making through the creation or strengthening of spaces where they can participate or be represented and their concerns and proposals are taken into account, and to exercise better control (fighting corruption) of the management of public resources,

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<sup>3</sup> 2014 Angolan census

<sup>4</sup> Unicef multidimensional poverty assessment. The analysis identifies the extent to which children in Angola are deprived of the following dimensions: a) nutrition, b) health, c) child protection, d) malaria prevention, e) education, f) exposure to the media, g) housing, h) water and sanitation.

<sup>5</sup> 2014 Angolan census

<sup>6</sup> Idem



which will lead to significant improvements in the governance model, **because** rights holders will participate and demand responsible governance.

Assumptions: The Angolan government accepts its responsibility to fulfil citizens' civic, economic and social rights, and is interested in collaborating with faith-based institutions and other civil society actors, which it recognizes have important role in influencing public policies. This will be observed through dialogue in spaces that now exist or are to be created, as well as through the current dynamic based on changes of the legal framework, attitudes, behaviours and practices in the public and private sector.

**2<sup>nd</sup> pathway:** If faith-based organizations and other civil society actors mobilize, organize, and train citizens to adopt more assertive lobbying and advocacy techniques, **then** citizens will be more effective in influencing public policies during dialogue processes for a more equitable distribution of public resources, **because** decision-makers will be more influenced by strong and effective citizen-led advocacy.

Assumptions: On one side, State institutions feel responsible for and effectively contribute to a political environment that allows citizens to freely exercise their rights to access information and participate in public affairs. On the other side, faith-based organizations and other civil society actors recognize that after years trying to influence State institutions, it is time to switch from protest to proposal, which requires not only the creation of evidence, but transformation of evidence into concrete policy 'asks'.

**3<sup>rd</sup> pathway:** If churches and other actors in civil society prioritize the problem of lack of evidence-based research and studies and proper analyses (including by partnering with research institutes) to create concrete policy proposals, and influence the knowledge and opinions of the media and key decision-makers on that basis, **then** this will create a change in the way public policies are defined, approved, implemented and evaluated, improving their quality, **because** advocacy rooted in citizens' experience and strong evidence works best to incentivise duty-bearers to develop pro-poor policies and services.

Assumptions: An increasing number of institutions dedicated to research are interested in working on themes of interest to faith-based organizations and other civil society actors, who understand how important quality research is to build solid evidence that will support their arguments, demands and advocacy initiatives. Decision-makers are up to listening to the recommendations and demands made.

**4<sup>th</sup> pathway:** If faith-based organizations and other civil society actors work for the development of their organizational capacities and the capacities of rights holders who suffer social inequalities, with a strong focus on women and young girls' leadership and an analysis of the attitudes and beliefs that prevail in the Angolan society on gender roles, **then** they will be more effective, representative and equitable actors in society, **because** their interventions will be based on strengthened and gender-sensitive capacities and analysis.

Assumptions: Public and private institutions, as well as civil society actors, work in favor of laws and norms that promote and protect gender equality and the right of all citizens, including women and girls, to demand justice and equal treatment.

### **c) Goal and sub-goals**

In this thematic area, NCA Angola will work towards the global goal to *reach fair and equitable finance and redistribution of resources*, and subgoals (1) duty bearers are influenced to increase finance for and spending to reduce poverty and inequality, and (2) communities are mobilized for just resource governance. The main strategies to be employed shall be:

- For sub-goal 1, NCA and partners have been working on fairer redistribution of resources for the last decade, especially through social monitoring and participatory poverty analyses at local level and advocacy for fairer spending at national level. More recently, NCA and partners have begun advocacy efforts more directly related to extractives industries (due to Angola's dependence on oil, almost any budget-related work has some link to extractives, even if indirect). NCA and partners will capitalize on this accumulated experience and the new political context to get more communities and actors in-

involved, develop concrete policy proposals and accumulate concrete results. Toward, integrated programming, women and youth priorities will also be a focus for fairer distribution of resources and budget allocations. NCA will also increase work with partners intervening at national level—as well as at the SADC regional level in partnership with other NCA country offices and partners—to advocate for increased finance to reduce poverty and inequalities;

- For sub-goal 2, NCA and partners will mainly target faith-based organizations at local level, including their women's groups, providing specific training aiming toward defending their rights and their families and communities against poverty, and by providing more spaces for CBOs to participate in higher-level advocacy efforts. NCA will also work on access to media and accessible information, including by learning from influential groups and individuals, as identified in the power analysis.

#### **d) Nexus**

As stated in the GBV chapter, this programme is based on contextual analyses in a setting that has been largely stable for 15 years and is providing new opportunities for civil society based on this development. Therefore, it is largely relevant in a long-term development setting. However, growing poverty and inequality could certainly lead to civil unrest. Also, this programme could remain relevant and be adapted in situations of natural disaster (ie, droughts, floods). As partners and rights-holders will have stronger capacities to mobilize and collect evidence, they could incorporate these same strategies in conflict or humanitarian settings, so that equitable distribution of resources and services remains a priority in a conflict or natural disaster setting. For example, should the drought situation in the south reach emergency levels, communities will be able to make the shift to be mobilized to advocate for rapid response and to monitor the service provision provided.

### **5.4 Strategic Initiative 2 –Faith-Based Climate Action**

#### **a) Need/problem analysis**

The chain of problems identified for this SI are related to three major, chronic issues that lead to low levels of resilience:

1) Climate-related shocks – Most small farmers and cattle breeders are vulnerable to recurrent shocks, particularly in the southern provinces of Benguela, Huila, Namibe, Cunene and Cuando Cubango. In the past years, environmental vulnerabilities have been added to economic and social factors that were already chronic, causing significant suffering and economic loss. For example, a survey conducted by the Cunene province government estimates that by the end of April 2019, twenty six thousand head of cattle died in the first four months of 2019, and the 2016 District Health System (DHS) survey indicated stunting rates between 34-44 per cent for the provinces of Huila, Namibe and Cunene. Lack of information, access to technologies and knowledge also prevent affected families and communities from making strategic decisions from a sustainability and climate resilience perspective. This perspective is also missing from government policies and programme design and especially implementation due to lack of will, capacity and coordination among sectors.

2) Community responses to droughts and floods-

Under the 2003 Law of Civil Protection, the National Civil Protection service was identified as the coordinating and mobilizing body for sectoral actions in the prevention and mitigation of emergencies and reduction of vulnerability. However, despite the existence of representation of the National Civil Protection Service at the local level, the absence of its own budget (emergency fund) makes its dependence on the central government clear. It is the responsibility of the National Protection Service to dictate the states of alert and contingency of the circumstances in which the situation of calamity will be declared. This set-up contributes to weak community capacity to respond to climate shocks such as droughts and floods. For example, when NCA partners in the past have requested support from the local civil protection bodies to prepare contingency or EPRP, their response has been “we were hoping that you could train us.” In the agro-pastoralist cultures in much of southern Angola, the community response is frequently to move, which isn't always a sustainable response, especially as these shocks

become more frequent with climate change. One challenge of community response in these areas is that communities tend to be dispersed and very small, making coordination challenging. NCA and partners must develop culturally-sensitive strategies to address these challenges at the government and community level.

3) Legislative Environment-The legislative environment related to climate change, food security and access to water tends to be characterized as relatively robust in terms of policy content yet characterized by weaknesses in implementation/enforcement and budgeting for execution.

**Access to Water:** Angola suffers from the paradox of having many water resources yet a population that largely lacks access to water. At the formal level, Angola took an important step with the publication in 2002 of the Water Law (Law no. 6/02 of June 21), which established the rules for the use and use of water for integrated management, water resource development and protection and conservation, and established the responsibility of State institutions to define general policy and its development. Also in the field of legislation is the creation of the National Institute of Water Resources (INRH); a legal body whose mission is to ensure the implementation of national water resources policy, in matters related to the planning and integrated management of these, their use, preservation, protection, supervision and control. The Presidential Decree n. 0 126/17 of June 13 2017 approved the National Water Plan (PNA), one of whose main objectives is to assess the impact of climate change on water resources.

Despite all the legislation drafted in Angola's water policy, in practice, little progress has been made in meeting the water needs of the population. In short, the achievement of the goals set out in the NAP and the Millennium Development Goals (MDGs) requires financial and technological efforts, technical, institutional, social and pedagogical strengthening of management services that go beyond the current capabilities of the water sector (which tends to view things from a limited supply management perspective rather than a more holistic one that employs cultural and social perspectives relevant to water access); it also requires greater awareness of the population about the importance and value of water resources for their lives, health and subsistence.

**Food Security:** Angola has a National Strategy for Food Security (ENSAN) as well as an accompanying Action Plan (PASAN), which is coordinated by the National Council for Food and Nutrition Security (CONSAN), constituted by members of various ministries and also civil society. However, ENSAN is outdated (2009) and needs to be updated to meet today's challenges. Also, adequate implementation of the PASAN is impossible in that most of the ministries who have specific tasks in these action plans do not have the financial resources necessary to carry them out. These plans do not have their own independent budgets and rely entirely on the ministries. They also lack sub-national representation and are therefore overly centralized with little concrete action at the local level.

**Climate Change:** There is also a National Strategy for Climate Change 2018-2030 (ENAC) and a National Commission on Climate Change and Biodiversity. From a policy point of view, ENAC is well-developed and structured. However, like PASAN, it suffers from lack of human and financial resources (likely due as much to lack of proper planning and management as to actual lack of resources) and has depended on external funding that does not ensure sustainability.

### *b) Theory of Change*

The vision for this strategic initiative is that "Rural communities are resilient to the effects of droughts and floods, through increased water security, and the development of effective coping mechanisms".

Although rural communities are the main target, target audiences include government officials, decision-makers and professionals responsible for providing of WASH services at national, and as well as WASH development partners. NCA and partners will particularly focus on empowering women and girls to influence decision-making. It will also be critical to motivate youth to participate in decision-making.

Public institutions will be the main target of the advocacy strategies defined with the communities, using recent and coming opportunities, especially at municipal level. At the level of community leaders,

religious actors and traditional leaders are critical to influence processes and changes, but they are also frequently responsible for gender-related and at times discriminatory norms, making them a crucial target for advocacy as well as mobilization. Private sector actors (service providers, intermediaries, private actors with technologies) are generally not keen on working with rural communities, but they will have to be engaged in a way they can see the advantage of providing technological solutions to climate related problems.

NCA and partners will thus implement projects using the following actor-based change pathways.

### **1<sup>st</sup> group of pathways – Individual/community level (cooperatives/associations/rural families):**

**If** communities have knowledge and skills to manage land and water resources in sustainable manner and have access to climate-smart technologies, **then** they will have increased water security **because** they will have the necessary skills and resources.

**If** communities are mobilized and have the knowledge, skills, and resources to manage the impacts of droughts and floods, **then** they will be better able to resist, absorb and recover from natural disasters, **because** community-based disaster risk management is effective in increasing climate resilience.

**If** women are organised and have increased confidence and skills to participate in dialogue spaces and demand their rights, **then** they will be enabled to challenge discriminatory norms and practices in their communities and benefit more equitably from community-based initiatives supported by the programme, **because** they will be empowered to defend their interests.

Assumptions: Communities have access to information on public services and policies for monitoring and advocacy activities. Technologies are affordable, accessible and compatible with existing local best practices. Small producers and cattle breeders accept innovative measures aimed at increasing their production in a sustainable way, adapting to climate change and strengthening their resilience to crises and threats. Communities do not resist change, and partners can develop a good approach to work by appropriately introducing lessons learned and good practice in other similar contexts.

### **2<sup>nd</sup> group of pathways – Civil society and community leader level (religious actors and traditional leaders) and Institutional level (National government, mainly Ministry of Agriculture, local administrations and elected municipal administrations – “autarquías” from 2020 on):**

**If** religious and traditional leaders unify and proactively advocate for the development and implementation of gender equitable and climate resilient rural policies and adoption of climate-resilient technologies, **then** duty-bearers will be influenced to develop and implement supportive policies and services, **because** religious and traditional leaders are influential at community and institutional levels.

**If** religious organizations and other civil society actors develop their capacity in community based disaster risk management, train local communities, and engage local authorities, **then** local communities will be more resilient **because** coordinated, rapid and effective responses to disasters mitigate and reduce their negative effects.

Assumptions: Religious leaders are open to collaborating on advocacy and becoming vocal actors in relation to FBCA. Traditional leaders act in the interest of communities. Both groups are influential with duty-bearers. Government will have the necessary resources to fully implement existing programmes and services. Governmental institutions at local and national level open to develop mechanisms like DRR/EPRP systems. Civil society actors have access to information on public services and policies for social monitoring and advocacy activities. “Autarquías” will be an influential space to engage at local level in programme advocacy. Authorities recognize that disaster resilience in high-risk areas is a priority issue and therefore develop better risk-preparedness and mitigation systems.

### ***c) Goal and sub-goals***

The global goal for this initiative is to enable Faith actors take action on climate change . In Angola, the programme will be driven by a non-faith based actor with technical expertise on supporting rural

development in communities affected by droughts and floods. Faith actors will be engaged to support programming and advocacy at community and national levels. Where appropriate, social monitoring activities of the FI SI will integrate a climate action lens. Reaching this goal will require meeting two sub-goals: 1) communities are enabled to respond to climate change; and 2) Faith actors and communities advocate for climate action. The main strategies/approach intended for these sub-goals follow:

- For sub-goal 1, NCA and partners will mobilise communities and support them to develop knowledge and skills to develop improved coping strategies to deal with droughts and floods, including water security, and livestock management practices. Communities will also be supported to identify, adapt, and apply appropriate and accessible technologies. Community based disaster risk management systems will be established in each community.
- For sub-goal 2, NCA and partners will conduct evidence based advocacy towards duty-bearers, including through FI SI social monitoring activities and via sharing and learning presentations to Government on best practice models produced by the programme.

#### **d) Nexus**

FBCA is the thematic area where nexus programming is most critical. In the south of the country, communities are often teetering on the edge of a disaster, and better preparedness and effective strategies can support communities to sustain recurrent shocks without needing humanitarian services. In addition to introducing climate smart technologies, communities will need to be equipped with disaster-preparedness plans and response skills. Advocacy efforts, particularly in the south will need to propose not only long-term policies, but also investment in DRR/EPRP. In this way, should shocks become too powerful and lead to the need for humanitarian programming, with plans and policies in place, actors will be positioned to make the transition.

### **5.5 Contextual Programme– Strengthening Civil Society and Defending Human Rights**

Even though strengthening civil society is a cross-cutting component of the strategy, (see Chapter 4), it is so central to NCA's work in Angola that a specific contextual programme will be implemented in this thematic area. The programme is based on the same sub-goals as the SCS component but developed on a theory of change specifically related to the Angolan context and the advancement of human rights, with specific pathways for each type of actor/partner NCA works with.

In Angola, NCA is the only organization who supports human rights organizations to such a high degree, not only through funding but also through training and other kinds of support<sup>7</sup>. Continuing civil society strengthening and human rights work in this period of political transition is crucial to the consolidation of democracy in the country. While the methods and strategies are similar to that of Fighting Inequality, the scope of work is much broader. As described below, NCA does not only include faith-based organizations and other civil society actors in this programme, but also the communities and rights-holders NCA and partners support to defend and demand their own rights.

#### **a) Need/problem analysis**

NCA and partners identified four major themes:

1) Weak and ineffective partnerships and alliances between CS actors – CSOs are still operating largely in isolation from one another and not maximizing the potential for a unified response. The main causes of this include: a. Competition for limited funding; b. Lack of a common agenda or attempts to develop one (linked in some ways to limited funding and focus on specific projects) and c. the diversity of CS actors and approaches (protest, cooperative, policy proposal, etc) and structure (formal NGOs vs citizen-led

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<sup>7</sup> It should be noted that most of the funding for this programme comes from the Norwegian Embassy, and an explicit objective (and a relative condition) to the funding is to support human rights and democratic space for civil society.

movements) and difficulties in identifying opportunities for collaboration when it would be strategic, as well as understanding and valuing each other's respective roles and approaches.

2) Weak human rights knowledge and technical capacities – Most citizens and communities who face violations of their rights do not know how to defend them due to lack of knowledge and capacity. They have little confidence to defend them in addition to not feeling safe to try. In the same way, faith-based organizations, other civil society actors, and/or the local groups they work with, lack knowledge and technical capacities necessary to properly support affected communities, such as on public budget analysis, policies and laws, human rights defence approaches, protection of citizens/activists claiming their rights, conflict-sensitive advocacy, conducting quality research, and empowering strategies among others. Youth-targeting strategies are also quite weak or inexistent. By being more “reactionary” than proactive in their engagement with political actors and decision-makers, CSOs do not manage to set the agenda and have made little progress on advancing economic and social rights, despite having advocated for them for many years.

3) Political environment – Space for civil society and human rights actions, whilst opening up, does not feel safe yet, especially outside of big cities and in closed areas like mining zones. Crucial problems such as an ineffective justice system, lack of Constitutional compliance and impunity still exist. Civil and political rights have improved, but cases of citizens being threatened/attacked for engaging in human rights advocacy are still reported. At the same time, social and economic rights have deteriorated and there is a risk of civil tension arising as government response is inadequate/absent.

4) Weak ability to design and implement gender-responsive strategies and interventions – Women's empowerment as both a “process” and an “outcome” is still largely invisible in the strategies and interventions of many CS actors. Organizations lack the competence to analyse policies, budgets or practice from a gendered perspective and offer proposals for addressing gender inequality. Women still find it difficult to engage in CS activities due to gender discriminatory norms: burden of domestic/agricultural labour, acceptance of women as vocal and equal participants in spaces for civic participation, especially in rural areas, which, in some cases, lead to increased domestic violence and other forms of GBV.

### ***b) Theory of Change***

The vision for this contextual programme is a diverse, unified and effective Angolan civil society that empowers and protects citizens to organize and participate in spaces to claim their rights and conducts gender-responsive public policy advocacy towards duty-bearers that is evidence-based and rooted in the experiences of citizens.

To realise this vision, NCA and partners will implement projects using the following change pathways (organised by actors):

**1<sup>st</sup> group of pathways – Individual/community level** (women and men affected by climate change impacts and/or extractive industry activities, rural communities and farmers' organisations, social monitoring groups, and women and adolescent girls as a specific group):

**If** citizens have the knowledge and capacity, confidence, opportunity, and are protected, to claim their rights, **then** there will be an increase in citizen-led advocacy in existing and created spaces of dialogue with duty-bearers, **because** citizens will be empowered to defend their rights and engage with duty-bearers.

**If** women and adolescent girls have the knowledge and capacity, confidence, opportunity, and are supported and protected to claim their rights, **then** there will be an increase in women's active civic participation and human rights advocacy, **because** women and adolescent girls will be empowered and protected to make their voice heard and defend their rights.

Assumptions: Communities have access to information on public services and policies for monitoring and advocacy activities. Spaces for dialogue with duty-bearers permit proactive citizen participation.



Protection mechanisms established by NCA programmes are robust enough to provide full protection to citizens engaging in advocacy. Women and adolescent girls are willing and interested to engage in proposed interventions. Men and other community members are receptive to gender-sensitisation efforts and provide the necessary support for women and adolescent girls' participation.

**2<sup>nd</sup> group of pathways – Community leader level** (female community leaders, religious actors and traditional leaders):

**If** women are supported to become community leaders with the skills and capacity to challenge dominant gender-biased norms and be effective advocates in spaces of dialogue with duty-bearers, and are protected, **then** women's rights will be better represented in community-level advocacy, **because** leaders will put them on community advocacy agendas.

**If** religious leaders unify and proactively advocate for the rights of citizens, particularly women and adolescent girls, **then** duty-bearers will be influenced to respect rights and develop and implement gender responsive policies and services, **because** religious leaders are influential at community and institutional levels.

**If** traditional leaders have the knowledge and capacity, confidence, and opportunity to create and engage in participatory spaces of dialogue with their communities, **then** they will increasingly advocate for the rights of their communities with duty-bearers, **because** they will be encouraged to be accountable for their cultural obligations to the community.

Assumptions: [All assumptions listed under the 1<sup>st</sup> group of pathways are valid here, in addition to the following]. Religious leaders are open to collaborating on advocacy and becoming vocal actors in relation to citizen agendas, including women and girls' rights. Religious and traditional leaders are influential with duty-bearers, and act in a non-partisan and independent way.

**3<sup>rd</sup> group of pathways – Civil society actor level** (NCA partners, other CS actors including NGOs, FBOs, CBOs, media and citizen movements):

**If** civil society actors have the skills and capacity to empower and protect citizens, particularly women and adolescent girls, to claim their rights, conduct gender responsive evidence-based advocacy and public policy analysis, more effectively engage key decision-makers, and implement coordinated and common advocacy thematic agendas every time desirable and possible, **then** duty-bearers will be influenced to respect rights and develop and implement gender responsive policies and services, **because** advocacy rooted in citizen experiences with a strong evidence base is effective in achieving change.

Assumptions: Civil society actors have access to information on public services and policies for social monitoring and advocacy activities. Spaces for dialogue with duty-bearer permit proactive participation. Protection mechanisms ensure full protection. Faith-based organisations are open to collaborating on advocacy and becoming vocal actors.

**4<sup>th</sup> group of pathways – Public and private duty-bearer level** (Ministries, parliamentarians and specific parliament committees, political parties, private sector):

**If** citizens increase their demands for rights and community leaders and civil society actors monitor and advocate for the implementation of gender-responsive public policies and services based on solid evidence, and support duty-bearers to adopt and replicate best practice models, **then** relations between civil society and duty-bearers will be improved and effective in bringing along concrete results, and a supportive environment for participatory and accountable governance that fulfills the rights of citizens will be secured, **because** a multi-level advocacy approach involving citizens, communities, and civil society is effective in achieving change.

Assumptions: CS actors have access to information on public services and policies, as well as private projects and measures. New municipal forms of administration ("autarquías") will be an influential

space to engage at local level in advocacy. Government has and use the necessary resources to fully implement programmes and services.

### *c) Goal and sub-goals*

As in the Strengthening Civil Society cross-cutting component, NCA Angola will work towards the global goal and five out of six of the sub-goals. Refer to chapter 4 of this strategy to know about the main strategies and approaches for each sub-goal.

In addition to the five global sub-goals this contextual programme will “borrow” and contribute to NCA’s global peacebuilding program’s sub-goal 5: Protect social action for peace. While Angola is post-conflict, this goal is relevant for human rights work and promoting a vibrant civil society in a still-restrictive political space.

Strategies for this may include (but will not be limited to):

- Develop mechanisms and an alert system to provide protection to citizens engaging in human rights advocacy when necessary;
- Provide legal support to persecuted human rights activists and victims of rights violations such as domestic violence<sup>8</sup>;
- Develop and implement a political engagement strategy and tracking system with partners;
- Develop strategies and approaches for navigating closed civic spaces in the legal, financial, public, physical domains;
- Support partner participation in processes such as Universal Periodic Review (UPR);

### *d) Nexus*

Please see 4.2.

## **5.6 Sustainability standards**

The new operational context for NCA Angola and its partners—if recent changes get confirmed and new laws and measures actually applied on the ground—shall provide a more conducive setting for the intended work. This context especially applies to NCA’s CHS commitments and other sustainability standards, for example in relation to anti-corruption and accountability. NCA will capitalize on the improved context, despite of all its limitations, to promote these standards as rules for all our partners, and as the best way to improve our work and obtain sustainable results.

NCA Angola underwent a field audit as part of NCA’s CHS periodic audit in April 2019. This exercise identified areas in which NCA will focus during the strategic period to improve its adherence to the 9 commitments:

- The continued roll-out, socialization and implementation of CRM in all communities where NCA and partners work will form a core part of this work, to assure that feedback from rights-holders is received and responded to.
- Development of mechanisms for the inclusion of rights, needs and interests of traditionally marginalized populations, including women, youth and persons with disabilities
- Development and implementation of systematic capacity strengthening plans based on partner assessments
- Stronger monitoring routines that adhere to minimum requirements
- Stronger emphasis on integration of Do No Harm and other principles to avoid unintended negative impacts of NCA and partner interventions

Many of these commitments overlap with objectives of Strengthening Civil Society, therefore facilitating their integration into project design. The rights-based approach is emphasized through capacity strengthening and thus reinforces evidence-based advocacy. NCA will also continue to reflect with

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<sup>8</sup> Free legal defense is the core business of one of the major partners in the CS/HR contextual programme. Many cases involve land rights, incarcerated populations, domestic violence cases and defense of human rights activists



partners on how capacity-building must and can better reach their target groups of rights-holders, especially the most vulnerable such as very poor communities, women and girls. These elements are included in terms of reference for project and programme evaluations, to ensure collection of independent opinions and recommendations about these core standards.

The focus for conflict sensitivity in Angola is less about violent conflict but rather community-level tensions and political loyalty. Special attention must be paid at the community level, where land issues and choices of one community for a project instead of another have led to project difficulties for NCA partners. NCA partners need to be equipped with tools to conduct conflict analyses before project implementation, as well as tools to manage such tensions in the case they occur. On a political level, NCA has always maintained a low, neutral profile and taken great efforts to manage political/party-related sensitivity, even while supporting the advocacy of vocal, critical human rights NGOs, and to date has not encountered difficulties. Recent political opening from the new President and his demonstrations that these old political differences should be managed in a peaceful way are likely to contribute to reducing tensions in the coming years, especially in rural areas where they have stayed more vivid. However, social frustrations and increasing demands from the youth have recently led to new kinds of tensions that NCA and partners must monitor to make sure interventions do not unintentionally fuel future tensions or conflicts.

NCA and partners have worked to integrate gender sensitivity in all initiatives and PMER efforts, working with gender specialists to conduct studies, train and support partners. However, progress is slow and concrete results and impact are lacking. Efforts must be scaled up to address the ways in which poverty and inequalities affect women and girls in a disproportionate way. In this strategic period, empowering women and girls will form a core part of all projects, as clearly defined in this strategy. NCA and partners have developed specific change pathways and strategies for women and girls' empowerment within each thematic area. Monitoring gender-related processes and outcomes will be key to ensure gender-responsive project implementation, as much from our side as from our partners'.

Finally, environmental sustainability is an integral part of this new strategy, as dramatically increasing climate-change impacts have led to the choice of Climate Smart Economic Empowerment as a strategic initiative that will be central to NCA and partners' work in this period. Environmental sustainability will also be part of our advocacy efforts under the Fighting Inequalities flag. Climate change disproportionately impacts the poor, women and children, exacerbating inequality. Therefore, advocacy is for additional investment for climate resilience and environmental protection is necessary to protect the rights of vulnerable populations.

## 6. Fit For Purpose

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### 6.1 Human Resource Management

NCA and partners have solid competence in basic civil society engagement principles and project management, but a number of areas will require greater competence in the strategic period<sup>9</sup>. These include:

1. Good governance: strengthening partner capacity in evidence-based advocacy and developing specific policy proposals

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<sup>9</sup> NCA Angola normally reserves a small amount of its embassy funding for capacity strengthening initiatives such as workshops and consultant support. Also these initiatives are included in funding proposals to other donors such as EU.

2. Gender: much local expertise in Angola is limited to the legal sphere or high-level theory. Integrating the GBV sub-goal on women and girls' empowerment will require support from HO, as well as support from stronger partners to those who don't have as much experience. If funding permits and local expertise can be identified, NCA will hire an additional gender empowerment advisor or long-term consultant to work with partners, particularly on developing and implementing community-level strategies to create supportive environments for women and girls.
3. Climate Action: NCA Angola will seek the periodic support of local consultant expertise based in and familiar with the culture and practices the south of the country and continue its partnership with Diaconia Brazil to implement FBCA
4. Institutional Strengthening: NCA Angola will need to bolster its human resources in finance in order to sufficiently strengthen partners and meet donor requirements
5. PMER: support (likely external) to set up an effective baseline and monitoring system
6. Fundraising: consultants to support proposal writing

## 6.2 Partnerships for Change

In addition to local civil society partners, NCA intends to cultivate additional partnerships with research/academic institutions in the strategic period. The *Centro de Estudos Africanos* (CEA) and *Centro de Estudos e Investigações Científicas* (CEIC) from the Catholic University will be an important partner for research to support policy analysis and evidence-based advocacy. NCA's partnerships with ICRA and ISUP will continue to play a role in supporting our community-based projects, particularly in FBCA, through interns who can provide additional expertise and mobilization support in remote communities. As always, partnership with other ACT members (Christian Aid, LWF, CICA, IECA and IEA) will continue to be crucial for coordination and higher-level advocacy, particularly within our FBCA programming. The learning partnership with Diaconia Brazil will continue within the FBCA initiative, as it has to date introduced relevant technologies but also working methods that can be effective in the semi-arid south of Angola. With regards to women and girl's empowerment, new partnerships will have to be developed. At a high level, potential groups include those of Female Judges and Female Parliamentarians. At the community level, CBOs will need to be identified through partners and faith-based organizations. Promaica, the grass-roots women's organization of the Catholic Church is one.

NCA also intends to continue to cultivate partnerships throughout Africa in support of its Fighting Inequality initiative, in order to be more effective in regional advocacy such as the Make it Happen Campaign. Potential partners include other NCA COs working in extractives advocacy, such as Tanzania, Malawi, DRC, Zambia and South African Regional, and their partners, particularly those active in Alternative Mining Indaba. Given the lusophone connection, NCA will specifically seek out NGOs working on extractives advocacy in Mozambique.

## 6.3 Digitalization

NCA Angola will participate in all global digitalization initiatives in order to become a more efficient and data-driven organization. These initiatives include PIMS (Project Information Management System) and ADITRO (Human Resources platform). In Angola, NCA will continue to increase digital data collection using either MagPi or KOBO Toolbox platforms. Beyond data collection, NCA will seek to identify opportunities where technology can be used as programmatic tools, particularly in building multi-stakeholder networks or supporting information-sharing among rights holders. Another area of focus will be on social media for advocacy and mobilization. As mentioned previously, social media has played a stronger role in civic engagement in the last few years in Angola, and NCA partners are eager to improve their abilities to capitalize on this important platform.

## 6.4 Learning

The identified strategies for NCA Angola include engaging in regional platforms and networks for Fighting Inequality, such as Alternative Mining INDABA, to learn from the experiences of civil society

actors in SADC. It will be necessary to foment a broader network for learning in FBCA. Efforts have begun under the umbrella of the ACT Alliance but are at the nascent stage. Learning exchanges, pilot experiences and conferences are ways that learning will be promoted in this initiative. The learning exchanges will need to go outside of our traditional partners, to include other actors such as Caritas Angola, World Vision, government institutions, etc. Internally, NCA Angola will continue to conduct periodic informal context analyses. For other thematic areas, the country office intends to conduct periodic learning sessions with local experts on areas of relevance to staff as well as partners. This will be particularly important in gender empowerment strategies, to make sure that learning is not limited to a few staff persons or partners but penetrates all levels.

The country programme will employ the ToC in various ways to ensure adaptive programming:

- Conduct annual reflections with partners on how NCA and partners are progressing with the change pathways and testing assumptions
- Indicators for both critical preconditions and long-term changes and a mid-term evaluation of the ToC will provide opportunities to monitor, assess and adapt as necessary
- A potential longitudinal action research project, in conjunction with a research institute would provide deeper learning and opportunities for action on a specific areas (to be identified).

### 6.5 Funding

As in previous years, funding for development is scarce in Angola, with the majority of donors focusing on health interventions. While a formal market analysis (ie, hiring a consultant to conduct mapping) is not a strategic use of time/funds, NCA still will annually conduct informal analysis. What will be more important is intelligence gathering and relationship-building with the donors that do exist, so that the CO is well prepared and positioned for the few opportunities that arise.

NCA has been fortunate to benefit from Norwegian Embassy funding since its programme inception. The embassy funding continues to be the core of Angola funding, and the strategic initiatives and contextual programme will rely on this funding to maintain its current level of commitment. It remains a constant, continuous priority of the CO to maintain strong relationships with the ambassador and other embassy personnel to ensure, to the extent possible, that this funding continue. Scale up of programs is unlikely and the focus will be to sustain all three thematic areas. The full funding portfolio and landscape for NCA Angola include:

Donor	Relationship	Length of relationship	Plan for strategic period
Norwegian Embassy	Major donor (20m NOK annually)	Since start of CO	Continuation at same level for all thematic areas.
EU	Donor of one fighting inequality project (900,000 euros 2018-2019)	2018-present	Apply for additional funds for FI and CS/HR when opportunities arise
UNHCR	Donor of humanitarian WASH project (12m NOK in 2019)	2017-present	Continue as long as funding is stable (at least 6 months at a time); maintain our reputation
Statoil	Former donor of small projects (1m NOK)	Last project ended in 2018	Lobby for renewed funding, in the south of country for FBCA
UNDP	none		Develop relationship to position ourselves for

			any relevant funding (most likely FBCA)
FRESAN	none		Apply for funding in 2019 for access to water (FBCA)

## 7. Risk management

### Main risks and mitigation strategies for the CO

NCA's greatest risks for the strategic period are financial:

1. **NCA partner corruption:** NCA has identified certain irregular financial practices within partner institutions that NCA has sought to eliminate and terminate. However, in a country with rampant corruption like Angola, the risk is always there. The risk is heightened among our bilateral partners, where we do not have as close contact with their systems and procedures as with our accompanied bilateral partners.
2. **Reduced funding to NCA programs:** NCA relies heavily on embassy funds, which are not guaranteed and are subject to yearly approval. NCA has also lost one major donor (Oil for Development) due to the end of their cooperation with Angola.
3. **NCA and/or partners not able to manage finances properly:** NCA's current financial department is not robust enough to manage the organizations finances and also support and monitor partners adequately. Several partners do not have adequate financial systems.

NCA Angola will mitigate these risks by restructuring and bolstering its finance department in order to assess, monitor and support partners better. With regard to funding, NCA will seek additional donors, although the donor landscape in Angola does not provide sufficient opportunities to replace embassy funds should those be eliminated. While some of the embassy allocation is outside of NCA Angola's control, NCA Angola will have regular dialogue with embassy staff to maintain the strong relationships enjoyed and share important success stories regularly.

Another area of risk for NCA is related to CHS and sustainability standards:

1. **NCA is not responsive to rights-holders needs and/or feedback:** NCA Angola has been slow to develop and roll-out Complaint Response Mechanisms. The refugee population NCA serves in its humanitarian programme does not receive information as they should.
2. **The rights, needs and interests of marginalised populations, including people with disabilities are not adequately addressed in NCA programming.** NCA Angola and partners lack effective strategies for identifying and responding to needs of marginalised populations, both in its humanitarian and development programs.

Before and during the strategic period, NCA will work with staff and partners to improve compliance with the CHS and sustainability standards. NCA will in particular continue to sensitize staff, partners and communities on the CRM, and continue to discuss the CRM design with the partners, so that they can make recommendations on its improvement and keep it a relevant, living mechanism. NCA will seek to develop strategies and indicators to identify and respond to the needs of marginalized populations, particularly women and girls as well as persons with disabilities. All new projects will be based on a solid needs analysis with participation from partners and communities, and employ recommendations from relevant assessments.

## 8. List of abbreviations

ADRA	Acção para o Desenvolvimento Rural e Ambiente (Action for Rural Development and Environment)
BftW	Bread for the World
CA	Christian Aid
CC	Climate Change
CEA	Centro de Estudos Africanos (Center for African Studies of the Catholic University of Angola)
CEIC	Centro de Estudos e Investigações Científicas (Center for Scientific Studies and Investigation of the Catholic University of Angola)
CHS	Core Humanitarian Standard on Quality and Accountability
CICA	Conselho das Igrejas Cristas em Angola/Council of Christian Churches Angola
CRM	Complaint Response Mechanism
CS	Civil Society
CS/HR	Strengthening Civil Society and Defending Human Rights (NCA Contextual Programme)
DDR	Disaster Risk Reduction
EIA	Environmental Impact Assessment
ERPP	Emergency Preparedness and Response Plan
ESCR	Economic Social and Cultural Rights
FBCA	Faith-Based Climate Action
FI	Fighting Inequality
FBO	Faith Based Organisation
GAS	Grupos de Agua e Saneamento/ Water and Sanitation Groups
GBV	Gender Based Violence
HO	Head Office
ICRA	Instituto de Ciências Religiosas de Angola (Institute of Religious Sciences of Angola)
IEA	Igreja Evangélica de Angola (Evangelical Church of Angola)
IECA	Igreja Evangélica Congregacional de Angola (Congregational Evangelical Church of Angola)
IGA	Income Generating Activity
INDABA	Alternative mining INDABA
ISUP	Instituto Superior Politecnico (Superior Polytechnic Institute)
LWF	Lutheran World Federation
M&E	Monitoring and Evaluation
NCA	Norwegian Church Aid
PMER	Planning, Monitoring, Evaluation and Reporting
PPA	Participatory Poverty Assessment
SI	Strategic Initiative
UNHCR	United Nations High Commission for Refugees
WASH	Water, Sanitation and Hygiene

# Annexes to be included:

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Annex 1: Model of Country Programme (template pending)

Annex 2: Country Results Framework (template pending)

Annex 3: Risk Management Matrix (separate document)

Annex 4: Map of areas of work



-  Fighting Inequality
-  FBCA
-  Civil Society/Human Rights

## Annex 5: partner information (fill in per partner, add rows if necessary)

<b>Partners Name</b> <i>(full name and abbreviation)</i>	<b>Partnership category with NCA</b> <sup>10</sup>  <i>Core (faith or value-based), Resource, Strategic alliance</i>	<b>Other donors</b>	<b>Geographic Area</b>  <b>Black*:</b> with NCA in strategic period  <b>Blue:</b> other areas of action	<b>Thematic area(s)</b>  <b>Black:</b> with NCA in strategic period  <b>Blue:</b> other areas of action	<b>Global Programmes, Strategic Initiatives Contextual Projects</b>	<b>Cross-cutting goals for strengthening civil society</b>	<b>Main added value</b>
<b>Action for Rural Development and Environment (ADRA)</b>	Core	EU Bread for the World GAS	Luanda Malanje Huila	Good Governance  Economic Empowerment  Climate Resilience  Rural Development	FI  FBCA CS/HR  GBV	1,2,3,4,6	Oldest NGO in Angola, strong community presence, solid systems
<b>Associação Justiça Paz e Democracia (AJPD)</b>	Core	OSISA	Luanda	Human Rights  Extractives	CS/HR  GBV	1,2,4,6	Strong, vibrant member of civil society
<b>Associação Mãos Livres (AML)</b>	Core		Luanda, Lunda Norte	Human Rights (Legal defense)	CS/HR  GBV	1,2,6	Strong, vibrant member of civil society

<sup>10</sup> [NCA Partnership Policy](#)

<b>Catholic Justice and Peace Commission</b>	Core		Luanda Bengo Cunene	Good governance (Social monitoring) <a href="#">Human Rights</a> <a href="#">Peacebuilding</a>	FI GBV	1,2,3,4,6	As part of Catholic Church, influential in civil society and moral authority
<b>Conselho das Igrejas Cristãs em Angola (CICA) and member churches</b>	Core	EU Christian Aid Flowers Foundation/ Global Fund TearFund	Luanda* Uige* Benguela* Zaire* Kwanza Sul* (national)	Good governance (social monitoring) Climate Resilience	FI GBV	1,2,3,4,6	Influential member of civil society; mobilization power; moral authority;
<b>Departamento de Assistência Social, Estudos e Projectos – DASEP-IECA, Igreja Evangelica Congregacional em Angola</b>	Core	Christian Aid Bread for the World Tear Fund Global Ministry United Church of Christ Canada	Luanda* Huila* <a href="#">Benguela</a> <a href="#">Huambo</a> <a href="#">Kuando Kubango</a> <a href="#">Bié</a> <a href="#">Kwanza Sul</a> <a href="#">Malanje</a>	Agriculture and Climate Resilience  <a href="#">Education</a>  <a href="#">Health</a>  <a href="#">Vocational Training</a>	FBCA GBV	1,2,3,4,6	Influential member of civil society; mobilization power; moral authority;
<b>Forum de Mulheres Jornalistas para a Igualdade de Genero (FMJIG)</b>	Core	EU	Luanda	Social Communication	CS/HR GBV	1,2,3,4,6	Media network with vibrant presence supporting gender justice
<b>Mosaiko</b>	Core	EU FEC (Fundação Fé e Cooperação)	Luanda Lunda Norte	Human Rights Social Communication	FI CS/HR GBV	1,2,3,4,6	Strong, vibrant member of civil society, moral authority, strong systems, collaborative approach



<b>Radio Eclesia (RE)</b>	Core	EU	Luanda	Social Communication	CS/HR GBV	1,2,3,4,6	Independent media outlet offering space to other partners
<b>CEA and CEIC</b>	Resource	Part of Catholic University so own private funding Norwegian Embassy	Luanda	Research for good governance	FI GBV	1,2,4	Research expertise
<b>Missão de Santo António dos Gambos</b>	Strategic Alliance		Huila (Gambos)	Agriculture/livelihoods Advocacy	FBCA	1,2,3,4,6	Catholic Mission with insertion in community and advocacy experience; key geography for FBCA
<b>Christian Aid</b>	Strategic Alliance		Luanda, southern Angola		FBCA		ACT (advocacy for FBCA)
<b>LWF</b>	Strategic Alliance		Luanda, southern Angola		FBCA		ACT (advocacy for FBCA)
<b>Associação de Mulheres de Carreira Juridica (Female Judges)</b>	Strategic Alliance		Luanda		GBV		Political influence for GBV subgoal
<b>Mulheres Parlamentarios (Female Parliamentarians)</b>	Strategic Alliance		Luanda		GBV		Political influence for GBV subgoal
<b>Promaica</b>	Strategic Alliance		nationwide		GBV		Social mobilization for GBV subgoal