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Contact information:

Name Resident Representative:	Vibeke Skauerud
Office telephone:	+244 222 333 419
Telefax:	+ 244 222 335 816
E-mail:	ain.nca@snet.co.ao
Address:	Rua de Nossa Senhora da Muxima no 16 Ingombota, Luanda

Name Program Coordinator:	Jane Vogt Evensen
Office telephone:	+47 982 02 508
E-mail:	jane.vogt.evensen@nca.no
Address:	Norwegian Church Aid Bernhard Getz gate 3, 0165 Oslo Postboks 7100, St. Olavs plass, 0130 Oslo

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ANGOLA 2011 - 2015

1. CONTEXT ANALYSIS

Angola is located on the west coast of Africa, south of the DRC and north of Namibia, and has an estimated population of 18 million. Angola is a former Portuguese colony and independence was won in 1975, however almost immediately followed by civil war. Preceded by a 15 year long struggle for liberation from Portuguese rule, Angola's 27 year civil war ended in April 2002 with the Luena peace accord. The years of violent conflict destroyed the infrastructure of the country and left the countryside, once a rich agricultural base, almost uninhabitable, mainly due to landmines and UXO's (unexploded ordnances). It is estimated that more than 1.5 million people lost their lives during these years of struggle and conflict that also resulted in millions of IDPs and refugees, about 80% of which were women and children. The reintegration of nearly 4.5 million displaced people and 100,000 ex combatants was mainly completed in 2005; a process that placed enormous pressure on local social systems, which still need time to adjust.

The Angolan economy has achieved very high growth rates since 2004 – among the highest in the world - mainly due to high oil prices and successful attempts to bring inflation under control. The country remains highly dependent on oil revenues, a capital intensive sector that whilst accounting for 90% of exports and 80% of tax revenues it employs only 10,000 people.¹ Profits from oil and gas production benefit only the few, being siphoned out of the country to the benefit of the national power elite and international companies. In contrast, it is estimated that over 50% of Angola's population get their income directly from small holder agriculture and trading in agricultural products, a sector accounting for less than 10% of GDP. Despite the booming economy, it is estimated that almost two thirds of the population still live below the poverty line. It should however be mentioned that recent government policies aim at mitigating some of these negative effects by encouraging "Angolanization" of companies and greater use of Angolan suppliers of goods and services.

Parliamentary elections were held for the second time ever in the nation's history on September 5th 2008. Although the elections undoubtedly marked a positive step in the long-term democratisation process in Angola, the overwhelming 80% victory won by the ruling party MPLA fuelled worries that its absolute majority in parliament will limit the political space for the opposition as well as for civil society organisations. In the present social, economic and political climate it is increasingly evident that the role of civil society as an independent and critical voice is more important than ever.

Presidential elections, originally scheduled for 2009, were put on hold until a revision of the constitution had been voted through by the newly elected parliament. One of the main changes in the new constitution is that the president will be elected at the time of parliamentary elections, as head of the winning party's list. This means that president Dos Santos, who is already one of Africa's longest serving leaders, will continue in power at least until next parliamentary elections in 2012.

1.1 Analysis of main rights deficits

Participation

Little access to information, fear of reprisal from the power elite and subsequent self censorship are all factors inhibiting greater citizen participation. Despite the apparent success of the recent parliamentary elections, citizen participation in governance remains generally low at all levels of society and local elections are yet to be announced. Women

¹ EIA – Country Analysis Brief Angola, January 2010.

and youth are still largely excluded from leadership positions and decision making, mainly due to traditional social norms and power relations linked to age and gender. It was therefore seen as a positive sign when after elections in 2008, the percentage of women in government rose to around 30%. Local government, which should be in the front line of democratic participation, is not elected, but appointed by the national government. In recent years, there have been moves to reform the legislative and the judiciary systems, but actual progress has been slow. The Local Administration Act of 1999 first revised in 2007 and more recently in 2010 brought one noteworthy change in that for the first time the municipal administrations are considered budgetary units (law 17/10 art. 84). Although some critics argue that the law is not so much about decentralisation as it is about de-concentration of central power, it is nevertheless an opportunity for engaging communities and local government through dialogue. It may also prove an important step towards preparing the ground for local elections.

Marginalised people often lack the political influence to participate in decision-making processes to ensure the correct use of public funds in order to obtain essential services. Civil society organization in Angola can play an important role in service delivery of water and adequate sanitation in alliance with local and national governments.

Lack of access to reliable information is also a major constraint to participation. The overall literacy rate in Angola is 67% for both women and men.² All forms of media have in the past been controlled by government and there has been generally little government transparency. Some alternative media, such as independent radio stations and weekly newspapers are found in urban areas. However, at the cost of two dollars, and with a printed edition of only a few thousand, few have in reality access to these alternative sources of information. Government transparency on oil revenues has improved through the publication of the Oil Diagnostic, initiated in 2004 in a collaborative effort of the Angolan government, World Bank/IMF and independent international accounting consultants KPMG. On the other hand, there is still a long way to go on transparency on the expenditure side.

Equity

The main equity deficit is found in the unjust distribution of Angola's considerable national resources, primarily made up of oil, diamonds, other minerals, water and agricultural land. These resources have made it possible for Angola to maintain its position as one of the fastest growing economies in the world over the last year, 2009-figures³ indicate a 13.2 % growth in real GDP, second only to Macau. In stark contrast, Angola has some of the worst poverty levels in Africa, according to the latest Human Development Index (HDI) of UNDP⁴, more than 70% of the population is still living for less than USD 2 a day with illiteracy, infant and maternal mortality rates remaining high. Although its overall HDI-ranking has improved from 162 to 143 between 2007 and 2008, economic inequality measures still place Angola amongst some of the most unequal countries in the world.⁵ Lack of accountable governance, illustrated by high corruption and low transparency in the management of public funds is another barrier in order to overcome the equity deficit. Angola is ranked 162 (down from 142 in 2006) of 180 countries on Transparency International's 2009 corruption index.

² UNICEF 2003 – 2008.

The results of a new study on the well-being of the population (*IBEP – Inquérito sobre o bem estar da População 2008/2009*) were partially released in August 2010. Although the full report was not yet available to the public at the time of finalizing this document, we know that the literacy level for the age-group 15 to 24 years old in the IBEP indicates a literacy rate of 73% nationally, i.e. 81 %for men and 65% for women. However, there is still a big difference between rural and urban areas, with a literacy rate of only 52% in rural areas.

³ CIA World Factbook

⁴ UNDPs Human Development Report 2009

⁵ UNDP HD index 2009, Gini Coefficient of 58.6.

On the expenditure side, while the Ministry of Finance does publish national budgets, there is no meaningful role for parliament or civil society in the budget debate, and published budgets often have little influence on actual government behaviour. International pressure has mainly been self-serving and the call for good governance has focused more on issues of transparency and improved foreign investment climate than on poverty alleviation and democratization. Countries with a strategic interest in Angolan oil (such as China and the US) have willingly provided concessional oil-backed loans, carrying no demands for improved governance. One positive development is that Angola signed the UN Convention on Anticorruption in 2006.

Another barrier is the relative weak capacity of the public sector and low spending on social services critical to poverty reduction. The shares allocated to the health sector (4.4% in 2006) and education (3.8% in 2006) increased to approximately 5.0% for health and 8.5% for education in the national budget for 2010. The numbers continue, nevertheless, to be amongst the lowest within the SADC region.

There is also an equity deficit related to access to public goods such as the water supply. Water supply in rural areas has a coverage rate of 38% and for sanitation only 18%. For urban areas, the rates are 60% and 86% respectively.⁶ The lack of access to water, especially in rural areas, contributes to the low attendance rate of girls in primary and secondary schools, since women and girls are traditionally expected to fetch water for the household. Furthermore, women's limited power in decision-making and their restricted access to resources and information make them especially vulnerable to the effects of climate change.

Despite recent years' improvements in women's participation in national decision-making structures, there are still challenges within the faith-based structures, i.e. none of the provincial representatives of the Christian Council of Churches (CICA) are women. Although women's rights are fairly well protected in the legal framework in Angola, there is still a big gap between the law and traditional, everyday practice. It is for example still rather common that a widow is expelled from her property upon her husband's death and that the property is returned to the husband's family.

Protection

The key protection deficit is the serious lack of personal safety for Angola's most vulnerable citizens: demobilized soldiers, both women and men, but especially women as they are more stigmatized, female headed households, the disabled, the elderly and orphaned children. There are several underlying causes or barriers contributing to the protection deficit. The destruction of social tissue, such as family and ethnic networks during the war is considered to have contributed to the high levels of gender-based violence. Decades of physical and psychological violence, availability of weapons and desperation of poverty have intensified violence against women, both inside and outside the home. Women are afraid to report these abuses and the few who try to seek legal justice, are met with indifference and a by and large non-functioning judicial system – especially in rural areas. The war has also contributed to a rise in female headed households. Women's informal earnings have become relatively more important undermining men's traditional position as the family's main provider. In the context of a culture of violence, men's feelings of inadequacy and displacement are believed to be another explanation for the increase in domestic violence. There is a high prevalence of gender based violence in society, and as the churches are a mirror of Angolan society, this is also a challenge concerning the church.

⁶ These numbers have actually dropped if we take into consideration the results of the new study on the well-being of the population (*IBEP – Inquérito sobre o bem estar da População 2008/2009*) which was partially released in August 2010. According to the IBEP, only 30% of the population have access to adequate water and sanitation. The number is split between 10% in rural areas, and 49% in urban areas.

In the absence of good census data and low epidemiological surveillance, many Angolans face a precarious health situation. In 2005, there were serious outbreaks of Marburg and polio, and in 2006 an outbreak of cholera claimed over a thousand lives. Factors contributing to spread of water-borne diseases such as cholera are rooted in the lack of access to clean water and good sanitary facilities. Malaria is the disease known to claim the largest number of lives each year. In 2009, 3.1 million Angolans were infected and 8,000 died of malaria.⁷

Given the high prevalence in neighbouring countries and strong patterns of migration during and after the war, there are strong indications that the official estimated HIV and AIDS prevalence of 2.1%⁸ is much too low and not well updated since the war, and that the situation in the country is frequently described as a 'ticking bomb' in regards to HIV and AIDS. A recent study carried out by a respected⁹ organization in July 2010 actually estimates prevalence at 5.5%. From data on HIV and AIDS in other countries, there is good reason to assume that the infection rate for women is higher than for men.

Factors contributing to the spread of HIV and AIDS have their roots in three decades of war and include rapid urbanization, migration, forced movement of people, illiteracy, polygamy, unprotected sex, widespread sexual violence, high incidence of sexually transmitted diseases (STD), the destruction of health care systems, and increased cross border trade in the south and north of Angola, coupled by increased prostitution. Lack of reliable data, limited government action, together with stigma and discrimination attached to the disease, is seriously hindering the openness and transparency needed for effective prevention, treatment and care. While access to ARV has improved, challenges still remain in particular in the rural areas, hence mobilizing people for their right to treatment and care will be a priority, along with promoting gender justice while addressing the root causes for the transmission as well as fighting stigma and discrimination is an important area also for the faith based institutions.

Angola has a high dependency on natural resources making the country vulnerable to climate change. Angola ratified the Kyoto protocol in 2007 and is committed to several declarations on environmental sustainability. But despite the declarations, little work is being done to mitigate the countries vulnerability to climate change. 50 percent of the rural population is making their livelihood out of subsistence farming, and food insecurity is a challenge particularly due to recurring droughts in the south and floods in most parts of the country. Firewood and charcoal is an important material for cooking, adding pressure on the forests. Deforestation and desertification are considered significant challenges in Angola today.

1.2 Role of civil society and FBO's (in the context of state and market)

Civil Society in Angola has more than ever a critical role to play in claiming respect for human rights, citizen participation and accountable governance in the country. After the parliamentary elections in 2008 which virtually decimated opposition in the parliament. Civil society in Angola is however still quite weak and poorly organized and therefore need to be capacitated in advocacy and lobbying in order to be better equipped to define their own agenda and strategy in addressing sensitive social and political issues. Although the position of women is that of the poorest in representation and organization, women are also the most promising force for social change. There are however worrying signs that political space for civil society is gradually decreasing, seen i.e. through the process of the revision of the constitution where civil society where not given sufficient

⁷ Statistics from the National Programme for the Fight Against Malaria, presented at a press conference in Luanda, 19 April 2010.

⁸ Public statement by Minister of Health on 24 August 2010.

⁹ ADPP

time and space to participate. The interruption and prohibition of peaceful demonstrations in Benguela and Huila provinces, organized by local human rights organizations in solidarity of the victims of forced house evictions and demolitions are yet other examples that add to the impression of shrinking space.

In Angola, NCA has chosen to work in partnership with faith based organizations and churches. The churches in Angola have a huge membership base with presence at all levels from the national arena to local communities, and potential to link grassroots level initiatives to broader processes of national development. It is estimated that more than 90% of the population is Christian, of which approximately 60% are catholic and 30% protestant. Most of the churches in Angola have strong national structures, with a presence in Luanda and historical ties to the main political parties. The three main liberation movements in Angola (MPLA, UNITA and FNLA) drew their inspiration and leadership from three central Protestant churches in Angola (Methodist, Congregational and Baptist). Most of Angola's current political leaders grew up in one of these traditions and are currently members of a church, and perceive the Church to be a legitimate and influential institution in Angolan society.

The churches are considered the best organized institutions within Angolan civil society holding a largely untapped potential to mobilize poor men and women for active citizenship. If organized to speak with a united voice and act upon a common agenda, the churches have the moral leverage and mobilization power to positively influence policy makers on a range of social justice issues. Encompassing almost 90% of the population, the churches are also a mirror of Angolan society. Efforts to improve equitable internal governance and practices of churches and openly address gender based violence will thus be an important contribution to improving governance in society at large. Youth and women, when first given the opportunity to participate actively in clerical and lay leadership positions within the church, can transfer these skills to civil society at large as well as to formal political institutions.

1.3 NCA's comparative advantages in Angola

NCA as a faith based organisation

As an organization rooted in the Norwegian churches, NCA is in a good position to work with the Angolan churches in addressing issues like gender equity and equality, gender based violence, transparency and governance. NCA has specific competence in mainstreaming gender and protection which will be put to use in the cooperation with core church partners in Angola. Special components in the programs will address issues related to gender based violence.

NCA as a partner in capacity development

NCA is skilled in capacity development and networking. Our approach is the approach of walking together with the partner and focus upon tailor-made solutions defined by the partner and NCA together, fitted to the needs of each partner and related to the aims and goals of the program. NCA has therefore started to work with a two-pronged approach, using resource persons or resource organisations to both train and develop support strategies for core partners and NCA staff. NCA will continue to support partners' capacity development on finance management and other components of the project management cycle, such as the planning, programming, monitoring, evaluation and reporting phases with a special focus on a rights based program approach. Such an approach is generally new for many of our partners in the south and is demanding both for the partner as well as for NCA and gives other and new challenges to our partnership approach. Another important focus for NCA within the field of capacity development will be to strengthen the ACT Angola Forum.

NCA regional programs and networks

Visits and participation by partners in regional meetings and seminars is encouraged, and NCA is facilitating links between Angolan CSO's and regional and international networks and organizations. NCA will also facilitate exchange and capacity development with relevant NCA partners and programs in countries such as Brazil, South Africa as well as other countries in the Southern African region.

NCA is in the process of establishing a regional policy office in Pretoria that will focus their work on *Economic Justice and Gender Justice*. Both programs are relevant to the NCA portfolio in Angola. The existence of the regional office will enable NCA Angola to lift its support to advocacy work up to a regional level, especially with regards to SADC. The resources at the regional policy office will provide support to the NCA Angola Country office in its advocacy work. Angolan partners can benefit from linkages to networks or resource organizations in the region with expertise on economic justice, gender justice, HIV and AIDS, water and sanitation and climate change.

As several other NCA supported programs in the region are addressing gender based violence and gender equity, links will also be made to those programs in order to enhance common learning.

NCA alliances with international networks

NCA has a strong and longstanding relationship with international church and civil society networks, and therefore has the ability to link local work on the five programmatic areas to international networks and initiatives. With regard to economic governance, an international voice is crucial to expose and challenge external actors who fuel corruption and unfairly exploit Angola's rich natural resources. Progressive international church networks can provide solidarity and support to local churches wishing to work more actively with issues related to HIV and AIDS, gender based violence and climate change adaptation. NCA will also seek closer cooperation with European sister organizations within the ACT Alliance and the APRODEV group such as Christian Aid and ICCO on provision of capacity development for common partners.

NCA as a Norwegian NGO

NCA has valuable experience from the Norwegian national context, with a strong social welfare state and a well-organized and active civil society. As an oil-producing country, Norway has positive experiences on state ownership and regulation of the oil companies as well as policies to for using oil profits to benefit society at large. The *Oil for Development Programme* holds an interesting potential for supporting efforts to help Angola improve the just management of their petroleum resources. NCA's Head Office in Norway has done considerable work on Corporate Social Responsibility, and NCA Angola will explore how these experiences can be used to develop partner's capacity in advocacy and policy analysis and facilitate networking and exchange on issues related to economic governance and corporate social accountability. NCA has a considerable emergency response capacity, being a member of NOREPS and the humanitarian reform process. These resources will be used in the planning and development an emergency response capacity integrated in the long term development plans for NCA and ACT partners in Angola.

1.4 Relevance in relation to development priorities

The government develops multiyear sector plans that serve as guidelines for NCA's and partners programmes in Angola.

1.4.1 Relevance to national policies, plans and priorities

Angola operates with two-year plans that drive policy in Angola and are clearly linked to the budget. The current plan covers 2010 - 2011 ("*Plano Nacional para o Biénio*

2010/2011"). NCA's work will contribute positively to a number of the plan's main objectives: promotion of national unity and cohesion, development of human resources, equitable development throughout the country and consolidation of the democratic process.

NCA and partners will continue to link up with President Dos Santos statement on transparency and abolishing corruption from his speech in November 2009. One example of this is the Oil for Development project which started in 2010, with focus on anti-corruption and budget monitoring. NCA and partners will also be using the opportunities for engaging community leaders and local governments in dialogue according to the local administration act (17/10) of 2010 actively in programmes on accountable governance and citizenship.

The new water law (Law 6/02) in 2002 was a starting point for a sector reform process of the water and sanitation sector that is still on-going. The Angolan government has adopted the Millennium Development Goal expressed as "provision of adequate access to water for 67% and 70% of the urban and rural population respectively". To achieve this goal the government has among other activities developed a USD \$650 million "Water for All 2012" program to improve water supply in 140 Municipalities and about 265 Communes. This program is expected to benefit more than 3 million people between 2007 and 2012. NCA is working closely with authorities on national, provincial and municipal levels in order to contribute to enabling the government to secure the right to basic services, and to avoid duplication with government plans.

As women and men have almost equal rights in the legal framework of Angola, this is another area of importance in this program and gives a good basis for promoting equal rights also within the faith based institutions and to focus upon gender equity in all the programs supported by NCA. One of the important entry points here is the water, sanitation and hygiene program. NCA Angola sees this program as one of the very important arenas for social mobilization related to gender justice and which has the potential for a spill over effect into other programs as well.

1.4.2 Relevance to Norwegian development objectives

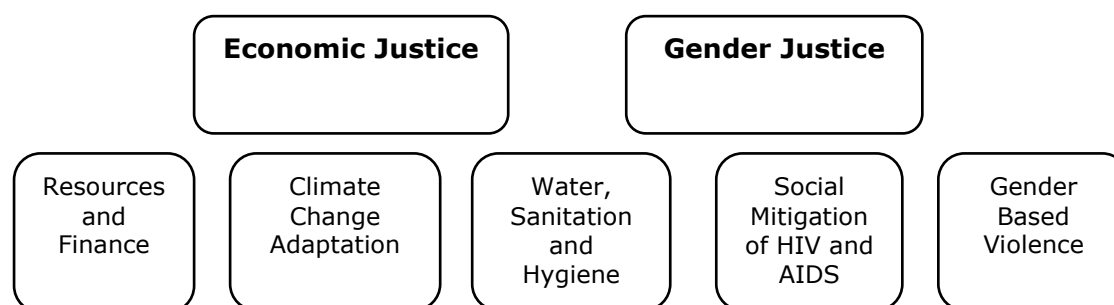
According to the "Guidelines for Norway's Cooperation with Angola 2010 - 2014" published on the Norwegian Embassy in Angola's web-page, co-operation between Norway and Angola for this period should amongst other matters give priority to "*Consolidation of democracy, good governance and human rights, both through support to civil society and through institutional cooperation that is not funded by aid*".

According to the embassy, the consolidation of democracy entails providing support to civil society with focus on human rights and democracy development, including strengthening of institutional cooperation that is not funded by aid, for example the judicial system and human rights, as well as maintaining contact between Norway's parliament and Angola's National Assembly. A general focus on gender equity and addressing gender based violence is a basis for any rights based focus, so also here. NCA's plan is in line with Norway's development policy objective for Angola in particular with regards to consolidating the democracy process through our support to a number of key civil society actors and faith based institutions in the country which we believe are important change agents with vast, national outreach.

2. MAIN INTERVENTION STRATEGIES

2.1 Strategic priorities and programmes

NCA Angola will in the next five years work on two main strategic priorities, namely; Economic Justice and Gender Justice. Within these strategic priorities, we will focus upon a total of five thematic program areas. Although the program areas are sorted under either Economic Justice or Gender Justice, all five program areas will include aspects related to both priorities. The following program areas have been chosen:



Resources and Finance

Resources and Finance with the aim of targeting poverty through challenging the unequal distribution of resources mainly generated by the petroleum industry. Special focus will be put on promoting transparency in public financial management by holding local and national governments accountable for the just management of the revenues generated mainly by the petroleum industry. There will be programs on social- and budget-monitoring, including training and mobilization of local church networks and members of the local administrations. NCA and partners will equally strive to hold private sector, and in particular Norwegian companies operating in Angola, accountable for their investments and operations in the country, and make linkages to NCA's overall work on Corporate Social Responsibility.

Link to strategic priorities: This thematic area is mainly linked to economic justice, but to some extent also gender justice since women continue to be a more vulnerable group than men and hence are more likely to suffer from the consequences of poverty.

Climate Change Adaptation

In Angola, the work on climate will focus on Climate Change Adaptation. The majority of the population are subsistence farmers, which makes them vulnerable to the increasingly dramatic climate changes such as changing weather patterns. Poverty is also driving people to look for other sources of income, such as cutting down trees for firewood and burning of charcoal for economical purposes. This means that in addition to the need to identify alternative energy sources there is also a need to identify alternative sources of income. Attention will be given to disaster risk reduction measures, as well as access to water and diversification of livelihood strategies. There will be an emphasis on involving women when developing local strategies.

Link to strategic priorities: This thematic program area will tackle issues both linked to gender justice and economic justice. Since women tend to be more vulnerable than men, special attention will be given to address the needs of women affected by climate change. At the same time, women represent a crucial force in society when it comes to income generating activities such as subsistence farming and small scale trading. As a

consequence, women will have to be included not only as a target group, but also as change agents in all strategies for change.

Water, Sanitation and Hygiene

The right to clean, potable water remains a challenge in Angola, in particular in small and isolated rural communities. Emphasis will be given to providing access to Water Sanitation and Hygiene and to ensure sustainability through extensive community mobilization, with a focus on improved hygiene practices both in long-term development and in emergency situations. A crucial aspect will be to mobilize communities to advocate for and claim their right to water and sanitation, and to work with local and national authorities to improve the management of water resources.

Link to strategic priorities: This thematic area is linked to both gender and economic justice. Women are more affected by the lack of access to basic infrastructures such as water, since they are traditionally in charge of fetching water on a daily basis to the household. This often prevents women from assuming income generating activities such as working in the fields or selling at the market. Girls are often prevented from going to school, and are hence prevented from taking active part in social, political and economic activities later in life.

Social Mitigation of HIV and AIDS

Social Mitigation of HIV and AIDS is important and there are strong indications that the prevalence is rapidly increasing, from 2.8% in 2004 to an estimated 5.5% in 2010. Access to ARV has improved, although challenges still remain in particular in the rural areas, hence mobilizing people for their right to treatment and care will be a priority. Special attention will also be given to addressing stigma and discrimination, as well as providing gender sensitive life skills training and spiritual, social, economical and physical support to people living with HIV and AIDS.

Link to strategic priorities: This thematic area is in particular linked to gender justice due to the feminisation of the HIV and AIDS epidemic. However, there is also a link to economic justice since addressing stigma and discrimination may lead to a more inclusive environment for PLWH, enabling them to participate in social and economic activities which may ultimately benefit society at large.

Gender Based Violence

Gender Based Violence is a priority in Angola where women are particularly vulnerable due to poor education levels, limited economical empowerment and cultural practices. The decades of war left behind a culture of violence which has seeped into most spheres of Angolan society, including the family. Emphasis will be given to challenging the behaviour of women and men towards practices of gender based violence, and to fighting discrimination by addressing gender based violence as a structural issue. Special attention will also be given to empower women to participate in governance issues and structures, including faith-based structures.

Link to strategic priorities: This thematic program area is mainly linked to gender justice, but also to some extent economic justice since the program will have a focus on empowering women to participate in social, political and economic life.

2.2 Strategy for strengthening local civil society from a rights based approach

NCA sees people living in poverty and injustice as rights-holders, rather than as objects of charity. We accept individuals' legitimate claims to rights and life with dignity and acknowledge that there are also duty-bearers with obligations to realise these human rights.

NCA's Rights Based Approach (RBA) entails a two-pronged strategy. A vital component of our strategy is to acknowledge poor and vulnerable groups as rights holders. By claiming abstract rights as tangible entitlements, poor people improve their lives. At the same time, we recognize that social relations and institutions (both formal and informal) within society can pose serious barriers to poor women and men who try to claim their rights. We acknowledge that gender assessments are important in order to ensure equal participation and equal access for women and men. NCA's RBA approach also entails the identification of key duty bearers and strategies to engage with them to transform these institutional barriers and mechanisms of exclusion.

Mobilizing communities for social change

In order to mobilise communities for change, NCA works through partners who are locally rooted and enjoy legitimacy in their local communities, like the churches.

NCA is committed to the promotion of *inclusive communities* in which everyone irrespective of sex, ethnicity or tribe has a voice and is shown respect. NCA Angola strategically uses its water, sanitation and hygiene program as an entry point to gain access to communities, enabling us to add issues on accountable governance and gender in the community mobilization process. Mobilization of communities to claim their basic rights and engage duty-bearers is therefore an important part of Norwegian Church Aid's rights-based strategy for change.

Building vertical and horizontal alliances and networks

There is a growing awareness among development actors of the need for more coordination and cooperation in national contexts in order to achieve better results. Therefore, strengthening the horizontal links between organisations in national contexts will be another important dimension of NCA's work in the years ahead. We will give particular attention to facilitating linkages between our core partners and resource organisations with specialised skills in relevant areas.

During this Global Strategy period, NCA will emphasise the development of the ACT Alliance. The ACT Alliance mobilises resources, brings together communities, churches and organisations from all over the world in the common struggle for global justice. It is an important alliance for building strengths and for horizontal and vertical coordination. ACT Angola Forum is the meeting point for all ACT members in Angola. The forum includes national organisations as well as Northern agencies like NCA, DCA and LWF. Creating synergies between partner organizations on local, national, regional and global levels is an important opportunity for Norwegian Church Aid to contribute to change on all levels.

Mutual capacity development

NCA will focus on mutual capacity development with our core partners in particular and when possible, coordinated in the ACT Alliance or with APRODEV sister organizations. Challenging NCA to reflect on own practice is an integral part of mutual capacity development- NCA became a member of HAP in 2010, aiming at achieving HAP-standard certification during next programme period.

2.3 NCA integrated approach

NCA uses three rights based working methods: Long-term development, advocacy, and emergency preparedness and response. NCA's integrated approach looks at working methodologies which include disaster risk reduction (DRR), broader disaster/emergency preparedness, first phase emergency response and long term sustainable development, thereby cutting across the emergency to development continuum. In Angola, NCA plan to invest considerable time and resources in developing the capacities of the ACT Angola Forum, with the aim of addressing emergency preparedness and response through the ACT Alliance. In our water projects, we work to secure access to clean water and sanitation also in emergency situations. Equal access to water is seen as a basic right and NCA along with partners train communities on their rights and how to hold local government accountable. Marginalised people and communities are mobilized to primarily prevent, but also to manage emergencies, although to a lesser extent.

NCA does strongly maintain that the advocacy work of the partners shall be rooted in the practical work of the partners themselves and participation and equity shall be the basic strategies for such work in order for the partners to use advocacy as a tool for change, also within their own organisation.

2.4 NCA accountability commitments

NCA will during this planning period focus on further development and quality assurance of our accountability to right-holders, host communities, partners and other stakeholders based on the HAP accountability and quality managements standards.¹⁰ Focus will be on provision of information, securing equality in participation and developing systems for feedback and complaints focusing on right-holders and host communities during all phases of project and program implementation. Special systems for complaints in relation to GBV will also be implemented and the ACT Alliance Code of conduct against sexual exploitation and abuse and corruption will be signed by all partners and staff. Clear commitments and expectations on accountability in our relationship with partners will also be developed and adapted to the specific partnerships.

For more information on the Accountability framework, please refer to appendix 2.

2.5 NCA commitments to mainstreaming development principles

2.5.1 Gender equality

Grounded in NCA Statement of Principles and policy documents by WCC, ACT and LWF, NCA has a commitment to women's rights and gender equality which recognizes that gender inequalities and continued discrimination of women are based on unequal power relations, access to resources and assets. A right based approach to changing this through addressing the distribution of power, resources and responsibilities whilst challenging men's attitudes, behaviour and patriarchal structures and values is how NCA foresees contributing to greater gender equality outcomes.

Based on this NCA applies the guiding principles of gender-sensitive planning and implementation. NCA as part of the ACT Alliance is also committed to promoting gender equality as a common value and gender mainstreaming as a method of work to achieve gender equality through the ACT's Gender Policy Principles (<http://www.act->

¹⁰ HAP: Humanitarian Accountability Partnership. The HAP Accountability and Quality management standards: [http://www.hapinternational.org/pool/files/hap-2007-standard\(1\).pdf](http://www.hapinternational.org/pool/files/hap-2007-standard(1).pdf)

intl.org/manual.php). The Policy Principles outlines how this should be done in humanitarian action, long term development and advocacy.

To mainstream gender equality therefore NCA country offices will undertake gender analysis which is meant to ensure that gender relations and their implications are clarified and ensure that these differentials are addressed, with the objective of greater gender equality in policy and programming outcome. This knowledge will be incorporated into organizational action and especially decision-making. Capacity development, development of clear responsibilities and follow-up plans will take place at each country office, guided by the Gender Equality and Action Plan 2011-2015.

2.5.2 Conflict sensitivity

NCA has in its Statement of Principles and in its Global Strategy committed itself to "Conflict Sensitive Programming". External aid will always impact the context where it is provided. An intervention can facilitate or hinder long-term peace and development. Conflict Sensitive Programming is about how assistance shall be provided in violent conflict settings to help local people disengage from the violence that surrounds them, and begin to develop alternative ways for addressing the problems that underlie the conflict, rather than feeding into and exacerbating the conflict.

NCA's methodology for conflict sensitive programming is drawn from the Do No Harm Project (DNH), which is coordinated by Collaborative for Development Action in Boston USA¹¹. This approach draws upon 20 years of evidence, showing predictable patterns of impact that external assistance has on Dividers (actors who threaten to peace and stability) and Connectors (actors who support to peace and stability). This evidence is the basis for the DNH training material, which NCA will use to equip staff and partners to develop options for conflict sensitive programming.

All NCA program staff shall be given an introductory DNH training. NCA shall also facilitate training in DNH - or equivalent conflict sensitive programming - for program staff of implementing partners. Reference to conflict sensitive programming will be integrated into all NCA program formats. NCA and partners' program staff will utilize a DNH check list in the planning and monitoring of projects. DNH analysis will be required of all programs and projects introduced through emergency interventions and in situations where programs are development in a context of conflict. It is also recommended that the DNH check list be consulted for all NCA program implementation to minimize unintended negative impacts of NCA's programs.

2.5.3 Environmental sustainability

Grounded in NCA Statement of Principles is a commitment to the protection of the environment as part of the Creation with its inherent value that shall be respected and preserved. NCA shall contribute to the sustainable management of natural resources for the common good of all humanity and the benefit of future generations.

A right based approach will be used to achieve this through addressing the distribution of power, resources and responsibilities to rights holders, whilst challenging the behaviour and values amongst duty bearers, is how NCA foresees contributing to sustainable development outcomes.

Based on this NCA applies the guiding principles on Climate Change for ACT Alliance programmes. NCA as part of the ACT Alliance is committed to promote justice and rights for woman, men and children affected by climate change. The Guiding Principles on

¹¹ www.cdainc.com

Climate Change for ACT Alliance programmes outlines how this should be done in humanitarian action, long term development and advocacy.

NCA will aspire to the following environmental standards in the next strategy period:

- Address environmental concerns and climate change in strategic planning in all aspects of the project cycle
- Identify the impact that climate change is having on the lives of right holders targeted by our activities by using the rights based criteria in programme development in order to foresee risks and take action in order to protect them.
- Plan for the effects that future climate change will have on the same right holders
- Support adaptation, mitigation and emergency response measures that do not have a negative impact on the environment.
- Climate-secure some of the programmes in order to lay the ground for climate proofing of the portfolio in the future.

3. FUNDING STRATEGY

3.1 Resource frames 2011 – 2015

Tentative distribution of funds per thematic programme area:

Programme Area	Funding Source	Expected funding for the planned years 2011-2015 (Million NOK)				
		2011	2012	2013	2014	2015
Representation and technical support	Norad / embassy	3	3	3	3	
	Private sector					
	Other (WB, EU, UN etc.)					
	NCA own funds	1	1	1	1	4
	SUBTOTAL	4	4	4	4	4
Resources and Finance	Norad / embassy	4	4	3.5	3.5	3.0
	Private sector			0.5	0.5	0.5
	Other (WB, EU, UN etc.)					
	NCA own funds					
	SUBTOTAL	4	4	4	4	3.5
Climate Change Adaptation	Norad / embassy	1	1	1	1	
	Private sector		0.2	0.5	0.5	1
	Other (WB, EU, UN etc.)			0.5	0.5	0.5
	NCA own funds					
	SUBTOTAL	1	1.2	2	2	1.5
Gender Based Violence	Norad / embassy	1.5	1.5	1.5	1.5	
	Private sector				0.3	0.5
	Other (WB, EU, UN etc.)				0.5	1
	NCA own funds					
	SUBTOTAL	1.5	1.5	1.5	2.3	1.5
Social Mitigation of HIV and AIDS	Norad / embassy	1.5	1.5	1.5	1.5	
	Private sector					0.5
	Other (WB, EU, UN etc.)			0.5	0.5	0.5
	NCA own funds					
	SUBTOTAL	1.5	1.5	2.0	2	1
Water, Sanitation and Hygiene	Norad / embassy	2	2	2	2	0.5
	Private sector	4	4	4	4	3
	Other (WB, EU, UN etc.)					
	NCA own funds					
	SUBTOTAL	6	6	6	6	3.5
GRAND TOTAL		18	18.2	19.5	20.3	15

3.2 Proposed funding strategy

The main objective for NCA during the period is to maintain current funding levels.

3.2.1 Main funding sources

Funding from Norad and the Ministry of Foreign Affairs (through the Royal Norwegian Embassy in Luanda amounting to NOK 10 million per year), which has accounted for the main part of the funding of NCA's Angola office during the previous strategy period, is expected to be maintained until 2014. Indications from Norad and the embassy indicate that it is unlikely that there will be available funding for support to civil society in Angola beyond this date. It is important for NCA to encourage the Norwegian authorities to

continue and eventually increase support to civil society in Angola also after 2014. It is nevertheless crucial to prioritize the identification of alternative funding sources. Existing funding level from Statoil is likely to continue and perhaps slightly increase for selected projects, and NCA will be developing strategies to receive funds from other Norwegian companies working in Angola.

3.2.2 Diversification strategy

Angola's main problem is not lack of resources, but its highly unequal distribution. Norwegian companies, lead by Statoil, generate considerable profits and Statoil alone contributed with more than NOK 10 billion to the Angolan state in 2008, in addition to cashing in a profit equal to the total Norwegian development cooperation budget. A healthy and well educated population would facilitate the supply of needed and skilled local staff and would in the long run ensure social and political stability - a much desired perspective for long term investors like Statoil, Hydro, DNV and Yara. Last - but not least - one would expect that Norwegian companies would support the idea of taxes paid being converted into improved livelihood for the people at large.

NCA will focus on challenging companies on providing funds and competence in areas related to their core activities, like for instance Statoil funding activities promoting a fair and transparent distribution of public revenues and DNV on providing training to NCA staff and core partners in the same area. NCA Angola will develop project "packages" within areas we work in such as water, sanitation and hygiene, resources and finance and climate change adaptation, as a funding strategy.

3.2.3 Capacity assessment

NCA will consider employing a fundraising officer in order to meet the needs of identifying new funding sources and promote good standards for reporting to the different donors in accordance with their requirements. The fundraising officer will also be developing partners' capacity in fundraising.

3.2.4 ACT Alliance coordination

NCA will, together with its ACT and APRODEV partners, also explore joint funding possibilities internationally, regionally and locally, through e.g. the UN, World Bank and the EU.

4. APPENDICES

4.1 Appendix 1 – partner information forms

4.2 Appendix 2 – NCA’s Accountability Framework

Name of partner	Conselho das Igrejas Cristãs em Angola (CICA) and member churches
Year of Foundation	1977
Mission	Social assistance to the poor, evangelizing and capacitating leaders and society
Constituency	Twenty (20) protestant churches and two (2) Christian Institutions in Angola (WCC members)
Geographic Focus	Whole of Angola, in which its member IECA is strong in Benguela, ACM is strong in Kwanza Sul, and IEBA and UCF are strong in Uige and Luanda.
Programme	Equity and participation, Economic Justice, Good governance, Health, HIV AND AIDS and Democracy.
Strategies	Humanitarian support to the needy. Mobilizing the society to fight poverty.
Role in Civil Society	Ca. 5 million protestants in Angola (estimates 35% of total population).
Particular Achievements	Peace work, Education, Humanitarian assistance, Refugees
Relationship with NCA	Core Partner. Strong, and a partnership built on mutual interest and exchanges
Start of Cooperation	1985
NCA's rationale for relationship	Strong partner and common ideology. Important partner in building a democratic and just society in Angola. Work all over Angola.
Planned increase; decrease; phase-out	Stable / increase
Strategic Potential for Future Cooperation	Yes
Partners, other than NCA	Christian Aid, Church of Canada,

Name of partner	Associação Cristá da Mocidade - ACM (YMCA)
Year of Foundation	1976
Mission	To share the Christian ideal of building a human community of peace with justice for all.
Constituency	Independent Association, Member of World Alliance of YMCA, Member of CICA.
Geographic Focus	Uige, Luanda, Huila, Kwanza-Sul and Bengo
Programme	Human Rights, Accountable Governance, Health and Water & Sanitation, HIV and AIDS,
Strategies	Capacity building, Seminars/Workshops and Training of Activists, Information and Good Collaboration with the Government and CICA.
Role in Civil Society	Strong movement, in particular in regard to engaging young citizens of Angola. Well acknowledged by the Government and the churches. Member organization of CICA.
Particular Achievements	Well recognized by the Angolan Government as an association that has paved way within several Community Development issues, in such a way that the Government include this in their plans for development. Like e.g. latrines and basic sanitation.
Relationship with NCA	Core Partner. Strong, and a partnership built on mutual interest of work and confidence.
Start of Cooperation	2005
NCA's rationale for relationship	An association that engage young people all over Angola, and is very strong in one of NCA's prioritized provinces, Kwanza-Sul, also present in Uige. Thematic Focus and strategies corresponds well with NCA's Country Programme Plan for Angola.
Planned increase; decrease; phase-out	Planned increase
Strategic Potential for Future Cooperation	Yes
Partners, other than NCA	German Government, Christian Aid, Diakonia Emergency Aid, Brot

NCA	fur die Welt, NPA.
Name of partner	Uniao Crista Feminina - UCF (YWCA de Angola)
Year of Foundation	2000
Mission	To encourage and promote women to develop their capacity to intervene in public questions and debates for a society in which women have good living conditions.
Constituency	Independent Association, Member of World Alliance of YWCA since 2003, Member of Rede Mulher, Observing member of CICA - through ACM (YMCA), will be fully member from 2008. Collaborate with Ministry of Promoting Women.
Geographic Focus	Luanda, Kuanza-Sul, Uige and Huila. Will during 2007/2008 start also in Benguela and Huambo
Programme	Gender Based Violence, Human Rights, Education and Literacy training of women, HIV and AIDS.
Strategies	Education/Training and Information
Role in Civil Society	Strong movement. In particular in regard to engaging young female citizens of Angola. Well recognized in the society and by the Government and the churches. Member organization of CICA
Particular Achievements	Strongly rooted within the women circles, and respected both by the Government and the Churches.
Relationship with NCA	Core Partner. Strong. Partnership built on mutual interest and corresponding thematic focus.
Start of Cooperation	2007
NCA's rationale for relationship	An association that engage young females all over Angola, and which NCA sees as a main movement to strengthen Civil Society, and the females role in the society, and decrease Gender Based Violence and HIV prevalence and the stigmatization of PLWA's.
Planned increase; decrease; phase-out	Planned increase
Strategic Potential for Future Cooperation	Yes
Partners, other than NCA	Christian Aid, UNICEF, World Alliance of YWCA, Norwegian Alliance of YWCA.

Name of partner	Radio Ecclésia (RE)
Year of Foundation	1955. Closed down by the Government in 1978, reopened 1997
Mission	To give a voice to those without a voice.
Constituency	Radio Station, and an institution of The Episcopal Conference of Angola and São Tomé
Geographic Focus	Nationally, but only permitted to broadcast in Luanda
Programme	Broadcast values that cultivate democracy, good governance, information about the elections, forgiveness, justice, peace, reconciliation, the truth, development, gender issues, and economical dialogue. Also some programmes on HIV and AIDS.
Strategies	To use journalism and Broad casting to pave way for an active and participatory civil society in the fundamental questions for Angola as a nation.
Role in Civil Society	Seen as the strongest and most reliable source of information, even only permitted to broad cast in Luanda, they are reaching millions of citizens.
Particular Achievements	Opened up more space to freedom of the press. Strengthened the voice of Civil Society.
Relationship with NCA	Core Partner. Strong, with several common objectives – both within Civil Society for Accountable Governance and HIV and AIDS.
Start of Cooperation	2004
NCA's rationale for relationship	Several common objectives, a strong medium for capacity building, information and advocacy.
Planned increase;	Stable

decrease; phase-out	
Strategic Potential for Future Cooperation	Yes
Partners, other than NCA	CORDAID, Christian Aid, Miserior, NIZA

Name of partner	Departamento de Assistência Social, Estudos e Projectos – DASEP-IECA, Igreja Evangelica Congregacional em Angola
Year of Foundation	1991 (The church in 1880)
Mission	Social area, to work for peoples rights, with particular attention to questions related Justice, peace and reconciliation, gender, health, research, communication and spread of information, institutional strengths and sustainable development.
Constituency	Department of Congressional Church, Which is recognized by the Angolan Government, through Ministry of Justice. The General Assembly of IECA is the highest organ.
Geographic Focus	8 Provinces; Luanda, Kuanza Sul, Benguela, Huambo, Bié, Namibe, Huila and Kuando Kubango. Departments are being set up in Cabinda, Lunda Sul and Moxico.
Programme	Evangelization, Justice, Peace and Reconciliation, Gender, women and children, Health and HIV & AIDS, Education, capacity building and training, Institutional strengthening, Sustainable Community Development,
Strategies	Capacity building, researches, information, advocacy and training.
Role in Civil Society	Strong, well-known, High degree of credibility, in particular strong within the faith based organizations and churches.
Particular Achievements	Strongly rooted within the civil society, and highly respected both by the Angolan Government and the churches.
Relationship with NCA	Core Partner. Strong, and with several common objectives, both within the Thematic Civil Society for Accountable Governance and HIV and AIDS.
Start of Cooperation	2004
NCA's rationale for relationship	To achieve NCA's objectives, through a strong partner for implementation of several projects within the NCA Country Program Plan.
Planned increase; decrease; phase-out	Planned Increase
Strategic Potential for Future Cooperation	Yes
Partners, other than NCA	Tearfund UK, Development Workshop – DW, Christian Aid, Brot fur die Welt, ICCO

Name of partner	Igreja Evangélica Baptista em Angola - IEBA
Year of Foundation	1878
Mission	Evangelization and integral development of the human
Constituency	National Church, Recognized by the Angolan Government in 1987, through Ministry of Justice, member of CICA
Geographic Focus	Nationally, but strongest in the North of Angola and Luanda
Programme	Evangelization, Social work, Human Rights, Education and Health
Strategies	Through parishes and Social Work
Role in Civil Society	Schools, Education, Development Work, Health - and through this work "awake" the citizens to recognize their reality.
Particular Achievements	
Relationship with NCA	New partner
Start of Cooperation	2007
NCA's rationale for relationship	Core Partner, The church is strong in the north of the country, like e.g. Uige. Good projects related to Human Rights and Democracy, Gender, HIV and AIDS
Planned increase; decrease; phase-out	Stable or increase

Strategic Potential for Future Cooperation	Yes
Partners, other than NCA	The World Alliance of Baptist Society

Name of partner	National Counselling Centre - NCC
Year of Foundation	1999
Mission	Contribution to achieve an active citizenship, participative, to save the basic rights, to construct a pluralist society, and stable society for all levels
Constituency	National Non Governmental Organization
Geographic Focus	Luanda and the Provinces; Kuanza-Sul, Uige, Benguela, Huambo, Lubango, Kunene, Cabinda and Malange.
Programme	Civic Education, Democracy, Defend Human Rights, Divulgation of the Laws, Advocacy and Lobbying.
Strategies	NCC strategies consist as following: <ul style="list-style-type: none"> • A utilization of mechanism capable to influence the decisions maker power(Government, National Assemble, State as well and deferments Organs); • The increase technical capacity of diverse groups (Church, political party, Associations, Local NGO's, Agents of public Administration) to know more the public interest. • Perspective to produce space to debate and dialogue into the community, valuable contributions to forward the different institutions to prove changes; • Divulgations through the radio, the actual issue that shows powerfully in the people daily life, as for example, democracy, elections, good governance, transparency, human's rights.....
Role in Civil Society	Guarantee the participation of the Angolan citizens in various political, social and cultural processes in favour of the development of Angola in all aspects.
Particular Achievements	In particular, the obtained results in the realizations of the various activities can be resumed as follow: <ul style="list-style-type: none"> • Increase knowledge levels into the Angolan society legal rules that defend the citizenship rights • Opened in part of the government institutions development action by NCC in all provinces of the country. • Grow of incentive people in partaking in capacity development • Conscientiousness to defend and protect fundamental rights on behalf of the citizens.
Relationship with NCA	Resource Organization.
Start of Cooperation	2006
NCA's rationale for relationship	To strengthen NCC and also in order to expand to other Geographical areas in the country. To build capacity for NCA's core-partners and to build a linkage between the Secular National NGO's and the various Social Department of the Churches (NCA's Core-Partners).
Planned increase; decrease; phase-out	Stable / increase
Strategic Potential for Future Cooperation	Yes
Partners, other than NCA	European Union, ICCO

Name of partner	Institute for Democracy in Southern Africa - IDASA
Year of Foundation	1987
Mission	IDASA is an independent public interest organisation committed to promoting sustainable democracy based on active citizenship,

	democratic institutions and social justice.
Constituency	African societies in general
Geographic Focus	Africa
Programme	Democracy promotion, focusing broadly on: <ul style="list-style-type: none"> • Community and citizen empowerment • Political governance and parliamentary information and monitoring • Economic governance • Governance and AIDS • Safety and Security • Migration and Citizenship
Strategies	IDASA focuses on building capacity for democracy in government and civil society through promotion of active citizenship, building democratic institutions and advocating social justice in the thematic focus areas mentioned above.
Role in Civil Society	IDASA is a civil society organisation which, on the one hand, partners with a diverse range of civil society organisations in meeting common objectives, and on the other hand builds the capacity of civil society to play an important role in democracy promotion.
Particular Achievements	IDASA currently works on more than 100 projects in any year. However, its main achievements since inception can be summarised as follows: In South Africa: 1987-1990 Building a climate for democracy 1990-1993 A critical ally of the transition to democracy 1993-1995 Supporting the founding election 1995-1997 Building democratic institutions On the African continent: 1997- present: Empowering citizens
Relationship with NCA	IDASA and NCA have common objectives in terms of building the capacity of citizens to promote accountability at local government level. IDASA and NCA therefore entered a formal agreement in 2006, according to which IDASA would develop training material for citizen leaders in Angola and train a pool of Angolan trainers in the use of this material.
Start of Cooperation	2006 (in Angola)
NCA's rationale for relationship	Resource Partner, to build Core-Partners capacity within Local Accountable Governance, and draw upon IDASA's experiences from their work within this thematic in South Africa.
Planned increase; decrease; phase-out	Stable
Strategic Potential for Future Cooperation	Yes
Partners, other than NCA	Afro barometer, Open Democracy Advice Centre, World Movement for Democracy, Kettering Foundation, Institute for Sustained Dialogue, Impact Alliance, Reflect Network, Fredskorps, Centre for Democratic Governance (Ghana), Zimbabwe Institute, Angola2000.

Name of partner	Instituto de Estudos Socioeconomicos (INESC) - Brazil
Year of Foundation	1979
Mission	Contribute to the strengthening of the representative and participatory democracy, aiming at guaranteeing the human rights through networking and strengthening of civil society to influence on local, national and international authorities
Constituency	An assembly of members invited by the organisation. The assembly elects the Board and Fiscal Council, as well as the three directors responsible for the organisations' activities
Geographic Focus	Entire Brazil, as well as internationally
Programme	Human Rights, Budget Monitoring, International Politics, Children and

	Youth, Indigenous Rights, Food Sovereignty, Socio-environmental Rights, Agrarian Reform
Strategies	Methodology on Budget monitoring is their main instrument. Capacity building of civil society organisations, realization of debates, formulations of law proposals
Role in Civil Society	Participates in several networks nationally and internationally. Important role in ABONG and World Social Forum. Important advisor for NGOs and social movements in the debate on public policies.
Particular Achievements	Strong contribution to make public budgets and expenditures accessible to the population.
Relationship with NCA	Long term strategic partnership in Brazil. For Angola, to be used as an international resource organization to strengthen NCA Core-partners work on Fair economic governance in Angola.
Start of Cooperation	1995, in Angola from 2005
NCA's rationale for relationship	INESC has a unique position in Brazil, working as an advisor both towards the parliament and the civil society. As for Angola: a resource Partner, to build Core-Partners capacity within Fair Economic Governance, and draw upon INESC's experiences from their work within this thematic in Brazil.
Planned increase; decrease; phase-out	Stable / decrease
Strategic Potential for Future Cooperation	Yes
Partners, other than NCA	Action Aid, Christian Aid, OXFAM, CCFD, EED, Kindernothilfe, Ford Foundation, Heinrich Böll Foundation

Norwegian Church Aid's Accountability framework

Introduction

Norwegian Church Aid is an **ecumenical, diaconal, humanitarian and non-profit** organisation **mandated by churches and Christian organisations** in Norway¹² to work for **global justice**, by empowering the poor and challenging the wealthy and powerful. Together with our constituency and our partners, NCA commits itself to the **vision: Together for a just world.**

Our work is guided by the following **values**: Integrity of Creation, human dignity, global justice, inclusive communities and compassion.

We are rooted in **faith** and believe that religion can be a power for positive change when people, **across religious boundaries**, identify and strengthen those forces within their own religion that affirm justice and protect the oppressed and destitute.

Our assistance is provided **unconditionally** and without any intention of influencing people's religious affiliation. We do not support proselytising activities and confront biases based on religion. We support all humanity irrespective of culture, gender, sexual orientation, age, functional abilities, ethnicity and political persuasion.

Translating visions into strategies and action, NCA is working on the following five **Global Strategic Priorities**; The right to Peace and Security, Gender Justice, Economic Justice, Climate Justice and The right to Water and Health.

Our three working methods; long-term development aid, emergency assistance and preparedness and advocacy are interlinked. Combining and handling them under one management system is what we in Norwegian Church Aid understand as an **integrated approach** to social change.

Commitments

In the Principles NCA has identified five standards that we are committed to translate into practice:

1. A commitment to rights
2. Women's rights and gender equity
3. Protection of the environment
4. Peace and reconciliation
5. Accountability

A **Rights-Based Approach** is at the base of all Norwegian Church Aid's work. As a duty-bearer, Norwegian Church Aid is committed to the principles of accountability, transparency, non-discrimination, equality and respect for all people.

Norwegian Church Aid strives for **open and honest communication** about our activities, where and how we carry out our mission and how financial and human resources are utilized. Publishing our global plans and reports, we aim to communicate openly with the public both at home and abroad, donors and authorities, our constituency, partners, individuals and groups that become involved and engaged in our work.

¹² Church of Norway, the Pentecostal Movement in Norway, the Evangelical Lutheran Free Church of Norway, the Free Evangelical Congregations, the Baptist Union of Norway, the Mission Covenant Church of Norway, the Salvation Army, the United Methodist Church in Norway, the Norwegian Sami Mission, the Domestic Seamen's mission, the Norwegian Universities and Schools Christian Fellowship, Norwegian YWCA-YMCA. Observer organisations: Global Aid Network, the Norwegian Council for Mission and Evangelism (NORME), Christian Council of Norway.

Standards

Norwegian Church Aid is committed to key standards for our work. They are defined as obligatory standards. Our compliance to these standards is verifiable. Working in challenging situations Norwegian Church Aid might be in situations where we are not able to work in compliance with our standards. In such situations, Norwegian Church Aid has routines for justifying and deciding on exoneration and these are regularly flowed up.

Norwegian Church Aid's standards:

- Norwegian Church Aid has developed its own Code of Conduct that is binding for all employees globally. Norwegian Church Aid is also committed to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations in Disaster Relief <http://www.ifrc.org/publicat/conduct/index.asp> as well as the Code of Conduct on sexual exploitation for staff members of the ACT Alliance <http://act-intl.org/resources/manual/CodeConductSexualExploitation.doc>
- In our emergency work Norwegian Church Aid aims to meet The Humanitarian Charter and Minimum Standards in Disaster Response, the Sphere Project. <http://www.sphereproject.org/content/view/27/84/lang,English>
- Norwegian Church Aid applies the ACT guiding principles for gender-sensitive planning and implementation <http://www.act-intl.org/manual.php>
- As a member of the Ethical Trade Initiative Norway (ETI-Norway) Norwegian Church Aid and our suppliers are obliged to comply with ETI-Norway's Base Code [http://www.etiskhandel.no/English/Base Code](http://www.etiskhandel.no/English/Base_Code)
- Working in conflict sensitive areas our work is guided by the Do no Harm- and Local Capacities for Peace Projects, <http://www.cdainc.com/dnh/>
- As member of the Humanitarian Accountability Partnership (HAP), Norwegian Church Aid is committed to the HAP standards for accountability and quality management¹³: [http://www.hapinternational.org/pool/files/hap-2007-standard\(1\).pdf](http://www.hapinternational.org/pool/files/hap-2007-standard(1).pdf)
- As an employer in Norway, Norwegian Church Aid adheres to the Norwegian laws and regulations for employees, The Working Environment Act. Norwegian Church Aid has a global work place policy on HIV and Aids.
- Norwegian Church Aid follows the Norwegian accounting standards and International Financial Reporting Standards. In our fundraising work we apply the standards given by The Norwegian Control Committee for fundraising. For further details on financial standards see annex I.

Implementing mechanisms

Implementation of our work is guided by policies and guidelines. Norwegian Church Aid has developed a handbook - Routines & Guidelines (R&G), to contribute to securing that our work is in compliance with our standards. The R&G includes documentation pertaining to Norwegian Church Aid's governance, risk management, planning and budgeting, financial management, human resource areas, monitoring and reporting. The R&G is an authoritative point of reference for applicable rules, guidelines and templates relevant to every day work. Norwegian Church Aid undertakes continual improvement of its Routines & Guidelines and strives to keep the content as updated as possible.

¹³ Regarding the Principle for Humanitarian Action Neutrality included in HAP standards, Norwegian Church Aid will in certain contexts reserve the right to give political support to resistance with legitimate means against illegitimate regimes. This is in line with our mission as stated in Norwegian Church Aid's policy document

Partnership

Norwegian Church Aid works with partners. Rather than impose our accountability standards on our partners, we aim to share our standards and to facilitate support to partners who share our commitment of good practice and improvement. We focus on improving the quality of our partnerships and together with our partners develop good accountability mechanisms towards the rights-holders.

Norwegian Church Aid includes accountability in our capacity development and organizational support to our partners, and in monitoring our partners' work.

Declarations of interests

We cooperate with ecumenical organizations such as the World Council of Churches and the Lutheran World Federation. Norwegian Church Aid is a member of the ACT Alliance and we take part in several ecumenical networks with our sister organizations.

We are a member of networks among non-governmental organizations and faith-based organizations in Norway and take part in professional working groups. We also take part in working groups with the Norwegian government.

Norwegian Church Aid gets funding and resources from the Norwegian Government, other governments' agencies, our sister organizations, the United Nations and other agencies and private donors.

- There has been **progress in some areas** such as reduction in **U5MR, increased enrolment primary school, contraceptive prevalence**
- There has been **limited progress** access to adequate sanitation, safe water, Birth registration, Immunization and maternal health care
- Even where there is progress, there are wide disparities between gender e.g. in access to secondary education, rural and urban areas and between the rich and the poor in terms of access to water, sanitation,