

Norwegian Church Aid Angola Strategy

2016-2020



NORWEGIAN CHURCH AID
actalliance

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List of abbreviations

BftW	Bread for the World
CA	Christian Aid
CC	Climate Change
CEIC	Centro de Estudos e Investigação Científica da Universidade Católica de Angola / Centre for Scientific Studies and Investigation 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
CSR	Corporate Social Responsibility
DCA	Danish Church Aid
DDR	Disaster Risk Reduction
EIA	Environmental Impact Assessment
EITI	Extractive Industry Transparency Initiative
Endiama	Empresa Nacional de Diamantes de Angola
FBO	Faith Based Organisation
GAS	Grupos de Agua e Saneamento/ Water and Sanitation Groups
GBV	Gender Based Violence
HDI	Human Development Index (UNDP)
HO	Head Office
IGA	Income Generating Activity
INDABA	Alternative mining INDABA
LWF	Lutheran World Federation
M&E	Monitoring and Evaluation
MINFIN	Ministry of Finance
NCA	Norwegian Church Aid
PMER	Planning, Monitoring, Evaluation and Reporting
PPA	Participatory Poverty Assessment
PWYP	Publish What You Pay
SADC	Southern African Development Community
VPs	Voluntary Principles
WASH	Water , Sanitation and Hygiene

Executive summary

NCA's country programme in Angola (2016-2020) will contribute to the goal that "Angola citizens live in a transparent and just country where all citizens have equal access to economic opportunities, can exercise their rights and have livelihoods resilient to climate change." During the current strategic period, NCA in Angola will focus its interventions within three global programmes: 1) Resource Governance 2) Climate Resilience, and 3) Economic Empowerment.

Building upon lessons learned from the previous strategic period, NCA will continue to support the collaboration between its traditional faith-based and church partners and secular human rights organization partners, as a powerful pathway to achieving change in Angola. The programme will target the provinces of Lunda South and North (Lundas), Zaire, Huíla, Cunene, Benguela and Kwanza-Sul. In an effort to ensure the effective monitoring and follow-up of the new partners and geographic areas, NCA will enter into an agreement (MoU) with two sister organisations within the ACT Alliance i.e Christian Aid (CA) and Lutheran World Federation (LWF). These two ACT Alliance partners will support NCA in follow-up, monitoring and capacity development of some of the partners, primarily in the Lundas and Cunene provinces.

Strengthening civil society through a rights-based approach is at the core of NCA's strategy in Angola. NCA believes that civil society, and in particular faith actors, have an important role to play as development actors and service providers in alliance with the state. Working with faith based actors has been demonstrated to be an effective strategy for organizing and mobilizing grassroots communities and influencing government to deliver quality services to poor and marginalized people, engage in public debates and monitor local and national government policies and practices. At the same time, NCA will continue to support a number of Angola's most well-known and vocal secular human rights actors, who, together with the faith-based actors form a central part of NCA's theory of change in Angola. NCA is the only organization in Angola working proactively to facilitate and challenge these two actors to increase their collaboration and synergies.

NCA's civil society strengthening component will focus on three main pillars (see section 4):

1. Bringing different civil society actors together to develop a broader and more diversified civil society in Angola: NCA will continue to encourage strategic collaboration between church and secular human rights partner organizations within its Angola programme, within the ACT Alliance, and strengthen south-south collaboration between Angolan civil society actors and their Southern African and Brazilian counter-parts.
2. Providing technical expertise and support to programme partners on thematic areas – Resource Governance, Climate Resilience and Economic Empowerment: NCA will continue to provide training, on-going accompaniment, and facilitate strategic learning opportunities with resource partners, in an effort to help programme partners fully realise their potential to become reference organizations in their technical field.
3. Building the capacity of partners to become accountable and sustainable civil society actors: NCA will continue to support core partners with accountability processes, such as strategic planning and financial management, and the development of mechanisms to ensure downwards accountability towards the communities where partners work.

Citizen empowerment, particularly women and youth, is both a central aim and strategy of the programme and NCA will accompany all partners on an on-going basis to ensure they are availing of every opportunity to empower citizens to engage duty-bearers in their interventions.

The programme relates directly to Angola's National Development Plan 2013 – 2017. Some of the relevant objectives in the Development Plan are as follows (the long-term objectives):

Ensure Unity and National Cohesion (# 1), building a democratic and participatory society that guarantees the fundamental rights and freedoms and development of civil society (# 2), promote the human development and welfare of Angolans, ensuring improved quality of life, fighting hunger and extreme poverty (# 3); promote sustainable development, competitive and equitable, ensuring the future for future generations (# 4); support the development of entrepreneurship and private sector (# 6).

(Medium term objectives):

Preservation of national unity and cohesion (# 1); ensuring the basic assumptions necessary for the development (# 2); improved quality of life (# 3); inclusion of youth in the labor force (# 4) and private sector development (# 5).

1. Context analysis

Socio economic situation

Angola is a country rich in natural resources, particularly oil and diamonds, yet the wealth generated from these resources are not distributed equally across the population. After many years of economic growth since the ending of three decades of conflict in 2002, the Angolan economy has shown signs of slowing down due to a drop in oil prices¹. A series of austerity measures in public spending is expected to also continue, which will impact negatively on much needed public investment plans across a number of important sectors, including electricity, water, health, education, industrial development, infrastructure, and agriculture. Despite Government progress on important social and development indicators, chronic poverty remains a major problem especially among women and youths, who often face additional challenges of voicelessness, violence, and time/labour burdens². Angola's HDI value for 2013 was 0.526—in the low human development category - positioning the country at 149 out of 185 countries. The HDI falls by over 40% due to inequality in the distribution of the dimension indices.³

Angola is one of the most unequal countries in the world. The debate on the **role of the state in the reduction of inequalities and the promotion of human rights** continues to grow stronger within the Angolan society. The fact that majority of citizens, and in particular women are prevented from participating fully in the economic, and political life of the society in which they live has led to massive social exclusion.

Despite constituting the “back-bone” of the informal economic market in Angola, women and youth are often devalued in decision-making processes and leadership positions are adult male dominated. Amongst the major political changes during the previous period of NCA's Angola programme has been the first massive demonstrations against the government and the president of the republic stirred up by unhappy and angry youth. They underline the urgent need to establish mechanisms for dialogue between citizens and the state. One of the key factors contributing to social unrest, particularly amongst the majority (70%) youth population is the **lack of employment and other economic opportunities**. Despite political pronouncements of plans to diversify the economy in recent years, 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 just 1% of Angolan workers, which is a factor in the 26% unemployment rate.

It is estimated that over 50% of Angola's rural population get their income directly from small holder agriculture. For those who live in rural zones, the situation may be even more difficult in the near future **due to drought and variations in climate that are increasing intensity in the southern provinces** like Huila, Kunene and Benguela, where the most vulnerable people don't have knowledge or skills necessary to increase their resilience to climate change. Water insecurity is a key barrier to achieving climate resilience, with only 34% of the population in rural areas having access to water. Women are most affected by water shortages. As those responsible in the community for ensuring the family's water needs are met, women, particularly young girls, spend many hours and many kilometres trying to find and collect water.

¹ The real gross domestic product (GDP) grew 4.2% in 2014, down from 6.8% in 2013 and a continued decrease is forecasted for the short to medium term.

² Bessell, Sharon, “The Individual Deprivation Measure: measuring poverty as if gender and inequality matter”, *Gender and Development*, 2015, Vol. 23, No. 2, 223–240, <http://dx.doi.org/10.1080/13552074.2015.1053213>

³ The average loss due to inequality for low HDI countries is 33.5 percent and for Sub-Saharan Africa it is 35 percent

In mineral-rich parts of the country like Huila and the Lunda provinces, **people affected by the negative impact of mining operations face major barriers to participation in dialogue with state and private sector actors.** Major issues include land and environmental rights as well as a chronic lack of CSR and social investments in the communities. Local government is not elected, but appointed by the national government. The local hearing councils established by the legislation provide a space for citizen engagement, but power is still centralized and local authorities are largely ineffective as a mechanism for equitable and effective citizen participation. In addition to a hierarchical governance culture, a lack of access to reliable information is also a major constraint to participation. Although no official data exists, women are poorly represented in local consultative and decision-making spaces in Angola.

Although the constitution from 2010 recognizes the right of citizens to participate in political life, serious barriers remain in applying the law. Citizens face a number of important barriers to participation, including ; **lack of access to information, lack of space and lack of mechanisms for dialogue between the citizens and the local and national governments.** In 2013 the country was classified as "non-free" by Freedom House in its Freedom in the World report⁴. Citizens living in mineral-rich parts of the country face major barriers to participation in dialogue with state and private sector actors on the impact mining operations are having on their lives and the rights of their communities.

The government has taken some steps towards embracing decentralization of power to municipal administrations. The Local Administration Act of 1999 (revised in 2010) has given more power and autonomy to local government and encourage and institutionalize the participation of ordinary citizens in decision-making processes. Municipal administrations receive funds from the national budget to implement national programs aimed at poverty reduction⁵. Local elections are yet to be formally announced, but are planned to be piloted in some municipalities from 2017 onwards. The local hearing councils established by the same legislation which should provide the forum for citizen engagement of local authorities continue to be sporadic in geographical spread and largely ineffective as a mechanism for equitable and effective citizen participation.

State's institutional capacity

Despite some progress since the ending of the war, the capacity of the state to provide public services such as health, education, water and sanitation, remains weak. It has been further challenged with the current economic crisis Angola faces due to a drop in oil price. The Government has made major budget cuts across a number of public service delivery areas, it has placed a moratorium on much needed public sector recruitment, and it has greatly reduced training plans for existing public sector employees. Since the war, the informal sector has developed and grown in response to the reality of weak public service provision. Many citizens will seek traditional therapies to meet their health needs, as well as develop "alternative" (and often unlawful) means to access both water and electricity⁶. With respect to state capacity to respond to emergencies caused by natural disasters, despite having the necessary institutional infrastructure in place, such as an alert system and provincial representatives of the National Institute for Natural Disaster Management, the State does not have the necessary technical capacity or resources to respond adequately to emergencies, as has been most recently evidenced during the drought in the Southern part of Angola.

⁴ in 133rd position among 167 countries analysed by the democracy index calculated by the Economist Intelligence Unit.

⁵ Municipal Integrated Development Program to Combat Rural Poverty – PMIDRCP

⁶ According to available national data 42% of Angolans have access to an appropriate source of drinking water, and this is reduced to 23% in rural areas. With respect to electricity, Angola has 40% national coverage, but only 8.2% of the rural population have access to electricity.

Power analysis

Angola's oil-dependent economy means that power is ultimately concentrated in the hands of a few key actors. The **Government** is the dominant earner and spender in Angola, enabling it to pursue its modernistic and infrastructure-centred approach to development. From the government's point of view, the dominance of oil and diamonds require them to be heavily involved in the economy through the allocation of resources. In the longer-term, however, as outlined in the National Development Plan, the government does seem to view a greater role for private sector over time. On the expenditure side, while the Ministry of Finance (MINFIN) does publish national budgets, there are limitations with respect to a meaningful role for parliament or civil society in the budget debate, and published budgets often have little influence on actual government behaviour. Some progress has been made with the National Assembly holding budget discussion meetings with actors including civil society actors and a MINFIN plan to develop and publish a citizen budget in the near future. The key problem remains, however, that the national budget is not made available to civil society actors prior to engagement with the National Assembly⁷.

At sub-national level, government power is somewhat limited. Municipal and communal administrations are often farthest from power to set the political agenda and identify local priorities. Instead, local government actors' role is commonly reduced to facilitating the implementation of policies and programmes developed at central level. With respect to **women's political voice**, a 2010 law provides for a quota of 30% in Parliament. There are no quota requirements at the sub-national level and this is evident in the low number women Provincial Governors (1⁸ of 18) and municipal administrators.

Private and political interests are often intertwined in Angola and **private sector actors** are often linked directly to the political elite. Both national and international private sector actors hold a lot of actual and potential power to impact, positively and negatively, upon the economic and social development and human rights of Angolan citizens. Despite this, however, private sector is still quite dependent upon the Government in terms of how it operates in Angola, including possible social investments and other CSR interventions.

This is particularly the case in the oil and mining sectors. In the oil sector, Sonangol has partnered with a diverse range of global oil companies, including, among others: British Petroleum (UK), Chevron (USA), Petrobras (Brazil), ExxonMobil (USA), Total (France), Pluspetrol (Argentina), GALP (Portugal/Angola), Sinopec (China), ENI (Italy), Maersk (Denmark) and Statoil (Norway). In diamond mining, Sociedade Mineira de Catoca Ltda. (SMC) remains the lead actor, a joint venture of Empresa Nacional de Diamantes de Angola (Endiama) (32.8%), Joint Stock Company Almazy Rossii-Sakha (ALROSA) of Russia (32.8%), Odebrecht Mining Services Inc. of Brazil (18.4%), and the Leviev Group of Israel (16%). The non-diamond mineral sector consists of international private sector actors from Brazil, Portugal, Spain, China, and others.

With respect to other **international partners**, the Government will engage on issues of national development, but it has become increasingly selective with this type of assistance and partners, such as China and Brazil who support the Government's vision for development (i.e. infrastructural projects) are preferred partners. Overall, international partners providing technical rather than policy advice to the Angolan Government are welcomed. In terms of religion, Angola is a very homogeneous country and the population is estimated to be more than 90% Christian.

⁷ A power analysis of the Government reveals a concentration of political and economic power in one dominant party, with the MPLA party having won 175 of 220 seats in the 2012 elections with 79% of votes, UNITA 15%, CASA-CE 4% and PRS 1%. Although the opposition doubled their seats in parliament after the last general elections in August 2012, the opposition continue to be weak and divided and the governing party still controls the majority of votes

⁸ Lunda-Sul

The Catholic Church is by far the largest of the Christian churches representing an estimated 60% of this population, whereas the evangelical protestant churches account for around 30%. Taking into consideration the overwhelming numbers of Christians in the country, religious leaders are in general seen as important and influential leaders and there is no doubt that they hold a tremendous potential for leading change. However, there is a lot of power-struggle within the churches and amongst the different denominations that often deviates the attention of the church from key issues like social justice. In addition, the authorities often try to co-opt and manipulate religious leaders in order to legitimize their own agendas. This has to a certain degree discredited the churches. During the past decade, so called charismatic "money" churches have grown tremendously and have particularly gained followers in the urban areas. Islam is also growing and there has been an increase of tension and bouts of xenophobia during the past years against Muslims including some reported vandalism of mosques.

Overview of power within Central Government in Angola

Angola: Drivers of Change Report 2008

In Angola, power is concentrated in the President. Ministries report upwards to the president's office, and have limited horizontal links to each other. This centralised set-up feeds factionalism, dependency on, and competition for access to the president. It also limits institutional coherence among ministries. After the president, a second line of power includes the presidential advisors. Although several powerful officials cluster around the presidential offices (Cidade Alta / Futungo de Belas) in reality 'the presidency' is more diffuse – many members of the presidential circle are in fact sprinkled around a wide array of public bodies including, for example, the Petroleum Ministry. Sonangol and to a lesser extent Endiama, the state oil and diamond companies, are the other key elements of the second line of power. Until now, Sonangol has successfully resisted efforts by other state institutions – including by the Petroleum Ministry – to encroach on its power [...] In the last few years, the visibility and productivity of the Council of Ministers (Cabinet) has been growing. It approves policies and legislation, supported by a powerful secretariat that helps the President prepare and filter subjects for consideration and coordinate the various commissions involved. There is no voting in the cabinet: instead, issues are normally prepared and decided through technical groups and then formally presented for consensus. The National Assembly (Parliament) discusses and ratifies draft laws approved by the Council of Ministers; only a few laws are initiated by National Assembly groups.

Role of civil society

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. 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. The enabling environment has suffered a gradual closure of space, following a wider global trend in recent years. A recent NGO law now places new restrictions on NGO (national and international) activities, which many commentators fear is an attempt to rid Angola of some of the more critical human rights actors.

Although the position of women is that of the poorest in representation, organization, and participation in decision-making, women are also the most promising force for social change. Although the NGO sector is facing great difficulties in getting access to funding and is losing trained personnel to the private sector, a new dynamic civil society repre-

sented by churches, community based organizations, research centres, movements and youth groups have begun to emerge and to claim their right to participation. This features a new dynamic phase where NGOs are no longer the main protagonists and where they are challenged to adapt to a new reality where they will have to survive with less funding and where they have to compete with a variety of actors both in the public and private sector. In Angola, NCA has chosen to continue to give preference to facilitating collaboration and synergies between **faith based organizations and churches and secular human rights actors**.

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. The religious sector has also played an important role in addressing the gap in adequate public clinics and schools. 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. The five new human rights organizations with which NCA began partnerships in 2014, are amongst the most well-known and vocal civil society actors in Angola. They have much expertise in human rights tools and mechanisms at multiple levels and have achieved positive results in challenging public and private sector actors to respect human rights in Angola. If organized to speak with a united voice and act upon a common agenda, the churches and the human rights organizations have the moral and technical leverage and mobilization power to positively influence policy makers on a range of social justice issues.

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. Access to internet remains low, particularly in rural areas, but access in urban areas has increased the use of social media spaces for citizens wishing to engage in public debate on important political, economic and social issues.

Conflict analysis

Angolan society is polarized along political party lines— a legacy resulting from decades of devastating civil war. Political blockages and limited opportunities for dialogue at all levels have acted to incubate the potential for conflict, social antagonism and disunion. Corruption and the unequal distribution of resources (public services, wealth and land) are amongst the key driving forces of conflict in Angola. In particular, disgruntled youth (faced with unemployment, little social or economic opportunity, and lack of voice or access to decision-making spaces) have increasingly displayed their growing discontentment with small but significant acts of protest over the last number of years. A lack of faith in public institutions, from public service providers to police and the court system, adds to the potential for conflict, as citizens seek redress and retribution in an attempt to access their rights. Although, ethnic and cultural divides are less visible or significant in Angola's current social and political landscape, they have played an important role in the rise of Angola's modern political parties. The Churches have also historically aligned to this ethno-political segmentation (i.e. IECA with UNITA in the south, the Methodist with MPLA in the coastal areas and the central-north, and IEBA, IERA and IEA with FNLA in the north etc.). However, the CICA platform has played a key role in unifying the Churches and reducing the potential for a rise in ethnic divisions.

Problem statement

Given the above factors the NCA programme and partners in Angola will address the following critical problems:

- 1) Unequal distribution of Angola's public and natural resources, particularly in rural and mineral-rich areas
- 2) Communities in drought prone areas of Angola lack the knowledge and skills to increase their climate resilience and water security
- 3) Angolan citizens do not have equal access to economic opportunities
- 4) Citizens lack knowledge, skills and space to proactively demand their rights and access justice

2. Lessons learned

NCA has drawn a number of important lessons in Angola from the previous strategic period (2011-2015). This section outlines the key lessons from what has worked and what has not worked as well for NCA and partners in Angola, which has been incorporated into the design of the country programme for the period 2016-2020.

What worked well: As a faith-based actor, NCA has managed to support its church and FBO partners to engage on issues and with approaches which are traditionally challenging within Angola's political context, i.e. social monitoring and active dialogue between citizen and government. With a gradual but consistent closing of political space for civil society actors in the country, NCA has played a key role in challenging this trend, investing in partnerships with the religious sector. The churches and faith-based actors still command a high degree of respect and legitimacy across sectors in Angola, which allows them to access key political targets and engage these on important social, political and economic issues. NCA will continue this approach with a preference for church and faith based actor partnerships.

At the same time, in 2014 NCA took on five new secular partners who are well known human rights actors within the Angolan context. This was part of a strategy to support and challenge its church partners to continue to strengthen their engagement with a human rights based approach to their interventions, as well as advocacy initiatives. The new country strategy will build upon the initial results of this process and continue to identify opportunities for developing synergies between the two types of civil society actors, which we believe is essential to delivering on our theories of change (see section 4 below).

In 2013 and 2014, NCA brought together partners from Brazil and Angola in order to facilitate a sharing of experiences and lessons learned on climate change adaptation. This has helped our partners in Angola to adopt a much more integrated approach in their climate justice work, with more tangible results such as strategies for diversification of livelihood. One key lesson from this experience has been the importance of addressing water security within climate change adaptation. The new country strategic plan therefore includes a Climate Resilience programme which contains a WASH component.

What did not work well: With the exception of the resources and finance programme, some partners are still leaning towards a traditional service-delivery role and do not always adopt a proper citizen empowerment approach to their interventions, i.e. facilitate a process whereby citizens themselves are empowered to take action in the defence of their rights. All programmes need to have a specific citizen centred advocacy component, especially involving women and youths, in order to ensure that a human rights based approach is fully integrated into how our partners work. The programme for 2016-2020 fully integrates advocacy and citizen empowerment approaches into theories of change and strategies for all programmes (see sections 4 and 5 below).

Ensuring gender equality and women's rights within partner organizations as well as their programmes was quite a challenge during the last strategic period. The GBV programme did not produce the level of results hoped. Partners require continuous support to ensure they are positively challenging the societal and cultural norms which place women in a disadvantaged position. This will be achieved by NCA project staff constantly putting forward the challenging questions at all stages of the programme cycle and especially during field monitoring visits. However, NCA has not opted to select GBV as a full programme for the 2016-2020 programme, but may support a number of initiatives deemed to be making a significant contribution to challenging norms which uphold GBV practices in Angola.

3. Geographic focus

NCA's geographic focus areas

In Angola, NCA increased its budget from 20 million NOK to 30 million NOK between 2013 and 2014 with the inclusion of 5 new secular human rights partners within its funding agreement with the Norwegian Embassy. Furthermore, NCA is developing a partnership with ACT Alliance sister agency, Lutheran World Federation, based on increased cooperation, coordination and shared programme management. The selection of provinces for this strategy is in part guided by both of these factors and accompaniment of activities in certain provinces will be shared. NCA has identified the following target provinces for the 2016-2020 Country Strategy for Angola:

1. Lundas (North and South)
2. Zaire
3. Huíla
4. Benguela
5. Kwanza-Sul
6. Cunene
7. Luanda

In addition to the formal selection criteria, the selection of provinces has been influenced by a number of important factors. Firstly, NCA and LWF will continue a process of closer collaboration which is expected to result in increased integrated programme management. Secondly, given the strategy includes a new focus on "extractives" and promoting the rights of communities in areas affected by mining, NCA has included the diamond mining provinces of the Lundas with a view to supporting local advocacy and lobby initiatives with a national policy level focus.

Criteria used for geographic selection

Geographic selection was based upon two formal criteria: (i) Potential impact in relation to programme outcomes and (ii) Where partners work.

The Lundas are located in the east of the country and are home to Angola's diamond wealth. Partner Maos Livres used to have offices in the Lunda provinces where they provided legal accompaniment and human rights training to communities affected by mining operations, as well as conducting national level advocacy. They have been forced to close these offices due to lack of funding, but have been able to maintain focal points in each location. Under this strategic planning period, their presence in the Lundas will once again be strengthened. LWF has an operational office based in Lunda Sul and may be in a position to support NCA programme accompaniment and management. However, for the first part of the strategic period, NCA will support national-level advocacy interventions on the Lundas rather than direct field interventions.

NCA has supported an emergency intervention, as part of the ACT Alliance (see section 7 below), in Huila and Cunene, as part of its response to a prolonged drought in the Southern part of Angola. These two provinces are amongst the worst affected by climate change impacts. Zaire, Benguela and Kwanza-Sul are provinces in which NCA and partners have achieved many significant results in both climate change adaptation and resources and finance programmes during the previous period, which this current strategy aims to build-upon. Luanda remains a target province given it is the centre of power and where key decisions are made. Additionally, with a growing focus upon youth and economic opportunities, the programme will develop an increased "urban" focus during this 5 year period.

4. Theory of Change for NCA Angola

Vision/ Country programme goal

NCA's country programme in Angola (2016-2020) will contribute to the goal that "Angolan citizens live in a transparent and just country where all citizens have equal access to economic opportunities, can exercise their rights and have livelihoods resilient to climate change". To achieve this goal, NCA's programme in Angola will follow four key pathways of change.

Preconditions to reaching the vision

1. If information on public finances and programmes is accessible to the majority of the Angolan population, citizens have the capacity to dialogue and access to spaces where they can demand their rights, this will create a public demand for more transparency in public expenses so that there will be more pressure on the government and authorities, less corruption, more accountability and an **accountable governance of national resources for an equitable distribution of wealth and sustainable development**. NCA assumes that the public will have an interest in public finance issues once user-friendly information is made available to them and that they will be willing to engage available spaces to demand more transparency and accountability from Government. Finally, NCA assumes that sufficient public demand for increased transparency and accountability will act as a deterrent against corruption. There is a risk that the Government fails to fulfil and uphold key access to information and participation rights which underpin this change pathway.
2. If information, training and other business access tools exist and are accessible to the majority of the population, and key market barriers have been removed, Angola citizens will have an increased chance to develop their own **economic opportunities so that they are economically empowered**. NCA assumes that Government is open to being influenced to address political and bureaucratic hurdles to the development, registration and operation of small businesses in Angola.
3. If citizens have climate change knowledge, skills and expertise and have access to spaces where they can demand that their affected rights are protected by Government, this will encourage the development of strong adaptation plans at national and local levels which will result in adapting methods of agriculture to diversify crops and secure sustainable livelihoods, building up the **climate resilience of communities**. NCA assumes that communities are willing to adapt longstanding agricultural practices on the basis of an improved understanding of the effects of climate change and that the Government will be open to being influenced by best practices in the development of its climate change adaptation plans.
4. Finally, underpinning all of the aforementioned change pathways is a the belief that the Government will increase its capacity to **guarantee the rights of Angolan citizens** if the Churches and other actors of civil society have the capacity and are committed to take a stand for human rights and support women, men and youth claim their rights. As a faith-based actor, NCA believes that the churches and other faith-based actors are among the most effective agents of change in this respect and assumes the churches in Angola are willing to continue to proactively adopt this critical role. The Government needs to be open to church and civil society actors conducting human rights activities.

NCA's role and added value in contributing to change

NCA will continue to play a variety of roles within this theory of change- as facilitator, challenger, networker and accompanier (see section 5 below).

Duty bearers and rights holders

Rights Holders are members of rural communities. The country strategy will work with men and women organized in community groups (i.e. water management groups, rural cooperatives and associations, etc).

Local and national duty-bearers: within the second component, the programmes will target local and national duty-bearers with the power and influence to address the advocacy concerns of the groups.

Duty Bearers for the Economic Empowerment and the Resource Governance programmes will also be the private sector actors seen as key player to support and build the capacity of community enterprises to network and engage with local private sector actors (i.e. supermarkets, etc) in an effort to develop new markets and business partnerships and build the capacity of communities affected by mining to engage with relevant private sector actors to address human rights concerns.

5. Strengthening civil society

Working strategically with civil society

In Angola, one of the main values added by NCA has been to connect partners with each other, in order to broaden and diversify the pool of civil society actors active in Angolan society. NCA will continue its support of five new non-faith based partners which jump-started a process of synergies with the churches and FBO partners⁹. The inclusion of these secular partners meant that NCA was the first organization to bring together in an organized and structured way these two groups of civil society actors known to be suspicious of each other. During this period (2016-2020), NCA will continue to identify synergies between these partners that will benefit a variety of thematic programme outcomes across the three programmes¹⁰.

Strategic networking via closer cooperation through some of the international members of ACT Forum Angola, and our respective Angolan partners, will also continue to be a key feature of the Angola programme during this period. NCA has already entered into an integration process with sister agency LWF and plan to sign a MoU formalising closer cooperation in the beginning of 2016. A general dialogue on closer cooperation is also ongoing with CA and DCA.

NCA will also continue to build-upon "South-South" strategic networking opportunities developed in the previous programme period. During the previous programme, NCA brought together partners from Brazil and Angola in order to facilitate a sharing of experiences and lessons learned on climate change adaptation as well as partners in Southern Africa on the "Alternative Mining INDABA". This strategic collaboration will continue during 2016-2020.

Strengthening civil society through programme work

Space for civil society in Angola has been increasingly shrinking in Angola over the past four years, a trend NCA forecasts to continue during this current period (2016-2020). NCA will continue to adopt a dual approach in contributing to an enabling environment for civil society in Angola. The first element of this strategy is to continue empowering the churches to assume their role as strong civil society actors. Churches are not ordinarily viewed as threatening to the authorities as many other civil society actors. However, to support a "diversified civil society", NCA will, secondly, continue to partner with strategic non-faith based actors with technical expertise in NCA programme areas and who adopt a human rights based approach. NCA's support to these very vocal and well known human rights organizations will be very important in a context of reducing funding and partnership options for such civil society actors as well as the passing of a new law on NGOs in 2015 which greatly reduces the independence of these actors.

Another strategy NCA will adopt to contribute to civil society space is bringing together diverse civil society actors through the creation of common spaces where these actors can challenge duty bearers on relevant issues. One example is the strategic partnership between NCA and CEIC at the Catholic University. NCA will build on joint initiatives with CEIC such as Capital Flight and Pro Poor Development. These initiatives bring together civil society actors, government and others to discuss and debate, at times, controversial issues, which acts to challenge the closing of space.

⁹ Please refer to the Angola Country Report covering 2011-2014.

¹⁰ Some examples of this may include collaboration on the Alternative Mining INDABA the programme hopes to facilitate in Angola, joint advocacy on the results of social monitoring activities, Climate Resilience technical learning exchanges, and advocacy on value chain development and market access for small scale producers.

Capacitating core partners as civil society actors

Many civil society organizations, and in particular churches, in Angola tend to be rather conservative with a strong male hierarchy and a top-down style management that does not encourage active participation by other staff members especially women or community members. The church partners, in particular, still struggle with being proactive on issues related to social injustice and human rights. NCA will therefore continue to find ways of inspiring, mobilizing and capacitating the churches to make use of their huge potential as active promoters of justice and human rights in Angola society.

The synergies with the new non-faith based human rights partners will play a key role in this¹¹. In the participatory design of the theories of change for each of the thematic programmes, NCA challenged partners to adopt a citizen-empowerment focus. The subsequent programmes and accompanying strategies mirror this. NCA will accompany partners on an on-going basis to ensure they are availing of every opportunity to empower citizens in their programmes.

NCA will continue to support core partners with accountability processes, such as strategic planning and financial management. In terms of practical support, NCA will play the role of accompanier in our dialogue with partners striving to adapt capacity development needs to each partner's individual needs. As an example can be mentioned the financial management support provided by NCA's finance manager to our core partners both during their day-to-day work and during reporting periods when special needs often occur.

NCA remains firmly committed to enhancing accountability and will continue to renew its efforts to disseminate and put in practice the principles in the Core Humanitarian Standard on Quality and Accountability (CHS)¹². The principles are already actively used in our communication and work with partners. There will be an increased focus on working with our partners on accountability, including within their organizations and in relation to their work in communities, during the coming period.

Finally, NCA will accompany partners in integrating common programme indicators into their M&E systems, as well as strengthen their data collection, analysis and reporting capacity. Special consideration will be given to promoting "downward accountability mechanisms", such as "community meetings" to feedback on annual reports¹³.

¹¹ Partners, such as for example Mosaiko, contribute actively in promoting and amplifying the voices of rights holders within relevant debates on human rights-related issues through their regular radio programs and newsletters. NCA will facilitate sharing and learning between traditional partners and new partner ADRA which is well known for its decentralized and participatory style of operation and expertise in participatory community mobilization practices.

¹² NCA is currently HAP certified (Humanitarian Accountability Partnership) until 2019. However, CHS officially substituted HAP in June 2015 as the new, single core standard for better humanitarian response.

¹³ This section is complemented by a compulsory outcome on the capacity of civil society actors (inserted in Annex 1). This outcome will be measured through a partnership assessment tool with 'scorecard'.

6. Programmes

6.1. Global Programme: Resource Governance

Needs analysis

Despite being rich with natural resources, Angola's wealth and resources are concentrated in the hands of a few political and economic elites and their family networks. With a GINI coefficient of 42.7 and HDI ranking of 149 (UN HDR 2013), Angola is one of the poorest and most unequal countries in the world. Corruption is a key contributor to the country's lack of development and inequality¹⁴. Despite some slight improvements in recent years in fiscal transparency, Angolan citizens and civil society actors continue to face major challenges in accessing information on public finance management, generally, and the extractive industry, specifically. Information on public budgets, plans and programmes is often out of date, not published regularly, or presents limited detail in a highly technical format which is not accessible to the majority of the population.

Angola still suffers from a massive participation deficit. Citizen participation in governance remains extremely low at all levels of society. Angolan citizens and Government alike perpetuate this culture. Within this culture there is no distinction made between the "political" and the "partisan" and a criticism of a government policy or practice (political) is viewed as evidence the critic is part of the "opposition" (partisan). In a post-conflict context such as Angola's, this acted to create a sense of fear amongst citizens and a subsequent self-censorship in seeking to engage with political processes outside of party structures or expressing views in relation to Government practices. NCA and partners have achieved some results in recent years in addressing some of these citizen participation problems through social budget monitoring work. This act of budget monitoring is now generally accepted in the target areas, whereas it is not in other provinces. However, the space for subsequent follow-up dialogue with duty-bearers to ensure recommendations from PPAs and budget monitoring are actually followed, as well as access to information, remains key challenges. These problems are more prominent in mineral rich provinces, such as the diamond (Lundas) and Granite (Huíla) rich provinces.

There is a complete lack of engagement between citizens, government and private sector actors in the extractive sector. Whilst, legislation within the petroleum sector provides some protection to some important rights of communities, including CSR and local content, the mining sector is extremely weak on this. Given the extremely "closed" nature of the target provinces, there is limited available research or data on the actual human rights impacts in the target provinces (Huíla and Lunda Sul). However, partners state that the most common human rights violations include; pollution to rivers and other natural water resources, confiscation of land and other property, and in the case of the Lundas, violence (including GBV). The Mining code (2011) does not give prominence to the rights of communities affected by extractive industry activities, particularly in relation to land rights, CSR obligations of extractive companies, nor local content provisions which would promote much needed employment opportunities for communities.

Programme goal and theory of change

NCA's Resource Governance programme in Angola will contribute to the goal that "there is an accountable governance of national resources for an equitable distribution of wealth and sustainable development in Angola". To achieve this goal, NCA's programme in Angola will follow four key pathways of change.

- 1) If citizens in communities within extractive areas are mobilized, organized and have access to user-friendly information on their rights and spaces for dialogue with private sector and government, they will be empowered to demand that their

¹⁴ Angola ranks low on Transparency International's Corruption Perception Index (2013), 161st from a total of 175 countries.

rights are respected so that the Government will accept its responsibility to protect and fulfil these rights. NCA assumes the Angolan Government accepts the role of Church and other civil society actors in the mobilization and human rights training of citizens. Private sector actors and government must also be willing, and have the capacity, to engage in dialogue with communities on the human rights impacts of the extractive sector. Both the Government and legislative framework need to facilitate citizen access to information.

- 2) If churches and other civil society actors mobilize, organize, and train citizens to conduct social monitoring activities and they create/facilitate safe spaces for citizen and civil society dialogue with Government, this will create a public demand and pressure for increased government accountability in public finance management, so that citizens will benefit from a more equitable distribution of public resources. NCA assumes the Angola Government accepts the role of Churches and other civil society actors in the mobilization and training of citizens in social monitoring and other public financial monitoring initiatives. Government and legislative framework will facilitate citizen access to information and public participation. Finally, NCA assumes church and other civil society actors accept their role in providing a safe space for citizens to engage in social monitoring activities.
- 3) If churches and other civil society actors prioritize the problem of a lack of transparency in private-public investments on their agendas and influence public knowledge and opinion on the issue, this will create a public demand against capital flight, so that the Government and private sector actors will be forced to increase their transparency . NCA assumes the legislative framework promotes transparency and access to information on private-public investments. Radio, print and TV media need to be willing to provide coverage of Capital Flight issue. Finally, church and other civil society actors need to accept their role in promoting debate and public opinion and pressure related to the issue.
- 4) If churches and other civil society actors mobilize and organize rights holders to advocate for their rights to key public resources and provide direct litigation support when these have been denied, duty bearers will be held accountable for human rights in Angola. NCA assumes that actors from the justice system in Angola will act independently and impartially in the performance of their functions and communities who have had their rights violated will seek support in demanding justice.

Programme description

The above change pathways will be followed using a number of strategies:

- Conduct and publically present Participatory Poverty Assessments (PPAs) and other poverty-focused participatory policy research methodologies
- Provide on-going technical accompaniment of established budget monitoring groups enabling them to conduct budget monitoring activities (municipal, national, and gender sensitive budget monitoring) with the aim to publicly present and launch the budget monitoring findings at municipal, provincial and national levels.
- Community organization and training on relevant legislation and rights regarding community rights and the mining sector
- Partner participation in relevant multi-stakeholder dialogue platforms and groups (INDABA meetings, EITI, PWYP, and Voluntary Principles, Platforms within SADC)
- Legal accompaniment of cases of human rights violations in mining affected areas (land access and compensation)
- Direct lobbying of and dialogue with government and mining companies in mining affected areas (i.e. EIAs, land access, CSR, etc) and create spaces at local and

national levels to discuss issues of importance to mining affected communities (i.e. INDABA, VP process, etc)

- Partner and NCA research and advocacy events on Capital Flight and other Public Finance Transparency issues
- Partner publication of citizen versions of public governance documents
- Human rights community and policy level research is conducted and publically presented
- Human rights community mobilization, organization and training
- Direct lobbying of government and private sector actors in the defence and promotion of human rights
- Promote use of media for human rights awareness raising and advocacy

The main expected results will be that rights holders have influenced the development and implementation of pro-poor public plans and budgets, duty bearers are held accountable for human rights in extractive industry areas, as well as increased transparency of public resources.

Needs analysis

Climate models predict that Angola will experience increased temperatures, more extreme weather events, and an expansion of arid and semi-arid regions, seasonal shifts in rainfall, and localized floods (Eriksen et al., NORAD 2008). Water insecurity is one of the major effects of climate change facing the rural communities which form part of NCA's programme in Angola. The target areas suffer from unstable rainfall patterns, including cyclical droughts (primarily in the southern part of the country where NCA will work) and heavy downpours which contribute to soil erosion and contamination of unprotected water sources. Such climate change impacts greatly affect the health, food and livelihoods, and general social well-being of rights holders in these communities. Government responses to the cyclical droughts have largely focused on food distributions, and in some cases water. However, there is an absolute failure of government to address the issues in a sustainable way, i.e. strengthening community adaptation and resilience to climate change impacts on the basis of effective adaptation and emergency preparedness and response plans. Communities lack sustainable knowledge to mitigate the effects of drought and other climate change effects.

As a result of climate change impacts, communities in NCA target provinces suffer from water insecurity. Whilst National water and sanitation policies are in place, they are largely ineffective due to a number of reasons, including limited reach and weak technical and resource capacity. The Right to water is formally recognised in the Constitution (2010) and is clearly defined as a fundamental right. The government has an ambitious national water program called "Water for All" (Água para todos) (linking to the MDG framework).

The programme aims to ensure the supply of drinking water to 100% of the urban population and 80% of the rural population by 2017. However, the program is primarily implemented in cities, inadequately managed and does not meet the needs and demands of rights holders. In addition, the program does not cover all rural areas in the provinces. Sanitation is another area of concern countrywide. There is insufficient or improper programs that address the issue of water and sanitation in the country - meaning that the cyclical outbreak of waterborne related diseases, particularly during the rainy season, are prevalent with insufficient preventive nor responsive mechanisms in place. The response of the Government and its partners in relation to the problem of cholera has focused primarily on providing drinking water to the population, the creation of cholera treatment centres and garbage removal. Most did little or nothing to understand that the main cause of the cyclic outbreak of the disease is related to poor sanitation and hygiene. Based on the experience of NCA and its partners working with WASH programmes, it has been proven time and again that the absence of adequate sanitation is a major cause of disease at the community level especially in rural areas. It is the number one enemy of health in the world and also deprives hundreds of millions of people, not only of health but of time, dignity and quality of life.

NCA and its partners are aware that traditional approaches implemented, not only in Angola but also in many parts of the world, have not achieved the expected results because these programmes have failed to tackle the main problem, namely the lack of awareness of people on good hygiene and sanitation behaviour and practices and its link to public health. In addition, traditional approaches normally pursue the construction of unsustainable water infrastructure with no or little emphasis on community mobilization and participation.

Programme goal and theory of change

NCA's Climate Resilience programme in Angola will contribute to the goal that "Communities have the capability to resist, absorb and recover from climate change". To achieve this goal, NCA's programme in Angola will follow four key pathways of change.

If citizens are aware of the importance of adaptation measures as a human right of climate change affected communities and a responsibility of relevant authorities, and are organized, have capacity, and access to spaces to dialogue and demand these rights, the Government will develop and implement national and local climate change adaptation plans. NCA assumes the Government will be open to dialogue with citizens in relation to these issues. Church and other civil society actors will accept their role in providing a safe space for citizens to engage in dialogue with the Government, and the legislative framework in Angola will demand the development of national and local CC adaptation plans.

If Churches and civil society actors commit to collaborating and increasing their knowledge, skills and capacity to implement climate resilient interventions and lobby the Government on its programmes, they will be better prepared to deal with sudden and slow onset climate change. This pathway is underpinned by two key assumptions. Churches and other civil society actors accept their role in supporting communities to increase their climate resilience and the Government is open to engaging with churches and other civil society actors in discussions of relevant public programmes and policies.

If communities have access to knowledge, best practices and resources on effective climate resilience and risk mitigation strategies, including sustainable water and land management, and are mobilized and organized, they will adapt existing risk averse practices and increase their climate resilience. NCA assumes communities are willing to challenge and adapt long standing agricultural practices and the necessary public resources will be provided on the basis of climate change adaptation plans and water service programmes.

If communities are mobilized and supported to construct and manage locally appropriate community water systems and sanitation facilities, they will increase their resilience to the negative effects of water insecurity. NCA assumes communities are willing to challenge and adapt long standing sanitation practices.

NCA will continue to support partner interventions which directly contribute to the above pathways to change. Additionally, NCA will facilitate technical learning exchanges between Angola and Brazil, strengthening the capacity of programme partners to deliver on the programme outcomes. NCA will also challenge partners to engage with relevant regional and international advocacy initiatives.

Programme description

The above change pathways will be followed using a number of strategies:

- Capacity development on diversification of agriculture and application of conservation agriculture, including trainings on diversifying means of livelihood through income generating activities – IGAs
- Exchange visits on climate change adaptation
- Construction of water installations: water is secured for use in agriculture
- Capacity building trainings for partners and local leadership members on community based disaster risk reduction and learning tour on disaster risk reduction
- On-going technical accompaniment to communities to develop and implement DRR plans
- Training and on-going technical support to target communities in water source conservation and protection
- Mapping of local water sources and construction of water schemes

- GAS groups are established and provided with on-going training and capacity building support
- GAS groups are supported in advocacy and lobby activities with local duty-bearers

The main expected results will be that communities' food production and water management are adapted to climate change via the application of conservation farming and water methods and DRR plans.

Needs analysis

Despite a relatively consistent and strong economic growth since the ending of conflict in 2002 (with the exception of two economic crises linked to lowered oil prices) disparities between rich and poor, between urban and rural, between centre and periphery unfortunately have not been reduced, in contrast, they have expanded more.

The official unemployment figure is nearing 20% of the workforce. However, the unofficial figure is believed to be far higher, and many of those who are considered as "employed in the informal market" are producing little and making minimal profit, often barely enough to sustain themselves and their families. The business landscape is marked by monopolies held by political and economic elites and their familial connections and international companies. It is extremely difficult for ordinary Angolan citizens to access the necessary resources (i.e. credit, land) to establish small enterprises and they face many bureaucratic and political barriers in company registration processes, i.e. obtaining the many necessary accompanying documents, including production and/or business plans.

To facilitate significant commercial agricultural development, post-war land reform laws attempted to reconcile overlapping traditional land use rights, colonial era land claims, and modern land grants. However, the implementation of the land law remains problematic and very few communities have managed to successfully obtain a title since the Law was established in 2004. Access to and management of credit and other capital investment inputs (i.e. seeds, equipment) is highly problematic for communities in the target areas. Communities lack knowledge of and access to credit sources (banks, schemes, investors) as well as lacking experience with credit/loan use, and management of repayment schemes.

In the target areas of the NCA programme, rural farming communities are badly affected by cyclical droughts which regularly affects their ability to raise production levels beyond subsistence. For those who manage to increase crop production beyond a basic subsistence level, they are often located far from local markets with poor road and transport infrastructure, are often forced to try and sell products on the side of the road or sell their produce to commercial middle-men at unjust rates. Few of the communities have established small enterprises, i.e. beyond informal "family"-based economic activity, which could increase their cumulative access to credit and business up-skilling, enhancing their economic opportunities and empowerment.

Programme goal and theory of change

NCA's Economic Empowerment programme in Angola will contribute to the goal that "Rights holders secure entrepreneurial opportunities". To achieve this goal, NCA's programme in Angola will follow two key pathways of change.

If information, training and other business access tools exist and are accessible to the majority of the population, Angolan citizens will have increased chance to develop their own small enterprises so that they generate increased income for rights holders.

If knowledge and research related to key market barriers is produced at community-level and communities are organised to lobby the Government so that the Government develops and implements policies and programmes that remove these barriers and improve market access, communities will have new markets and opportunities to increase their profits.

Programme description

- Establish and support rural cooperatives with on-going technical (agricultural- link with farming conservation training in Climate Resilience programme) and commercial/business skills training
- Support lobbying of Government and/or other potential capital investors/financing mechanisms for access to available capital and credit programmes for micro and small enterprises
- Mapping of key market barriers, share findings of market barrier analysis with target cooperatives/groups and develop advocacy action plans
- On-going technical support to cooperatives/groups to develop and implement business strategies to expand and improve their market access
- Establish and support dialogue spaces between targeted cooperatives and local markets (supermarkets, small local businesses)

The main expected results will be the establishment of small and micro enterprises that will increase the profit especially of female rights holders together with an increased access to market where new opportunities to sell and buy goods will be strengthened.

7. Emergency preparedness and response

Strengthening disaster response capacity

Emergency preparedness and disaster risk reduction planning will be continued by the NCA Angola representation. Efforts will be made to develop emergency preparedness and response plans jointly with our partners LWF, CA, DCA, BftW and CICA in the ACT Angola Forum. Although one of the goals of the ACT Angola Forum is “to increase the efficiency, effectiveness and impact of the ecumenical humanitarian response to persons and communities affected by disasters, through improved preparedness, implementation and coordination by ACT International members in Angola, through gender – sensitive approaches and in line with obligations to International humanitarian standards”, the status of the current ACT Angola Forum is rather weak and substantial capacity building for most of its members is needed before the Forum can be expected to reach the full potential of its goal. NCA will therefore look into how we can work systematically with capacity building plans for our ACT partners as well as identify learning opportunities between the ACT Forum member organizations.

Humanitarian coordination

NCA Angola will count upon the support and coordination with other regional offices and the NCA Head office in developing the plans. The emergency preparedness and response plan will assess NCA Angola’s intervention capacity in emergencies in particular with regards to water, sanitation and hygiene support. Gender will be mainstreamed in the emergency preparedness and response plan and will be in line with the strategies from the program document. The need for advocacy initiatives at local and national level alongside the emergency response intervention will also be piloted in the preparation of the emergency and disaster risk reduction plans.

There is no UN led humanitarian coordination in Angola. The main responsibility for emergency coordination and intervention within the government lays with the Civil Protection Unit within the Ministry of Interior. NCA and our sister agencies in the ACT Angola Forum will continue to link with the Civil Protection Unit both at national and local levels.

8. Finance and funding

Funding situation

In general, there are very few funding opportunities left for civil society actors in Angola. Taking into account the strong economic growth during the last decade in Angola, most traditional donor countries have changed their priorities and are now channeling their funds to other, poorer countries. The high administrative costs linked to running an office in Angola and increasingly limited space for civil society has also contributed to a veritable flight of international organizations from the country. Coupled with the current austerity and financial crises caused by the drop in oil-prices, the launch of a new and highly restrictive NGO-law and elections coming up in 2017, this paints a rather disquieting scenario ahead. This trend represents a real challenge not only for NCA and the other few international NGOs still operating in Angola, but above all for the Angolan civil society, who now – more than ever – need support from independent sources. The main target for NCA in terms of securing funds for the strategic period of 2016 – 2020 is therefore to maintain current funding levels rather than to increase, and to lobby for continued core support from Norad and the Norwegian embassy.

Funding from Norad and the Norwegian Ministry of Foreign Affairs (through the Royal Norwegian Embassy in Luanda, amounting to NOK 22 million per year in 2014 - 2015), has accounted for the main part of the funding of NCA's Angola office during the previous strategy period. Despite a shift in the political priorities regarding development cooperation in Norway, this is expected to continue at least for the first three years of the next strategic period.

Analysis of donor market

As mentioned above, funding opportunities for Angola has reduced radically over the past couple of years, and this trend is expected to continue. Most donors, and in particular from the private sector, tend to prioritize funding to service-delivery type of programmes, often linked to capacity development in the areas of education and health. Despite representing a huge potential for funding, the private sector has reduced their CSR funds and support to civil society substantially after the onset of the economic crisis. Amongst the larger, traditional donors like USAID, EU, UN agencies and the World Bank, strategies for Angola tend to focus more and more on technical assistance and capacity building of government agencies, and less on CSOs. There is only limited focus on governance and transparency issues.

Programme selection based on donor market analysis

NCA's main funder, Norad-Embassy, is less concerned about which thematic areas NCA and partners work with and put more emphasis on the accountability and citizen empowerment approach. The embassy has expressed a strong wish to continue support to a strong and vibrant, independent and constructively critical civil society in Angola with an increased focus on democracy development and human rights.

NCA has access to the Norwegian business community through the Business Forum that the Norwegian Embassy organizes on a quarterly basis throughout the year. NCA will use this forum as well as bilateral meetings strategically in order to establish and develop new partnerships and funding opportunities.

Forecasted income

All amounts are in NOK

Year		2016	2017	2018	2019	2020	Total
Global programmes	Accountable Governance of Natural Resources	10,000,000	10,000,000	10,000,000	9,500,000	9,500,000	49,000,000
	Climate Resilience	10,500,000	10,500,000	8,000,000	7,500,000	7,500,000	44,000,000
	Economic Empowerment	7,500,000	7,500,000	7,500,000	8,000,000	8,000,000	38,500,000
	WASH Telethon	5,000,000	5,000,000	0	0	0	10,000,000
Country specific programme	Democracy Development and Human Rights	4,500,000	4,500,000	6,000,000	6,000,000	6,000,000	27,000,000
Grand Total		35,000,000	35,000,000	31,500,000	31,500,000	31,500,000	164,500,000

9. Monitoring and evaluation

Monitoring principles and practices

Monitoring and Evaluation practices within the Angola programme have gradually evolved during the last programme period. The design of the previous programme and M&E system in 2010 did not proactively involve the partners in a formal or structured way. NCA's approach in Angola for this period has been based on participatory process which has brought together partners on a number of occasions to jointly develop a theory of change for each programme, including agreeing outcomes and strategies. The process also involved a participatory baseline study for each programme and design of M&E system which has full ownership of partners. The main principles underpinning NCA's M&E practices will be participation, partnership and joint responsibility for monitoring and reporting, downwards accountability as well as upwards, and using the theory of change approach as a tool to facilitate constant reflection, learning and revision of programme strategies.

Within the NCA Angola team itself a number of processes, tools and methodologies have now been formalised within organizational monitoring and evaluation practices. NCA will continue to invest time and effort in capacity building of both NCA staff and partners in M&E practices.

Planning: The programme team will hold annual thematic programme meetings with partners in October of each year with the dual objective of sharing key results and lessons learned from each partner organization as well as the programme, and identify priorities for the following year.

Monitoring and Reporting: Each partner will receive a "monitoring" visit from a member of programme team a minimum of at least twice a year. NCA Angola has now standardised its Monitoring Visit Reporting practices. The Monitoring Form was taken from the NCA Global Routines and Guidelines and adapted locally, to better fit the needs of NCA Angola. Minutes and small notes for the file are made after meetings with the partners and relevant stakeholders. We also use the check-list for partners audit reports as an important part of our monitoring. The monitoring report is written by the relevant program officer in charge of the project. The report is then read and approved by both the program manager and the country representative. Findings are discussed in regular program department meetings, and if necessary brought up to the attention of the management team. The program manager, after consulting with the country representative will decide on the appropriate action to take, and on what level within the partner organization the intervention should be made. Final decisions are then discussed with the relevant partner and an agreement is made on the necessary changes to programming. NCA's approach to jointly developing the thematic programme theories of change and results frameworks is expected to produce results in terms of partner reporting capacity.

Evaluations

The country programme will have a mid-term (end of 2017) and end (2019) evaluation. The thematic programmes will also follow the same evaluation calendar and will be based upon the respective baselines. Please refer to the list of planned evaluations in annex 6.

10. Organisational prerequisites

Competence development

The new strategic plan will demand new knowledge and expertise from the NCA Angola team in particular within the area of entrepreneurship and economic opportunities. There is also a need to strengthen the general project management capacities and routines within the team and the capacity to pass this on to our partners.

A constant challenge is ensuring timely and accurate finance management. NCA will continue to develop competencies and build solid routines within our financial management team, with strong support from HO. The communication between the NCA finance and programme department should also be improved in order to ensure a smooth and efficient management of the projects and partnerships.

There is also a need to diversify our funding base. We will seek to map new potential donors and prepare joint funding proposals together with our ACT sister agencies LWF and CA.

Although NCA does not have an emergency coordinator at the Angola office, there are personnel working with water, sanitation and hygiene who have the competence to ensure safe and clean water and sanitation facilities and hygiene promotion in emergency situations. Joint capacity building and fundraising initiatives will as a rule be prioritised by the members of the ACT Angola Forum.

Human resource needs

Operating and maintaining a presence in Angola is expensive. Rent of office space and costs for services and salaries are much higher than in neighbouring countries in the Southern African region. At the same time the demand for competent and experienced staff is higher than what is available in the job market, and it is a generally accepted fact that there is a serious lack of middle management personnel available in the country. As a result, the best qualified personnel is most often lost to the oil industry and the private sector who can offer far better terms and conditions compared to what an NGO like NCA can offer. This is perhaps likely to improve somewhat taking into consideration the laying off of personnel by the petroleum industry. The NCA Angola representation is nevertheless constantly facing the pressure of lowering the office running costs, and at the same time ensuring a sustainable and competent operation of the representation.

Cost effectiveness

When talking about cost effectiveness in Angola, one needs to take into consideration that its capital Luanda is ranked as the most expensive place to live on earth. This ranking is mainly a result of excruciating real estate prices and salary levels that have grown unnaturally high during the decade of the post-war oil boosted economy. And it is maintained by high levels of corruption and lack of a free market sustaining high prices for food and services in society at large. As a result, the cost of running the Angola representation cannot automatically be compared to representations in other countries, and the continued presence of NCA's operations in the country depends on a special commitment and understanding from NCA head office of these special circumstances.

In light of the above, the NCA Angola representation is constantly under pressure to implement measures that will increase the cost effectiveness of its operations. During the coming five-year period, we anticipate a closer cooperation with several of our ACT sister organizations, like CA and DCA and in particular LWF. We are already sharing offices and some administration costs with LWF and together we are currently looking at additional measures likely to reduce costs such as sharing of key functions and human resources.

The possibility and advantages of moving into a new joint ACT-Angola office will be explored during the next couple of years.

In 2015 NCA sold two of a total of eight vehicles. With the before-mentioned cooperation with other ACT agencies we hope to further reduce the number of vehicles and pool transport support resources. Tighter rules and regulations for project monitoring, limiting monitoring visits to only two periods per year and in teams will also contribute to reduce expenses for transport, accommodation and per diem.

11. Risk management

NCA Angola foresees a number of external and internal risks that could seriously affect its effectiveness. These risks may be grouped into four categories:

Strategic

There are a number of very worrying developments that seriously threatens the work and at best the very existence of civil society organizations in Angola at the moment. Firstly, there is the new law on NGOs that entered into force on the 23rd of March 2015, requiring all NGOs – national and international – to re-register and to seek pre-approval of plans. In the new law, there is increased focus on control through approval of plans, geographic focus and partnerships, reporting and documentation of funding sources. There is real concern that the law is aimed at silencing human rights organizations and those working on issues like accountable governance, transparency and advocacy linked to civil and political rights.

Secondly, the current financial crisis is likely to make life increasingly difficult for the emerging middle class who have enjoyed good jobs in the booming oil-industry over the past decades. At the same time there is a growing frustration towards the current regime amongst the population and in particular the youth who are angry at the rampant corruption and lack of transparency and who are demanding access to adequate education, housing and jobs. This may provoke the authorities to crack down even harder than previously on anyone who protests or criticises openly.

Thirdly, parliamentary and presidential elections are coming up in 2017. The question of who will be succeeding the current president, who has been in power since 1977, is looming on the horizon and is already creating a violent power-struggle internally in the ruling party. In a country where political power is closely linked to economic power, and where the western world has been more concerned about protecting their commercial interests than challenging poor governance, there is little leverage for influencing the current regime. The lack of pressure from the international community is likely to encourage the authorities to continue to control and limit the space for a critical and vibrant civil society.

It is hard to see how this can be mitigated, but NCA's strategy will be to comply as much as possible with the existing laws and at the same time seek the support and "endorsement" from our church-partners who are not directly targeted by this law. We will also explore how a closer cooperation with other ACT sister agencies may strengthen our position. In case of a worst case scenario where NCA is denied legal registration in Angola, we will develop a strategy to operate under the umbrella of one of the other ACT members, such as LWF. Finally, NCA will continue to lobby the diplomatic community, including the EU, USAID, UN agencies and relevant embassies in order to mobilise a maximum of pressure upon the government to modify this current trend.

Financial

Despite a steady focus on training and capacity development, most of NCA's partners remain weak in the field of finance management. The lack of skills and competencies and adequate routines within the partner organizations represent a considerable risk for mismanagement and deviation of funds. NCA will reinforce the focus on capacity development and close follow-up of the partners not only during critical periods of the year, but on a day-to-day basis. This follow-up will be enhanced through strict financial and operational routines and guidelines to mitigate financial risks; thorough assessment of partners before signing partnership agreements to ensure that partners meet sufficient standards in terms of experience, expertise and capacity to manage large programmes; hiring of a full-time Finance Officer together with LWF to verify financial documentation, implemen-

tation, and quality of reported activities and provide technical support to partners to ensure compliance to financial management to avoid financial risks.

On a general level, the economy is extremely vulnerable at the moment, due to the fall in petroleum prices and several policies linked to restrictions of imports, cuts in fuel subsidies and the diversification of the economy. Access to foreign currencies such as USD is restricted and very difficult to obtain, and the difference between the Kwanza – USD exchange rate in the formal and parallel market is almost 100%. In addition, the NOK has also lost value against the USD, which has led to a serious decrease in funding. NCA will continue to apply caution when budgeting and ensure that internal systems for advance planning and preparation of field trips and activities are in place.

Operational

Operational risks includes weak financial and program management capacity of partners. Partners' lack of ability to comply with basic requirements, such as annual consolidated audit reports and deadlines will be followed up with more capacity development and training initiatives, but also firmer follow-up and control. Most of our core church partners also have limited knowledge of technical issues linked to the thematic areas we are working with. NCA plans to mitigate this by continuing to bring together our church partners with secular partners so that each can benefit and contribute to the strengths and weakness of the other.

NCA also faces difficulty of recruiting and maintaining staff within NCA as access to competent and qualified middle managers are limited, and as a civil society organization we are not able to compete with salaries and benefits offered in the private sector. The current economic crisis may actually prove to be an opportunity for NCA in this respect, as it is likely that more qualified personnel may be available.

Hazards

Although Angola is not prone to large scale natural emergencies like earth quakes and typhoons, the country is suffering greatly from slow-onset emergencies such as drought over the past years. Heavy and erratic rainfall has also been causing great suffering and concern for communities. NCA will continue to intervene in emergencies through the ACT Angola Forum.

The main hazard and safety concern in Angola is road-travel. The poor state of many roads and vehicles, coupled with reckless and drunk driving, is a serious risk for NCA and partner's staff. NCA will conduct regular refresher sessions on code of conduct and safe driving, along with strict rules for field visits and travel.

The risk of social unrest is considered limited, although factors linked to the restriction of space for civil society and the deterioration of the economic situation in the country may lead to more tension and outbreaks of violent protest and clamp-downs.

Annex 1: Map



-  Resource and Governance program
-  Climate Resilience program
-  Economic Empowerment program

Annex 2: Partner information

Partner Name:	Igreja Evangélica Congregacional em Angola / Congregational Evangelical Church of Angola
Type (FBO, resource, etc.):	FBO
Year of establishment:	2000
Legal status:	Legally recognised
Number of employees:	20
Number of members:	1.500.000
Financial foundation:	2004
Membership in networks (including ACT Alliance):	ANASO, Rede de Mulheres Vivendo com o VIH e a Rede Esperança.
Cooperation with local government	Local Government
Other donors:	Christian Aid e WYWCA, Igreja Unida do Canadá TEAR-FUND
Geographic area:	17 provinces
Thematic/Global programme area: (technical expertise):	Health and HIV/AIDS, Gender Equality, GBV, Human Rights, Formal Education, Community Development.
Rationale for NCA's partnership with this organisation:	To achieve NCA's objectives, through a strong partner for implementation of several projects within the NCA Country Strategy
Year of when partnership with NCA was established:	2004
Division of labour between NCA and partner (added value each brings):	NCA provides technical support to IECA in strengthening its interventions across NCA programmes. NCA also provides support to IECA in organizational development processes. IECA is a strong, well-known actor with a high degree of credibility, in particular strong within the faith based organizations and churches.

Name of partner	Conselho das Igrejas Cristãs em Angola (CICA) and member churches
Year of Foundation	24 February of 1977
Mission	To develop and strengthen cooperation among Christian churches in Angola and assure the well being of the communities.
Constituency	Twenty (20) protestant churches and two (2) Christian Institutions in Angola (WCC members) and 1 association (ACM)
Geographic Focus	Whole of Angola, in which its member IECA is strong in Benguela, ACM is strong in Kuanza Sul, and IEBA is strong in Uige.
Program	Equity and participation (Accountable governance, Health, HIV and AIDS and Democracy).
Strategies	Humanitarian support to the needy. Mobilizing the society to fight poverty, through addressing social injustice.
Role in Civil Society	Represent the older and well established evangelical protestant churches that came to Angola in the late 1800's. Estimates say that more than 90% of the population is Christian, and that approximately 40% are protestant.

Particular Achievements	Peace work, education, humanitarian assistance, refugees. Instrumental in setting ecumenism on the national agenda.
Relationship with NCA	Core Partner since 1080's. Strong, and a partnership built on mutual interest and exchanges.
Start of Cooperation	1985
NCA's rationale for relationship	Strong partner with access to duty bearers on national and local levels. 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, Brot Fur die Welt, ICCO, CWS

Partner Name:	Igreja Evangélica Congregacional em Angola / Congregational Evangelical Church of Angola
Type (FBO, resource, etc.):	FBO
Year of establishment:	2000
Legal status:	Legally recognised
Number of employees:	20
Number of members:	1.500.000
Financial foundation:	2004
Membership in networks (including ACT Alliance):	ANASO, Rede de Mulheres Vivendo com o VIH e a Rede Esperança.
Cooperation with local government	Local Government
Other donors:	Christian Aid e WYWCA, Igreja Unida do Canadá TEAR-FUND
Geographic area:	17 provinces
Thematic/Global programme area: (technical expertise):	Health and HIV/AIDS, Gender Equality, GBV, Human Rights, Formal Education, Community Development.
Rationale for NCA's partnership with this organisation:	To achieve NCA's objectives, through a strong partner for implementation of several projects within the NCA Country Strategy
Year of when partnership with NCA was established:	2004
Division of labour between NCA and partner (added value each brings):	NCA provides technical support to IECA in strengthening its interventions across NCA programmes. NCA also provides support to IECA in organizational development processes. IECA is a strong, well-known actor with a high degree of credibility, in particular strong within the faith based organizations and churches.

Partner Name:	União Crista Feminina / United Women Christians
Type (FBO, resource, etc.):	FBO
Year of establishment:	2000
Legal status:	Registered with statutes published in the National Gazette.

Number of employees:	11
Number of members:	527
Management structure:	1 President 1 Vice- Presidente 2 Advisors 1 Assembly Secretary 1 Executive Secretary 1 Treasurer
Financial foundation:	Traditional donors
Membership in networks (including ACT Alliance):	NO
Cooperation with local government	Local government
Constituency:	Members
Other donors:	Christian Aid e WYWCA
Geographic area:	Municipality of Cazenga (Luanda)
Thematic/Global programme area: (technical expertise):	HIV/AIDS, Gender Equality, GBV and Human Rights.
Rationale for NCA's partnership with this organisation:	An association that engage young females all over Angola, and which NCA sees as a main movement to strengthen civil society and women's role in society, and decrease gender based violence and HIV prevalence and the stigmatization of PLWA's.
Year of when partnership with NCA was established:	2003
Division of labour between NCA and partner (added value each brings):	NCA provides technical support to UCF in strengthening its interventions across NCA programmes. NCA also provides support in organizational development processes. UCF is a strong, well-known actor in particular strong within the feminist movement.

Partner Name:	Associação Cristá da Mocidade - ACM (YMCA) Kwanza-Sul
Type (FBO, resource, etc.):	Faith Based Organisation
Year of establishment:	1991 in the Province of Kwanza-Sul. However, at national level YMCA was founded in 1976. Worldwide YMCA was founded in 1884, in London.
Legal status:	NIF: 7601000907
Number of employees:	22
Number of members:	151 ¹⁵
Management structure:	Primarily, ACM KS has the General Assembly which the supreme authority and is composed by ACM KS mem-

¹⁵ Dados de 2011 – Processo em actualização em 2015

	<p>bers. Secondly it has a Steering Committee of 9 members, and thirdly the Fiscal Commission. These three bodies are the governance body of the organisation.</p> <p>The Executive Structure/Management Structure is composed by an Executive Director, Program Manager, Administrative and Financial Manager, and Program officers/coordinators, followed by teams.</p>
Financial foundation:	ACM KS funds comes from the international donors, such as Christian Aid, Bread for the World, Norwegian Church Aid, ICCO. Under its current strategic plan (2013-2017) it is trying to find new donors in order to have a diversified source of funding.
Membership in networks (including ACT Alliance):	Member of Africa and World Alliance of YMCAs, Africa Alliance of YMCAs, Fórum Angolano de ONGs, member of CICA,
Cooperation with local government	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 have included this in their plans for development. ACM has been and will continue work closely with local Government bodies such as the departments of Water and Energy, Agricultural, Family and Women Promotion, Youth at the various levels (Municipality, Provincial and National if needed)
Constituency:	Independent association, member of Africa and World Alliance of YMCAs, member of CICA and member of other network, Rede Terra, Educação para Todos, etc.
Other donors:	German Government (BMZ), Christian Aid, Diakonie Emergency Aid, Brot fur die Welt, ICCO & Kerk in Actie, EU, Through ADRA-Benguela
Geographic area:	Kwanza-Sul Province.
Thematic/Global programme area: (technical expertise):	<p>ACM KS, mission (2013-2017) is to contribute to the effective participation of rural and urban populations, especially the youth, in public life, through capacity building and the exercise of lobby and advocacy. The direct rule of ACM will be i) facilitation & capacity building; ii) Public policy research & monitoring and iii) Documentation & information.</p> <p>Two mains programmes will guide ACM KS, namely:</p> <p>PROGRAM 1: SUSTAINABLE LOCAL DEVELOPMENT: <u>Thematic areas:</u> Food security & livelihoods, climate change, organic farming, value chain Water and sanitation, Land right,</p> <p>PROGRAM 2: YOUTH & CITIZENSHIP <u>Thematic areas:</u> Economic local development</p>

	<p>Civic education based on civil and political rights Gender and HIV AIDS Lobby and advocacy for the youth</p> <p>Transversal areas: Gender and HIV</p>
Rationale for NCA's partnership with this organisation:	An association that engage youth all over Angola, and which is particularly strong in one of NCA's prioritized provinces, Kwanza-Sul. Thematic focus and strategies corresponds well with NCA's strategy for Angola 2016 – 2020.
Year of when partnership with NCA was established:	2006
Division of labour between NCA and partner (added value each brings):	<p>ACM brings its long experience working with young people at the International level, through the World Alliance of YMCA – that focus on youth empowerment. ACM KS will be working locally but connected world-wide through the YMCA and other youth networks to bring durable changes in young people lives and therefore to their communities and to the country in general. ACM will continue to facilitate the capacity building for local farmers in dealing with Climate Change, from its previous experience.</p> <p>NCA provides both technical learning/capacity building opportunities for thematic issues, as well as organizational strengthening support (finance and M&E)</p>

Partner Name:	IGREJA EVANGÉLICA DE ANGOLA
Type (FBO, resource, etc.):	Church
Year of establishment:	1898
Legal status:	Acknowledged in RPA, by the Decree number 9/87, Diary of the Republic I series 7, both dated on 24/01/1897
Number of employees:	The Church alone has 198 Pastors who can be considered its main employees but the Community Development Department in particular has 5 employees who will manage the projects
Number of members:	The Church alone has 231.207 members but the Community Development Department in particular has 5 members who will manage the projects.
Management structure:	Coordinator, Assistants, Social Mobilizer and Accountant
Financial foundation:	The Church relies on the members' contributions to carry out its activities. As for the social action, it relies on the funds coming from the donors. In this particular case, the funds will come from NCA
Membership in networks (including ACT Alliance):	Angolan Council of Christian Churches (CICA) and All African, Churches Conference (CITA)

Cooperation with local government	yes
Constituency:	General Secretariat with 11 Departments (including Community Development) 11 Ecclesiastical Regions, 1 Theological Institution and 16 Evangelistic Centres
Other donors:	CBM
Geographic area:	The Church is present in the 18 provinces of Angola but more strongly implanted in Cabinda, Zaire, Bengo and Luanda. Anyway, the projects being funded by NCA will be implemented in Bengo, Luanda and Zaire.
Thematic/Global programme area: (technical expertise):	Climate resilience, Resources Governance
Rationale for NCA's partnership with this organisation:	Well established and respected partner with strong focus on the northern provinces of Angola.
Year of when partnership with NCA was established:	The cooperation started in 2005. It was interrupted for five years before it was reestablished again in 2011
Division of labour between NCA and partner (added value each brings):	The partnership with NCA is based upon the principles of dialogue, mutual respect and in a shared interest in contributing to the holistic development of the communities through the integral mission of the church, making good use of the diaconal assets and resources that the Church possesses.

Partner Name:	The Lutheran World Federation (LWF) - Angola
Type (FBO, resource, etc.):	Faith based Organization under department of world services, human and financial resources, assets and liabilities
Year of establishment:	Founded in 1946 in Geneva and in 1986 established in Angola
Legal status:	Duly Registered INGO
Number of employees:	30 staff, 9 (30%) female
Number of members:	Not applicable at program level in Angola
Management structure:	Senior Management (Country Representative, Finance Manager & Program Coordinator), Middle Management (Finance/admin Officer, Micro Finance Officer & Project Coordinator), Project staff (Community Dev. Officers & Community Dev. Assistants).
Financial foundation:	Potential donor (related urgencies & other donors)
Membership in networks (including ACT Alliance):	Our local implementing partners: Local partners (NGOs, CBOs, VDCs, local government administrative structures) International NGOs, churches and church related institutions Our strategic Alliances/Networks: Membership through the ACT Alliance within the ACT Angola forums

	<p>National Network: All International NGOs working in the country and CONGA</p> <p>SALDS: Southern Africa Lutheran Development Services</p>
Cooperation with local government	The relationship with the host government is good at provincial, municipal and communal level. LWF Angola has health preventative care MoU with the Ministry of Health. Work closely with Ministry of agriculture, “Instituto de desenvolvimento agrarian” – IDA and women’s league under the Ministry of Family and Women Promotion.
Constituency:	Non-profit, non-governmental International Organization (INGO)
Other donors:	UN urgencies with possible funding opportunities from Private sector and Embassies
Geographic area:	Lunda Sul (Muconda & Dala), Moxico (Leua, Camanongue, Lumege Cameia & Luau) and in Cunene (Kahama, Ombadja and Namacunde).
Thematic/Global programme area: (technical expertise):	LWF Angola has four main thematic areas: Community Empowerment; Local Partners capacity building; HIV/AIDS Prevention and Health Care; and Organizational Development. WASH and climate change resilience (DDR) is a new focal area.
Rationale for NCA's partnership with this organisation:	Strategic partnership through ACT alliance and forum Angola, intention for a possible merger and donor partnership.
Year of when partnership with NCA was established:	Strategic alliance started way back. Strategic cooperation strengthened in 2013 and now have a transitional MoU for possible future merger
Division of labour between NCA and partner (added value each brings):	Similar core values as faith based INGOs Similar programs thematic areas Members of the ACT alliance and ACT forum Angola Joint program management, office and staff sharing. Plans to explore joint funding opportunities

Name of partner	ADRA – Action for Rural Development and Environment
Year of Foundation	ADRA was founded in 1990, but it was officially legalized in 1996
Legal status	NGO
Number of employees	107
Number of members	175
Management structure	General assembly, governing board, development agency, PRO-MODES
Financial foundation:	No

Membership in networks (including ACT Alliance):	<p>Member of NCA Strategic Plan</p> <ul style="list-style-type: none"> · Member of the Angolan Network on Education for All · Member of the Lusophone Civil Society Organisations Network for Food Security and Nutrition · Member of the International Union for Conservation of Nature
Cooperation with local government	Currently, ADRA is cooperating with 20 Municipal Administrations of five provinces as specified in the «Geographic area» category.
Constituency:	1996. «ADRA Certificate» issued by the Ministry of Justice and Human Right on February 17, 1997.
Other donors:	Are: i) União Europeia, ii) Bread for the World, iii) Grupos África da Suécia, iv) Oxfam Novib, v) Tottal Exo Mobile.
Geographic Focus	Currently, in six provinces (Benguela, Malanje, Huíla, Huambo, Cunene e Luanda), the head-quarter is in Luanda
Thematic/Global programme area: (technical expertise):	<p>Food Security and Nutrition;</p> <ul style="list-style-type: none"> ☑ Environment and Management of Natural Resources; ☑ Land and Water; ☑ Local Government: Civic Participation and Development; ☑ Gender and HIV/AIDS.
Rationale for NCA's partnership with this organisation:	ADRA is one of the experienced Angolan Civil Society Organisations represented in six provinces of eighteen that compose the country. Throughout its 25 years of existence, it has learned very lessons in the domain of Rural Development, including cooperation with local government. An evidence give be quickly shared here. In 2012 the Organisation was invited by the Angolan Government to make profiles of some municipalities in Benguela province. In 2013 the Organisation influenced the Municipal Administration of Cacula in Huíla province to address its budget in Economic activities by supporting directly families organized into associations and cooperatives. Certainly, NCA can influence this organisation to spread its experience with others civil society organisations, especially those based in faith and now starting to cooperate with the Angolan Government.
Year of when partnership with NCA was established	2014
Division of labour between NCA and partner (added value each brings):	The partnership between NCA and ADRA is very new as it started a year ago. However, this first year has shown that there is a clear division of labour between them as NCA provides funds, monitors the implementation and makes necessary recommendations to achieve the goals of the partnership.

Partner Name:	ASSOCIAÇÃO JUSTIÇA PAZ E DEMOCRACIA/ Association for Justice, Peace and Democracy
Type (FBO, resource, etc.):	Partner
Year of establishment:	2000
Legal status:	Association
Number of employees:	8
Number of members:	23
Management structure:	Executive Directorate, Programme Team
Financial foundation:	Traditional donors
Membership in networks (including ACT Alliance):	Observer status in African Commission for Human and Peoples' Rights, Lusophone Focal point for The Collegiate of African Courts, and member of International Human Rights Federation
Cooperation with local government	Ministry of Justice and Human Rights, Ministry of Interior, Parliament, Courts
Constituency:	Members (lawyers)
Other donors:	Open society
Geographic area:	National – based in Luanda
Thematic/Global programme area: (technical expertise):	Human Rights Protection
Rationale for NCA's partnership with this organisation:	AJPD is a well-known, strong and vocal human rights actor in Angola. The partnership began as a result of additional Norwegian Embassy Funding to NCA which was conditional on taking on 5 new former NPA-partners
Year of when partnership with NCA was established:	2013
Division of labour between NCA and partner (added value each brings):	AJPD provides a strong legal and human rights protection component to NCA's programme. NCA provides organizational strengthening support to AJPD as well as access to the church network for possible collaborative partnering.

Partner Name:	Associação Maos Livres/ Association Maos Livres ("Free Hands")
Type (FBO, resource, etc.):	Association
Year of establishment:	2000
Legal status:	Registered with statutes published in National Gazette.
Number of employees:	72
Number of members:	504
Management structure:	General Assembly, Directorate and Fiscal Councils
Financial foundation:	Traditional donors
Membership in networks (including ACT Alliance):	Observer Status in African Commission for Human and Peoples' Rights
Cooperation with local government	Ministry of Justice
Constituency:	

Other donors:	NONE
Geographic area:	Luanda, Huambo, Benguela, Huila, Lunda Sul, Moxico
Thematic/Global programme area: (technical expertise):	Human Rights Protection and Access to Justice
Rationale for NCA's partnership with this organisation:	ML is a well-known, strong and vocal human rights actor in Angola. The partnership began as a result of additional Norwegian Embassy Funding to NCA which was conditional on taking on 5 new former NPA-partners
Year of when partnership with NCA was established:	Ano de 2013
Division of labour between NCA and partner (added value each brings):	Maos Livres provides a strong legal and human rights protection component to NCA's programme. NCA provides organizational strengthening support to ML as well as access to the church network for possible collaborative partnering.

Partner Name:	Plataforma Mulheres em Acção/ Platform for Women in Action
Type (FBO, resource, etc.):	NGO
Year of establishment:	2009
Legal status:	Resgistered and Statutes published in National Gazette (Diário da República)
Number of employees:	9
Number of members:	25 member organizations
Management structure:	General Assembly, Fiscal Council, and Exective Directorate
Financial foundation:	External funding (traditional donor)
Membership in networks (including ACT Alliance):	Gender Link, Strategic Partner Group (former NPA)
Cooperation with local government	Minister of Family and Promotion of Women, Central, Provincial and Municipal Government, Ministry of Territorial Administration, Women Parliamentarian Group, Parliamentary Commissions, Ministry of Justice and Human Rights,
Constituency:	2006
Other donors:	Christian Aid
Geographic area:	Benguela: Bocoio e Ganda, Huila: Humpata e Vilele; Lunda Sul: Saurimo e Luari; Cuanza Sul: Amboim e Quilenda; Cunene: Cahama e Onjiva.
Thematic/Global programme area: (technical expertise):	PGR- Resource Governance and PEE – Economic Empowerment
Rationale for NCA's partnership with this organisation:	PMA ensures the integration of a gender and women's rights focus in the programme. The partnership began as a result of additional Norwegian Embassy Funding to NCA which was conditional on taking on 5 new former NPA-

	partners.
Year of when partnership with NCA was established:	2014
Division of labour between NCA and partner (added value each brings):	The partner supports NCA in ensuring a strong gender and women's issue component in the programme, particularly within the Resource Governance and Economic Empowerment programmes. NCA provides financial and M&E strengthening support.

Partner Name:	Fórum de Mulheres Jornalistas para a Igualdade no Género/ Forum of Women Journalists for Gender Equality
Type (FBO, resource, etc.):	NGO
Year of establishment:	2009
Legal status:	Registered and Statutes published in National Gazette (Diário da República)
Number of employees:	4
Number of members:	103
Management structure:	General Assembly, Fiscal Council, and Executive Directorate
Financial foundation:	Receives funding from donors
Membership in networks (including ACT Alliance):	NO
Cooperation with local government	Yes (Minister of Family and Promotion of Women, Ministry of Communication)
Constituency:	Journalists and women's groups
Other donors:	Embassy of the Netherlands, Embassy of the USA.
Geographic area:	Luanda,
Thematic/Global programme area: (technical expertise):	Gender Equality
Rationale for NCA's partnership with this organisation:	Share the same values and FMJIG supports the inclusion of gender and women's issues within partnership portfolio. The partnership began as a result of additional Norwegian Embassy Funding to NCA which was conditional on taking on 5 new former NPA-partners.
Year of when partnership with NCA was established:	2014
Division of labour between NCA and partner (added value each brings):	The partner supports NCA in ensuring a strong gender and women's issue component in the programme. NCA provides financial and M&E strengthening support. FMJIG is not structured or does not act as a traditional NGO but is required to meet donor reporting requirements.

Partner Name:	Mosaiko Instituto para a Cidadania/Institute for Citizenship
Type (FBO, resource, etc.):	FBO
Year of establishment:	1997
Legal status:	Association
Number of employees:	25
Number of members:	23
Management structure:	1 Executive Director; 1 Financial Director, 4 Departments;
Financial foundation:	Funded Projects
Membership in networks (including ACT Alliance):	GTMDH (Grupo de Trabalho de Monitoria dos Direitos Humanos)
Cooperation with local government	Normal (Ministry of Justice and Ministry of Health)
Constituency:	0
Other donors:	MISEREOR,
Geographic area:	Nationwide
Thematic/Global programme area: (technical expertise):	Information Dissemination (Radio, Publications, Social media); Training and support to Local Groups of Human Rights (Training, community development); Protection of Human Rights (Conflict Resolution, Court cases and legal advice); Action Oriented Research
Rationale for NCA's partnership with this organisation:	Mosaiko works with NCA because it upholds values of Diakonia
Year of when partnership with NCA was established:	2013
Division of labour between NCA and partner (added value each brings):	Strengthen the value of Diakonia, liaison with other Faith Based Organization, stability in the relationship.

Partner Name:	ADRA (Action for rural development and environment)
Type (FBO, resource, etc.):	resource
Year of establishment:	1990
Legal status:	Association-Non Governmental Organization
Number of employees:	105
Number of members:	175
Management structure:	General Assembly, Audit committee, Governing board, Development agency, PROMODES
Financial foundation:	None
Membership in networks (including ACT Alliance):	<ul style="list-style-type: none"> - Member of NCA strategic plan - Member of the Angolan network on Education for all - Member of the Lusophone CSO Network for food security and nutrition - Member of the international union for conservation and nature
Cooperation with local government	Cooperation with 20 municipal administrations of five provinces

Constituency:	1966. "ADRA certificate" issued by the Ministry of Justice and Human Rights on November 1996
Other donors:	i) União Europeia, ii) Bread for the World, iii) Grupos África da Suécia, iv) Oxfam Novib, v) Tottal Exo Mobile.
Geographic area:	Benguela: i) Baia-Farta; ii) Balombo; iii) Cubal; iii) Ganda e iv) Benguela, Cunene: i) Ombandja Huambo: i) Bailundo; ii) Caála; iii) Longonjo; iv) Huambo Huíla: i) Humpata, ii) Cacula; iii) Caluquembe; iv) Gambos; v) Lubango Malanje: i) Quela; ii) Kiwaba Nzogi; iii) Calandula; v) Cacuso e vi) Malanje.
Thematic/Global programme area: (technical expertise):	Food Security and Nutrition; <input checked="" type="checkbox"/> Environment and Management of Natural Resources; <input checked="" type="checkbox"/> Land and Water; <input checked="" type="checkbox"/> Local Government: Civic Participation and Development; <input checked="" type="checkbox"/> Gender and HIV/AIDS.
Rationale for NCA's partnership with this organisation:	ADRA is one of the experienced Angolan Civil Society Organisations represented in six provinces of eighteen that compose the country. Throughout its 25 years of existence, it has learned very lessons in the domain of Rural Development, including cooperation with local government. An evidence give be quickly shared here. In 2012 the Organisation was invited by the Angolan Government to make profiles of some municipalities in Benguela province. In 2013 the Organisation influenced the Municipal Administration of Cacula in Huíla province to address its budget in Economic activities by supporting directly families organized into associations and cooperatives. Certainly, NCA can influence this organisation to spread its experience with others civil society organisations, especially those based in faith and now starting to cooperate with the Angolan Government.
Year of when partnership with NCA was established:	2014
Division of labour between NCA and partner (added value each brings):	The partnership between NCA and ADRA is very new as it started a year ago. However, this first year has shown that there is a clear division of labour between them as NCA provides funds, monitors the implementation and makes necessary recommendations to achieve the goals of the partnership.

UPartner Name:	Comissao de Justica e Paz-Arquidiosese do Lubango
Type (FBO, resource, etc.):	FBO
Year of establishment:	2006 in Lubango
Legal status:	Legally recognized
Number of employees:	8
Management structure:	Arcibishop, Assistente eclesiastico, Program coordinator, project coordinator
Financial foundation:	donations
Membership in networks (including ACT Alliance):	No
Cooperation with local government	Good co-operation with the Provincial and Municipal government, various institutions such as the Justice, culture and sport, provincial directorate of Education, provincial and Social Welfare
Constituency:	Archbishop and the president of the commission of Archdiocesan Justice and Peace, assistant responsible to link between the President and the other members of the CAJP. The programs coordinators are elected by the Church's Maximum entity: the Archbishop of the Archdiocese.
Other donors:	USAID, Misereor
Geographic area:	Huila, Namibe
Thematic/Global programme area: (technical expertise):	Active citizen participation in public spaces (PPA, budget monitoring), Human Rights, Catholic social teachings
Rationale for NCA's partnership with this organisation:	FBO, belonging to the Catholic church. Strongly accepted and recognized at provincial level due their work on budget monitoring, justice and human rights
Year of when partnership with NCA was established:	2015
Division of labour between NCA and partner (added value each brings):	NC is so-responsible for project monitoring and technical support . The partner directly implement the projects due their grassroots experience and strong position within the communities. Partner is also responsible for external presentation of results

Annex 3: Cross-cutting issues and strengthening civil society

5-year outcome	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible (for monitoring)
			2016	2017	2018	2019	2020			
NCA programmes in conflict settings avoid exacerbating conflicts by applying DNH principles	Number of NCA programmes in conflict settings that minimum on a yearly basis adapt programme implementation according to findings in updated conflict analysis	Number of NCA projects or programmes that have adapted their programme design and implementation according to findings of the conflict sensitivity analyses and updates for the relevant area	At least 2 partners have conducted conflict sensitivity analyses.	At least 2 new partners have conducted conflict sensitivity analysis and 2 partners have adapted their interventions on the basis of analyses conducted in 2016	At least 2 new partners have conducted conflict sensitivity analysis and 2 partners have adapted their interventions on the basis of analyses conducted in 2017	At least 2 new partners have conducted conflict sensitivity analysis and 2 partners have adapted their interventions on the basis of analyses conducted in 2018	At least 2 new partners have conducted conflict sensitivity analysis and 2 partners have adapted their interventions on the basis of analyses conducted in 2019	Description of specific changes	Annually	
Gender is mainstreamed in the planning and implementation phases of the programme or project cycle	Number of NCA projects or programmes that have adapted their programme design and implementation according to findings of gender analyses and updates for the relevant area.	Currently there is effort in doing gender analysis and mainstream gender issues in project design and implementation (at least in the RH sector)	Recommendations from previous NCA Angola Gender Evaluation are implemented by at least 3 partners	Recommendations from previous NCA Angola Gender Evaluation are implemented by at least 3 new partners	Recommendations from previous NCA Angola Gender Evaluation are implemented by at least 3 new partners	Recommendations from previous NCA Angola Gender Evaluation are implemented by at least 3 new partners	Recommendations from previous NCA Angola Gender Evaluation are implemented by at least 3 new partners	Description of specific changes	Annually	
NCA core partners have increased their capacity as civil society actors	Increase in core partners' total score based on the capacity development plan	To be determined (new program)	To be determined (new program)	To be determined (new program)	To be determined (new program)	To be determined (new program)	To be determined (new program)	Partner assessments using NCA partner assessment tool.	Annually	

Annex 4: Programme results frameworks

Refer to Excel Sheets 4.1, 4.2, 4.3, 4.4

Annex 4.1
Economic Empowerment Results Framework, Angola

Outcomes	Indicators	Baseline 2015/16	Targets (can only be completed following primary data collection as ALL indicators are affected)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1. Rights holders have established micro or small enterprises	1.1. No of female and male rights holders who have established own enterprises	2529 (1874 M and 655 W)	2600	2600	2600	2600	2600	IECA (29- 17 M + 12 W) (lista dos membros dos Grupos Solidarios 2014) ; ADRA (2500- 1857 M 643 W) (Lista dos membros das Cooperativas)	Annual partner reports	ADRA, IECA, and PMA
	1.2. No of female and male rights holders with increased profit from selling or exchanging goods or services	11 (8 M and 3 W)	1040	1300	1560	2080	2600	IECA (Relatorio de conta do solidarios- 2014)	Annual partner reports	ADRA, IECA, and PMA
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
1. 1. Rights holders are organized into groups to develop profit-making activities	1.1. No of Rights holders organized in groups to develop own livelihood. (Groups = Save and loan groups, cooperatives, farmers groups, self-help groups, etc.)	2529 (1874 M and 655 W)	2600	2600	2600	2600	2600	IECA (lista dos membros dos Grupos Solidarios 2014)	Annual Partner reports	ADRA, IECA, and PMA
1.2. Rights holders have access to capital for investing in business.	1.2. No of Rights holders have gained access to capital for investing in business (i.e. Papagro credits)	No available secondary data							Annual partner reports	ADRA, IECA, and PMA
1.3. Micro and small-enterprise groups display new business skills and competencies	1.3. No of groups that have developed business plans	29 (people)	40 groups	50 groups	60 groups	70 groups	80 groups	IECA (registo da monitoria)	Annual partner reports	ADRA, IECA, and PMA

Annex 4.1
Economic Empowerment Results Framework, Angola

Main activities: <ul style="list-style-type: none"> • Establish and support rural cooperatives with on-going technical (agricultural- link with farming conservation training in Climate Resilience programme) and commercial/business skills training • Support lobbying of Government for access to available capital and credit programmes 										
Outcomes	Indicators	Baseline 2015/16	Targets (can only be completed following primary data collection as ALL indicators are affected)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2. Rights holders have gained access to local or domestic markets	Existence of new market opportunities to sell and buy goods and services.	No available secondary data.							Mid (2017) and End (2019) baseline studies	ADRA and IECA
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1. Rights holders advocate for improved market access	2.1. No of occasions where rights holders have advocated for improved policies/regulatory framework that remove political and/or bureaucratic market barriers	No available secondary data							Annual partner reports	ADRA and IECA
	2.2. Key market barriers have been identified and shared with rights holders	No available secondary data							Annual partner reports	ADRA and IECA
Main activities: <ul style="list-style-type: none"> • Mapping of key market barriers • Share findings of market barrier analysis with target cooperatives/groups and develop advocacy action plans • On-going technical support to cooperatives/groups to develop and implement business strategies to expand and improve their market access • Establish and support dialogue spaces between target cooperatives and local markets (supermarkets, small local businesses) 										

Annex 4.2
Climate Resilience Results Framework, Angola

Outcomes	Indicators	Baseline 2015/16	Targets (can only be completed following primary data collection as ALL indicators are affected)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1. Food production is adapted to changes in climate (food security)	1.1. Rights holders actively demonstrate technical knowledge and skills on conservation farming methods	No available secondary data							Mid (2017) and End (2019) baseline studies	ADRA, IEA, IEBA, IECA, LWF
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
1. 1. Farming households adopt conservation farming techniques on their land	1.1. No. of families using conservation farming methods on their land	No available secondary data							Annual partner reports	ADRA, IEA, IEBA IECA, and LWF
1. 2. Farming households gain access to a new source of irrigation for their agricultural lands	1.2. No. of families with access to a new source of irrigation for their land	No available secondary data							Annual partner reports	ADRA, IEA, IEBA, IECA, and LWF
Main activities: <ul style="list-style-type: none"> • Capacity development on diversification of agriculture and application of conservation agriculture. • Trainings on diversify means of livelihood through income generating activities – IGAs • Exchange visits on climate change adaptation • Construction of water installations: water is secured for use in agriculture • Crop and Seed banks are established 										

Annex 4.2
Climate Resilience Results Framework, Angola

Outcomes	Indicators	Baseline 2015/16	Targets (can only be completed following primary data collection as ALL indicators are affected)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2. Sustainable land management plans are in use	2.1. # of rights holders disaggregated by sex who have gained access to a new water supply for agricultural use	No available secondary data.							Mid (2017) and End (2019) baseline studies	ADRA, IEA, IEBA, IECA, and LWF
	2.2. % of well-functioning management set ups of water committees (CGAs) complying with established sustainability criteria at project completion	No available secondary data							Mid (2017) and End (2019) baseline studies	ADRA, IEA, IEBA, IECA and LWF
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1. Communities take measures to protect water sources	2.3. No of target communities build structures (stone bounds, terraces, small dams, etc.) for increasing water availability in their locality	No available secondary data							Annual partner reports	ADRA, IEA, IEBA, IECA, and LWF
	2.4. No. of target communities that elaborate rules for the use of local water resources	No available secondary data.							Annual partner reports	ADRA, IEA, IEBA, IECA, and LWF

Annex 4.2
Climate Resilience Results Framework, Angola

Main activities:										
<ul style="list-style-type: none"> • Training and on-going technical support to target communities in water source conservation and protection • Mapping of local water sources • GAS groups are established and provided with on-going training and capacity building support 										
Outcome	Indicators	Baseline 2015/16	Targets (can only be completed following primary data collection as ALL indicators are affected)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
3. Organized civil society structures demonstrate action on climate resilience	3.1. No. of target community groups actively demonstrating knowledge and skills in disaster risk reduction	No available secondary data.							Mid (2017) and End (2019) baseline surveys	ADRA, IEA, IEBA, IECA, and LWF
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
3.1. Community and church leaders receive technical knowledge on DRR	3.1 Nr of church leadership members (50% women) trained on DRR	No available secondary data							Annual partner reports	ADRA, IEA, IEBA, IECA and LWF
	3.2 # of community leadership members (50% women) trained on DRR	No available secondary data							Annual partner reports	ADRA, IEA, IEBA, IECA and LWF
3.2. Communities develop DRR plans	3.3 # of target communities having developed DRR plans	No available secondary data							Annual partner reports	ADRA, IEA, IEBA, IECA and LWF
Main activities:										
<ul style="list-style-type: none"> • Capacity building trainings for partners and local leadership members on community based disaster risk reduction. • Learning tour on disaster risk reduction • Update previous emergency/DRR assessments • On-going technical accompaniment to communities to develop and implement DRR plans 										

Annex 4.2
Climate Resilience Results Framework, Angola

Outcome	Indicators	Baseline 2015/16	Targets (can only be completed following primary data collection as ALL indicators are affected)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
4. Men and women access sound, sustainable and at least basic water supply services	4.1. # of rights holders disaggregated by sex who have gained access to at least basic water supply service level for drinking	No available secondary data							Mid (2017) and End (2019) baseline surveys	ADRA, IEA, IEBA, IECA and LWF
	4.2 % of right holders expressing satisfaction with water supply services	No available secondary data							Mid (2017) and End (2019) baseline surveys	ADRA, IEA, IEBA, IECA and LWF
	4.3. # and features of community and/or institutional water supply schemes constructed	No available secondary data							Mid (2017) and End (2019) baseline surveys	ADRA, IEA, IEBA, IECA and LWF
	4.4. % of water supply schemes found sustainable at the final evaluation of a completed project or program	No available secondary data							End (2019) baseline survey	ADRA, IEA, IEBA, IECA and LWF

Annex 4.2
Climate Resilience Results Framework, Angola

Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
4.1. Functioning Water systems are established for communities	4.1. # and features of water systems constructed or rehabilitated	No available secondary data							Annual partner reports	ADRA, IEA, IEBA, IECA, and LWF
4.2. Communities have access to secure water and sanitation services	4.2. # of population using water for domestic and productive use	No available secondary data							Annual partner reports	ADRA, IEA, IEBA, IECA, and LWF
	4.3. # of rights holders who have gained access to sanitation facilities	13887	20000	30000	35000	40000	45000	2014 reports of IECA, ACM, and IEA	Annual partner reports	ADRA, IEA, IEBA, IECA, and LWF
	4.4. # and features of sanitation facilities householders financed, constructed, use and maintain	314	250	500	750	1000	1250	2014 reports of IECA, ACM, and IEA	Annual partner reports	ADRA, IEA, IEBA, IECA, and LWF
	4.5. % of Right Holders that have changed from identified risk behaviours to safe hygiene practices	No available secondary data							Annual partner reports	ADRA, IEA, IEBA, IECA, and LWF
Main activities: <ul style="list-style-type: none"> • Water schemes are constructed • GAS groups are established and provided with on-going training and capacity building support • GAS groups are supported in advocacy and lobby activities with local duty-bearers 										

Annex 4.3
Resource Governance Results Framework, Angola

Outcomes	Indicators	Baseline 2015/16	Targets (can only be completed following primary data collection as ALL indicators are affected)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1. Rights holders have influenced the development of public plans and budgets to be more aimed at reducing poverty	1.1. No of Municipal programmes, plans or budgets which have been influenced by partner advocacy/lobbying	No available secondary data							Mid (2017) and End (2019) baseline studies	National: ADRA, Mosaiko and PMA Municipal: CICA and CAJP Lubango
	1.2. Extent to which public budgets and plans reflect rights holders' or communities' expressed needs for reducing poverty in their areas	No available secondary data							Mid (2017) and End (2019) baseline studies	National: ADRA, Mosaiko and PMA Municipal: CICA and CAJP Lubango
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
1.1. Participatory Poverty Assessments are conducted with target communities	1.1. No. of Participatory poverty assessments conducted in targeted areas	9	13	26	39	52	95	CICA- conducted as part of 2014 PPA. All other partners will set BL from primary data collection.	Annual partner reports	National: ADRA, Mosaiko and PMA Municipal: CICA and CAJP Lubango
1.2. Rightsholders advocate for pro poor public policy formulation	1.2. No of public presentations/communications of PPA findings conducted by partners at local and national levels	2	5	10	15	20	25	CICA- 2014 PPA presentation - all other partners will set BL from primary data collection.	Annual partner reports	National: ADRA, Mosaiko and PMA Municipal: CICA and CAJP Lubango
Main activities: <ul style="list-style-type: none"> • Conduct PPAs and other poverty-focused participatory policy research methodologies • Public presentations and launches of PPAs • Advocacy and Lobby activities with duty-bearers at municipal, provincial and national levels 										

Annex 4.3
Resource Governance Results Framework, Angola

Outcomes	Indicators	Baseline 2015/16	Targets (can only be completed following primary data collection as ALL indicators are affected)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2. Rights holders have contributed to public budgets being implemented according to public plans	2.1. Extent to which lobby and/or dialogue initiatives between partners and public officials at municipal, provincial and national levels that lead to progress in public project implementation.	No available secondary data.							Mid (2017) and End (2019) baseline studies	National: ADRA and PMA Municipal: CAJP, CICA, and IECA
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1. New budget monitoring groups are established	2.1. No of new budget monitoring groups established	6	9	9	9	9	9	CICA monitoring report 2015	Annual partner reports	National: ADRA and PMA Municipal: CAJP, CICA, and IECA
2.2. Existing budget monitoring groups demonstrate increased technical capacity.	2.2. No. of existing Budget monitoring groups demonstrate increased skills/capacity for budget monitoring	No available secondary data.							Annual partner reports	National: ADRA and PMA Municipal: CAJP, CICA, and IECA
2.3. Budget monitoring activities are taking place	2.3. No of public investment projects at municipal level that have been monitored by rights holders.	4 Public Investment Projects 59 municipal plans	4 Public Investment Projects 62 municipal plans	5 Public Investment Projects 63 municipal plans	6 Public Investment Projects 64 municipal plans	7 Public Investment Projects 65 municipal plans	8 Public Investment Projects 66 municipal plans	CICA monitoring report 2015	Annual partner reports	National: ADRA and PMA Municipal: CAJP, CICA, and IECA
Main activities: <ul style="list-style-type: none"> • On-going technical accompaniment of established budget monitoring groups • Establish new budget monitoring groups • Budget monitoring activities (municipal, national, and gender sensitive budget monitoring) • Public presentations and launches of budget monitoring findings- municipal, provincial and national levels • Lobby meetings with duty-bearers at municipal, provincial and national levels • Distribution of social monitoring manual and follow-up support to partners and NCA offices 										

Annex 4.3
Resource Governance Results Framework, Angola

Outcomes	Indicators	Baseline 2015/16	Targets (can only be completed following primary data collection as ALL indicators are affected)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
3. Duty bearers have been held accountable to communities' rights in extractive industry areas.	3.1. No of partner facilitated dialogue/engagement between communities and duty bearers or mining companies with respect to community rights in mining affected areas	No available secondary data.							Annual partner reports	ADRA, Maos Livres and Mosaiko
	3.2. % female participants actively participating in these dialogue spaces	0. This indicator has been given a "0" given this activity is new for the programme. Additionally, available research on human rights in mining affected communities in Angola (secondary data) consistently points to the lack of any mechanisms for dialogue.							Annual partner reports	ADRA, Maos Livres and Mosaiko
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
3.1. Community level research on human rights and the extractive industry is carried out	3.1 No of Community-level research conducted, i.e. Human rights impact analysis, Reports and case studies	1	2	4	4	5	6	AJPD (Relatório sobre a situação da intervenção mineira nas províncias das Lundas e Huíla)	Annual partner reports	ADRA, AJPD, Maos Livres and Mosaiko

Annex 4.3
Resource Governance Results Framework, Angola

3.2. Communities and partners are participating in relevant multi-stakeholder dialogue platforms	3.2. No of Multi-stakeholder dialogue platforms where partners and/or communities participate (i.e. local level meetings between communities/government/mining companies, INDABA meetings, EITI, PWYP, and Voluntary Principles, Platforms within SADC, etc)	0	2	2	2	2	2	Partner Interview by NCA project officer	Annual partner reports	ADRA, AJPD, Maos Livres and Mosaiko	
<p>Main activities:</p> <ul style="list-style-type: none"> • Community organization and training on relevant legislation and rights regarding community rights and the mining sector • Partner participation in relevant multi-stakeholder dialogue platforms (INDABA meetings, EITI, PWYP, and VPs, Platforms within SADC) • Legal accompaniment of cases of human rights violations in mining affected areas (land access and compensation) • Direct lobbying of and dialogue with government and mining companies in mining affected areas (i.e. EIAs, land access, CSR, etc) • Create spaces at local and national levels to discuss issues of importance to mining affected communities (i.e. INDABA, VP process, etc) 											
			Delivery at output level								
			2016	2017	2018	2019	2020				
4. Duty bearers demonstrate increased transparency of public resources	4.1. No of lobby meetings held with public authorities on strategies to increase citizen access to public governance documents	0	6	12	18	24	32	Annual partner reports		ADRA, CICA, Maos Livres, Mosaiko, and PMA	
			Delivery at output level								
			2016	2017	2018	2019	2020				
4.1. Partner research on public governance transparency is produced and launched	4.1 No of partner research conducted and launched on public governance transparency (i.e. Capital Flight)	3	1	2	3	3	4	ADRA (1. Pesquisa Linha special de credito agricola and 2. Merenda Escolar, 2014); AJPD (3. Livro sobre legislacao da Transparencia 2014)	Annual partner reports	ADRA, AJPD, and PMA	

Annex 4.3
Resource Governance Results Framework, Angola

4.2. Citizen versions of public governance documents are available	4.2 No of partner publications of citizen versions of public governance documents	4	5	10	15	20	25	Maos Livres (1. Tortura + 2. Coleccao de textos de educacao Juridica); MOSAIKO (3.Calendar dos DH + 4. Agenda dos DH 2014)	Annual partner reports	ADRA, Maos Livres, Mosaiko and PMA
	4.3. Level of satisfaction of rightsholders with partner publications	No available secondary data.								ADRA, Maos Livres, Mosaiko and PMA
4.3. Partners engage in EITI platform	4.4. No of partners who are engaging with an EITI process.	0	1	2	2	2	2	4 YEAR REPORT NCA	Annual partner reports	ADRA
<p>Main activities:</p> <ul style="list-style-type: none"> • Partner engagement in EITI initiatives • Partner and NCA research and advocacy events on Capital Flight and other Public Finance Transparency issues • Partner publication of citizen versions of public governance documents • Direct lobbying of Government to implement strategies aimed at increased citizen access to public governance documents (i.e. public notice boards, citizen versions of budget, policy and legislation) 										
			Delivery at output level							
			2016	2017	2018	2019	2020			
Global outcome	Global									
5. Duty bearers have been held accountable for human rights.	5. No of occasions partners or communities have successfully advocated for the human rights of Angola citizens.	446	330	660	990	1320	1650	Maos Livres (443) monitoring register + Mosaiko (3)- Registo dos casos	Mid (2017) and end (2019) baseline studies; Annual partner reports	AJPD, Maos Livres and Mosaiko
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
5.1. Community level research on human rights is carried out	5.1 No of Community-level human rights research conducted.	2	1	2	3	4	5	AJPD- 1. Pesquisa sobre os DH no sistema penal realizados (2014); Mosaiko 2. Acesso à Justiça fora dos grandes centros urbanos (2014)	Annual partner reports	AJPD, Maos Livres and Mosaiko

Annex 4.3
Resource Governance Results Framework, Angola

5.2. Communities and partners are holding duty-bearers accountable to the human rights legal framework	5.2. No of lobby meetings between partners/communities and duty-bearers.	0 (community lobby meetings) 33 (Partner lobby meetings)	40	80	120	160	200	AJPD Lobby meeting register;	Annual partner reports	AJPD, Maos Livres and Mosaiko
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Main activities:

- Human rights community and policy level research is conducted and publically presented
- Legal accompaniment is provided to citizens to defend their rights
- Human rights community mobilization, organization and training
- Promote use of media for human rights awareness raising and advocacy
- Direct lobbying of government and private sector actors in the defence and promotion of human rights

Annex 5: Funding strategy and targets

Donor Relations

As mentioned in chapter 8 in the Country Strategic Plan (CSP) for Angola, there are very few funding opportunities left for civil society actors in Angola. Taking into account the strong economic growth during the last decade in Angola, most traditional donor countries have changed their priorities and are now channelling their funds to other, poorer countries. The high administrative costs linked to running an office in Angola and increasingly limited space for civil society has also contributed to a veritable flight of international organizations from the country. Coupled with the current austerity and financial crises caused by the drop in oil-prices, the launch of a new and highly restrictive NGO-law and elections coming up in 2017, this paints a rather disquieting scenario ahead.

The main target for NCA in terms of securing funds for the strategic period of 2016 – 2020 is therefore to maintain current funding levels rather than to increase, and to lobby for continued core support from Norad and the Norwegian embassy.

Below are donors with whom NCA Angola will cultivate a relationship and solicit for new or renewed funding. This is based on the donor's interest in the intervention area, both geographically and thematically, and some existing relationships.

Donor	Relevance for NCA
Norwegian Embassy/Norad	<p>The Norad-embassy funds have constituted the core of the funding for the NCA Angola representation since the opening of the office in 2003. At that time the funding line was referred to as “strategic partnership agreements”, and NCA and other Norwegian NGOs were considered strategic partners of Norway in Angola.</p> <p>Although the formal management of these agreements now lies with Norad, the funds still come from the Embassy’s regional fund. The Norwegian Embassy has repeatedly underlined the importance of support to civil society in Angola, as counterweight to the large amounts of money the Norwegian petroleum and supply companies pay back to Angola in form of taxes and fees. The Embassy has confirmed their commitment to continue support to civil society through NCA also during the next five-year period.</p>
Statoil	<p>NCA has received support to its WASH program from Statoil since 2005. Last year, Statoil informed NCA that they would no longer focus on WASH, but that they were interested in supporting other areas of mutual interest. NCA identified climate resilience as an overlapping area of interest, and will continue to develop project proposals within this and other common interest areas.</p>
Oil for Development (OfU)	<p>NCA Angola has received support from OfU for two consecutive three-year periods, i.e. from 2010 until 2015. The OfU funds have been used to develop a very successful budget monitoring project with the Council of Churches. NCA is currently in the process of developing a proposal for a new three-year period, with an additional two new partners. The proposal will cover the period 2016 – 2018.</p>
EU delegation in Angola	<p>NCA has signed a MoU with LWF for closer cooperation in Angola. A similar MoU is also being developed with Christian Aid. Faced with the difficult funding situation described above, we all recognize that standing together under the ACT Alliance umbrella will make us stronger, and we therefore also anticipate preparing joint funding proposals. The first joint proposal is planned to be for Human Rights towards the end of 2015.</p>

Table 1: Funding SWOT

<p>STRENGTHS</p> <ul style="list-style-type: none"> • NCA enjoys a good reputation in Norway and amongst Norwegian stakeholders and has developed a strong relationship with the Norwegian Embassy. • Access to extensive network of resource organizations and persons both in the Southern African region and globally. • NCA is one of very few organizations that has developed solid partnerships with key faith based partners in Angola. 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Limited capacity of NCA finance team to deal with the overwhelmingly weak capacity of our partners. • Lack of technical skills within new global programmes particularly on Economic Empowerment within NCA program team. • Challenges in the communication between the finance and programme teams. • NCA Angola is too dependent on one funding source, i.e. from the Norwegian government.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Closer cooperation with ACT sister organizations like LWF and CA widens our range of interventions and increase possibilities for joint funding. • Our Norwegian identity and solid reputation in Norway could be used to approach new private sector donors, particularly from Norway and Scandinavia. • NCA Angola's mixed partner portfolio of FBOs and secular partners opens up for exiting and powerful synergies within the chosen thematic areas we will be working with during the coming period. 	<p>THREATS</p> <ul style="list-style-type: none"> • New NGO law interferes and limits or in worst case puts an end to the operation of NCA and partners in Angola. • Decline of available donor funding leads to weaker national partners and at worst to the collapse of secular partner organizations. • NCA is one of very few international NGOs still present in Angola with a focus on Accountable Governance, Human Rights and Democracy Development. This makes us potentially vulnerable in an increasingly anti-democratic environment. • Current situation makes it more difficult for NCA to attract and recruit qualified personnel (i.e. fear of being associated with this type of work, difficulty in obtaining visa for non-Angolan staff etc.)

Funding Investments

Area	Investment needed
Donor engagement and relationship management	<ul style="list-style-type: none"> • Communications and marketing materials will be developed with a clear articulation of NCA's added value in Angola • This will include producing small leaflets with information on NCA and our ACT sister organizations and our value added in Angola.
Grant management and reporting	<ul style="list-style-type: none"> • Increased/dedicated support from head office to support the submission of complex applications. • Staff capacity building in areas including grants management and reporting, particularly for donors with strict and complex compliance standards. • Additional funding for consultants, depending on the level of support from HO.
Specialized partners	We need to invest in new partners with expertise on contextualized best-practices for medium scale climate resilience agriculture, on value-chain development and on economic empowerment in general.
Program and finance staff capacity building	Investments will also be needed to ensure NCA staff capacity in the above mentioned areas to ensure good partner accompaniment and follow-up, both with regards to program and finance management.

Budget Forecast

Year		2016		2017		2018		2019		2020	
Funding Type		Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian
Programme	Accountable Governance of Natural Resources	10,000,000		10,000,000		10,000,000		9,500,000		9,500,000	
	Climate Resilience	10,500,000		10,500,000		8,000,000		7,500,000		7,500,000	
	Economic empowerment	7,500,000		7,500,000		7,500,000		8,000,000		8,000,000	
Country Specific Programme	WASH/Telethon	5,000,000		5,000,000		0		0		0	
	Democracy Development and Human Rights	4,500,000		4,500,000		6,000,000	1,500,000	6,000,000	1,500,000	6,000,000	1,500,000
Sub- Total		35,000,000		35,000,000		31,500,000		31,500,000		31,500,000	
Percentage of total funding											
Amount secured of total											
Grand Total				Total budget increase from previous year: 0%		Total budget increase from previous year: 0%		Total budget increase from previous year:		Total budget increase from previous year:	

Most funding is expected to come from Norwegian sources, including Norad General, Norad-embassy, Oil for Development (OfU), Telethon funds, Statoil and other Norwegian private sector companies in Angola. We are contemplating some EU funding for HR through joint funding proposal with other ACT Angola partners, like LWF and CA

Annex 6: Planned evaluations

Programme/project	Year	Donor	Partner	Internal/external	Comments (size of project, evaluation requirement, etc.)
Accountable Governance of Natural Resources	2017			External	Part of mid-term evaluation of country programme
Climate Resilience	2017			External	Part of mid-term evaluation of country programme
Economic Opportunities	2017			External	Part of mid-term evaluation of country programme
Accountable Governance of Natural Resources	2019			External	Part of end evaluation of country programme
Climate Resilience	2019			External	Part of end evaluation of country programme
Economic Opportunities	2019			External	Part of end evaluation of country programme

Annex 7: Risk analysis and management

Risks identified		Analysis of risk			Management of risks			
Risk number	Description (risk and risk type)	Likelihood	Impact	Risk level	Management strategy	Risk mitigation activities	Contingency Plan	Responsible
		Insignificant/Low /medium/high /very high	Insignificant/Low/ medium/high/very high	Insignificant/Low /medium/high /very high	Avoid, accept or mitigate	What will you do to lower the probability or consequence of the risk?	What will you do if the risk occurs?	NCA? Partners?
1	New NGO law interferes and limits or in worst case puts an end to the operation of NCA and partners in Angola.	Medium	Very high	High	Accept and mitigate	Comply with new NGO law. Pragmatic approach and maintain low profile. Good dialogue with authorities and relevant stakeholders.	Investigate alternative ways of continue operating in the country, through partners or other ACT members and NGOs.	NCA and partners
2	Government assessments and statistics are not available for project planning and monitoring of results.	High	Low	Medium	Avoid and mitigate	Prepare alternative ways to collect data, through baselines and improved monitoring routines.	Same as under mitigation activities.	NCA and partners
3	NCA and partners' programs might threaten people with power.	Medium	Medium	Medium	Mitigate	Maintain good dialogue with local and national authorities. Align projects with national laws and regulations.	Mobilize well respected and trusted FB partners, ask assistance from the Norwegian Embassy.	NCA, partners

4	NCA becomes much more visible in both Angolan and Norwegian society with the inclusion of five new outspoken and prominent secular partners in Angola society. This may lead to more focus and pressure on NCA as a foreign organization in Angola, and to higher demand from Norwegian media				Mitigate	NCA MT will assess the political impact and decide on possible mitigation of all NCA and partner's actions in Angola continuously, during our monthly MT meetings. All contacts by the media (Norwegian and Angolan) as well as from authorities will be run by and managed by the CR. A close dialogue will be established with NCA Oslo communication director.	Ask the Norwegian Embassy and respected and trusted faith based partners like CICA for assistance. Ask for assistance from communication department at NCA head office in Oslo. Maintaining a low and pragmatic profile in Angola, putting the partner first.	NCA
5	Weak finance and programme management capacities within partner organizations increase the risk of fraud and misuse of funds.	High	High	High	Mitigate	Increased focus and resources made available by NCA to develop capacity within partners, in particular on finance management. Strict financial and operational routines and guidelines to mitigate financial risks; thorough assessment of partners before signing partnership agreements to ensure that partners meet adequate standards in terms of experience, expertise and capacity to manage large programmes.	In case of suspicion of fraud or misuse of funds, a forensic audit will be commissioned. Partner agreement will be suspended until cleared.	NCA

6	Partners experience “brain drain” of competent staff members to the private sector, and are unable to compensate with neither salary nor conditions.	Medium	Medium	Medium	Accept and mitigate	Develop strategies for institutional and organizational strengthening. Promote exchange visits between partners, and invest in capacity building in order to make working for partners attractive.	Re-evaluation of partners using the Partner Assessment tool on a three year basis.	NCA
7	Secular partners and NCA faith based core partners are reluctant to work together.	Low	Medium	Low	Mitigate	NCA will proactively play the role of facilitator and mediator, aiming at finding the right pace for bringing the partners together, and creating "safe spaces" for dialogue and exchange of views and experiences, outside of the public eye.	NCA will not force synergies, and will take care to understand and respect the need and choice of each partner.	NCA, partners
8	Breach of Code of Conduct by NCA's partners.	Low	Medium	Low	Mitigate	Strengthening partners' understanding of these principles and continue to follow-up. Use ACT Forum umbrella to carry out workshops on Code of Conduct.	Temporarily suspend partnership until partner has implemented measures to comply with the Code of Conduct..	NCA, partners

General notes to all three Result Frameworks:

1. NCA Angola does not have secondary data fully covering most indicators in the RFs for any of the three thematic programmes. Some indicators have “some” secondary data which has been approved for use in the 2015 baseline and is presented in the accompanying RFs. Only a handful of indicators have final BL values based on secondary data (these are identified clearly in this note and the RFs).
2. Most of the indicators are “new” to NCA Angola and partner programme work and, as a result, have not been monitored systematically to produce useable baseline data.
3. The Climate Resilience Programme will be entirely primary data collection, given the geographic areas are new.
4. Some secondary data presented by partners for some indicators was refused as it did not follow the three established criteria for data sources:
 - (i) Published between 2013 and 2015
 - (ii) Cover the geographic area proposed for the new programme
 - (iii) Provide the relevant data required for the indicator
5. Targets cannot be set prior to having a full baseline established. However, provisional targets have been set for indicators which had some secondary data. These targets are not final and will likely be revised once primary data collection has been completed.

Resource Governance:

Outcome 1:

- Indicator (outcome 1.1.): No of Municipal programmes, plans or budgets which have been influenced by partner advocacy/lobbying- there is no available secondary data on this. All partners will collect primary data. No targets yet.
- Indicator (output) 1.1.: No. of Participatory poverty assessments conducted in targeted areas has a provisional BL value (based on available secondary data from CICA) of 9 (as part of CICA’s 2014 PPA). All other partners will collect data as part of primary data collection. Target has been set at “13” per year-based on 9 from CICA which is more experienced and 1 per year for the other 4 partners contributing to this output.
- Indicator (output) 1.2.: No of public presentations/communications of PPA findings conducted by partners at local and national levels has a provisional BL value (based on available secondary data from CICA) of 1 (2014). All other partners will collect primary data. Target has been set at “5” on the basis of one public presentation each year by each partner.

Outcome 2:

- Indicator (outcome): Extent to which lobby and/or dialogue initiatives between partners and public officials at municipal, provincial and national levels that

lead to progress in public project implementation- there is no available secondary data on this. All partners will collect primary data. No Targets yet.

- Indicator (output) 2.1.: No of new budget monitoring groups established has been given a BL value (based on available secondary data from CICA) of 6 (2015). All other partners have a BL of "0" as this will be a new activity for them. Target has been set at "9" each year on the basis of 6 groups from CICA and 1 group for all other partners contributing to this output.
- Indicator (output) 2.2.: No. of existing Budget monitoring groups demonstrate increased skills/capacity for budget monitoring. CICA does not have secondary data available for this indicator and will collect primary data. No targets yet.
- Indicator (output) 2.3.: No of public investment projects/plans/programmes at municipal level that have been monitored by rights holders- has been given a BL value of 4 Public Investment Projects (PIPs) and 59 Municipal Plans (based on available secondary data from CICA). All other partners have a BL of "0" as this will be a new activity for them. Target has been set at "4 Public Investment Projects (PIPs) and 62 Municipal Plans (based on maintaining CICA's baseline plus 1 Municipal Plan per additional partners each year)

Outcome 3:

- Indicator (outcome): 3.1. No of partner facilitated dialogue/engagement between communities and duty bearers or mining companies with respect to community rights in mining affected areas. No secondary data exists. All partners will collect primary data. No targets yet.
- Indicator (outcome): 3.2. % female participants in these dialogue spaces. No secondary data exists. All partners will collect primary data. No targets yet.
- Indicator (output) 3.1: No of Community-level research conducted, i.e. Human rights impact analysis, Reports and case studies has a BL value of 1 (AJPD). All other partners have a BL value of "0" as this will be a new activity for them. Target has been set at "4" each year based on each partner producing 1 piece of research per year.
- Indicator (output) 3.2.: No of Multi-stakeholder dialogue platforms where partners and/or communities participate (i.e. local level meetings between communities/government/mining companies, INDABA meetings, EITI, PWYP, and VPs, Platforms within SADC, etc) has a BL value of "0" as this will be a new activity for all partners. Target has been set at "2" each year.

Outcome 4:

- Indicator (outcome): No of lobby meetings held with public authorities on strategies to increase citizen access to public governance documents has a BL value of "0" as this will be a new activity for them. Target has been set at "6" based on 1 lobby meeting by each partner per year.

- Indicator (output) 4.1: No of partner research conducted and launched on public governance transparency (i.e. Capital Flight) has a BL value of "3" (based on ADRA (2) and AJPD (1) secondary data). Partners PMA, CICA and IECA have a BL value of "0". Target has been set at "2" per year.
- Indicator (output) 4.2: No of partner publications of citizen versions of public governance documents has a BL value of "4" (based Maos Livres (2) and Mosaiko (2)). PMA and ADRA have a BL value of "0". Target has been set at "5" per year (based on 1 publication per partner each year).
- Indicator (output) 4.3: Level of satisfaction of rights holders with partner publications. No secondary data exists. This will be collected as part of primary data collection. No target yet.
- Indicator (output) 4.4.: No of partners who have joined the EITI platform has a BL value of "0" as this will be a new activity for ADRA and no other partner plans to engage with EITI. Target has been set at "1" for Year 1 and "2" for all other years (based on ADRA who already plans to engage in EITI and the expectation that at least 1 other partner will be encouraged to engage after Year 1).

Outcome 5:

- Indicator (outcome): No of occasions partners or communities have successfully advocated for the human rights of Angola citizens has a BL Value of 446 (based on Maos Livres (443) and Mosaiko (3) resolved cases in 2014,) All other partner have a BL value of "0" as they have not been systematically monitoring and registering this data. Target has been set at "330" per year (based on 300 a year for Maos Livres and 10 a year for AJPD, Mosaiko and IEBA).
- Indicator (output) 5.1: No of Community-level human rights research conducted has a BL value of "2" (based on AJPD research "sobre os DH no sistema penal realizados" and Mosaiko "Acesso à Justiça fora dos grandes centros urbanos"). All other partners have a BL value of "0". Target has been set at "2" each year.
- Indicator (output) 5.2.: No of lobby meetings between partners and duty-bearers has a BL value of "33" (based on AJPD (33) secondary data) Partners IEBA, Maos Livres and Mosaiko have a BL value of "0" as they have not been systematically monitoring and registering this data. Target has been set at "40" each year (based on "10" per partner each year).

Climate Resilience

There is very little available secondary data given the geographic areas are mainly new for all partners OR partners will implement new components (i.e. Agriculture Vs WASH) of the CR programme. The baseline will be produced primarily from primary data collection.

The only available secondary data comes from partners IEA, IECA and ACM from the following villages: Kissala, Yala Katumbo, Cuio, Boa Lembrança, Muahaningo, Chiome, Bimbe for two indicators related to sanitation interventions, which they will continue.

4.3. # of rights holders who have gained access to sanitation facilities- has a BL value of "13,887" (based on 119+550 (IEA Bengo); 2562 +2500+3360+4143 (IECA Benguela);

653 (ACM data- IECA will work in these villages). Provisional targets are set as follows: 20,000 (2016), 10,000 (2017), and 5,000 per year for the period 2018-2020.

4.4. # and features of sanitation facilities householders financed, constructed, use and maintain" has a BL value of "314" (based on 19+59 (IEA Bengo); 10+77+32+37 (IECA Benguela); 80 (ACM data- IECA will work in these villages). Provisional targets are set at "250" per year (50 sanitation facilities per partner per year).

Economic Empowerment:

Outcome 1:

- Indicator (Outcome) 1.1. : "No of female and male rights holders who have established own enterprises" currently has a provisional BL value of "2529 (1874 M and 655 W)" (based on secondary data from IECA (29- 17 M + 12 W) (lista dos membros dos Grupos Solidarios 2014); ADRA (2500- 1857 M 643 W) (Lista dos membros das Cooperativas)). PMA does not have any data. Provisional targets have been set at "2600" per year, which consists of maintaining the same number of rights holders throughout the programme period.
- Indicator (Outcome) 1.2.: "No of female and male rights holders with increased profit from selling or exchanging goods or services" currently has a provisional BL value of "11" (8 Men and 3 Women) (based on secondary data from IECA). Partners ADRA and PMA said they have not been monitoring this and do not have secondary data. It is hoped they will be able to produce this data by the end of Year 1 of the programme. Provisional targets have been set as follows: 2016= 1040 (40% of target rights holders); 2017= 1300 (50% of target rights holders); 2018= 1560 (60% of target rights holders); 2019= 2080 (80% of target rights holders); and 2020= 2600 (100% of target rights holders). All targets follow a 50% gender quota , i.e. at least 50% of target should be women.
- Indicator (output) 1.1.: "No of Rights holders organized in groups to develop own livelihood. (Groups = Save and loan groups, cooperatives, farmers groups, self-help groups, etc.)". This information is covered by Outcome indicator 1.1.
- Indicator (output) 1.2.: "No of Rights holders have gained access to capital for investing in business (i.e. Papagro credits)". No partner has been monitoring this and therefore no secondary data exists. We will include in primary data collection.
- We have added a new output indicator (1.3) under Outcome 1: No of groups that have developed business plans". The BL value is "29 individuals" (based on IECA). No other partner has been working on this- new activity. Provisional targets have been set as follows: 2016= 40 groups (50%); 2017= 50 groups; 2018= 60 groups; 2019= 70 groups; and 2020= 80 groups.

Outcome 2:

Partners have no secondary data on any of the outcome or output indicators. This will be included in primary data collection.