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EVALUATION REPORT



**UDF- ANG-09-286 – Increasing Women's Participation in Politics and Decision Making
in Angola**

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Disclaimer

The evaluators are solely responsible for the content of this publication, which can in no case be considered to reflect the views of UNDEF, Transtec, or any other institution and/or individual mentioned in the report.

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I. Executive Summary

(i) Project Data

This report is the evaluation of the project entitled *Increasing Women's Participation in Politics and Decision Making in Angola*, implemented by Rede Mulher Angola in collaboration with the Women's Political Committee (Comité de Mulheres Políticas - CMP) from April 1, 2011 to March 31, 2013. The project, which was extended by four months, with a new end date of July 31, 2013, received a UNDEF grant of US\$325,000. It targeted the women's organizations of Angola's political parties and other platforms that work to promote the political empowerment of women. The project was executed in the provinces of Uíge, Luanda, Cabinda, Huambo, and Malange.

The project aimed at promoting equity and equality between men and women in politics and decision-making. It focused on increasing women's participation in decision-making in political parties and promoting measures to increase the number of women in leadership positions in political parties through training, lobbying and advocacy, the production of training materials, and information about civic education and human rights. "Rede Mulher also aims to empower the Women's Political Committee (CMP) to become a formal organization, by strengthening technical, financial and legal skills."

Rede Mulher is a coalition of organizations working to defend and promote equity of rights between men and women since 1998. It used to have about 80 partners organizations spread in rural and urban areas of 12 provinces. However, since 2008, Rede Mulher's international funding has decreased and its internal capacity has been weakened ; with only 12 active members organizations and less human resources dedicated to project implementation. Rede Mulher is however still recognized for its expertise in the organization of seminars, workshops and awareness training, primarily intended for women's organizations of political parties and civil society. Its President became a Member of Parliament (MP) in 2012, which facilitated networking and contacts with parliamentary committees on gender equity issues.

(ii) Evaluation Findings

The project was implemented at an opportune time (2011-2012), coinciding with the run-up to the 2012 elections. It also aligned with the drafting of the National Gender Equality Policy (2013) as part of the Angolan Government priority action for equal participation for men and women. The project objective thus responded to the unmet needs and challenges of the Angolan context, especially in the provinces and at the local level.

The selection of the beneficiary population was based on the previous experience of Rede Mulher and the CMP; but also guided by Rede Mulher local antenna in the country provinces. The project provincial actions indeed took place where Rede Mulher had its offices.

The collaboration with the Ministry for Family and Women Promotion (Ministerio da Familia e Promocao da Mulher – MINFAMU), the Women Parliamentarian's Group and journalists' organizations was relevant to the proposed objective and appeared as strengthened by the organization' past experiences and collaboration.

However, the strategy deployed in project execution (assistance and monitoring, risk analysis, corrective measures) was not coherent enough, hindering the achievement of certain project outcomes. As gender equity in the political arena was one of the core component of the project, more effective promotion of women's participation among men

would have been expected, and could have significantly heightened the relevance of the project approach.

The project was relatively **effective**. The most satisfactory outcomes related to stakeholder training and awareness-raising were achieved through seminars, workshops, and radio programs. Obviously because the selection of the issues to be tackled was based on the expectations of the beneficiary groups and on Rede Mulher extended experience in the area.

However, many other activities were not carried out such as the diagnostic study, the legal recognition of CMP's status, the involvement of the Women Parliamentarian's Group, the full radio program schedule, etc.. The project's effectiveness in the provinces was seriously hindered by the absence of results and reported lack of funding from the capital. Moreover, the lack of a baseline and failure to monitor and record project successes made it hard to determine the extent to which beneficiary ownership had been achieved. Although the content of the materials produced was good, their distribution was limited. The Rede Mulher website could have been an important communication tool, if its information had reached stakeholders working in the same intervention sector.

The **efficiency** analysis yielded a rather unsatisfactory cost-benefit ratio. The organization's limited financial resources have led to a certain dependence on funding from international cooperation agencies, creating an excessive workload for the small technical team of four. These deficiencies were reflected in the project execution and impacted on its effectiveness in the short-term. If the project materials were of good quality, the institutional memory and capitalization appeared as weak, fed by the confusion between projects, donors and mixed tasks endorsed by a team where staff would be managers, trainers and writers at the same time. Some of these organizational weaknesses could have been solved had a strategic approach and more efficient management model been deployed. This is further developed in the conclusions and recommendations chapters.

The project had a differential **impact** on the mobilized beneficiary groups, and to some extent on Rede Mulher as a network supporting women to voice out their concerns in the political arena. Its activities heightened its visibility and strengthened it as an entity that provided an opportunity for CSOs committed to promoting gender equality to interact. Rede Mulher has also increased its opportunities for dialogue with government agencies, especially with MINFAMU with which Rede Mulher is drafting the modalities of the Gender Equity Policy entry into force.

The training, public awareness activities and radio broadcasts were important to political party women's organizations, CSOs, and journalists, because of the information and opportunity they provided to discuss issues and examine them in depth. These outputs significantly impacted on women as individuals. They gained a greater understanding of the importance of participating in political parties, and many of them registered to vote in time for the 2012 elections.

Regrettably men expressed little concerns and participation rather appeared as politically correct rather than driven by conviction or interest. Still, Rede Mulher believed it awakened them somewhat to the need for women to get involved in the political process, although the tangible effects are less or not visible. The question remaining is how Rede Mulher will capitalize on these impacts and prevent them from becoming isolated short-term successes.

Sustainability is another problematic aspect of the project. The institutional erosion of Rede Mulher, the decline in its membership, and problems collaborating with international cooperation agencies have undermined the organization financial and technical capacities and thus affected the project sustainability. Rede Mulher did not manage to obtain its

recognition as a “public interest organization”, which would have secure funding and stabilize the organization situation. Indeed, the radio program and initiatives in the provinces have been paralyzed for lack of funding. Rede Mulher’s provincial representative offices are often staffed by a single person and lack the resources to execute activities; communication is also a problem, owing to distance and travel costs. The NGO needs to explore alternatives for securing central government and private-sector funding, especially in light of the country’s encouraging economic development.

(iii) Conclusions

- **The project was very timely**, coinciding with the run-up to the elections and the drafting of the National Gender Equality Policy; it brought the issue of gender to the fore and promoted recognition of the right of men and women to equal participation in leadership positions, especially in political parties.

- **The project supported training and public awareness events on issues connected with political participation**, awakening citizens to the need to foster an equal presence of men and women in the different facets of political life. Differentiated approaches may have been developed to better answer the target audience needs but also to leverage Rede Mulher expertise in training and awareness activities. This would have helped maximize the effects and impact of these initiatives.

- **The project suffered from a poor management model**. The waning representativeness of Rede Mulher undermined its responsiveness and ability to manage the projects it was simultaneously implementing. The need to keep the organization afloat created a dynamic of dependence on cooperation funds and a work overload that hindered projects implementation – rather conceived as a series of activities, with little monitoring, and disconnected with any organization program or vision.

- **The project needs to design an institutional strategic plan** for improving the quality of Rede Mulher initiatives and heightening their impact. The project’s relevance and degree of effectiveness it achieved in some of its outcomes were offset by a serious efficiency and sustainability problem. If Rede Mulher wishes to heighten the impact of its institutional presence in Angola, it will have to increase the representativeness and participation of its member organizations. It must also correct the lack of a strategic action plan that would enable it to tailor its profile to the current context and maximize coherence with its institutional objectives.

- **The project needs to develop impact monitoring and evaluation mechanisms**. The absence of monitoring and evaluation mechanisms (record of activities, risk analysis, monitoring in the provinces, outcome and impact assessment) affected the quality of the project’s outcomes and the extent to which they were achieved. Rede Mulher acknowledged the need to strengthen institutional mechanisms to effectively monitor its initiatives and projects so that it can identify and utilize the lessons learned from its interventions.

(iv) Recommendations

- **Strengthen partnerships with state institutions** during the drafting of the National Gender Equality Policy execution phase by MINFAMU. This could be an excellent opportunity for Rede Mulher to sustain the project results, capitalize on its experiences and commitment to the issue and eventually review its strategic priorities

- **Design a specific strategy for the organizational strengthening of Rede Mulher.** Rede Mulher should review and strengthen its organizational capacities, management model, and operations; name new officers; and restructure its committees and teams in Luanda and provinces, while fostering greater involvement by its active members based on its current priorities for a gain in effectiveness and efficiency.

- **Strengthen its institutional advocacy.** It will be necessary to design a realistic, relevant strategic plan tailored to Rede Mulher's profile and real institutional capacity if it is to maximize its influence.

- **Plan diversified stakeholder empowerment initiatives.** After offering a series of training seminars and workshops to raise awareness, the NGO should design a diversified plan for capacity building tailored to the specific needs of its beneficiaries, differentiating those who are already informed and convinced from those who are not.

- **Program collaboration with other civil society organizations.** Rede Mulher should conduct a thorough review of the demand and strengths of the CSOs that share objectives and human resources. This could open up new opportunities for participation formalized in a consensus-based agenda and action plan.

- **Define priority strategic lines of action to ensure project sustainability.** In order to guarantee the continuity of its programs and develop innovative initiatives, Rede Mulher needs to seek alternative funding from the central government and private sector, thus avoiding excessive dependence on international funding.

II. Introduction and development context

(i) The project and evaluation objectives

The *Increasing Women's Participation in Politics and Decision Making in Angola* project was implemented by Rede Mulher Angola, in collaboration with the Women's Political Committee, from April 1, 2011 to March 31, 2013.¹ UNDEF provided a grant of US\$325,000, \$25,000 of which was retained for monitoring and evaluation purposes.

The project, aimed at promoting equity and equality between men and women in politics and decision-making, focused on increasing women's participation in decision-making in political parties and promoting measures to increase the number of women in political party leadership positions through training, lobbying and advocacy, and the production of training and informational materials on civic education and human rights. Rede Mulher also aims to empower the Women's Political Committee (CMP) so that it can obtain formal recognition by improving its technical, financial, and legal skills.

The beneficiary groups are the women's organizations of Angola's political parties and other platforms working to promote the political empowerment of women. The beneficiary groups in the seminars and workshops are Angolan personalities representing political parties, churches, provincial electoral commissions, civil society organizations, and provincial government officials, as well as journalists, traditional authorities, and community leaders. The project was implemented in the provinces of Uíge, Luanda, Cabinda, Huambo, and Malange.

This project evaluation is part of the larger evaluation of Rounds 2, 3, and 4 of UNDEF-funded projects. Its purpose is to contribute to a better understanding of what constitutes a successful project, which will in turn help UNDEF develop future project strategies. Evaluations are also to assist stakeholders in determining whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved.²

(ii) Evaluation methodology

The evaluation was conducted by an international expert and a national expert, hired under the Transtec contract with UNDEF. The evaluation methodology is spelled out in the contract's Operational Manual and is further detailed in the Launch Note. Pursuant to the terms of the contract, the project documents were sent to the evaluators in early February 2014 (see Annex 2). After reading and analyzing them, they prepared the Launch Note (UDF-ANG-09-286) describing the analysis methodology and instruments used during the evaluation mission to Angola (Luanda and Huambo) from April 7 to 11, 2014. The evaluators interviewed project staff and members of the Rede Mulher Angola and Women's Political Committee coordinating team and met with a representative sample of beneficiaries (political party women's organizations in Angola, the Ministry of the Family and Women's Promotion³ (MINFAMU), and other stakeholders, platforms, and CSOs working for the political empowerment of women). The mission also visited the province of Huambo. Annex 3 contains the full list of persons interviewed.

¹ The project received a 4-month extension, with a new end date of July 31, 2013

² Operational Manual for UNDEF-funded project evaluations, page 6.

³ Ministério da Família e Promoção da Mulher

(iii) Development context

Despite its vast natural resources and a per capita GDP of US\$6,105.40, Angola is still a country where poverty and development are its population's main concerns. People living on less than US\$2 per day account for 67.4% of the population. Inequality is high: the country has a Gini Index of 42.7. Angola continues to face massive developmental challenges that include economic diversification, the recovery and upgrading of infrastructure and institutional capacity – including fiscal policies – and the population's troubling human development indicators and living conditions. The life expectancy of the country's estimated 20.8 million population is still low (51.1 years) and its HDI is at 0.508, ranking Angola 148th out of 187 on the HDI. Its UN education index is 0.463, revealing the country's multiple educational deficits. Although the number of children in primary school has risen from 2 to 6 million since the end of the war in 2002, the number of illiterate adults has been more than halved from 85% at the time of independence in 1975 to around 30% today, and access to preschool education has increased from 12% to nearly 40% since 2000, much remains to be done in terms of the primary school survival rate and the quality of education. Moreover, in 2008, the gender parity index in Angola was 0.81 – lower than the African average – meaning that for every 100 boys completing primary school, only 81 girls would too.⁴

Since the 15th century, the colonial system, whether monarchical or dictatorial in nature, created an entrenched authoritarian political and social structure. Independence in 1975, however, did not lead to democracy, as a civil war pitting the MPLA government against the UNITA guerrilla forces broke out immediately afterward, and a one-party system has ruled since then.

The national elections of 1992 (presidential and parliamentary) were expected to consolidate multiparty democracy, but UNITA's dispute of the outcome propelled the country into war again for another decade. Peace was finally made in 2002, and a long demobilization and voter and party registration process began, concluding in 2008 with parliamentary elections in which over 7 million Angolans participated, giving MPLA the victory. General elections (parliamentary and presidential) were held again in 2012, resulting in a victorious MPLA again and confirming José Eduardo dos Santos as President. While 9 of the 14 parties in contention in the 2008 elections did not manage to get at least one parliamentarian elected – and were consequently eliminated from the slate of political parties – in 2012, only four out of nine were eliminated, indicating a growing concentration of votes in more stable parties. The next elections, for local administrative bodies (provincial and municipal), will be held in 2017.

Civil society participation in politics and society has been relatively regular since the transition to a multiparty system, despite the declining support from international cooperation since the crisis of 2008. CSOs have been increasingly effective in their engagement with government and their constituencies, while simultaneously strengthening their capacities. Democratic participation in local political decision-making is guaranteed by the inclusion of a diverse range of governmental and nongovernmental representatives in the Consultation and Auscultation Councils (CAC).

Women's participation in political parties is still low, and the importance of women is not duly recognized.

Sebastiana Martins, Rede Mulher meeting.

Women have had the right to vote since the first elections. Since independence, Angola has seen improvements in gender equality, particularly in the area of access to education and public employment, including the army and police. Under the new Angolan constitution,

⁴ World Bank. World Development Indicators 2013; UNDP Human Development Report 2013; UNESCO Angola Profile, http://www.unesco.org/new/fileadmin/MULTIMEDIA/FIELD/Dakar/pdf/AngolaPerfil_EPToct2012.pdf.

approved and adopted in 2010, promoting equality between men and women is a fundamental duty of the State.

The creation of the Ministry of Family and Women's Promotion (MINFAMU) in 1997 brought together the already active informal and scattered efforts to promote gender equality. Areas of activity today include gender equity, the political participation of men and women, women's rights, and community development. Important laws relevant to gender equality and supported by the Ministry have recently been passed, among them the Domestic Violence Act (Law 25/11,⁵ the National Gender Equality and Equity Policy (Presidential Decree 222/13⁶), and the Political Parties Act (Law 22/10⁷), the latter of which specifically provides for obligatory women's representation of no less than 30% in the governing bodies of political parties at all levels (national, provincial, municipal).

Thanks to the joint advocacy of the Ministry and CSOs, women's representation in public office in 2012, after the elections, was considered quite satisfactory, despite the slight decrease in numbers due to political parties' loss of recognition and changes in office heads who did not appoint women. Some 23% of ministers and 20% of secretaries of state are women. At the national level, 31% of decision-making posts are held by women (secretaries-general, national directors, or department heads). Locally, 11% of provincial governors and 20% of vice-governors are women. By political party, 40% of MPLA seats in parliament are held by women, with figures of 29% for UNITA and 25% for CASA-CE. Other parties did not elect women but have very few parliamentarians in any case (PRS, only three and FNLA, two). Women are also well-represented in diplomatic posts (28%) and the judiciary (34%).⁸

Despite the developments and improvements in women's participation and gender equity, some areas still pose barriers to the equal participation of women: lower educational levels, lower rates of formal employment, less financial independence, higher pressure from family responsibilities, and limited power, even in decision-making posts, given the patriarchal nature of Angolan society. Though civil society organizations are increasingly able to attract and manage nongovernmental support, they still feel the impact of the cutbacks in international funding, receiving no support from the national government, except when they attain the status of a public interest organization, which can provide organizations with stable funding. Very few organizations, however, have attained that recognition, which has limitations of its own in terms of its political and public orientation and methods, which are not always compatible with the nature of a CSO.

⁵ <http://www.minfam.gov.ao/VerLegislacao.aspx?id=539>

⁶ <http://www.minfam.gov.ao/VerLegislacao.aspx?id=553>

⁷ http://www.cne.ao/pdf/legislacao_nova/2010-Lei22-3Dezembro.pdf

⁸ Statistical data on women's participation in public life, 2012, MINFAMU

III. Project strategy

(i) Project strategy and approach

The project strategy's main line of action was promoting and increasing women's presence in decision-making positions in political parties. The project sought to improve understanding of the essential role of women leaders in decision-making bodies. The gender issue was approached from this perspective, promoting recognition of the right to equal participation by men and women in leadership positions as key to the development and strengthening of democracy.

Project management was shared with a partner organization: the Women's Political Committee⁹ (CMP). This Committee, created in April 2002, is a coalition of several political party women's organizations (initially 32), which, in turn, are part of Rede Mulher. The CMP's role is to promote women's participation in the decision-making bodies of political parties and protect the interests of militant women's groups. The CMP's empowerment as a strategic partner of Rede Mulher was initially one of the priority components of the project. The object was to secure its formal legal status to facilitate technical and financial support. However, due to Law N°2/05, the Political Parties Act, under which a party loses recognition if it fails to receive at least 0.5% of the total vote in national legislative elections, the number of political parties recognized at the national level has fallen. The number of political party women's organizations affiliated with the CMP has therefore fallen as well. Under the Associations Act (N°14/91), legalizing the CMP requires a minimum of 15 member organizations. The CMP currently has only six, making it impossible to apply for legalization of its status.

The project also collaborated closely with the Ministry of the Family and Women's Promotion (MINFAMU) and the Women Parliamentarian's Group¹⁰ (GMP). The purpose of this group, created in 1995, is to integrate the gender perspective into legislation, promote the exercise of women's rights, and fight all forms of exclusion. Strategically, the selection of the project's partner organizations was wise, especially in view of their potential impact and multiplier effect, since all of them were involved in the training activities.

In fact, one of the key components of the project's strategy centered on lobbying, public awareness, and training activities. The training workshops and seminars provided the members of Rede Mulher, the Women's Political Committee, and organizations active in the provinces with opportunities for learning and sharing ideas and experiences. MINFAMU staff, journalists, and members of the Women Parliamentarian's Group also participated.

The work to communicate the importance of women's participation is far from over; much remains to be done.

Kiesa Silvestre, Radio LAC journalist.

Training appears to have been one of Rede Mulher's and the project's strengths (for more details, see Section ii – Effectiveness). Rede Mulher is constantly offering workshops and seminars, because it considers them a way to provide continuity for certain issues and messages, which should contribute to gradual recognition of the importance equal participation by men and women.

The public awareness and training initiatives were supplemented with a radio program that initially was to have 22 segments; only 12 were actually broadcast, however.

⁹ Comité de Mulheres Políticas

¹⁰ Grupo de Mulheres Parlamentares

To establish a baseline for the intervention, the Project Document (PD) called for a prior study on the factors that keep women from holding decision-making offices in political parties. Its findings were to be used in planning information and training initiatives and developing the content of the radio program. However, at project conclusion, this study had not yet been completed; thus, the information could not be used for the design of training initiatives.

Finally, it is important to mention the project’s production of informational materials and manuals on the issues discussed in the seminars and workshops (see Annex 2), as well as its publication of eight quarterly newsletters. It also designed the Rede Mulher website, enabling the NGO to disseminate up-to-date information; the website is also a channel for communication between the partner organizations and the general public.

The project activities were executed in five provinces (Uige, Luanda, Cabinda, Huambo, and Malange). The beneficiary population consisted of political party women’s organizations and Rede Mulher member organizations. In these provinces, Rede Mulher relied on MINFAMU’s provincial departments and Rede Mulher’s local representative offices. Local participation was hindered, however, by the deficiencies of the latter, staffed in some cases by a single person.

Notwithstanding the strategic options spelled out in the initial Project Document, the project encountered problems at the operational level, since several of the planned activities were not fully executed. The risk analysis was not sufficient to ensure the achievement of the intended outcomes. Furthermore, an adequate strategy for outcome and impact monitoring was not designed. Rede Mulher had many training initiatives but their focus seemed to be the execution of activities, with not enough attention paid to achieving strategically planned behavioral changes. At the same time, the project’s contributions in this sector became confused with those of other initiatives supported by other financing agencies, making it hard to evaluate the effectiveness of the project strategy. These aspects will be explored in detail in Chapter IV, Evaluation findings.

(ii) Logical framework

The table below presents the project’s intervention logic, activities, intended and achieved outcomes, objective, and development objective:

Activities	Intended outcome	Project objective	Development objective
<ul style="list-style-type: none"> Seminar: Prevention and Management of Electoral Disputes (in Huambo); Training seminar: Governance Monitoring and Advocacy; Training workshop: Gender Analysis in the Policies, Programs, and Documents of Political Parties; 3 training workshops on national, regional, and international instruments that promote women's rights and gender equality (in Luanda, Malanje, and Huambo). 	<p>1. Enhanced political participation by women in political decision-making in political parties.</p> <p>Women’s organizations with strengthened capacities in the prevention and management of electoral disputes; monitoring and advocacy in key aspects of governance; and gender analysis in the policies and programs of political parties.</p> <p>150 beneficiaries (women and men) trained in the provinces of Uige, Cabinda, Luanda and Malanje.</p> <p>2. Increased number of women in power and decision-making</p>	<p>Increase women’s</p>	

- Study on the factors that limit a balanced participation of women and men in decision-making in political parties (in process).

- Two Training Seminars on:

(a) Elections from a gender perspective (provinces of Uige, Cabinda, Luanda and Malanje);

(b) Empowerment of Women to Strengthen Political Parties

- Monthly meetings of CMP members

- 12 "Equal Paths" radio segments broadcast on Radio Luanda Antena Comercial (LAC) 95.50 FM

- Website:

www.redemulerangola.org

- Publication of newsletters;
- Publication of newsletters;
- Manual on Gender and Governance;
- Manual on leadership;
- Manual on Advocacy and Lobbying;
- Articles in the press and contacts with the media.

tools to facilitate women's performance at the political level.

103 women leaders (representing 11 political parties and 12 member organizations) with increased capacity in the areas of gender, advocacy and governance in the provinces of Luanda, Malanje and Huambo.

3. Improved knowledge about the situation of women in decision-making in political parties.

4. Capacity of women's organizations of political parties and other platforms that work for the political empowerment of women enhanced in terms of the barriers to women's involvement in political life, communication skills, advocacy, and ability to mobilize for causes and lead their own organizations.

223 people attended the workshop representing Women's OPPs and CSOs

27 people (25 women and 2 men) from GI PP, CSOs, journalists and AGE.

5. Women's Political Committee legalized and operating.

No conditions for the legalization of CMP.

6. Enhanced media capacity in the area of women's political rights.

7. Informational tools designed to improve information and knowledge of human rights and the importance of women in decision-making bodies of political parties.

participation in decision-making in political parties and the number of women in leadership positions in political parties through training, lobbying and advocacy, and the preparation of training and informational materials on civic education and human rights.

Contribute to empowering beneficiary populations to recognize and exercise the right of men and women to equal participation in politics and decision-making, as a basic component inherent to democracy building.

IV. Evaluation findings

(i) Relevance

The interviews conducted as part of the evaluation revealed several positive factors of relevance.

The Angolan government is promoting equal participation by men and women in the decision-making process, following the recommendations of the Southern African Development Community (SADC) on gender participation in decision-making bodies and agencies. The approval of the National Gender Equality Policy in December 2013, together with the strategy for execution, resource mobilization, and monitoring, confirms the political will of the government to support enforcement of the law. Law 22/10, the Political Parties Act, requires that 30% of the members of each recognized party be women, and the available figures show progress (see Section III - Development context). However, the complexity of gender equality in Angola is the product of cultural diversity and the country's prolonged conflict, making it necessary to continue efforts to change attitudes and behaviors to foster equal participation by men and women, especially in the political arena.



Training workshop on gender analysis in policies

The project's objectives were thus a response to the unmet needs and challenges of the Angolan context, seeking to increase equality in men's and women's participation in decision-making positions. Moreover, the project was very timely, beginning in April 2011 during the run-up to the elections of 2012. In that context, its grassroots intervention in the provinces and municipalities helped raise civic awareness among the electorate.



Gender Participation and Governance Seminar, 2011

and training events were very positive; participants found the issues addressed interesting and appreciated the participatory methodology, which encouraged interaction among people who in many cases were from different political parties, enabling them to get to know one another. The CSOs and journalists who had attended the meetings made a point of mentioning the project's contribution in the areas of gender, participatory budgeting, and

Rede Mulher's partnership with MINFAMU was particularly beneficial in organizing the project's seminars and workshops. The presence of representatives from different political parties in Rede Mulher was highly relevant. The benefits of its collaboration with the Women Parliamentarian's Group are hard to see, since parliamentarians have little time for activities beyond their agenda. The mission was unable to interview any member of GMP. The opinions garnered in interviews with the participants at public awareness

electoral participation, as these were issues that they themselves needed to learn more about. The listeners and producers of the radio shows had a very positive opinion of Rede Mulher's gender programs as well.

All this confirms the relevance of many of the project components, especially the public awareness and training activities and choice of topics.

Nevertheless, the project had difficulty executing other activities (baseline, monitoring, and impact assessment), which puts the relevance of the overall strategy into question. The risk analysis had major shortcomings, since many of the factors hindering good project execution were not identified at the start (see information in Section III Efficiency); at the same time, the corrective measures identified were not always appropriate, since in many cases they did not solve the problems.

From a conceptual standpoint, since gender equality was one of the basic components of the project, a specific strategy should have been designed to encourage men's participation in the project initiatives. While participation was fairly even in some seminars (50% M and 50% F), men's participation in other initiatives was minimal. The representatives of the political party women's organizations stated that when party leaders received invitations to events, they forwarded them directly to the women's organizations because they considered the issues to be discussed "women's issues." Some of the women said that even when men came to the meetings, they did it to be represented; however, the women did not have the impression that the men were interested in changing anything. A better situation analysis, together with measures to encourage greater involvement by men, could have heightened the relevance of the project.

The President of Angola often mentions gender issues and the equal participation of women, which he backs up with initiatives in this sector.

Susana Mendes, Women Journalists' Forum

(ii) Effectiveness

The project only partially met its objective. Of the seven outcomes initially defined, the ones with the most success were related to stakeholder training (Outcomes 1, 2, and 4). Two outcomes (Outcomes 3 and 5) have not been achieved, and the other two (Outcomes 6 and 7) were only partially achieved. The failure to achieve Outcome 3, the study to develop a baseline, made it hard to determine the project's effectiveness. A detailed analysis of the factors that hinder equal participation by men and women in decision-making positions would have maximized relevance and effectiveness in building capacity and raising awareness among the beneficiary groups. Notwithstanding, the issues addressed were much appreciated by the interviewees, who valued not only the information they received but the participation dynamic in the workshops. Participants from CSOs and MINFAMU commented on the usefulness of the materials and manuals produced (especially in Luanda) on leadership, gender and governance, and advocacy and lobbying, whose contents were clear and easy to use in other training sessions. The collaboration with the Women Parliamentarians Group, in contrast, did not yield tangible results, except sporadic participation in some activities.

I thought that at 2:00 p.m. many people would be busy with other things. But after I finished with the radio program I met a group of young people who had gathered to listen to the show and I realized that they were really interested.

Rosa Pedro, member pf Mwenho, Network of Women Living with HIV and AIDS.

The mission managed to collect little information on outcomes in the provinces. In the province of Huambo, Rede Mulher had had five local members: a provincial coordinator and

four representatives of political parties (OMA, PRS, FNLA, and PRD). These either joined the MPLA or lost interest in Rede Mulher over the years. Huambo's Rede Mulher and MINFAMU had collaborated only twice in recent years, the first time within the framework of the UNDEF project (a pre-electoral seminar on July 25, 2012) and more recently, in a seminar on domestic violence, held November 14, 2013. In the project seminar, a representative of Rede Mulher from Luanda gave a presentation about women in the 2012 general elections. There were 50–60 participants, about 20 of them men. Due to its limited activities, Rede Mulher in Huambo does not work with the political parties, except OMA, whose coordinator is also a member. Rede Mulher's work in Huambo has been limited by the fact that no funds are transferred to Huambo.

MINFAMU's provincial department now works with other local organizations with a gender focus: police women (AMPA), women entrepreneurs, women athletes, women journalists, women secretaries, union women, the women's organizations of four political parties, and 16 religious organizations.

The "Equal Paths" radio segments, broadcast weekly by Radio Luanda Antena Comercial (LAC) yielded very positive results. The views of the audience and the program's producers confirm the interest aroused by the broadcasts. The CMP, with assistance from a journalist and invited experts, developed the program, tackling issues of current interest such as women's participation in the Civic Councils (CAC), domestic violence, women's empowerment, and women's participation in political organizations. There was no direct audience participation, as too many people wanted to participate. This project outcome was due to the extension of the contract with UNDEF. Twelve segments were broadcast instead of the 22 programmed in the Project Document. The segments were broadcast the last Thursday of each month for one year. According to the information obtained in the interview with LAC, the program was suspended due to management and budgetary issues.

These two components (training and radio programs) were the most effective ones, unquestionably raising awareness about the issues discussed. What remains unclear is their subsequent usefulness and the degree of ownership they inspired in the beneficiary groups. Also unclear is the extent to which the project tangibly contributed to greater equality between men and women political office-holding and, above all, to an improvement in the "quality" of their participation. There is no registry or procedure for evaluating or monitoring specific outcomes, which undoubtedly undermined project efficiency.

Regarding Outcome 7 (manuals, newsletters, and website), the materials were produced and the information disseminated. Rede Mulher now has an informative website that publishes news and documents. However, distributing the materials is a problem. No strategy was developed to disseminate information about the website and its usefulness, for example; it is hard to predict how much the website will be used in the future. In Huambo, people did not recall having received the project's publications.

Finally, it should be mentioned that Outcome 3, aimed at empowering the CMP as a strategic partner of Rede Mulher through formal recognition of its legal status, was not achieved for the reasons indicated in Section II.i. Notwithstanding, the CMP plays an important role in promoting women's participation in the decision-making bodies of political parties. It is one of Rede Mulher's most active partners and has actively participated in the project's activities.

The observed weaknesses of the project are due not only to the time factor but more importantly, to the absence of a coherent strategic plan and a certain lack of institutional operational capacity. Rede Mulher could have achieved greater effectiveness had it provided more assistance and monitoring in program execution.

(iii) Efficiency

The efficiency analysis showed a rather poor cost-benefit ratio. This was due in part to the institutional weakening of Rede Mulher (beginning in 2008), which has a permanent technical team of only four part-time staff, almost all of whom have a job in other institutions. The President of Rede Mulher is now a Deputy and has less time for the organization.

At the institutional level, there has been no change in mandate or in the officers of the Board of Directors in recent years. This has led to a certain stagnation, since the same people coordinate and execute the activities. Some members of Rede Mulher are strong organizations that could play a more effective and activist role. However, most of them confine their participation to attending the seminars. These events enable them to learn more about important issues – knowledge they can use in their daily work. The fact is, however, that Rede Mulher's member organizations behave more like passive beneficiaries than agents of change. Some of the people interviewed said that they were unfamiliar with the UNDEF project and wished that forums for collaboration among stakeholder be decided on and programmed by consensus.

In addition, Rede Mulher simultaneously manages several projects funded by different cooperation agencies, which requires efficient, well-planned management, organization, and monitoring modalities. However, while the NGO's institutional mission and vision are relevant and well-defined, it has adopted an activity-centered work dynamic (basically offering workshops and seminars), rather than strategic planning consistent with its institutional objectives. Rede Mulher has no strategic plan or action plan that would enable it to harmonize the programmed activities of its different projects.



Provincial seminar on women's participation in the elections, Huambo, July 2012.

This situation is also reflected in the procedures used to manage the UNDEF project. According to the Project Document,¹¹ activities were to begin on April 1, 2011 and end on March 30, 2013. Owing to delays and problems of a diverse nature, the schedule could not be met in some cases and the project had to be extended until July 31, 2012. First, it was not easy to reach an agreement with the management of Radio LAC, a circumstance that delayed the start of the radio program, cutting the number of broadcasts down to 12 instead of the 22 originally programmed. Second, hiring a journalist to handle this activity also took longer than expected. The difficulty hiring experts, which Rede Mulher says was due to the very high wages in Luanda, led to a situation in which the same people hired as consultants for most of the project activities also worked on the radio program. This study on the factors limiting women's participation in political leadership positions was heavily impacted by the illness of one of the experts hired. Although this study should have contributed to the development of a baseline for the project, it has yet to be completed, and Rede Mulher estimates that two more months will be needed to process the data and information gathered in the provinces. The problems meeting the milestones by the deadline affected the original timetable and hindered the achievement of some of the project outcomes.

¹¹ Contract signed with UNDEF on 09/03/2011.

Furthermore, the project reporting is incomplete. The Final Report, which should have documented the project's advances, is still not ready. The mission observed a certain confusion in individualizing the outcomes of the NGO's various projects. The team did not specify which publications and manuals had been published. There was talk of a seminar on violence against women, which had been very successful, but it was held in November 2013, when the UNDEF project had already ended (July 2013). Moreover, this activity was not one of those planned for the UNDEF project.

It should be noted, however, that the content of the materials produced, both the manuals and newsletters, was well-structured, relevant, and specific, confirming that the project's problems were related more to management than to the technical skills of the teams.

Rede Mulher and its partner organization (CMP) held sporadic coordination meetings, but the monitoring visits, especially in the provinces, were hindered by distance and the high cost of travel. In addition, Rede Mulher's local representation appears to have been equally weak. In Huambo, for example, it consisted of just a single person.

In conclusion, the evaluation team believes that several of the problems encountered could have been solved had a strategic approach and more efficient management model been used. Moreover, work with the partner organizations could have focused more on empowering them, which would have served to maximize the outcomes and enhance the project's impact and sustainability, especially at the local level.

(iv) Impact

The project's impact varied with the type of beneficiary group and geographic intervention area.

It had a positive impact on Rede Mulher itself. The workshops and seminars that were held strengthened the NGO as a forum for interaction among organizations committed to promoting gender equality. Rede Mulher says that the project also improved its opportunities for dialogue with state agencies; it also enabled it to obtain an audience with the President of the National Assembly to, among other things, make its request for recognition as a public interest organization. Securing this recognition would substantially improve its situation and bolster its institutional capacity. The project also improved Rede Mulher's dialogue with MINFAMU, especially the department devoted to gender issues, several of whose staff participated in the organization's workshops. Institutional exchanges also took place during the process for approving the National Gender Equality Policy. MINFAMU has expressed an interest in collaborating with Rede Mulher in the implementation of the policy, especially in the drafting of the action plan, which is programmed for next quarter.

Rede Mulher's ongoing efforts to promote equal participation by men and women in political life are gradually having a significant effect on the stakeholders that regularly participate in its activities.

Susana Mendes, Women Journalists' Forum

The project's public awareness and training events, together with the radio programs, had a positive impact on the beneficiary groups, not only in the capital but in provinces and municipalities in the interior as well. Radio Luanda Antena Comercial broadcasts in Luanda, but its signal reaches as far away as Kwanza Sul; thus, it has a very large listening public. Some of the issues discussed in the program later found their way into the press, and on several occasions, television. Gender issues were discussed again on several occasions, when some very important related news was reported.

Political party women’s organizations, CSOs, and journalists expressed satisfaction with the Rede Mulher initiatives, which increased their knowledge about issues directly related to equal participation by men and women during the run-up to the elections. Women learned about the importance of getting involved in political parties. Many of those who took the training registered to vote so that they would have a voice in the 2012 elections.

Rede Mulher’s management believes that the project also made men aware of the need for women to engage in the political process. However, though opinions differ on this point, some people believe that while men and women generally participated on an equal footing in many activities, significant changes were wrought in the commitment of political party leaders.

The project’s capacity building efforts among the CSO leaders and membership was equally important, since many of these organizations work in the provinces and were able to integrate the knowledge gained into their fieldwork.

Nevertheless, it is hard to determine the actual reach and above all, the long-term effects of these initiatives, since no strategy to capitalize on the impact achieved has been executed. In the particular case of the public awareness initiatives, continuity was needed to give beneficiaries who were still fairly unconvinced the opportunity to embrace these new paradigms. The activities in the provinces were very specific to the context. In Huambo, for example, Rede Mulher’s local chapter does not even have money to pay for things as simple as a snack to attract people to its meetings. The representative in Huambo received a copy of the seminar material and will try to organize a 45-minute session to convey the information to a group that has yet to be defined. The session cannot last any longer than that, because the chapter cannot pay for snacks. The Huambo chapter has not applied for any other funding.

Consolidating the impact and attitudinal changes must be part of gradual, planned, and lasting processes. The project did not address this dimension.

(v) Sustainability

The project has major shortcomings in terms of sustainability. Rede Mulher was founded in August 1998 as a coalition of organizations to protect gender interests in Angola with the mission of promoting equal rights for men and women. It started out with 80 member organizations and operated in urban and rural areas in 12 provinces. For several years the organization enjoyed the support of international cooperation agencies from Sweden, Norway, and the United Kingdom, in addition to such agencies as UNDP. The international cooperation has gradually faded, especially since 2008, and aid is more sporadic, hindering Rede Mulher’s operations. Many of its member organizations have fallen away, and the organization now has only 12 active members. The NGO has been forced to move its headquarters on more than one occasion, since rents in Luanda are extremely high. Its headquarters is now situated in a more distant location, making access difficult for some of its members. The more active CSOs share the locale and hold meetings and events there.

When we talk about “change,” it implies time and processes. Ensuring the continuity of Rede Mulher is therefore very important.

Sebastiana, Rede Mulher member

Rede Mulher did not have an opportunity to review and adapt its institutional strategy to this new situation. It maintains its contacts with the cooperation agencies, and when the opportunity arises, proposes projects for different initiatives, especially in the areas of information and training. This operational dynamic is more than anything a response to

opportunities that present themselves; however, the organization lacks a strategic plan to guide its work under the current circumstances.

This weakness is even more pronounced in the provinces, where Rede Mulher's representation often consists of a single individual, there are no funds for activities, and distance and transportation costs hinder communication.

Rede Mulher believes that once it secures recognition as a public interest organization it will be able to partner with the government and receive public funding. However, this is a lengthy process that is highly dependent on political factors; thus, many organizations never attain this status.

For the moment, the organization is negotiating a new project with the European Union on the prevention of violence against women in some provinces. In May, the United Nations Development Programme (UNDP) and Embassy of Norway in Angola launched the "Promotion of Angolan Women through Civil Society Organizations" project in Luanda to increase women's knowledge and training so that they can exercise their political, economic, and social rights.

The interviews with political party women's organizations showed that several of them were project beneficiaries, had contacts with Rede Mulher, and were interested in undertaking new initiatives to continue the processes begun. Many interviewees commented on the importance of continuing the radio broadcasts, which had reached a large public. However, right now there are no funds to guarantee the continuity of this program.

Rede Mulher, in contrast, has many institutional contacts that could help it secure new funding. However, given recent changes in the situation, it is very important that it redefine its priority strategic lines of action and search for ways to make them sustainable. This would entail searching for funding based on its institutional strategy and avoiding the opposite –that is, implementing activities based on the available funding.

From this standpoint, it is equally necessary to explore opportunities for securing central government and private-sector funding, especially given the country's economic situation.

V. Conclusions

The main conclusions and lessons learned observed by the evaluation team can be summarized in the following points:

(i) The project was very timely, coinciding with the run-up to the elections and the drafting of the National Gender Equality Policy. Through seminars, workshops, and radio broadcasts, it lent visibility to the gender issue and promoted recognition of the equal right of men and women to hold political leadership positions and participate in decision-making bodies, especially in political parties. This conclusion follows from the findings on relevance and effectiveness.

(ii) The project supported training events held by Rede Mulher and the Women's Political Committee for MINFAMU staff, political party women's organizations, CSOs, professionals, jurists, journalists, and media personnel. The contribution of these initiatives in areas linked to political participation is appreciated in urban and rural areas alike. These initiatives have raised civic awareness about the need to foster the equal presence of men and women in the different aspects of political life: political parties, government posts, parliament, and public enterprises. However, a strategy tailored to the profiles of the beneficiary groups has not been observed, even though it could maximize the effects and impact of these initiatives. This conclusion follows from the findings on effectiveness and impact.

(iii) The project suffered from a poor management model and institutional dependence on project funding. The fall-off in Rede Mulher and CMP membership has undermined their representativeness and legitimacy. Management is in the hands of a very small group of people who cannot meet the demands of all the projects they are simultaneously administering. At the same time, the need for cooperation funds and/or occasional domestic funds sufficient to ensure future operations has created a dynamic of dependency and a work overload, to the detriment of institutional strengthening. If this situation is not resolved, Rede Mulher runs the risk of diluting its efforts and reducing the impact of its mission and projects. This conclusion follows from the findings on impact and sustainability.

(iv) The project needs to design interventions from a strategic planning approach, which will improve the quality and heighten the impact of Rede Mulher's initiatives. While the project has generally been relevant and achieved a certain degree of effectiveness in some outcomes, it has a serious efficiency and sustainability problem. The absence of an action plan built on a well-defined baseline that would enable it to organize a series of interventions consistent with its objectives has hindered the achievement of lasting results and impacts. After so many years in operation, Rede Mulher needs to capitalize on its experience, strengthen its institutional capacity, and provide opportunities for greater participation by its member organizations. If this NGO is to become a strategic partner of the State, it must broaden its institutional representativeness and increase its legitimacy. This conclusion follows from the findings on efficiency, impact and sustainability.

(v) The project needs to develop impact monitoring and evaluation mechanisms. Opinions about the project's results are very general. The members of the

technical team and the beneficiaries interviewed all had difficulty recalling the activities in which they had participated in any detail. A differential outcome and impact analysis based on the profile of the beneficiary groups has not been conducted. Moreover, the risks have not been sufficiently analyzed and addressed. Rede Mulher recognizes the need for strengthening its institutional mechanisms so that it can effectively monitor its initiatives and projects and identify and utilize the lessons learned from its interventions. This conclusion follows from the findings on efficiency and sustainability.

VI. Recommendations

Based on its conclusions, the evaluation team is proposing some recommendations that should help strengthen Rede Mulher's institutional capacity, enabling it to improve its project management and utilize the lessons learned during its interventions.

(i) Strengthen partnerships with state institutions. Within the framework of the MINFAMU initiatives for implementation of the National Gender Equality Policy, Rede Mulher should take the time to assess its organizational and institutional capacities so as to maximize the quality of its initiatives and proposals. This is an opportunity to capitalize on the experience amassed by Rede Mulher over so many years of commitment to Angolan society. (See Conclusions i and v).

(ii) Design a specific strategy for the organizational strengthening of Rede Mulher. In light of the steep decline in the number of its member organizations, Rede Mulher should review the organizational aspects that can improve its managerial and operational capacity – for example, changing the officers of its Assembly, restructuring its teams and committees, and rotating functions. To accomplish this, it will need to map the competencies of its active members, based on its current priorities. (See Conclusion iii).

(iii) Strengthen its institutional advocacy capacity. Rede Mulher needs to design a concrete, realistic strategic plan consistent with its profile and actual institutional capacity. The plan should set priorities, establish objectives, and include a coherent and feasible operating plan. At the same time, redefining Rede Mulher's management model, strengthening its technical team, and designing monitoring procedures should maximize its capacity for action. (See Conclusions iv and v).

(iv) Plan diversified stakeholder empowerment initiatives. Rede Mulher is acknowledged and appreciated for the support it provides through training seminars and workshops. In order to improve the quality of these activities, the NGO should draft a diversified training plan tailored to the specific needs of its beneficiaries and their degree of awareness (differentiating between those who are already knowledgeable and convinced and those who are still not). Initiatives for women leaders already involved in the political sphere should pay special attention to the specific capacities that they need to improve the quality of their political representation in decision-making positions and to the need for financial independence, access to employment, and training in specific areas. (See Conclusion ii).

(v) Program collaboration with other civil society organizations. Given the presence of several women's groups and organizations that are implementing projects and initiatives in similar areas, Rede Mulher should give priority to clear, more participatory development of its action plan. This dynamic should strengthen the leadership and impact of social organizations with common objectives and human resources. (See Conclusion iv).

(vi) Ensure the sustainability of priority strategic lines of action. This will require diversification of the search for financial resources from the central government and the private sector to ensure the continuity of strategic operations and prevent excessive dependence on international funding. (See Conclusion iii).



Strengths, Challenges, and Outlook in the Context of Elections in Angola Seminar, August 2012, Luanda

VII. ANNEXES

Annex 1: Evaluation questions:

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<ul style="list-style-type: none"> ▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context? ▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why? ▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	<ul style="list-style-type: none"> ▪ To what extent have the project's objectives been reached? ▪ To what extent was the project implemented as envisaged by the project document? If not, why not? ▪ Were the project activities adequate to make progress towards the project objectives? ▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	<ul style="list-style-type: none"> ▪ Was there a reasonable relationship between project inputs and project outputs? ▪ Did institutional arrangements promote cost-effectiveness and accountability? ▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	<ul style="list-style-type: none"> ▪ To what extent has/have the realization of the project objective(s) and project results had an impact on the specific problem the project aimed to address? ▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative? ▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization? ▪ Is the project likely to have a catalytic effect? How? Why? Examples?
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	<ul style="list-style-type: none"> ▪ To what extent has the project established processes and systems that are likely to support continued impact? ▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?
UNDEF value added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	<ul style="list-style-type: none"> ▪ What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc.). ▪ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?

Annex 2: Documents Reviewed

Project documents:

- (i) PO Note - UNDEF;
 - (ii) Initial project document;
 - (iii) Mid-term and Final¹² narrative reports (two versions) submitted by Rede Mulher Angola;
 - (iv) Financial report;
 - (v) Project Extension Approval;
 - (vi) Milestone Verification Mission Report
 - (vii) Reports of workshops: Lobbying and Women's Leadership and Advocacy; Gender Analysis in Policies and Programs; Women's Leadership; Women and Communication; Women's Participation in Political Parties; Electoral Conflict Management and Prevention;
- Website: [http:// www.redemulherangola.org](http://www.redemulherangola.org)

Materials published during project execution:

- (i) Manual: Women's Leadership;
- (ii) Manual: Lobbying and Advocacy;
- (iii) Manual: Governance and Gender
- (iv) 8 newsletters.

Other documents:

- (i) BAFD/OCDE, Perspectives économiques en Afrique, Angola, 2007.
- (ii) Diário Da República, Orgão Oficial da República de Angola, Decreto presidencial N° 222/13, Política Nacional para Igualdade e Equidade de Género, 24 de Dezembro 2013.
- (iii) Instituto de Estudios Políticos para América Latina y África (IEPALA), Municipalismo y Descentralización en Angola, 2011.
- (iv) Plan estratégico para la Reducción de la Pobreza (PRSP) and Estrategia Nacional para el Desenvolvimento a Largo Plazo (2005-2025).
- (v) UNFPA O rosto do VIH e SIDA em Angola. Porque é que la contribuição dos hommes é importante? Luanda, Angola 2011.
- (vi) UNFPA e ONUSIDA, Relatório do Mapeamento e Do levantamento das capacidades das organizações da Sociedade Civil de Luta contra a Sida na Província de Luanda, fevereiro 2013.
- (vii) Estrategia para a cooperação UE-Angola (2008-2013).

¹² Only a draft version is available

Annex 3: Persons Interviewed

April 6, 2014	
Arrival, international consultant	
April 7, 2014	
<i>Evaluation Team meeting</i>	
Luisa María Aguilar	International Consultant
Cristina Udelsmann Rodrigues	Local Consultant
<i>Meeting with Rede Mulher</i>	
Fernanda Ricardo	Executive Coordinator, Rede Mulher
Julia Ornelas	President, Rede Mulher
Carolina Miranda	Coordinator, Women's Political Committee (CMP)
Luis Miguel Fernandes	Finance Officer, Rede Mulher
Esa Caheno	USODEMA
Francisca António	Secretary-General, USODEMA
Maravilha Daniel	Member of LIMA (UNITA women's organization)
Rosa Pedro	Mwenho (organization of women living with AIDS)
Paula Canbinda	Rede Mulher / Committee of Women Politicians
Conceição Boaventura	Committee of Women Politicians / Women of FNLA
Emília Fernandes	Secretary-General, Rede Mulher
April 8, 2014	
Deolinda de Almeida	Staff of the National Gender Department, Ministry of Family and Women's Promotion (MINFAMU)
Cesaltina Romeu	Chief, Department for Gender Policies, Ministry of Family and Women's Promotion (MINFAMU)
Susana Mendes	Journalist, member of Women Journalists' Forum
April 9, 2014	
Verónica Sapalo	Executive Director, Platform of Women in Action (PMA)
Balbina Martins	Monitor
Carolina Miranda	Member, project coordinator
Kourtoum Nacro	UNFPA Representative in Angola
Maria Casal	UNDP, Gender and Governance
Gabriela Simas	Gender expert, former UNFPA, ILO staff
April 10, 2014	
Sebastiana Martins	Associação Cassules do Makulusso; MINFAMU Gender monitor
Paula Cambinda	Representative of Bloco Democrático
Conceição Boaventura	Representative of FNLA
Francisca Kutabiala	Representative of USODEMA
Carolina Miranda	Representative of Women's Political Committee
Rosa Pedro	Representative of Mwenho – Rede de Mulheres Vivendo com VIH/Sida / Network of Women Living with HIV and AIDS
<i>Debriefing with Rede Mulher and the Women's Political Committee</i>	
Fernanda Ricardo	Executive Coordinator, Rede Mulher
Carolina Miranda	Women's Political Committee (CMP) Coordinator
Luisa María Aguilar	International Consultant
Cristina Udelsmann Rodrigues	Local Consultant
Kiesa Silvestre	Radio LAC
April 11, 2014	

<i>Field visit - Provincia of Huambo</i>	
Imaculada Nutula	Rede Mulher Focal Point in Huambo
Wini Ekuikui	Provincial Department of Women and Promotion of the Family
Emília Francisca Mendonça	Provincial Secretary, OMA (Organização da Mulher Angolana); journalist for National Radio, Huambo

Annex 4: Acronyms

AGE	Activists for Gender Equality
BAfD	Banque Africaine de Développement
CAC	Conselho de Auscultação e Concertação Social / Citizen Council
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CMP	Women's Political Committee
CSO	Civil Society Organization
EU	European Union
FNLA	Frente Nacional de Libertação de Angola / National Liberation Front of Angola
GDP	Gross Domestic Product
GI	Government Institutions
HDI	Human Development Index
IEPALA	Instituto de Estudios Políticos para América Latina
ILO	International Labour Organization
LAC	Luanda Antena Comercial (radio)
LIMA	Liga da Mulher Angolana / Angolan Women's League
MINFAMU	Ministry of Family and Women's Promotion
MPLA	Movimento Popular de Libertação de Angola / Popular Movement for the Liberation of Angola
NGO	Nongovernmental Organization
OMA	Organização da Mulher Angolana / Organisation of the Angolan Woman
OPP	Organizations of Political Parties
PD	Project Document
PMA	Plataforma Mulheres em Acção / Platform of Women in Action
PP	Political Parties
PRD	Partido Renovador Democrático / Democratic Renewal Party
PRS	Partido de Renovação Social / Social Renewal Party
SADC	Southern African Development Community
UNDEF	The United Nations Democracy Fund
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNITA	União Nacional para a Independência Total de Angola / National Union for the Full Independence of Angola
USODEMA	União Social para o Desenvolvimento da Mulher Angolana / Social Union for the Development of Angolan Women