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## ***Conflict Mitigation and Prevention Initiative in Huambo and Malange***

### **A Quarterly Report on the Centre for Common Ground in Angola to The United States Agency for International Development**

**October 2003 -April 2004**

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## Table of Contents

<b>I. Situation Update.....</b>	<b>3</b>
<b>II. Summary of Objectives Outlined in Proposal.....</b>	<b>4</b>
<b>III. Activities Realized during Reporting Period.....</b>	<b>5</b>
Huambo.....	6
Malange.....	8
<b>IV. Results Achieved during Reporting Period.....</b>	<b>8</b>
By Intermediate Result and Indicator .....	9
Success Stories.....	9
<b>V. Constraints .....</b>	<b>13</b>
<b>VI. Future Activities.....</b>	<b>13</b>
<b>VII. Financial Update.....</b>	<b>14</b>

## ***Introduction***

In July 2003, the Centre for Common Ground (CCG) in Angola received Grant # 654-A-00-03-00005-00 from the United States Agency for International Development (USAID) to conduct a *Conflict Mitigation and Prevention Initiative in Huambo and Malange*. Under this grant, CCG agreed to conduct 24 conflict mitigation and prevention training sessions and dialogues, and 20 radio programs targeting community group members (notably women, youth, and church members). CCG aims to reach 800 direct beneficiaries and thousands of indirect beneficiaries through these activities and media coverage.

This report covers activities realized during October 2003 to April 2004, and presents a summary of results achieved thus far.

### **I. Situation Update**

With the two-year anniversary of peace on 4 April, Angola's post-conflict transition continues to move forward haltingly – the country can be characterized as stable, yet stagnant. While increasing world oil prices have allowed the real GDP of this nation to grow and is expected to surge to double digits in the coming year, the average inflation rate of 77% has made Angola increasingly expensive for the average citizen. BMWs and Mercedes crowd Luanda's streets, yet salaries are continuing to fall in real terms for most Angolans. With inflation expected to rise to 90% this year, 80% of homes remain without electricity, and half of the population lacks access to safe water, proper health care, or education. Frustration with the government and the perceived lack of peace dividends for the average Angolan therefore continues to simmer. Also, the government has in the last few months pushed back the planned election date to 2006, thus requiring Angolans to wait another year to participate in the democratic process.

Despite promises for peace and development, recent events reveal a growing level of frustration with the government's perceived inaction. Luanda has experienced two large demonstrations in March, one protesting corruption and the other as a direct result of the government closing a large outdoor market in the Luanda suburb of Viana. Although the government did provide an alternate venue, vendors had complained about the lack of space, security, and foot traffic for the new market. This demonstration culminated in an attack on the local police outpost, blocking traffic for the main thoroughfare that leads out of the city. Four city buses were attacked, as was a Coca-Cola truck. While it was difficult to tell whether this latest was an organized or spontaneous riot, it certainly points to a rising sense of frustration, coupled with a desire for change.

Although Angolan civil society has the opportunity to operate within a widening political space – and thereby effect some measure of influence on the peace and democratic transformation process – it must still contend with institutional weaknesses like the lack of a democratic culture, dubious social commitment, and an inability to differentiate between the roles of state and civil society. There is hope, however, that civil society

will be able to make a positive and lasting impact on the reconciliation process as more and more local groups attempt to engage the government and begin to function as the voice of the community.

In order to continue the nation's forward momentum toward lasting and positive peace, it is crucial to seize opportunities created by the end of the war. The gradual liberalization of the media sector is one such opening. With the right support, Angola's media can promote good governance and lasting reform, which will contribute to stability. The country does not have legal statutes to protect journalists and self-censorship is therefore still widely practiced. At a workshop organized by the Journalists Union of Angola (SJA) and Panos Southern Africa, journalists and members of civil society raised concerns over the lack of clarity on broadcasting policy and called on the government to "refine" outdated media laws. There is rampant confusion over government regulations of "private" versus "public" radio stations and the journalists called for laws that would enable the creation of community radio stations.

While slowly liberalizing, Angola's media sector still remains predominately state-controlled. ANGOP, the only news agency, is government-owned and not very critical of the government. In addition, the SJA and Panos workshop highlighted the need for decentralizing information and increasing production in local languages. While the nation's independent journalists and private radio stations have recently grown bolder in criticizing the government, recent events have revealed the lines the government will still not allow journalists to cross. For example, a local journalist recently received a six month prison sentence and a hefty fine for publishing the personal fortunes of five top government officials, underscoring the government's refusal to allow for true transparency.

Media professionals continue to need support, to further professionalize this sector. Production values are still low, and many stories rely on unverified rumors. Radio still heavily favors straight news reporting or the radio debate format, which is very popular. There is little creativity in format and reporting on the radio. In addition, journalists face a dearth of reliable information on such pressing concerns as the increasing rate of HIV infection, the passage of the new land law, and the democratic process.

## **II. Summary of Objectives Outlined in Proposal**

In order to prevent conflicts in a community, it is important to strengthen its residents' capacity to mitigate conflict and defend the rights of its members in a non-adversarial way. CCG has therefore developed the following three objectives which will contribute to strengthening this capacity in Huambo and Malange provinces:

1. Community groups, civil society organizations (including women, youth and the church), and local government officials become familiar with and are able to use basic conflict mitigation techniques. To achieve this goal, CCG proposed to hold

a combined total of nine (9) training sessions for community groups, civil society organizations, and local leaders in Huambo and Malange provinces.

2. Community groups and civil society organizations (including women, youth and the church) have the opportunity to participate in facilitated dialogue sessions with local authorities about issues of common concern such as the protection of citizen's rights. Thus, CCG proposed to hold a combined total of nine (9) dialogue sessions for community groups, civil society organizations, and local leaders in Huambo and Malange provinces. CCG also proposed to disseminate relevant conflict mitigation material to participants in both provinces.
3. Civil society organizations have the opportunity to use their voice on provincial radio stations during facilitated programs. To achieve this goal, CCG proposed to hold twenty (20) radio dialogues in Malange province, making listeners aware of positions held by civil society organizations and giving listeners the chance to participate by calling the radio stations.

The groups this project is targeting include local NGOs, community based groups, youth political associations, university student associations, church leaders, traditional leaders, women associations and local officials from key ministries. [See *Annex One* for participant lists for a complete list of partners with whom we are currently working. CCG anticipates that this list will grow with the program.] CCG is working in an integrated manner with people who have and will have decision-making capabilities within their community or the larger community. These individuals are also likely to disseminate techniques learned and engage in further dialogues with their constituencies on key issues of common concern.

As part of the program's methodology, CCG is also committed to linking, whenever possible, our journalists and civil society groups to pursue joint actions and to learn how to use one another as resources. Indeed, facilitating such linkages is a crucial secondary objective to this program. In Huambo, under a project funded by USAID's Office of Transition Initiatives (Grant #DOT-G00-03-00011-00), this linkage process has already begun. CCG will continue to work and build upon this network as part of activities realized under this grant.

### **III. Activities Realized during Reporting Period**

CCG has worked with the USAID office in Luanda over the past few months to develop a monitoring plan for this project, including indicators. This plan is implemented below in the *Results Achieved during Reporting Period* section. In addition to the development of the monitoring plan, CCG has completed its Civil Society Index. The index will aid CCG in measuring progress made in strengthening capacity among Angolan civil society groups in Huambo and Malange. The Civil Society Index is attached as *Annex Two*.

The Index measures the progress of each CSO across a range of eight indicators, including: program development and implementation; conflict transformation capacity; strategic planning; monitoring, evaluation, and institutional learning; sustainability; ethics/good practices for civil society; and financial accountability. Each quarter, CCG staff will assess the groups' progress across these indicators, allowing staff to measure progress as well as design more appropriate trainings and workshops that will address particular weaknesses.

In this first quarter, participant groups in both Huambo and Malange received a raw score of 77, which corresponds to a score of 2 on the index. The Bailundo group received a raw score of 51, which corresponds to a score of 1 on the index. These scores indicate that the participant groups are at a low stage of development. In particular, the results reveal that the groups need assistance in strengthening their ability to respond to community context and building their relationship with their constituency. They also require assistance in analyzing and utilizing the monitoring and evaluation data that the groups are receiving. Finally, it is clear that much work needs to be done to strengthen the overall sustainability and financial accountability of these groups. Over the coming months, CCG will work on strengthening a particular area of each group.

During the first quarter of the grant, CCG was operating under the first phase of the grant, which included conducting assessments of and trainings for the local participant groups. Also part of the first phase was consultation with the partner groups to test the monitoring plan and determine the baseline from which CCG will measure progress made on the indicators. The following sections describe activities carried out from October 2003 to April 2004.

### ***Huambo***

During November 2003, CCG conducted a training for a group in Huambo. Twenty-six representatives from civil society, traditional leadership (including four *Sobas*), and local government participated in the training. The agenda included an introduction to the concepts of conflict and violence, and ended with a session on analyzing problems in the community. USAID representative Elias Isaac also attended the training.

The relationship between conflict and violence is an essential concept that underpins the ability of people in a war-torn society to find constructive ways to deal with conflict in their communities without resorting to violence. For many in a country that has known nothing but war for nearly 30 years, conflict and violence have become synonymous. Once people can recognize that conflict can be a source of positive change, depending upon how it is dealt with, they can then begin to apply conflict resolution skills.

From 13-15 April, the Civil Society Capacity Building programme held its second workshop on peacebuilding and reconciliation with civil society in Huambo. The workshop was attended by 29 participants, including 7 women, representing 24 organizations and groups (including 1 religious group, 5 government agencies, 5 political parties, 3 traditional authorities, and 10 local NGOs). Over the course of three days,

participants talked about conflict avoidance; resolving conflict and the role of the third party neutral; and techniques of negotiation, mediation, and facilitation.

CCG's Civil Society Capacity Building team undertook an assessment to Bailundo, Huambo province, in February 2004. Bailundo was one of the seats of UNITA power during the war, and there remains significant tension between the local MPLA administration and the populace. In coming months, CCG will begin supporting civil society there to implement conflict resolution and joint action community projects to address some of these tensions. CCG staff also conducted a community dialogue with 12 people to analyze the current context in Bailundo.

From 20-22 April, CCG staff conducted the first workshop in Bailundo. Twenty-six participants, including 8 women, representing 20 different organizations and groups attended (including 3 religious groups, 1 member of the FAA, 6 municipal administration officials, 2 community administration officials, 3 representatives from both the MPLA and UNITA, 2 traditional leaders, and 2 NGOs). During the workshop, participants discussed the difference between conflict and violence; styles of dealing with conflict; communication techniques; and methods for resolving conflict. In this community, which has borne much of the brunt of the war, understanding that there is a difference between conflict and violence and that the two must be dealt with differently was a revelation. On the third day, participants discussed the major conflicts confronting them (including domestic violence, inequality, lack of access to basic services like health care, witchcraft, and violence, including murder, between community members) as well as potential solutions for these conflicts. There was also a rich discussion of consensus – what it is, how to build it, that drew heavily on traditional conflict resolution methods. Traditional Angolan social structures had a high level of consensual decision-making processes, which CCG often draws upon. This was the first time that government officials had come together with members of the community to discuss the difficulties facing them, and hopefully will prove the first step in creating a stronger linkage between them.

Finally, as part of CCG's efforts to expand women's participation in our programmes, CCG conducted a dialogue among women of Bailundo, which was attended by 42 women. During the dialogue, the women broke into eight discussion groups, where they discussed some of the major problems faced by women in their community. Difficulties like polygamy, domestic violence, unemployment, illness, and illiteracy were common themes. At the end of the groups' discussions, the women talked about ways they could begin to tackle some of these issues. Most women felt that many of these problems were a direct result of the lack of participation in community decision-making on the part of women. CCG is therefore exploring, in partnership with these women, possible future activities that would help these women assume leadership positions, while at the same time educating the community about their role and difficulties facing them.

### ***Malange***

In October 2003, after an August assessment, CCG conducted its first workshop for civil society groups. Thirty-two participants, including four women, representing 27 different organizations and institutions, attended the three day workshop. During the workshop, participants discussed the difference between conflict and violence; causes of conflict in their communities; styles of resolving conflict; communication skills; and an introduction to negotiation and mediation methods.

During the month of March, CCG held the second in the three-workshop series in Malange province. From 15-17 March, 28 representatives (2 women) from MINARS, FAA, the police, OCHA, 5 political parties, 8 local NGOs, 3 churches, and six government offices met together to learn how civil society can contribute to the processes of peacebuilding and reconciliation in the province. Topics of the workshop included conflict and development (including a discussion of structural violence and methods of conflict resolution); social peacebuilding (conflict analysis skills); and peacebuilding (levels and types of interventions, leadership, and reconciliation). The participants have now created a working group that will help promote collaborative interventions in conflict issues in Malange.

In May, CCG will conduct a joint media and civil society workshop in Malange, following the successful methodology used in the OTI-funded project in Huambo and Benguela provinces.

#### **IV. Results Achieved during Reporting Period**

Regarding the monitoring and evaluation of progress under this grant, data collection will be done through a combination of qualitative and quantitative methods. CCG will measure progress on the indicators through the following methods:

- Focus groups among participants and non-participants
- PRAs among participants and community members
- Key informant interviews with government officials and other elites
- Participant CSOs reports to CCG
- CCG-development civil society index
- Media surveys
- Pre- and post-workshop questionnaires

CCG will utilize a combination of these methods on a quarterly basis, allowing staff to understand the changes over time, as well as providing both immediate and intermediate-term impact.

In addition, independent evaluators will be conducting a program-wide assessment of CCG activities at the end of 2004. The activities under this grant will be included in this assessment and will serve to complement CCG's on-going monitoring and data collection.

CCG's strategic framework for this grant with intermediate results, activities, outputs, expected outcomes, and indicators is attached as *Annex Three*.

**By Intermediate Result and Indicator**

**Strategic Objective 6: Constituencies Promoting Democratic Governance Strengthened**

IR 6.1: Greater Availability of Info. on Key Issues	Oct. 2003-Apr. 2004	Project Target July 2005
<b>Outputs</b>		
Radio programs	20	20
<b>Indicators</b>		
1. Increase in non-CCG media products covering CSO actions per month	10%	25% increase
2. Increase in # of people saying they feel better informed on key topics	X	50% increase
3. # of people attending workshops/seminars led by participant CSOs	0	

IR 6.3: Improved Government-Constituency Relations	Oct. 2003-Apr. 2004	Project Target
<b>Outputs</b>		
1. CSO trainings	5	15
3. Dialogue sessions	2	9
<b>Indicators</b>		
1. CSO reps. trained	141 (26 women)	450
3. Dialogue participants	54 (42 women)	270
5. # Meetings among CSO reps.	3	18

**Success Stories**

**Government Responds to CCG-Produced Radio Program in Huambo**

While CCG originally planned to focus on radio programming in Malange province under the terms of this grant, CCG would like to share a success story from joint civil society/media work in Huambo. The expectation, especially after a joint civil society and journalist workshop scheduled to be held in May, is that similar results will be achieved in Malange.

The impact of CCG's project linking civil society and journalists in Huambo provinces continues to grow. One of the radio programs produced by the joint working groups dealt

with the issue of road repair in the capital. Roads in Huambo are all in some state of disrepair, with many of them remaining simply impassable. Many people can therefore not access health clinics, schools, or markets. Frustration with the local government's response to repairing the roads led our participant group to tackle the issue on the radio. Local response to the program was so high that the government felt compelled to respond, and within two weeks of the program's initial airing, the particular stretch of road featured was repaired.

Local participants, drawn from media and civil society groups are justifiably proud of holding local government officials accountable. They produced notable change in their community. In key informant interviews, both the Director of RNA-Huambo and the Director of the Ministry of Social Communication credited the CCG-produced radio program as the initiator of the government's action. Focus group respondents who participated in CCG activities leading up to the program's airing remarked that they felt what they had learned in CCG trainings had led to a direct improvement in both the quality and technique of their reporting. In addition, many non-participants who have access to radios felt that the general level of openness of expression, particularly critiques of the government, had improved after CCG's intervention in the province.

#### **Joint Civil Society/Media Project in Huambo Achieves Aims**

Media professionals and civil society representatives in Huambo have already been in contact and have gained practice working together and producing quality radio programming that addresses community needs, even spurring action, as the success story above highlights. This success in skill and relationship building serves as the basis from which CCG will work in Huambo. The focus now is to work with civil society to improve their conflict analysis and governmental communication skills. Government representatives will also be trained in communicating with civil society.

Late in 2003 and early in 2004 CCG staff conducted an informal media survey of radio and print journalism in Benguela and Huambo provinces, which was supplemented by statements made during focus groups and key informant interviews. Through this methodology, CCG is able to state that there has been a significant increase in the quality and number of media reports from this area that demonstrate Common Ground Journalism<sup>1</sup>.

Results from the focus groups and interviews confirm that journalists did indeed apply these techniques to their work. For example, in a given week in January 2004, when compared to a given week in October 2003, CCG staff found 20% more stories featuring themes on peacebuilding and reconciliation in the target provinces. In an interview with the Provincial Director of Social Communication of Huambo, she stated that she has also noticed that the local media directors were more inclined to tackle issues such as tensions around reintegration of refugees and domestic violence. These results indicate that

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<sup>1</sup> Common Ground Journalism combines conflict analysis and transformation techniques with the values of traditional journalism including balance, fairness, and accuracy. Journalists are encouraged to consciously examine the role of media in conflict and include multiple voices in the conflict, thereby promoting cooperative solutions to conflict.

although participants tend to be drawn from the middle ranges of their organizations, they have been able to incorporate many of the concepts and techniques they learned from CCG trainings into their work, thus underlining the support CCG enjoys from the directors and editors of the media outlets in these two provinces.

Civil society in Huambo is beginning to use media with more frequency and greater effectiveness. Representatives from civil society reported that they have been able to call on journalists to cover activities and have enlisted their help in public information campaigns on such current issues as the poor harvest due to heavy rains and in calling on the government and community to contribute to the rebuilding of local spots in the community.

Regarding journalists using civil society groups as an information source, one participant commented that after participating in a CCG-led workshop, he would include more and different perspectives in his reports, not just relying on "official" sources of information. Another remarked, post-workshop, that in order to truly create reconciliation and contribute to the reduction in conflict, he had to invite comments from society. In Huambo, interviewed journalists commented on how useful they have found civil society as sources of information, and have helped widen the debate by including their voices in their reports. Representatives from both sectors were unanimous in their assertion that the media in Huambo has become more open to voices from civil society in the past six months and that the emerging relationship between representatives from the two sectors has helped improve the overall quality of reporting.

In Huambo, the amount of media time/space devoted to topics of reconciliation and peacebuilding has noticeably increased. Focus group participants and interviewees specifically mentioned the local radio programs, *Vozes da Reconciliação* and *Espaço Lenaliso* as examples of the increased attention reconciliation and peacebuilding has received in the province. These programs often feature voices from civil society as well, and participants from both sectors spoke of these programs as strong examples of the improved relationship between journalists and civil society in tackling peacebuilding issues.

### **Results from April Huambo and Bailundo Workshops**

As part of CCG's monitoring methodology, staff employ pre- and post-workshop questionnaires. These brief surveys indicate immediate changes in knowledge, which will provide the baseline to check into more intermediate impact and changes in behavior. In Huambo, post-workshop, participants were more likely to indicate that they would work to find a solution to a conflict in a community, from 18% pre-workshop to 75% responding affirmatively post-workshop. This change indicates a recognition that communal conflict is an important aspect of generalized conflict and that a conflict practitioner's role in the community is to help resolve conflict peacefully, instead of simply avoiding the problem.

In addition, post-workshop, participants were better able to identify how they deal with conflict, which is an important first step in learning how to employ appropriate conflict resolution techniques. For example, pre-workshop, 13% of participants indicated that they avoided dealing with conflict. This went up to 50%, indicating a better understanding that this is often how they actually react to conflict. The following responses highlight how the participants will attempt to deal with conflict post-workshop – 58% said they would use facilitation methods, while 41% indicated that they would teach others how to use conflict resolution techniques. Unfortunately, mediation was only selected by 33% (multiple responses were allowed), indicating that fewer people see mediation as a technique they are likely to use, and therefore representing an area that CCG must reinforce in future workshops.

In Bailundo, which was the first in a three-series of workshops, participants were able to demonstrate an improved conception of the difference between conflict and violence, post-workshop. Seventy percent (70%) of respondents indicated that, “There are differences – conflict is a state while violence is an attitude,” up from only 29% pre-workshop. In addition, fewer people indicated that there was no difference between conflict and violence post-workshop, with only 17% responding to this option, down from 23% pre-workshop. Pre-workshop, a full 41% of participants indicated that “Conflict is war and violence is death,” which went down to only 11% post-workshop. Again, this result indicates that more people were able to distinguish between these two words, an essential basic concept for any conflict resolution practitioner.

### **Malange Civil Society Begins to Build Relationships with Government Officials**

A recently conducted focus group reveal that there has been some progress made in linking government officials and members of civil society in Malange province, after CCG has conducted two workshops there. While local CSOs are still not advocating with the government, it is a positive sign that they have begun to develop positive working relationships with some of the provincial authorities. There has also been a relationship established between a member of the local FAA force and civil society, which may provide future institutional linkages. The participant groups are also beginning to use conflict analysis tools and have begun to become effective at analyzing sources of conflict in their communities. However, they still have difficulty in translating their analysis into effective activities designed to address these sources of conflict.

The most recent Malange workshop revealed that the workshop helped establish a clearer idea of what exactly civil society is, and what its role in the community is. In Malange, baseline data revealed that many NGOs still represent narrow interests and have not adequately developed a constituency base, nor have they in many cases, actually begun to include beneficiaries in their programs that are drawn from members of the community. Post-workshop, 46% of participants were able to correctly identify what groups constitute civil society, up from 37% pre-workshop. More revealing is that the responses that included government were chosen by fewer people, again demonstrating an increased capacity to understand who is civil society and that it is separate from government.

## V. Constraints

People in the target provinces do not have sufficient access to information that will enable them to make informed decisions about the development issues facing them, including topics such as food security, service provision, and governance issues. Part of the reason for this is that it is apparent that civil society and journalists have no idea of how to work together, and in fact, there is much confusion amongst some journalists as to what exactly civil society is.

Journalists in both provinces are heavily over-stretched, as there are not enough journalists to adequately cover all of the issues and problems in each area, nor are there enough journalists to allow them to adequately develop topical areas of expertise. Focus groups and interviews reveal a pressing need for training in how to report on many issues, including economics, health (especially HIV/AIDS), democracy and good governance, and civic education. This is a potential opportunity for local civil society groups to influence the way that these topics are reported on, although as of yet, local groups have not reacted to this opportunity. CCG is currently exploring ways to develop this opportunity for local CSOs.

Journalists are still heavily controlled by the provincial Ministry of Social Communication, which is responsible for "monitoring" the media. Civil society must often go through this Ministry in order to invite journalists to its activities and the Ministry still exercises considerable control over what is presented in the media.

In general, there is a weak to non-existent relationship between most provincial-level authorities and their constituency. There is a stronger relationship between officials on the local level and their constituents, while on the national level there is hardly any interaction and relationship in the target provinces. The data also reveals that local civil society is not fulfilling its intermediary role between the government and populace and there is much work that needs to be done to strengthen the practical and working relationships between members of civil society in both provinces.

Local CSOs are also not reaching out to government officials beyond the relevant ministry that would concern themselves with activities, and often see working with the government merely as a formality – you inform the relevant agency or ministry of your group's activities and do not engage them beyond that level. This is further complicated by the government's view that CSOs are merely service providers and not agents of positive change or partners in the creation of policy.

These are just some of the challenges that CCG will have to overcome in ensuring results for this project.

## VI. Future Activities

Please refer to the attached work plan (*Annex Four*) for activities to be realized during the May – December 2004 period.

In May, CCG will realize a joint civil society and journalist workshop in Malange province, utilizing the same methodology used to carry out such workshops in Benguela and Huambo, which were supported by an OTI grant. The objectives of this workshop will be to create a link, where only a tenuous one now exists, between civil society and journalists in the province. Through learning conflict resolution and analysis techniques, producing intended outcome media products, as well as exploring how representatives from each sector tackle the problems and conflicts found in their community. Through this workshop, CCG will encourage participants from each sector to learn how to use one another to better achieve their goals, as well as promote the greater participation of civil society in the media in the province. After the workshop, CCG will assist the participants in creating a series of radio programs which will highlight problems in the community as well as present potential solutions, again similar to the successful methodology used in Benguela and Huambo.

In addition, CCG will realize its first women-focused workshops in Bailundo and Malange, over the coming six months. These workshops will bring women participants from the conflict resolution and analysis workshop series together with other current and potential women community leaders, enabling CCG to utilize the already-trained women as a means to reach out to other women as well as allow them to practice the skills and techniques they learned in CCG's workshop series. The workshops will focus on imparting leadership skills to these women and helping them think through ways to sensitize their community to the issues and problems facing women.

In order to maximize the project's impact, CCG is requesting a change in the agreed-upon activities. Initially, CCG requested support to conduct 20 radio programs in Malange province alone. Due to the success of the OTI-funded civil society and media project in Huambo, CCG would like to continue supporting the creation of joint civil society and journalist radio programs in this province. Therefore, CCG is requesting permission to change the agreed-upon radio programs to include **10 in Malange province and 10 in Huambo province**. CCG will then use the agreed-upon dialogues [5 in Malange and 4 in Huambo] to reinforce the messages included in the radio programs by having the civil society and journalists facilitate a discussion between government officials and local community residents.

## **VII. Financial Update**

Please refer to the separately submitted financial reports.

**VIII. List of Attachments**

*Annex One – List of Participant Organizations*

*Annex Two – Civil Society Index*

*Annex Three – CCG Strategic Framework*

*Annex Four – May–December Workplan*

***Annex One***

<b>PROVINCE</b>	<b>LOCAL ANGOLAN ORGANIZATION</b>	<b>INTERNATIONAL ORGANIZATION</b>
<b>HUAMBO</b>	CICA, AEA, UAJACA, UNEA, Juventude Adventista e Criança, JAC, MPUJA, JFNLA, MME, JURA, CPJ, RNA, ADRA.	CARE, PSI, DW
<b>MALANGE</b>	FAMUL, MPLA, UNITA, MINARS, RNA, PRS, AML, ABA-SHUD, DPI, Polícia Nacional, FAA, AUFA, FAMUL, PDP-ANA, CAPC, CICA, Ambiente, UTCAH, AMIGA, CAAPC, JEA, AFC, INA, Igreja Bom Deus.	

## ***Annex Two***

### **CCG Civil Society Index Tool**

#### **Scales**

Data collected for CCG's Civil Society Index tool is coded using one of the following three scales (which have been adopted by World Education Benin Project Assistance Technique Aux A.P.E [ATAPE] for their Primary Education NGO Project [PENGOP]). For all three scales, the low number represents the lowest level of development while the highest number represents the highest level of development. The scores for each indicator are added together, creating a raw score. Each raw score corresponds to an overall index score of 1-5, with 1 indicating the lowest level of development and 5 the highest level. A score of 1 on the index corresponds to a raw score of 45-72; a score of 2 to 73-100; a score of 3 to 101-128; a score of 4 to 129-156; and a score of 5 to 157-182.

This scoring system enables CCG staff to plot the development of each NGO/association that is currently receiving support, as well as demonstrate change over time. It also allows CCG staff to target its interventions to areas that are particularly weak, helping improve the overall impact of CCG's civil society program. The goal is to advance all partner NGO/associations up the scale.

In general, the indicators developed for this index are responding to the weak and nascent development of civil society in Angola. CCG works with mostly newly formed groups and the indicators have been designed with this in mind. Therefore it is important to acknowledge that a score of 5 on the index does not mean that the group is fully developed, only that it has reached a high level of development relative to other civil society groups in Angola.

Finally, this document will be continually revisited and revised, based on feedback from CCG partner NGOs/associations. As CCG is able to advance more of the partner groups up the scale, new indicators, for more developed organizations, will be added.

#### **SCALE ONE**

- 1 = Not functioning/not being implemented
- 2 = Rarely functioning/implementation unsatisfactory
- 3 = Usually functioning/implementation needs improvement
- 4 = Functioning well/ implementation adequate
- 5 = Functioning very well/implementation excellent

#### **SCALE TWO**

- 1 = No
- 2 = Yes

#### **SCALE THREE**

- 1 = Never

- 2 = Occasionally  
3 = Frequently

**Variables** \*number next to each indicator refers to scale to be used

### **1. Program Indicators**

- a. NGO/association effectively uses media to draw attention to local projects and to advance objectives (3)
- b. NGO/association can network with other groups and implement activities in coordination with those groups (1)
- c. NGO/association has ability to forge intra-sectoral linkages (1)
- d. NGO/association has ability to forge inter-sectoral linkages (1)
- e. NGO/association has training/program materials and is able to use them (1)
- f. NGO/association has information collection and dissemination skills (1)
- g. NGO/association develops and implements projects that promote tolerance, participation, and pluralism (1)
- h. NGO/association can meet targets for 3 month work plans (1)

### **2. Conflict Transformation Capacity**

- a. NGO/association has knowledge of conflict resolution techniques (1)
- b. NGO/association can apply these techniques to actual conflicts (1)
- c. NGO/association has conducted conflict analysis with members (1)
- d. NGO/association can design appropriate interventions based on their conflict analysis (1)
- e. NGO/association demonstrates awareness of economic, social, and political rights (1)
- f. NGO/association demonstrates awareness of role civil society can play in conflict transformation (1)
- g. NGO/association is effective in resolving identified social, economic, or political conflicts in community (1)
- h. Community responds to NGO/association and brings conflicts to them to help solve (3)

### **3. Strategic Planning**

- a. NGO/association has written, 3-month work plans (1)
- b. NGO/association has ability to identify and prioritize issues (1)
- c. NGO/association can develop plan of activities to address identified issues (1)
- d. NGO/association can develop plans to reach out to variety of constituents, including vulnerable groups (1)
- e. NGO/association involves stakeholders in project planning (2)

#### **4. Monitoring, Evaluation, Institutional Learning**

- a. NGO/association can collect and analyze information on impact of activities (1)
- b. NGO/association produces written monitoring and evaluation reports on implemented activities (2)
- c. NGO/association has knowledge of monitoring and evaluation techniques (1)
- d. NGO/association can use monitoring and evaluation techniques (1)
- e. NGO/association is able to implement changes as dictated by monitoring and evaluation results (1)

#### **5. Sustainability**

- a. NGO/association mobilizes local resources (1)
- b. NGO/association has diversified funding (2)
- c. NGO/association have an agreed upon vision and mission (with realistic goals and objectives) (1)
- d. NGO/association activity participants feel ownership for the process and the outcome (2)
- e. NGO/association has access to communication technologies (such as Internet) (3)
- f. NGO/association can use communication technologies (1)

#### **6. Ethics/Good Business Practices for Civil Society**

- a. NGO/association has democratic/inclusive decision-making and leadership selection among its members (1)
- b. NGO/association has ability to distinguish between public and private interests (1)
- c. NGO/association has members that are drawn from multiple ethnic, sectoral, or political groups, have diverse gender, or spreads the benefits of its work across ethnic/sectoral/political/gender lines (1)
- d. NGO/association has a constituency in community and responds to their interests (1)

#### **7. Financial Accountability**

- a. NGO/association has budget (2)
- b. NGO/association can work within the parameters of budget (3)
- c. NGO/association produces financial statements on regular basis (2)
- d. No individual has sole control over finances (2)
- e. NGO/association has functioning accounting system (2)
- f. NGO/association has financial controls system (2)
- g. NGO/association has written financial procedures that are understood (2)
- h. NGO/association requires proper authorization for all expenditures (2)
- i. NGO/association can produce accurate, three-month financial reports (3)

## Annex Three

### Strategic Framework – USAID Grant No. 654-A-00-03-00005-00

#### Centre for Common Ground in Angola

*Overall Program Goal: To support sustainable peace and national reconciliation by working with Angolans to transform their society away from a culture of violence to one characterized by coexistence, security, social justice, and popular participation*

<b>Strategic Objective 6: Constituencies Promoting Democratic Governance Strengthened</b>				
<b>Immediate Results</b>	<b>Activities</b>	<b>Outputs</b>	<b>Expected Outcomes</b>	<b>Indicators</b>
IR 6.1: Greater availability of information on key issues	Radio programming on local issues, featuring themes of civil society participation, democracy, good governance, accountability, and peacebuilding	20 radio programs in Malange province	A more informed and educated public who has increased access to information and opportunities for input	25% increase in the number of non-CCG media products providing coverage of civil society actions broadcast in one month  50% increase in the number of people who say they feel informed about key topics that affect their lives  # of people attending workshops and seminars lead by participant CSOs
IR 6.3: Improved government-constituency relations	Facilitate meetings and relationship-building between CSOs and government officials  Advocacy and organizational management skills trainings for CSOs	8 CSO trainings in Malange province  7 CSO trainings in Huambo province  5 dialogue sessions with community groups, civil society organizations,	Various stakeholders (government and non-government) develop and utilize the ability to interact thru formal and informal facilitated dialogue to achieve positive change	240 CSO representatives trained in Malange province  210 CSO representatives trained in Huambo province  150 participate in Malange dialogues  120 participate in

	<p>Communication and engagement skills trainings for government officials</p>	<p>and local authorities in Malange province</p> <p>4 dialogue sessions with community groups, civil society organizations, and local authorities in Huambo</p>	<p>Strengthened social cohesion—building more effective vertical and horizontal linkages</p>	<p>Huambo dialogues</p> <p># of meetings among CSO representatives</p> <p># of meetings between CSOs and government officials</p> <p># of meetings between public and government officials, facilitated by CSOs</p> <p>Each CSO advances at least one point on CCG's Civil Society Index</p>
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**Methodology**

Data collection will be done through a combination of qualitative and quantitative methods. CCG will measure progress on the indicators through the following methods:

- Focus groups among participants and non-participants
- PRAs among participants and community members
- Key informant interviews with government officials and other elites
- Participant CSOs reports to CCG
- CCG-development civil society index
- Media surveys
- Pre- and post-workshop questionnaires

CCG will utilize a combination of these methods on a quarterly basis, allowing staff to understand the changes over time, as well as providing both immediate and intermediate-term impact. This information will be included in CCG's quarterly reports presented to USAID.

In addition, independent evaluators will be conducting a program-wide assessment of CCG activities at the end of 2004. The activities under the USAID grant will be included in this assessment and will serve to compliment CCG's on-going monitoring and data collection.

**Annex Four**

**CENTRE FOR COMMON GROUND IN ANGOLA (CCG)  
USAID GRANT # 654-A-00-03-00005-00  
WORKPLAN, MAY-DECEMBER 2004**

<b>ACTIVITIES</b>	<b>MAY</b>	<b>JUNE</b>	<b>JULY</b>	<b>AUGUST</b>	<b>SEPTEMBER</b>	<b>OCTOBER</b>	<b>NOVEMBER</b>	<b>DECEMBER</b>
Radio Programs			2 – Malange	2 – Malange 2 – Bailundo (women’s issues) 2 – Huambo			2 – Malange (about women’s issues)	2 – Malange
Civil Society Workshops	1 – Malange (civil society & journalists)		1 – Bailundo 1 - Huambo	1 - Bailundo	1 – Malange	1 – Malange		
Workshops Focusing on Women				1 – Bailundo			1 – Malange	
Community-Government Dialogues			1 - Huambo	1 - Bailundo	2 - Malange	1 - Malange	1 – Malange (women’s issues)	2 - Malange