PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS DEMOCRACY FUND
Contract NO.PD:C0110/10

UDF- ANG-09-286

Table of Contents

I. EXECUTIVE SUMMARY 1

(i) Project Data 1

(ii) Evaluation Findings 1

(iii) Conclusions 3

(iv) Recommendations 3

II. INTRODUCTION AND DEVELOPMENT CONTEXT 5

(i) The project and evaluation objectives 5

(ii) Evaluation methodology 5

(iii) Development context 6

III. PROJECT STRATEGY 8

(i) Project strategy and approach 8

(ii) Logical framework 9

IV. EVALUATION FINDINGS 11

(i) Relevance 11

(ii) Effectiveness 12

(iii) Efficiency 14

(iv) Impact 15

(v) Sustainability 16

V. CONCLUSIONS 18

VI. RECOMMENDATIONS 19

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 worklohougn was lorkachieved ch

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)

Women's participation in political

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

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 Committee[9] (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 finad t fe H[w1 0591.79 T,3 540 Tc[w)15(as

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

Kiesa Silvestre, Radio LAC journalist.

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

Gender Participation and Governance Seminar, 2011

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–

Rede Mulher's ongoing efforts to promote equal participation by men and women in political

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

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

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

(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 2: Documents Reviewed

Project documents:

(i) PO Note - UNDEF;
(ii) Initial project document;
(iii) Mid-term and Final[12] 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

Annex 3: Persons Interviewed

April 6, 2014	
Arrival, international consultant	
April 7, 2014	
Evaluation Team meeting	
Luisa María Aguilar	International Consultant
Cristina Udelsmann Rodrigues	Local Consultant
Meeting with Rede Mulher	
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	
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

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 AngolJET EMC /P <</MCID 1>>BDC q)Duuë)Duuë)tV22<</MCID 2>>BDC q)Duuë)Duuë)tV22<</MCID 3>>BDC GWU<</MCID 4>>BDC m[(MP)6(L)-9(A)]TJET Tf3TB 1 379.74