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ANNEX 4

of the Commission Implementing Decision on financing of the annual action plan in favour of Angola for 2023

Action Document for Bridging the Gap: capacity building for Civil Society Organisations

ANNUAL PLAN

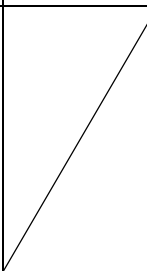
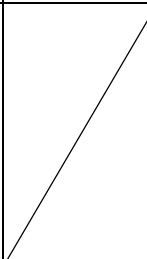
This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, within the meaning of Article 23 of NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Bridging the Gap: capacity building for Civil Society Organisations OPSYS number: ACT-61619 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Supporting (inter alia) TEI
3. Zone benefiting from the action	The Action shall be carried out in Angola
4. Programming document	Multi-Annual Indicative Programme (MIP) for Angola (2021-2027) ¹
5. Link with relevant MIP(s) objectives / expected results	This Action is part of the MIP 2021-2027 - Support measures The Action is supporting and contributing to all the MIP priorities
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Support Measures, Measures in favour of civil society
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): SDG 17 (Partnerships for the goals) Other significant SDGs (up to 9) and where appropriate, targets: SDG 16 (Peace, Justice and Strong Institutions), SDG 10 (Reduced Inequalities), SDG 8 (Decent Work and Economic Growth), SDG 5 (Gender Equality), SDG 1 (No Poverty)
8 a) DAC code(s)	DAC code 15150 – Democratic Participation & Civil Society: 100%
8 b) Main Delivery Channel	Channel 1: 40000 Multilateral Organisations

¹ Commission Decision on the adoption of the National Indicative Programme between the European Union and Angola C(2021) 9359 final of 15.12.2021.

9. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
10. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	11. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective
Digitalisation @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services		YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Connectivity @		<input checked="" type="checkbox"/>	<input type="checkbox"/>	
digital connectivity energy transport health education and research		YES <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

	Migration @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
12. Amounts concerned	Budget line: 14.020122 Total estimated cost: EUR 10 000 000 Total amount of EU budget contribution: EUR 10 000 000			
MANAGEMENT AND IMPLEMENTATION				
13. Type of financing	Indirect management with the entity(ies) to be selected in accordance with the criteria set out in section 4.4.1 and 4.4.2			
14. Type of measure	<input type="checkbox"/> Cooperation facility <input checked="" type="checkbox"/> Measures in favour of Civil Society			

1.2 Summary of the Action

Civil Society Organisations (CSOs) in Angola have limited resources and capacities and face obstacles to create a significant space of dialogue with public institutions and citizens, influence public policies and be actors of governance and development.

To address these challenges, the Action aims at enhancing the capacity of civil society to play a role in national policy dialogues and influence national public policies. The programme will support CSOs to foster citizens' participation in governance and promote transparency and accountability.

The Action aims to contribute to empower civil society in Angola as a governance and development actor, defending and promoting human rights and democracy, as well as to improve its safe and enabling environment. The specific objectives are as follows: (1) Strengthen institutional, technical and financial capacity of CSOs and their networks to enhance their ability and participation in policy dialogue, including capacity to analyse, propose and monitor public policies; (2) Facilitate the opening of spaces for dialogue, the emergence of links and coalitions among CSOs and with key government and non-governmental actors on specific policy issues of high concern for citizens; (3) Promote an enhanced and effective participation of civil society, particularly for actors and networks that are underrepresented in decision making (such as women, youth, groups focused on the rights of children and the bottom (poorest) 40 per cent in all their diversity), in participatory governance platforms at national level, with the intention to promote social inclusion and inequality reduction; (4) Ensure an effective engagement of civil society in the decentralisation and deconcentration process via participatory governance at local and community level.

The Action will promote the creation of "bridges" among CSOs, central and local authorities, citizens, other relevant stakeholders, and will support CSO networks and platforms in their coordination, collaboration, and exchange. The Action will target issues/policy areas where it is possible to either build on an ongoing dialogue or where there is a need to open a space for dialogue. This will be done via capacity building, networking and by providing the necessary means and resources for dialogue.

Priority points of entry will be education, health, economic, civil and political rights, accountability, gender equality, welfare and climate change. Privileged actors will be CSOs active in both development and humanitarian fields (in particular women, youth, groups focused on the rights of children and the bottom (poorest) 40 per cent in all their diversity), other Non-State Actors (NSAs), local and central government representatives, and other stakeholders such as international partners. A close and active link will be established with central and local authorities and public consultation bodies to ensure ownership and shared approaches from all parties, including capacity building.

The Action will contribute to the Agenda 2030 Goals, in particular Partnerships for the goals (SDG 17), but also Peace Justice and Strong Institutions (SDG 16), Reduced inequalities (SDG 10), Gender equality (SDG 5), Decent work and economic growth (SDG 8), No poverty (SDG 1).

The Action will build on previous experiences of EU-financed CSO support, dialogue with CSOs, strategic documents (i.e., CSOs Roadmap for Angola, the GAP II CLIP), the human rights and democracy priorities for Angola, in line

with the EU Action Plan on Human Rights and Democracy 2020-2024, and the government's strategic documents, policy and practice. The Action will cross feed with actions foreseen in the MIP and with existing programmes².

The Action will be carried out in complementarity and coordination with both EU and non-EU funded actions at national and regional level.

2 RATIONALE

2.1 Context

As indicated in the Commission's Communication "The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations"³, "an empowered civil society is a crucial component of any democratic system and is an asset in itself. It represents and fosters pluralism and can contribute to more effective policies, equitable and sustainable development, and inclusive growth". CSOs are an important actor which contributes to disseminate EU's values. They play an important role in boosting domestic accountability through free and accessible information and by monitoring the respect for the rule of law, promoting transparency and accountability as well as the actual implementation of policies. It is in the strategic interest of the EU to partner with strong, resilient and capable CSOs and Non-Governmental Organisations (NGOs). Civil society is a genuine representative of citizens' instances in all the dimensions of sustainable development. Civil society is decisive in the reduction of political, civic, and socioeconomic inequalities. CSOs and broad social movements can facilitate collective action by popular groups of the poor and vulnerable endowing them with a greater capacity to shape institutions and policy agendas. For example, to address the inadequate income aspect, CSOs can help the poor by providing them with relevant training and skills to access better paid jobs, widening their possibilities for self-production, extending a safety net through public works programmes, and lobbying for a change in government regulations with regards to land use, in addition to providing them with better and cheaper services.

CSOs' participation in dialogue and policymaking is key in considering perspectives and voices from the ground and devising policies that meet people's needs, and thus vital to fulfil the central commitment of the 2030 Agenda for Sustainable Development to leave no one behind. SDG 16 considers democracy to be a "development factor aiming at promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and build effective, accountable and inclusive institutions at all levels". This principle of citizens' participation is also defended throughout the African Union (AU) Agenda 2063⁴ and regional policy frameworks (Southern African Development Community (SADC) Treaty⁵) which recognise the role of civil society in governance, peace, and security.

In recent years, the Angolan government made efforts to include CSOs in national strategies and decision-making processes. Various policy documents mention the importance of collaborating with civil society to address societal challenges and foster inclusive development.

The Angola National Development Plan (Plano de Desenvolvimento Nacional – PDN) 2018-2022⁶ in its Axis 4 "Peace-consolidation, strengthening of the democratic rule of law, good governance, state reform and decentralisation", section XVIII (Policy to Reinforce the Foundations of Democracy and Civil Society), recognises the importance of CSOs as a relevant actor for development and part of an "evolved democracy", setting the objective of "promoting social dialogue as a fundamental step towards democracy and to promote CSOs participation in the formulation, implementation and evaluation of public policies. The 2020 National Human Rights Strategy of Angola makes also specific reference to CSOs effective participation "in the management and implementation of Human Rights".

The role of CSOs is also recognised in the Long-Term Development Strategy for Angola 2025, one of the seven objectives of which is to "build a democratic and participatory society, guaranteeing fundamental freedoms and rights and the development of civil society", which is confirmed by the recent final draft of the Vision 2050 (Visão 2050)⁷.

² In particular the project "Support to civil society in local governance in Angola (Projecto de Apoio à Sociedade Civil e à Administração Local em Angola - PASCAL)".

³ COM(2012)0492 final

⁴ [Agenda 2063: The Africa We Want. | African Union \(au.int\)](#)

⁵ [SADC Treaty | SADC](#)

⁶ [ucm.minfin.gov.ao/cs/groups/public/documents/document/zmlu/njax/~edisp/minfin601408.pdf](#)

⁷ [mep.gov.ao/assets/indicadores/angola2050/angola2050-completa.pdf](#)

Under the leadership of President João Lourenço, there has been more openness to civil society involvement in public policy formulation and decision-making. The government has sought to establish dialogue and partnership with CSOs, recognising their importance in building a more inclusive and responsible society. In the path of its democratic and political opening, the President held a meeting with civil society in Luanda and in the other provinces of Angola. A meeting was also held with youth, whose dialogue arose following demonstrations by young people to protest against the difficult economic and social situation in which many families live and against the non-holding of municipal elections in 2020.

The President created, in September 2020, the Economic and Social Council (Presidential Decree 120, paragraph 3 of article 125), a body that is available to the holder of Executive Power for the purposes of consultation on macro-economic and social matters.

In line with the 2018-2022 PDN, more favorable conditions were created for the functioning of CSOs, such as the simplification of registration procedures and the guarantee of freedom of association and expression⁸.

At local level, the planned administrative decentralisation is still to be implemented, but Law 15/2016 of 12 September 2016 (Law of Local State Administration) offers important elements in favor of citizens' participation and guarantees for citizens to be treated by the local administration on an equal, impartial, transparent and proportional manner. Three new platforms for engagement between local administrations and civil society have been established.

While Angola made some openings in involving CSOs in national strategies, challenges remain. In Angola, governance, democracy, and pluralism are affected by a constrained environment for CSOs and weak capacities and strategic organisation of CSOs. Despite efforts, Angola remains mainly state-centric with limited participation and dialogue with CSOs. The ability of civil society to act freely seems to be diminishing or on a downward trend in recent times, while respect for and protection of the rights of women and the youth are similarly challenged. Other challenges include limited financial resources, heavy administrative procedures, limited capacities, and occasional restrictions on freedom of expression and association.

According to the 2022 Mo Ibrahim index of African Governance, Angola scores 41.5 over 100 (with 100 being the highest score) on overall governance, standing in the 40th position out of 54 countries⁹. Although in an ascending trend since 2012 (+5.4) there is margin for improvement. The "CIVICUS Monitor tracking Civic Space" scoring of Angola (39 over 100 - repressed civic space)¹⁰ confirms existing restrictions. The Freedom House' Freedom in the World report¹¹ classifies Angola as "Not Free", scoring 28/100 in 2023, maintaining the same analysis of the last 20 years.

Large consultations held with CSOs for the preparation of this Action voiced a strong need by CSOs to be more capacitated, more strategic and articulated. The EU was asked to be supportive of a role of "bridge" among citizens and CSOs and the government and foster a more enabling environment for CSOs. It is then important to have a dedicated programme to counter the shrinking of civic space by supporting an initiative to enhance citizens' participation and dialogue with a particular focus on youth and women in all their diversity.

The Action will focus on building the capacity and strengthen CSOs to establish an effective dialogue and monitor policy and operational decisions.

The Action will build on previous experiences of EU-financed CSO support, dialogue with CSOs, strategic documents (i.e., CSOs Roadmap for Angola, the EU Gender Action Plan II CLIP), human rights and democracy priorities for Angola, in line with the EU Action Plan on Human Rights and Democracy 2020-2024¹² and the government's declared opening towards dialogue with CSOs. The Action will cross feed with actions foreseen in the MIP and contribute to the implementation of its three main priorities. It will be implemented in coordination with existing programmes¹³.

⁸ Legal Framework: CSOs in Angola are governed by Law No. 6/12.

⁹ [Ibrahim Index of African Governance \(IIAG\) | Mo Ibrahim Foundation](#)

¹⁰ The CIVICUS Monitor is a research tool that provides close to real-time data on the state of civil society and civic freedoms in 196 countries. The data is generated through a collaboration with more than 20 civil society research partners, and input from a number of independent human rights evaluations. The data inform a country's civic space rating as "closed", "repressed", "obstructed", "narrowed" or "open". The data streams also feed into individual country pages and updates, which provide verified and up-to-date information on the state of freedom of association, peaceful assembly and expression. [CIVICUS Monitor](#)

¹¹ Countries whose combined average ratings fall between 3.0 and 5.0 are Partly Free, and those between 5.5 and 7.0 are Not Free. In the 2023 edition, Angola' score for Political Rights is 6 and for Civil Liberties is 7

<https://freedomhouse.org/countries/freedom-world/scores>

¹² JOIN/2020/5 final

¹³ In particular, the project "Support to civil society in local governance in Angola (Projecto de Apoio à Sociedade Civil e à Administração Local em Angola - PASCAL)".

2.2 Problem Analysis

Short problem analysis:

Angola has entered a new period after 38 years of José Eduardo dos Santos in power, where some promising signs of a certain political will to move towards a more open, inclusive and democratic country can be detected. This new climate is creating high expectations among citizens, who hope that the new leadership will address some unresolved issues and bring “development for all”. In some instances, there is a belief that the “opening” process is irreversible, and initiatives demonstrate the willingness of CSOs to be part of governance processes and the high expectations placed on the new political leadership.

Despite this civil society faces numerous challenges that constrain its ability to effectively perform its functions and participate in building stronger democratic society and formulating better development policies. Angola's performance is still considered quite weak in many international indicators that measure democratic governance and human development.

Furthermore, Angola is experiencing a critical and prolonged economic crisis, driven by cyclical and structural factors, which are significantly affecting the most vulnerable groups. In this difficult context, political change generates hope and a certain optimism – “vigilant optimism” – among civil society, that Angola can finally follow a path that would progressively address the various unresolved issues, towards inclusive and sustainable development.

As far as Angola is concerned the level of CSOs participation is yet to be at the required level due two interrelated reasons. First, Angola's political culture has been largely shaped by liberation experiences and associated narratives in which the culture of confidentiality dominates, and autonomy is controlled and limited. Second, CSOs have limited capacity and resources to operate effectively.

Factors contributing to this situation include also the legal and operational environment for CSOs. The large majority of CSOs have limited funding resources (and do not receive financial support from the state) and income generation is not allowed for CSOs, while the Statute of Public Utility, which allows CSOs to be eligible to access public funding by Presidential Decree 193/11, has so far only been granted to few CSOs.

Following the World Bank's latest available data¹⁴, the national poverty line, over 32% of the population is considered poor, and almost 50% of the population is multidimensionally poor. With a Gini Index of 51.3 in 2018, a Human Development Index (HDI)¹⁵ of 0.586 and an Inequality Adjusted Human Development Index (IHDI)¹⁶ of 0.407, inequality in Angola remains relatively high. As for income inequality, according to the World Inequality Database¹⁷, the 10% of the population with the highest incomes receives 58% of all incomes, whilst the poorest 50% receive only 9%. When further analysing inequality patterns, it is observed that almost 65% of the bottom 40% of the population lives in rural areas, that almost 46% of the children 0 to 14 years old belongs to the bottom 40% of the population, and that only 19% of the bottom 40% of the population have access to secondary education, while it decreases to 3% for tertiary education.

The Action seeks to strengthen the capacity of civil society to participate effectively in policy and implementation processes and demonstrate their real value to the national development agenda. It is then important to have a dedicated programme to counter the shrinking of civic space by supporting initiative to enhance citizens' participation and dialogue with a particular focus on youth and women.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the Action:

CSOs in Angola: The Action primary beneficiaries are CSOs, both national and international active in Angola in both development and humanitarian fields. CSOs will not only be beneficiaries but also active stakeholders in the transformative actions that will lead to the expected results. They are a fundamental counterpart in the dialogue that can shape public policies and in supporting thematic networks (e.g., in the field of good governance, transparency and accountability, entrepreneurship, environment, climate change, etc.). More capacitated CSOs will contribute to

¹⁴ <https://data.worldbank.org/>

¹⁵ [Human Development Index | Human Development Reports \(undp.org\)](#)

¹⁶ [Inequality-adjusted Human Development Index | Human Development Reports \(undp.org\)](#)

¹⁷ [Home - WID - World Inequality Database](#)

reaching the Angola 2021-27 MIP objectives of sustainable economic diversification, transparent, accountable, and effective governance, and human development.

Local, national international CSOs can mobilise communities to engage in evidence-based dialogue and advocacy leading to improved governance, democracy, and development. NSAs are also beneficiaries of the Action as they are a fundamental counterpart in the dialogue that can shape public policies and in supporting thematic networks (e.g., in the field of good governance, transparency and accountability, entrepreneurship, environment, climate change etc.).

CSOs include also all relevant non-governmental actors that can play a significant role in capacity building efforts for CSOs in Angola. The most relevant groups include: i) Academia; ii) Traditional authorities (important actors at local community level and functioning as in-between communities and local administrations; iii) Faith-based organisations (relevant in promoting civic education and citizen's participation in public life); iv) Private sector entities and platforms (strengthening the role of private sector in local development, through participation in local economic development and contributions to social responsibility actions; v) Local humanitarian actors to ensure enhanced localisation efforts.

Specific attention will be dedicated to women's human rights and youth groups and platforms, for example the Youth National Council, Women Networks, as there is a weak involvement of these groups of citizens in dialogue spaces and decision making despite their demographic and social weight.

Existing CSOs thematic networks in Angola, e.g., in the field of good governance, transparency of the extractive industries (Extractive Industries Transparency Initiative (EITI) and Grupo Tchota), accountability, entrepreneurship, Human Rights (Grupo de Monitoria dos Direitos Humanos), etc.

Angolan governmental institutions at central, provincial and municipal level: Provincial governments and municipal administrations have a strategic role in the process of administrative de-concentration and decentralisation, they are responsible for the administration and governance of the 18 provinces and 164 municipalities of Angola and host local consulting bodies such as the provincial councils, provincial development committees and provincial and municipal human rights committees. Local and provincial governments are important stakeholders as shown by the experience of the EU financed programmes "Programme in Support of Non-State Actors" (Programa de Apoio aos Actores Não Estatais de Angola - PAANE) I and II and "Support to civil society in local governance in Angola" (Projecto de Apoio à Sociedade Civil e à Administração Local em Angola - PASCAL).

At central level, the focus will be on specific ministries that deal with Justice and Human Rights, Gender Equality, Education, Health, Social Communication, Economy and Planning, and also in intermediary level bodies such as the National Council for Social Action, the recently created Economic and Social Council, the Gender Observatory and the Informal Economy Observatory.

National Assembly (Parliament): The Angolan National Assembly and its commissions play a critical role in the democratic governance of the country, representing the people, enacting laws, overseeing the government, and safeguarding the interests of the nation. The National Assembly has legislative power and could offer space for dialogue and participation of the Angolan civil society. These spaces need to be better explored and harnessed by CSO actors.

Media: The media have an important role to play in raising citizens' awareness on government policies and promoting democratic discourse. Freedom of expression, media freedom and access to information must be respected, protected, and promoted for the media to be better able to carry out this function, while the media need strengthened capacities and resources and apply core media principles.

Development Partners: Development partners can provide access to resources and experiences from other parts of the world and have interest in supporting participatory governance in Angola.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective of this Action is to contribute to empower civil society in Angola as a governance and development actor, defending and promoting human rights and democracy, as well as to improve its safe and enabling environment.

The Specific Objectives of this Action are as follows:

- 1 Strengthen institutional, technical and financial capacity of CSOs and their networks to enhance their ability and participation in policy dialogue, including capacity to analyse, propose and monitor public policies.
- 2 Facilitate the opening of spaces for dialogue, the emergence of links and coalitions among CSOs and with key government and non-governmental actors on specific policy issues of high concern for citizens.
- 3 Promote an enhanced and effective participation of civil society, particularly for actors and networks that are underrepresented in decision making (such as women, youth, groups focused on the rights of children and the bottom (poorest) 40 per cent in all their diversity), in participatory governance platforms at national level, with the intention to promote social inclusion and inequality reduction.
- 4 Ensure an effective engagement of civil society in the decentralisation and deconcentration process via participatory governance at local and community level.

The Action will favour the construction of “bridges” among CSOs, with other NSAs, with the central and local government, with citizens, supporting CSOs networks and platforms to promote coordination, collaboration, and exchange. Privileged points of entry will be in areas of shared social concerns such as education, health, economic and civic rights, gender equality, welfare, climate change and digitalisation. Privileged actors will be CSOs (in particular women, youth and the bottom 40 per cent, urban and rural based). A close and active link will be established with central and local authorities and public consultation bodies to ensure ownership and shared approaches from all parties, including on capacity building.

The Outputs to be delivered by this Action contributing to the corresponding Specific Objectives are:

1.1 contributing to Outcome 1 (or Specific Objective 1): CSOs and their networks are better equipped and capacitated to play a significant role in development and in interacting with the government having become effective players, able to represent citizens’ demands, promote evidence-based advocacy, engage in policy dialogue and influence policy outcomes.

1.2 contributing to Outcome 1 (or Specific Objective 1): CSOs are capacitated in their strategic orientation, their effectiveness to advance towards their goals, their value-based governance and operations, their Monitoring and Evaluation and learning approach, their sustainability and resilience.

2.1 contributing to Outcome 2 (or Specific Objective 2): Thematic policy dialogues on several priority issues (including good governance, transparency and accountability; inclusive economic development; human development, among others) are ongoing, in a variety of institutional and informal settings, with an active engagement of CSOs, particularly those representing marginalised, discriminated groups and minorities.

2.2 contributing to Outcome 2 (or Specific Objective 2): CSOs can gather and articulate themselves in a more effective way to advocate for inclusive public policies and promote policy dialogue on priority issues, including the enabling environment for civil society.

2.3 contributing to Outcome 2 (or Specific Objective 2): Connections and interactions with thematic CSOs networks in the region and beyond are established.

3.1 contributing to Outcome 3 (or Specific Objective 3): Enhanced participation and capacity of women, youth, groups focused on the rights of children, and the bottom 40 per cent in all their diversity in policy dialogue decision making.

3.2 contributing to Outcome 3 (or Specific Objective 3): Youth groups are set up and existing ones are strengthened, resulting in a stronger voice and ability to influence public debate and shape citizens perceptions.

3.3 contributing to Outcome 3 (or Specific Objective 3): CSOs and networks representing women, women-led CSOs and CSOs engaged on gender equality issues are influential and made prominent in the public dialogue.

3.4 contributing to Outcome 3 (or Specific Objective 3): Socioeconomic equality issues are made prominent in the public dialogue.

3.5 contributing to Outcome 3 (or Specific Objective 3): CSOs reach the bottom 40 per cent of the population, empowering them through capacity building activities.

4.1 contributing to Outcome 4 (or Specific Objective 4): Equipped and informed civil society able to participate in local governance, in the prospect of the administrative decentralisation process in Angola.

3.2 Indicative Activities

Inception activities

- a. Programme structures: Set up necessary structures for programme implementation and operations, ensuring participation of CSOs.
- b. Stakeholders' engagement: Present the action to key partners and stakeholders, particularly CSOs, and establish regular feedback mechanisms to ensure engagement and ownership since inception and throughout the programme implementation.
- c. Assessing civil society: In-depth assessment and baseline study focused on: i) analysis of the institutional and policy context and the enabling environment of civil society; ii) identification and assessment of spaces for dialogue, invited and created, existing and perspectives; iii) identify and assess CSOs and their networks and their capacity to influence policy and engage in dialogue; iv) Provide recommendations for CSOs capacity development and strategies to enhance their advocacy and engagement in policy dialogue.

Activities relating to Output 1.1 and 1.2:

- d. CSOs capacity development: Design and implement a CSOs capacity development approach, including: i) a tailored made CSOs strategic, organisational and advocacy capacity assessment tool; ii) criteria to identify and select CSOs, and monitor progress in capacity development; iii) accompaniment of CSOs in the design, implementation and monitoring of their advocacy and other initiatives; iv) coaching of CSOs on strategic and organisational development, value driven governance, financial and project management, communication and digitalisation, fundraising and strategies for sustainability, and on enhancing their operational systems and other relevant areas; v) a training programme responding to specific CSOs personnel training needs and gaps; vi) sharing of experiences, lessons and good practices across CSOs; vii) a monitoring and evaluation system.
- e. Networks capacity development: Support the emergence and development of CSO networks through: i) identify civil society networks and spaces for improved CSO networking and collective action around specific policy issues (see also activity c. above); ii) establish a tailored made approach to networks' assessment and development, particularly focusing on building accountable relations with members, amplifying voice and convening spaces for dialogue; iii) set criteria to select networks and monitor progress in capacity development; iv) facilitate membership engagement through sharing and learning, collective analysis and setting of objectives and strategies, others; v) accompany networks in the design, implementation and monitoring of their advocacy initiatives; vi) provide technical assistance for strategic development and review of networks;
- f. Civil society action: Financing and monitoring of CSOs and networks' initiatives to reinforce their governance and development roles, particularly those initiatives oriented towards influencing policy to the benefit of marginalised and discriminated groups and citizens at large, including initiatives addressing good governance, transparency and accountability of public and corporate sector; natural resource governance; local participatory governance; human and economic development; and others.
- g. Communication: Development and implementation of a communication strategy to raise awareness and inform on the fundamental roles and impact of CSOs on governance and development issues, sharing lessons and good practices and stories, also amplifying the messages and visibility of the project across all the components.

Activities relating to Output 2.1:

- h. Institutional spaces of dialogue: Promote more effective and inclusive dialogue around institutional platforms and spaces: Promote institutional buy-in to improve participation of civil society in the platforms; In-depth analysis of existing targeted platforms and recommendations for improvements; trainings and learning events on civil society and policy dialogue directed to public officers engaged in dialogue with civil society; support

the engagement of relevant CSOs around the institutional platforms and foster cross-sector alliances to advance on critical topics

- i. Civil society spaces for dialogue: Facilitate the conception, preparations, realisation and evaluation of dialogue events organised by civil society to engage internally, with other CSOs, and externally, with the public sector and other actors, on critical policy issues; Provide financial and logistical support to the organisation of sectorial dialogues and exchanges on several topics indicated by CSOs.
- j. Networking across CSOs and state actors: Design and implement capacity development and networking directed jointly to civil society groups and state counterparts, on aspects of policy dialogue and citizens participation as well as relevant policy issues.

Activities relating to Output 2.2:

- k. Coalition building among CSOs: Facilitate the emergence and creation of coalitions of CSOs, favouring horizontal and vertical linkages and linkages with other actors, to jointly campaign and engage in policy dialogue around issues of common concern.
- l. Collective action: Financing and monitoring of coalitions of CSOs, and with other actors, in their efforts to produce and share information, engage in policy dialogue and influence policy change around issues of common concern, including issues related to the enabling environment for civil society.

Activities relating to Output 2.3:

- m. International engagement: Support exchanges of experiences and advocacy initiatives of Angolan CSOs networks with likeminded CSOs at regional and international level on issues of common concern, particularly targeting SADC, AU and other African institutions; Connection to EU funded global actions that support regional networks of CSOs.

Activities related to Output 3.1:

- n. Mapping women CSOs, youth CSOs and CSOs focused on the rights of children: Map the groups, networks and movements of young people and of women, the groups focused on the rights of children, and other groups mobilising the bottom 40 per cent active at national and local level; and assess their capacity to engage in advocacy and influence policy (see also activity c. above).
- o. Participation of women and youth CSOs: Support CSOs focused on the rights of women, youth, children, and other groups mobilising the bottom 40 per cent to participate in political decision-making processes that affect them and have their voices heard at national levels (in connection with activities g, h, i, j, k).
- p. International exchanges: Co-develop and finance women and youth CSOs initiatives for cross-border cooperation and exchanges of experience and good practices at regional and international level; Conduct a mapping of the groups and associations of young people and women, the groups focused on the rights of children and other groups mobilising the bottom 40 per cent active at national and local level.

Activities related to Output 3.2:

- q. Youth coalitions and networks: Based on the mapping (activities c and m) and other activities, facilitate the emergence of coalitions and networks of young people, and support their strategic development and functioning, their capacity to actively engage in collective advocacy, communication, awareness raising and other activities, including through artistic expression, digital tools and social media, roadshows and campaigns, among others.
- r. Youth actions: Financing and monitoring actions of youth groups and networks, particularly those aiming at influencing policy change and citizens perspectives on issues prioritised by the youth.
- s. Youth Sounding Board: Develop and implement a 'youth sounding board' to interact with EU and other stakeholders.
- t. Strengthening of the capacities of young people mediators at community level particularly on negotiation skills, brokering of dialogue, advocacy.

Activities related to Output 3.3 will include:

- u. Women CSOs as change agents: Conceive and implement strategies for strengthening women CSOs and networks in their capacity to advocate for Gender Equality and Women Empowerment and influence change locally and nationally, also building on local experiences.
- v. Women CSOs networks: Enable horizontal linkages across women CSOs engaged in different sectors and facilitate their collective action to promote Gender Equality and Women Empowerment.

- w. Women CSOs actions: financing and monitoring actions of women CSOs and networks, particularly those aiming at influencing policy change and citizens perspectives on Gender Equality and Women Empowerment in the social, economic and political spheres.

Activities related to Output 3.4 will include:

- x. Conduct a mapping on CSOs advocating for socioeconomic equality, reduction of inequalities, social rights, etc.
- y. Provide technical assistance to prepare strategies to strengthen CSOs advocating for socioeconomic equality, reduction of inequalities, social rights, etc. and to create horizontal coalitions to promote socioeconomic equality through different sectors.
- z. Provide targeted capacity building for advocacy and interests' representation.

Activities related to Output 3.5 will include:

- aa. Identify areas with high levels of poverty and inequality.
- bb. Conduct a mapping on CSOs that act in the identified areas.
- cc. Deliver capacity building activities to the existing CSOs to help them reaching the bottom 40 per cent of the population in order to ensure their representation and participation in civil society.
- dd. Provide technical assistance to these CSOs to offer training modules and other capacity building activities to the bottom 40 per cent of the population for their empowerment.

Activities related to Output 4.1 will include:

- ee. Stocktaking and learning: Facilitate the identification, analysis and diffusion of lessons and good practices of previous initiatives, to inform the design of adequate strategies to ensure CSOs participation in the decentralisation and deconcentration process;
- ff. Capacities for decentralisation: Design and roll out capacity development of local administrations and local civil society groups on issues related to the decentralisation and deconcentration processes (the modules will be identified depending on the lessons (see activity v. above), the local context in each province and demands from local authorities and CSOs)
- gg. Piloting local participatory governance: Financing and monitoring local CSOs initiatives to pilot innovative approaches of participatory governance and partnership between local authorities and CSOs responding to the needs and demands of local populations; undertake the evaluation of pilot initiatives, the identification of lessons and good practices, and the diffusion of findings.

3.3 Mainstreaming

Environmental Protection & Climate Change

Outcomes of the SEA screening (relevant for budget support and strategic-level interventions)

The Strategic Environmental Assessment (SEA) screening concluded that no further action was required.

Outcomes of the EIA (Environmental Impact Assessment) screening (relevant for projects and/or specific interventions within a project)

The EIA (Environment Impact Assessment) screening classified the action as Category C (no need for further assessment).

Outcome of the CRA (Climate Risk Assessment) screening (relevant for projects and/or specific interventions within a project)

The Climate Risk Assessment (CRA) screening concluded that this action is no or low risk (no need for further assessment).

Gender equality and empowerment of women and girls

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality is a significant objective and that a gender perspective is mainstreamed across the Action. More specifically, under Specific Objective 3 there will be a focus on gender equality and enhanced women's participation including women with disabilities, women from ethnic and/or religious minorities, migrant women, rural women, elderly women, etc. Specific Objective 3 foresees a focus on women's right to participate in political decision-making processes and the strengthening of women networks to raise of their (public) profile. Under Specific Objective 2, a particular attention will be given to the inclusion of gender equality within the thematic

dialogues and groups, while under within Specific Objective 1 and 4 women contribution to capacity building for CSOs and local governance participation will be promoted. The Action will be gender mainstreamed and aligned with the Gender Action Plan III (GAP III)¹⁸, and reflect the national priorities indicated in the Angola Country Level Implementation Plan (CLIP) of the GAP.

Human Rights

Supporting CSOs has a direct link with promoting and protecting all human rights. Also, the Action has been designed following the Human Rights based approach, whereby right-holders (represented by civil society) are empowered to demand action from their duty-bearers to ensure that human rights are respected, protected and promoted and that are the basis of any action.

The Action will equally reinforce the capacities of the duty bearers/public authorities, through improved capacity on enforcement and compliance with social regulations. The Action is aligned with the EU's Action Plan on Human Rights and Democracy 2020-2024.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that the inclusion of persons with disabilities is a significant objective. Population groups living in vulnerable situations will be among the beneficiaries including women and men, children, girls, and boys with disabilities. The Action will ensure that rights of persons with disabilities will be respected, and the planned activities are disability responsive and inclusive. The Action will invite to attend to organisations representing people with disabilities when possible.

Reduction of inequalities

As per the Inequality Marker, the present Action Document has been labelled as an I1. The Action will directly or indirectly benefit several marginalised groups, like people women, youth, children and the bottom 40% of the population. It will also promote their democratic participation, which can lead to better advocacy capacities in terms of human rights, including economic rights. The Action will voice the interest of vulnerable categories it will therefore work to fight inequalities.

Democracy

The very purpose of this Action is to enhance the capacity of civil society to play a role in national dialogues and influence national policies, as key actors in democratic governance processes. The Action also aims at increasing accountability of public policies which is directly linked with good governance and democracy.

Conflict sensitivity, peace and resilience

The action aims at supporting CSOs, which play a crucial role in preventing conflicts and consolidating peace as well as in strengthening social cohesion and combating hate speech and disinformation.

From local and community-based organisations to (inter)national non-governmental organisations, CSOs are often best placed to detect early signs of tension and conflict and to address the root causes and symptoms of these conflicts. They also play a critical role in articulating citizens' concerns, engaging in the public arena to demand responsive services, reforms and accountable governance. Empowering CSOs to play an active role in conflict-sensitive contexts is therefore a building block for more resilient societies, more dynamic state-society relations and long-term peace.

¹⁸ The [Gender Action Plan III](#) is a Joint communication by the Commission and the High Representative of the Union for Foreign Affairs and Security Policy which was welcomed through [EU Presidency Conclusions](#) of 16 December 2020. Drafting was led by European Commission in close consultation with EU Member States, EEAS, civil society organisations, partner governments, and international organisations (UN entities, International Finance Institutions among others). The different parties contributed to the drafting of the document through meetings and through responses to a survey conducted during the process.

Disaster Risk Reduction

When appropriate to local affected national and regional contexts, this action shall integrate and promote disaster risk reduction analysis and response.

Other considerations if relevant

N/A

3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
	Risk 1: Restrictive legislation. New draft legislation, restricting and controlling CSOs activities and funding.	High	Medium	Policy Dialogue at highest level, donors' coordination and alignment to support CSOs enabling environment.
	Risk 2 Distrust between Civil Society and Government is not overcome and constrains the quality of dialogue and participatory governance.	Medium	High	The Action will encourage increased cooperation and joint work between local/central administrations and CSOs, which will help to dispel the environment of mistrust. Improved stakeholders' capacities will support mutual respect, credibility, acceptance and legitimacy. Information and awareness campaigns will also advocate for mutual trust across actors.
	Risk 3 Severe social and economic crisis scenario that shifts the government priorities and support to governance is no longer a priority. The Government is no longer able to provide basic services for citizens (especially those living in vulnerable situations) and CSOs become overwhelmed by tasks related to basic services provision, to compensate for absent public services provision.	Medium	Medium	Political dialogue will raise awareness on the importance of governance and dialogue for development in all sectors. Socio-economic situation in the country is constantly monitored and support provided in all sectors to reduce or mitigate the impact of possible adverse economic conditions.
	Risk 4 The significant gap in terms of capacities at all levels and across all actors will constrain both the quality of the dialogue and of participation in governance particularly at local level.	Medium	Medium	Capacity development will try to address this risk. A phased approach will privilege areas where capacities are already partially in place. Capacity building will benefit CSOs primarily but will not leave behind the dialogue counterparts

				whether in the Government (central and local level) nor within other stakeholders' groups. Continuous monitoring and evaluation will support learning by doing, evidencing gaps and shortcomings.
	Risk 5 Decentralisation and local governance will not be adequately supported by budgetary allocations to local administrations.	M/H	Medium	Monitoring and evaluation mechanisms will allow to evidence gaps and bring them to attention of decision makers. Advocacy towards the Ministry of Territorial Administration (MAT) and the National Assembly may also contribute to build capacities to develop adequate financial mechanisms.
	Risk 6 Key civil society actors, and particularly those with less power, including women, youth, minorities, and vulnerable groups, will play a minor role in participatory governance.	Low	Medium	All components will address participation of women, youth, minorities and vulnerable groups, particularly the strengthening of capacities and awareness. Also, the monitoring and evaluation of participatory governance will serve as a mitigation measure, evidencing areas and players needing additional support.
	Risk 7 Excessive competition/division among CSOs on influence, resources and advocacy that could disrupts networking and fluid communication exchanges.	Low	Medium	The Action will help CSOs understand that only unity and collaboration behind common issues will yield significant results in voicing citizens needs and participating in decision making within the public sphere.
	Risk 8 A gender-blind, neutral, or negative context and problem analysis could reinforce existing gender inequalities and non-realisation of human rights in the sector, and hinder the efficiency and sustainability of the Action.	Medium	Medium	Knowledge and tools of gender mainstreaming are available. Gender-sensitive monitoring, use of sex disaggregated data, and gender-sensitive indicators. Gender mainstreaming is applied in all phases of the support services.

Lessons Learnt:

The design of the Action builds on lessons from previous EU civil society support programmes in Angola, as well as on recommendations and actions included in the EU Roadmap for engagement with civil society in Angola.

- The implementation of previous EU funded non-state actors and CSOs support programmes PAANE I e II produced mixed results. The programme PAANE, in its two phases, was very pertinent in its scope and objectives, responding to real needs, but suffered from contingent factors that did not allow the expression of its full potential. The evaluations carried out pointed to the fragmentation of activities on the ground, diluting opportunities of impact of projects implemented under call for proposals. Lessons point to the need of robust

management, monitoring and account management systems to support implementation. Another important lesson is the need to strengthen the support to improve the enabling environment for civil society, including aspects of the legal framework, strategic planning, financial strategy, communication, monitoring and evaluation.

- More in general CSOs programmes do represent an invaluable support for CSOs activities and development but suffer from the reduced sustainability when resources cease. This has been also perceived in the consultations with CSOs, which are very willing to embark in new programmes of support but show, also, a certain scepticism on the sustainability of the outputs. An often-quoted example is thematic networks previously supported by other donors which did suffer from lack of sustainability once the resources were pulled out. It is therefore important to ensure that the activity builds on capacities and autonomy of CSOs and CSOs networks and is implemented within a sufficient time frame to allow the inclusion of elements that can ensure sustainability. Training of trainers is also a key element to include in the programme intervention logic as it can allow the multiplication and sharing of acquired knowledge.
- The local level is important to build a significant dialogue between CSOs, NSAs and the government. It is important to support local platforms of dialogue, as key institutional mechanisms for citizens' participation and accountability. The proximity of CSOs and local administrations to communities ensures a high level of ownership and ensures that all relevant stakeholders have a significant buy-in in the process.
- It is important to provide funds for allowing a 'learning by doing' process. A capitalisation study conducted by the EU Delegation in February 2017, to assess the impact of the Civil Society Organisations - Local Authorities (CSO-LA) Thematic Programme to national CSOs, recommended that initiatives to be supported promote the strengthening of CSOs' capacities, namely via cascade processes that can reach and benefit grassroots organisations, so that the latter can be enhanced in terms of internal organisation, capabilities and structures in order to play a more active role in the advocacy and monitoring of public policies at local level. The value of cascade financing was reiterated throughout all CSOs consultations. The possibility of providing grants to CSOs throughout the programme implementation will allow the consolidation of lessons learned by practice. Attached to this and as voiced strongly by all CSOs consulted, the modality of sub-granting is highly appreciated.
- It is important to include support and strengthening of geographical and sectorial network or platforms and include public bodies.
- It is important to strengthen local administrations through the development of experiences and mechanisms of participation that increase citizens' understanding of administration and make administrative decisions more responsive to the needs of the population. The relation with institutions at local and central level is fundamental for the success of the Action and the actual dialogue. Both sides of the dialogue need to be involved, capacitated and willing to actually have a dialogue.
- PAANE II also witnessed a clear deficit of women leadership in CSOs in all provinces and at national level. A lesson points to the need to invest in women's leadership and strengthen women's human rights organisations.
- PAANE II evidenced how national academic institutions have an important role to play in establishing partnerships and conducting sociological, political and economic studies related to civil society and its participation to local governance.
- The EU Roadmap for engagement with Civil Society in Angola recommends that the ongoing decentralisation process is an opportunity to enable a more locally-owned and responsive development process, closing the gap between the state and citizens.

3.5 The Intervention Logic

The underlying intervention logic for this action is to support the EU-Angola partnership. The Action will enable the EU to strengthen and amplify its actions starting from the assumption that CSOs are a key partner for development interventions.

The Action aims to overcome existing constraints that limit civil society participation to governance. The cause-effect relationship builds on addressing key factors that influence civil society participation to governance in a sustainable way. The Action will focus on strengthening the capacities of CSOs to act, be sustainable and represent the instances of citizens in public policies decisions and at the same time will facilitate the CSOs own articulation and choice of topics to address in sectorial platforms of less structured formats such as dialogues, meetings, conferences etc.

Youth, women, children and the bottom 40 per cent of the population will be a specific focus of the action due to their demographic and social importance (64% of the Angola population has less than 24 years, women represent 52% of the Angolan citizens and the country faces strong socioeconomic inequalities). Specific objective 4 will continue the work already started on the capacity building of local CSOs in view of administrative decentralization.

The programme logic sees the increased civil society participation in governance as an effective way to strengthening democratic mechanisms, paving the road for reduced inequalities and social and economic improvements. All activities and outputs are designed to improve dialogue and strengthen accountability, responsibility, transparency and democratic participation.

3.6 Logical Framework Matrix

Given the nature of this Action a Logical Framework Matrix is not required at Action level.

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this Action, it is envisaged to conclude a financing agreement with the partner country.

4.2 Indicative Implementation Period

The indicative operational implementation period of this Action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation of the Budget Support component

N/A

4.4 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures¹⁹.

4.4.1 Indirect Management with (an) entrusted entity(ies)

A part of this Action may be implemented in indirect management with one or more entities, which will be selected by the Commission's services using the following criteria:

¹⁹ www.sanctionsmap.eu. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

- Significant experience in and understanding of the issue of shrinking space for civil society and mediating for preserving the space.
- Institutional capacity to play a mediation role between CSOs, government and other stakeholders for the good implementation of the Action.
- Experience and capacity to award, monitor and evaluate, and financially manage grants to CSOs and networks.
- Prior engagements and relationships with the Government of Angola, particularly with Departments and structures dealing with issues facing civil society at national and provincial and municipal level in Angola.
- Physical presence in Angola of a substantial team (that can draw on pool of experts etc.).

The implementation by this entity(ies) entails Specific Objectives 1 (Strengthen institutional, technical and financial capacity of CSOs and their networks to enhance their ability and participation in policy dialogue, including capacity to analyse, propose and monitor public policies), 2 (Facilitate the opening of spaces for dialogue, the emergence of links and coalitions among CSOs and with key government and non-governmental actors on specific policy issues of high concern for citizens), and 3 (Promote an enhanced and effective participation of civil society, particularly for actors and networks that are underrepresented in decision making (such as women, youth, groups focused on the rights of children and the bottom (poorest) 40 per cent in all their diversity), in participatory governance platforms at national level, with the intention to promote social inclusion and inequality reduction).

4.4.2 Indirect Management with an entrusted entity

A part of this Action may be implemented in indirect management with an entity, which will be selected by the Commission's services using the following criteria:

- Recognised experience in and understanding of issues of CSOs capacity building in relation to the decentralisation and deconcentration process.
- Institutional capacity to federate CSOs, government and other stakeholders for the good implementation of the Action and Specific Objective 4 in particular.
- Experience and capacity to award, monitor and evaluate, and financially manage grants to CSOs and networks.
- Prior engagements and relationships with the Government of Angola, particularly with departments and structures dealing with issues facing civil society at national and provincial and municipal level in Angola.
- Physical presence in Angola of a substantial team (that can draw on pool of experts etc.).

The implementation by this entity entails Specific Objective 4 (Ensure an effective engagement of civil society in the decentralisation and deconcentration process via participatory governance at local and community level).

4.4.3 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

If negotiations with entities as specified in 4.4.1 and 4.4.2 fail, this Action may be implemented for the concerned outputs in direct management mode (grants).

a) Purpose of the grant(s):

The grants will contribute to achieving the Action's main objective and specific objectives (Specific Objectives 1, 2, 3 and 4) presented in section 3 of this Action document.

The guidelines for applicants of the call for proposals will ensure that the selection criteria and thresholds lead to the selection of a limited number of grants.

b) Type of applicants targeted:

The type of applicants targeted for funding are legal entities non-profit making CSOs, or respective networks, platforms or federations, or International Organisations.

Other essential characteristics of the potential applicants shall be specified in the guidelines for applicants of the call for proposals.

4.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.6 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.4	
Specific Objective 1 “Strengthen institutional, technical and financial capacity of CSOs and their networks to enhance their ability and participation in policy dialogue, including capacity to analyse, propose and monitor public policies” composed of:	3 250 000
Indirect management with an entrusted entity - cf. section 4.4.1	
Specific Objective 2 “Facilitate the opening of spaces for dialogue, the emergence of links and coalitions among CSOs and with key government and non-governmental actors on specific policy issues of high concern for citizens” composed of:	2 250 000
Indirect management with an entrusted entity - cf. section 4.4.1	
Specific Objective 3 “Promote an enhanced and effective participation of civil society, particularly for actors and networks that are underrepresented in decision making (such as women, youth, groups focused on the rights of children and the bottom (poorest) 40 per cent in all their diversity), in participatory governance platforms at national level, with the intention to promote social inclusion and inequality reduction” composed of:	1 550 000
Indirect management with an entrusted entity - cf. section 4.4.1	
Specific Objective 4 “Ensure an effective engagement of civil society in the decentralisation and deconcentration process via participatory governance at local and community level.” composed of:	2 750 000
Indirect management with an entrusted entity - cf. section 4.4.2	
Evaluation – cf. section 5.2	200 000
Audit – cf. section 5.3	
Totals	10 000 000

4.7 Organisational Set-up and Responsibilities

The EU Delegation to Angola and the entrusted entities will ensure that a Steering Committee comprising of core stakeholders is established for relevant components. The Steering Committee will oversee the implementation, be responsible for overall guidance and strategic directions of the programme components, monitoring performance and coherence between the different components and serve as a joint platform of monitoring the implementation activities, experience sharing and joint planning. Particular attention will be paid to equal and meaningful participation of women, youth, and persons with disabilities, in all their diversity, in this Committee.

The final composition of the Steering Committee will be confirmed once the programme preparation is more advanced. To that end, terms of reference will be developed and agreed between the implementing partner and the EU Delegation to Angola. Members will include EU Delegation, implementing entities in charge of the Action, representatives of main stakeholders.

The Action components will be managed by Project Unit(s) which will be administering and implementing the Action's activities. The Project Unit(s) will supervise the implementation of financed activities, identify and resolve implementation issues and, suggest visibility and other actions related to the management of the Action components.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the Action and may sign or enter into joint declarations or statements, for the purpose of enhancing the visibility of the EU and its contribution to this action and ensuring effective coordination.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this Action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Monitoring and evaluation will focus on socioeconomic gender equality outcomes, the impact on the rights of groups living in the most vulnerable situations and the implementation of the working principles of the rights-based and disability approach (implementation of all human rights for all; meaningful and inclusive participation and access to decision-making; non-discrimination and equality; accountability and rule of law for all; transparency and access to information supported by disaggregated data). Monitoring and evaluation will be based on indicators disaggregated by income level, gender, age, disability and migratory status where appropriate. Disaggregated data collection will be supported by the action.

The implementing entity will have specific responsibilities for monitoring and reporting under this Action. Common indicators will as much as possible be used in order to allow Action Document wide reporting. Indicator values could be measured at regional level or at country level and then harmonised depending on the nature of the activities.

5.2 Evaluation

Having regard to the nature of the Action, a mid-term and final evaluation(s) will be carried out for this Action or its components via independent consultants contracted by the Commission or via an implementing partner. The mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to adaptation of the Action to a changing context. The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the Action is complementary to other interventions at regional and national level and helps to meet public policy implementation needs.

All evaluations shall assess to what extent the Action is considering the human rights-based and disability mainstreaming approach as well as how it contributes to gender equality and women's empowerment. Expertise on human rights and gender equality will be ensured in the evaluation teams.

The Commission shall inform the implementing partner at least one month in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

In line with the 2022 “[Communicating and Raising EU Visibility: Guidance for External Actions](#)”, it will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union’s support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

Appendix 1 REPORTING IN OPSYS

A Primary Intervention (project/programme) is a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Identifying the level of the primary intervention will allow for:

Articulating Actions or Contracts according to an expected chain of results and therefore allowing them to ensure efficient monitoring and reporting of performance;

Differentiating these Actions or Contracts from those that do not produce direct reportable development results, defined as support entities (i.e. audits, evaluations);

Having a complete and exhaustive mapping of all results-bearing Actions and Contracts.

Primary Interventions are identified during the design of each action by the responsible service (Delegation or Headquarters operational Unit).

The level of the Primary Intervention chosen can be modified (directly in OPSYS) and the modification does not constitute an amendment of the action document.

The intervention level for the present Action identifies as (tick one of the 4 following options);

Action level (i.e. Budget Support, blending)		
<input checked="" type="checkbox"/>	Single action	Present action: all contracts in the present action
Group of actions level (i.e. top-up cases, different phases of a single programme)		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
Contract level		
<input type="checkbox"/>	Single Contract 1	
<input type="checkbox"/>	Single Contract 2	
	(...)	
Group of contracts level (i.e. series of programme estimates, cases in which an Action includes for example four contracts and two of them, a technical assistance contract and a contribution agreement, aim at the same objectives and complement each other)		
<input type="checkbox"/>	Group of contracts 1	