

ANNEX ANGOLA

1. Title of the Action

A Equipa: Non-State Actors and Local Authorities Tackling Governance and Development Together.

2. Target country and regions

Cabinda, Huambo, Huila, and Luanda Provinces, Angola

3. Final beneficiaries &/or target groups including numbers of women and men:

1) Non State Actors (NSA) acting at the municipal level including formally registered NGOs as well as local associations that represent interest groups, including traditional, religious, trade, and women's and youth associations among others. Four civil society organisations, one per target province have lead the design, planning, implementation, and evaluation of the activities. A broader group of 20 NSAs per province have benefited and participated in action activities.

2) Local Authorities (LAs), focused on the municipal level of government. At the moment this level of government is nominated by the Provincial Governors rather than elected, often politicising the position and the services offered. Approximately 200 LAs have been involved in the action, 50 per province, drawn from a cross-section of state agents.

3) Ordinary citizens. Many of Angola's residents have little experience with democracy, and participated in their first election in 2008 and just recently in the 2012 general parliamentary elections that elected the president. Through the action, approximately 120,000 men and women of diverse ages, political affiliation, and socio-economic status have been exposed to new concepts and models of behaviour. Further, the television broadcast has reached a wider audience. Angola's urban population is approximately 9.5 million, 55.8% of the total population, nearly all of whom have access to television. Based on TV Zimbo analysis and experience, the TV station that broadcasted the series, the series broadcast have reached approximately 15% of this population, or 1,425,000 people. The show has aired in two occasions on TV Zimbo from January 2012 to April 2012 and from June 2012 to August 2012. SFCG in Angola is negotiating with several other TV broadcasters that are operating in the country TV Globo and TV Record, both from Brazil and with the TPA, the national public TV broadcasting company.

The final beneficiaries of the action have been the residents of the municipalities targeted within the four provinces as well as the broader television viewing audience, a total population of approximately 1,625,000 citizens. It is expected, at long term, that the populations will benefit from NSAs that are better engaged with the municipal authorities, making them more effective in advocating for the needs and interests of people living in the area, which in turn will result in local government initiatives that are developed cooperatively and thus are more responsive to the development priorities of the local population.

4. Executive summary of the Action

Overall, the global overview of the Action's implementation for the reporting period is positive, although some of the activities started late and very few were not completed as scheduled.

After project proposal approval, four curriculum workshops were conducted in target provinces and the issues to be dramatized were identified. After extensive procurement, Oscar Gil Produções was sub-contracted to produce the 17 episodes. A workshop with script-writers was conducted, the synopses were written, and the scripts were developed

and provided to the film-production firm, who has now completed the shooting of the 300 scenes for TV series. A full presentation of the project to ASD (Huila), AVOPECA (Cabinda) and LADS (Luanda) was separately made, the Operational MoU was signed with ASD and LADS were signed. Some implementing partners have already filled in the NGO matrix to determine the type and level of capacity building to provide and the material for the baseline survey has been tailored for implementation.

Municipal and communal authorities in the four provinces were informed about the project and the formal presentation to Huila, Cabinda, Luanda and Huambo governments have successfully taken place and the governors with their senior officials have received copies of the first three episodes and on the outreach plans that will be implemented in the provinces they govern. They have been invited to assist public screenings.

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5. Activity 1: Action Planning and Partner Preparation

The first phase of the project, or the 'action planning and partner preparation' began with a series of consultations and meetings aimed at preparing both SFCG project staff, as well as local partners for the groundwork preparations and implementation of the project. Specifically, this included a visit from a senior SFCG technical advisor, a self- evaluation of needs by project partners, and partner preparation workshops. These preparations set the stage for the development of the media tools as well as the framework for the remaining outreach activities to be completed in the later phase of the project. The descriptions below provide information on each of the sub activities carried out and how they contribute to the completion of the different components of 'activity 1.'

a) Strategic Planning with Project Staff:

At the launch of the project, an SFCG Senior Technical advisor visited the Angola Program for the specific purposes of lending support to the preparation and launch of the project. Amongst the objectives of his visit were to hold a strategy meeting and to ensure continuity of approach towards the development of "The Team" at the organizational level. The television content development will be discussed in further detail in activity two. Additionally, the visit ensured that the project goals and program goals aligned in practical terms. In order to achieve this, the technical advisor and program director held a series of strategy sessions with staff. The sessions allowed for project staff to systematically go through the proposal document, outlining and fully understanding the activities in terms of responsibilities and implementation. The session also resulted in the preparation of a work plan.

b) Partner Preparation Workshops:

Following the strategic planning sessions and subsequent meetings with project staff and the SFCG strategic advisor, SFCG held strategy and planning sessions with the project partners. Building off the groundwork that was set forth by the planning sessions, and consultations, SFCG met individually with AVOPECA, ASD, LADES, and CAAP2 in order to complete a similar exercise. The objective of the sessions was to give an overview of the project, ensure an understanding by the project partners of SFCG's role and their own respective roles in the project, and to ensure that each partner had an understanding how their role would compliment that of the other project and of SFCG staff. The workshops also prepared partners on how they would participate in the baseline, mapping out specific roles and the methodology. SFCG project staff were divided into different teams and completed the same sessions with the partners in order to go through each of the pre determined

'planning components' of the project. These planning sessions served the dual purpose of fostering a sense of partnership between SFCG and the project partners as well as to ensure a strong buy in during the planning phase of the project.

c) *Self Evaluation by Partners*

In addition to holding partner preparation workshops, SFCG project coordinators liaised with the partner staff to hold a "self evaluation" on the needs of each of the partners. As a core principle of SFCG Angola's approach is to develop the capacity of its local partners, this activity informed SFCG as to the best way to facilitate this capacity building process. Additionally, one of SFCG's activities under this grant is to develop the skills needed for the project partners to effectively implement their respective components of the project. This self evaluation directly informs SFCG staff as to the needs of the local partners, and provided a basis or a guide for the content development for the capacity building sessions for each of the local partners. While the exercise sought to hear about the general needs of each of the local partners, it was also structured in order to determine how their needs fit into a pre-determined set of criteria. Each of these needs was 'self rated' on a scale of 1 to 7.

Results:

The preparatory phase of the project resulted in the development of a sound strategy for the implementation of the core activities of the project. The following outputs were direct results of the different consultations carried out during this phase of the project:

- A discussion on project and program goals and objectives with project staff;
- Detailed analysis of activities and the responsibilities of the project staff in their implementation;
- Drafting of team and individual deliverables as well as project outcomes (work plan);
- Development of an action plan for consultation with relevant target groups;
- Workshops with each of the project partners on their role in the baseline and project;
- A self evaluation of relevant needs of each of the project partners to inform capacity building exercises;

Feedback from staff and partner staff illustrated a stronger understanding of their individual responsibilities and deliverables as well as how their collective inputs contributed to the overall goals and objectives of the project. The planning sessions also extended into the project staff gaining a better understanding of the expected levels of change that their contributions and the project results would yield. The sessions also resulted in the development of a set of objectives common to the project and the program at large. These include:

- ✓ To strengthen the relationship between local government and civil society organizations;
- ✓ To strengthen relationships in divided communities;
- ✓ To foment improved participation of citizens, especially youth and women, in the resolution of their problems;
- ✓ Encourage the role of women in society and in social change (which is a priority of the government of Angola);
- ✓ Encourage participation of youth in society

Finally, the self needs assessment resulted in a concrete understanding of the overall needs in terms of capacity building. These needs provide insight into what areas SFCG staff should concentrate during upcoming capacity building sessions. While the capacity building exercises will focus largely on financial management, programme management,

and facilitation and dialogue, the categories allowed for a more nuanced understanding of the partners' needs and the sub categories that should be addressed.

The data collected for the self assessment was done so via the 'Civil Society Index Tool.' Using three scales, the lower number always represents the lowest level of development and the highest number represents the highest level of development. The average scores for each indicator will be calculated together, creating a single score in the range of 1-5. However, the chart below illustrates the average score of all of the participating partners NGO's in all of the categories with zero set at bottom and the ceiling at 30. The aim is to bring all partner NGOs / associations to an acceptable level in all areas. In general, the indicators developed for this index correspond to the weak development and nascent civil society in Angola. SFCG's project partners in all four cases are relatively newly formed (within 10 years) and these indicators have been created taking this reality into account. The self assessment document will be continually revisited based on the follow up process with partners. Once SFCG has seen growth to higher levels in critical target indicators, new indicators will be added for the most developed organizations.



6. Activity 2: Development of Media Tools

a) *Development*

Under this activity, SFCG began a process of preparing and developing the media component of the project. While these preparations did focus specifically on the television programming, they also included an investment in project staff and partners. This included ensuring that they gave input into the curriculum for the programming, but also that they had a strong understanding of the media component globally and their role in implementing that component of the project. The media tool preparation thus, consisted of administrative activities, capacity building, content development, and technical oversight from senior staff advising the project. Based on lessons learned from the production of 'The Team' in other country programs in Africa, SFCG decided to employ a strong amount of 'cross fertilization' or inter program expertise at this phase of the project. **Through the support of the GTF funding of 'The Team,'** Specifically, the sub components of this activity consisted of a visit from an SFCG Senior Technical Advisor, on 'The Team,' and SFCG's 'Common Ground Productions' Executive Producer. With the support of these advisors, the project staff and partners completed a number of preparatory activities that fall under the 'development of

the media tool' activity of this project. Namely, these include the recruitment of a production company for the script writing and production of 'The Team,' development of curriculum of the series, casting of actors, and the scheduling of activities. The following sub activity descriptions provide a more detailed description of these preparations.

b) Recruitment of Production Company.

SFCG benefited from a visit from 'The Team' roaming producer during the recruitment of the production company. Therefore, a lot of specific expertise went in to the recruitment process, based on experiences from the production in other countries such as Kenya and Zimbabwe. In conjunction with the Angola program and CGP leadership, a set of criteria was developed in order to select the best quality company that would be most appropriate to develop 'The Team' within the Angolan series. This criterion included the following: Expertise in producing short half hour dramatic series, experience writing dramatic episodes (content development), cost vs. Quality and the ability to develop a realistic budget, working relationship with government broadcaster (track record) and past experience and interest in developing capacity of local partners;

Of the four final candidates, the SFCG team decided to select 'Oscar Gil Productions.' The reason for this selection was their ability to meet the criteria presented above, but also because they proved the most qualified to develop content and produce programming that fit within the social development framework that 'The Team' will aim to model.

c) Development of Curriculum:

The development of the curriculum of 'The Team' began at the project preparation phase described in activity 1 and continued thereafter. At the project preparation phase, the second half of the visit by the Senior Technical Advisor was dedicated towards gaining staff input into the initial development of the curriculum. This included their input into the conflict dynamics that would inform the content development, but also in coming up with how 'The Team' could best manifest those social conflict issues in the form of a TV drama. This initial session included:

- A workshop on the global initiative of The Team and looked at how it could be applied in Angola. This included brainstorming on what social conflict ideas are unique to Angola and thinking through how these issues could be woven through the story line.
- A joint session with the Angola Director on how The Team addresses core issues identified in the 'Angola Program Strategy' and how the strategy fits within 'The Team.' could do to contribute to the strategy. The session sought to demonstrate how 'The Team' as a media tool could serve to elevate the whole program, spark innovation, and lead to new spaces and areas;
- Identifying how 'Non State Actors' could see themselves in the storyline of 'The Team' and how the plot identifies these actors as agents of change.
- Curriculum Planning Session: This included concrete planning of the curriculum:
 - A context/conflict analysis, looking particularly at the relationship between local government and civil society actors;
 - A process to define the overall objective of The Team and how it fits in with the overall and sub objectives of the EC funded project.
 - A discussion on the key target audiences of the show and the community-based work;

The second component of the curriculum development was through consultations with local partners. The local partners, responsible for helping to implement the project, met with

SFCG project staff and held sessions that would examine their ideas on some of the core themes and issues that should go into the development of the dramatic series. The discussions were not limited to simply developing thematic areas, but also to come up with themes that could be applied or addressed through situations and scenarios that could arise in a dramatic series such as 'The Team.' Some of these cross cutting themes identified throughout the sessions to feed into the story line are presented below:

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|-----------------------------|--------------------------------------|---------------------|
| - Youth unemployment | - Possible solutions by youth groups | - Domestic violence |
| - HIV/AIDs responsibilities | - Alcohol abuse among youth | - Parental Urban |
| - Crime | - Pollution and Environment | |
| - Juvenile Delinquency | - Rule of Law | - Basic Sanitation |

Upon contracting **Oscar Gil Produções** (OGP) as the Production Company to produce 'The Team,' SFCG held a script writing workshop with CGP Executive Producer, visiting Angola for the content development phase of the project. Working with the lead writer, the first step in the script development process was to recruit the assistant writers to work on the series. Using the material developed during the curriculum process, the lead writer and Executive Producer worked with the writers to dramatize the themes that would be used as the basis for the series. The writers worked with her to develop the characters and plotlines. The purpose of this exercise is to ascertain creative talent and to teach new writers the craft of writing for television and film. Writing ability is determined in a couple of ways: 1) by how much the writer understands the 'craft' of writing e.g. can the writer tell the story using the television format (25 minutes) which involves the ability to understand character development, beginning-middle-end, rising action, falling action, point of view, crisis and climax. 2) ability of the writer to tell a 'visual' story.

At the end of the workshop, it was decided that 2 of the 3 writers would work under the guidance of the lead writer as the writing process began. The lead writer would be detailed as the script 'guarantor' to ensure delivery of all 15 scripts but the new writers would be given the opportunity to write one or two full scripts. Following the writing workshop, the lead writer and the junior writers completed the 15 storylines. All storylines were approved by the SFCG- Angola team. Once approved, the writers moved on to write the first draft of the scripts.

e) *Pre Production Phase*

The pre-production for the series commenced directly after the development of the storylines and scripts. Pre-production was run by the production company as is the norm. After the approval of the storylines and scripts, the production company, in close communication with project staff began a series of pre-production activities. This process included completion of casting, scouting and defining shoot locations, and scheduling for shooting. It was also during this time that the scripts were finished and approved by the team at SFCG. Once approved, the production company was able to finalize the elements needed to move into principal photography.

Results:

The results yielded thus far are generally output oriented. Thus far, a number of milestones were met, Development of curriculum with Angola project staff and local partners;

- Recruitment of a Production company and writers;
- Development and approval of story line;

- Development and approval of scripts;
- Completion of casting, and selection of shooting locations;
- Scheduling and work plan for shooting developed;
- 17 episodes produced
- 17 episodes broadcasted
- A baseline study produced and published

f) *Production Phase and Post-Production phase.*

The production phase took place in the months of April 2011 to July 2011 in the city of Lubango, Luanda, Cabinda, Chibia and other smaller areas located in the Huila province. The firm Oscar Gil Produções completed the film according to the schedule and started the post production phase right after. The post production phase is now concluded and the 17 episode have been delivered to Search for Common Ground for final review, approval and clearance. The 17 episodes have been sub-titled in English according the contract signed with Oscar Gil Produções. The sub-titling in English will allow the broadcasting on non-lusophone TV stations and will allow SFCG to advertise the mini-series at a global scale.

Currently, SFCG is in possession of all the episodes. A trailer has been developed as well as a preview of the mini-series. The preview is a collage of the best moments and the strongest moments of the mini-series. SFCG has worked with a communication/marketing firm based in Luanda (Angolan firm) for the launching of the show, the publicity, the broadcasting the marketing and for the outreach activities. The outreach activities, broadcasting and dialogues are forecasted to begin in January 2012.

Results

- 17 episodes have been recorded;
- 17 episodes have been finalized and are broadcasted.
- 17 episodes are sub-titled in English
- The capacities of Oscar Gil Produções and of the casting of the mini-series have been considerably reinforced in terms of the Common Ground approaches.
- A publicity and marketing plan has been developed and implemented.
- A trailer and a preview have been made
- A marketing plan has been produced

g) *Baseline Study.*

The baseline study has been developed and will focus on two key elements within the project: 1) reinforcing capacity of NSAs in the four provinces and 2) transforming relationships to reflect more collaboration between NSAs and LAs. Therefore the questionnaire has been developed in collaboration with the Monitoring and Evaluation Expert of SFCG and the local design monitoring and evaluation officer. The questionnaire focuses also on the

The questionnaire has been administered to 1,789 persons in the four provinces Luanda, Cabinda, Huambo and Huila. Two municipalities were selected in each province. The baseline has been completed and. The results that might be considered sensitive and controversial by the Authorities have been published in a consolidated report in January 2012. The questionnaire was administered by the partners and was tested before implementation. The partners did effectively participate in the elaboration of the questions.

Although the Angolan government recently embarked on a decentralization process, its success is significantly constrained by the lack of information about the process, the mistrust that prevails toward local authorities (LAs) and the limited experience of non-state actors (NSAs) and citizens to work with local officials. To tackle these challenges Search for Common Ground (SFCG), in collaboration with local partners, initiated an innovative project funded by the European Commission, called “*A Equipa: Non-State Actors and Local Authorities Tackling Governance and Development Together.*” Between August and November, 2011 a baseline survey was conducted in the four provinces (Cabinda, Huambo, Huila and Luanda) where the project activities will take place. The survey was particularly interested in six major themes: (1) the relationship of people to LAs; (2) capacity of respondents to advocate; (3) conflict resolution capacity; (4) participation of vulnerable groups in decision-making; (5) problem-solving capacity of the respondents; and (6) the knowledge of expressions related to the project objectives.

One of the key findings of the baseline study was that people’s views on and their relationship with LAs varies significantly, especially across regions, with respondents in Luanda and Cabinda having the most negative perception. The survey also indicated that relatively few people participate in the local governance of their community. Furthermore, somewhat lower participation was most noted in case of women and people with no formal education. Nevertheless, despite of their diverging views, most of the people questioned feel prepared to engage with LAs.

With regard to the second theme, the baseline survey found that most people feel confident about their capacity to advocate, and facilitate consultations and discussions in their community. Younger people in particular feel positive about their capacity to undertake these activities. With regard to gender, approximately 39 percent of the respondents think that women and men have equal capacity to advocate, while 21.6 percent said that the women and 36.8 percent that men are better able to advocate.

Concerning the conflict resolution practices in the studied provinces, the survey revealed that the great majority, 82.7 percent, of the respondents are committed to non-violent approaches to handle their conflicts and problems. In addition, most people see different gender and age groups participating equally in conflict resolution in their communities, whereas 27.9 percent of the interviewees stated that men, 27.5 percent that adults and only approximately 4 percent that women or young people participate more. In addition, only 57 percent said that their community engaged in conflict resolution in the past year, with considerably lower participation noted in case of Luanda.

Regarding the main demographic and regional trends the baseline study indicates that there is significant difference across regions not only in their perception of LAs but also their knowledge of the key expressions of the project objectives. Moreover, young people are more confident about both their capacity to advocate and about their problem-solving skills, and more likely to see women and men having the same capacity to advocate. With regard to gender, in most cases there were no dramatic differences between men and women, but women tend to be somewhat less confident about their ability to advocate or participate in local governance. Finally, people with lower education are less likely to find LAs accessible or participate in the local governance of their community.

7. Activity 3: Partner Capacity Strengthening

a) Capacity Building with Local Partners

Fitting within the framework of ‘activity I,’ the action team made a strategic decision to carry out the planned capacity building sessions with local partners once they had a sound

understanding of their needs. It became apparent during the planning sessions that some of the capacity building needs extended beyond the originally planned curriculum.

A program expert based out of our Washington DC headquarters has come to Luanda to train the partners into facilitation/dialogue techniques during the month of October 2011. The training took place in Luanda and a facilitator's guide has been developed for the partners. Upon completion of this guide, a more detailed training has taken place in each of the provinces during the month of November and December 2011.

The episodes have been tested along with some focus groups before launching the activities at full scale. This training has also allowed the partners to make acquaintance and to strategize together. Establishing communication among the partners is also a subjacent objective of the Action's sustainability.

During those training, capacity building in project management has been given as well to each of the partners participating in this project.

b) Pilot testing and revision

The pilot testing has started in October 2011 when the first episodes were delivered by the TV production house. We have started the screening with the partners, schools students, civil society members and personnel from several international organizations and embassies stationed in Luanda. The feedback was positive and enthusiastic although some individuals expressed concerns regarding the fact that the messages conveyed in the episodes were somehow very new for the audience in Angola and particularly for the very conservative state-run media.

c) National TV Broadcast

The 17 episodes have been broadcasted on TV Zimbo in two times: January 2012 to April 2012 and June 2012 to August 2012. Negotiations are taking place with TPA, TV Record and TV Globo. With the RTPA (African network of the Portuguese Television Network), negotiations are also undergoing for broadcasting in the non-Portuguese speaking countries of Africa and in Brazil.

d) Ordering Mobile Cinema Equipment and other preparation

This has been completed closer in 2012. The equipment has been ordered from a provider based in the Netherlands and the equipment has arrived in Luanda during the month of November 2011.

e) Mobile Screenings and Dialogue

The mobile screening is taking place and a full work plan has been made in collaboration with all the partners has been elaborated. The work plan has been shared with the donors input and for suggestion if representatives of the donors want to attend screening and/or dialogues. The screenings have given also time to perfectly train the partners and their activists into the delicate yet interesting technique of Common Ground dialogues. We will keep in mind that the dialogues between the local authorities and the Non-State Actors must be transformed into collaborative actions that will be the pinnacle and culmination of the objectives set forth by the Action and clearly expressed in the logical framework.

8. Assessment of the results of the Action so far

The results this far have been largely output oriented. This far, key milestones have included a participatory and inclusive curriculum development process, an extensive project planning session with SFCG staff as well as local partners, a self needs assessment, and the development of the story lines and scripts. The key outputs that were achieved and

described in the results section of each activity section above, were accentuated because of the strong level of involvement by SFCG technical staff. This includes the SFCG Senior Technical advisor during activity 1 in the project planning phase as well as in activity 2 for the media content development. Additionally, SFCG's 'The Team' roaming producer was on retainer and visited Angola in addition to the CGP executive producer. The Angola team also benefited from the technical input from the Africa Grants, Compliance and Finance Advisor and Africa Regional Director. This input allowed for a nuanced approach to the activities, and we feel provided an added value to the outputs achieved thus far.

We also found that having a close relationship with project partners also ensured that the outputs achieved will later have a stronger effect on the project outcomes. The content for 'The Team' has included input from the project partners and national staff, and the implementing staff will have benefited from technical input, adding to the efficacy of the activities.

SFCG has continuously studied and learned from the project challenges as well. While some challenges such as weather, sudden changes of schedule, human resources and other typically Angola context constraints issues are largely unavoidable, SFCG will work to prevent setbacks with local partners, and plan alternative solutions to delays in production moving forward.

9. Outreach plan

a) Branding and Marketing

With funds from GTF, a series of marketing and outreach actions have been developed: 2,568 t-shirts with donors logos and the logos of SFCG, of TV Zimbo. The t-shirts are being distributed during the mobile cinemas public screenings as a mean to attract participants and to promote the mini-series. The t-shirts are distributed using participatory techniques and during interactive games, involving the plot of the mini-series. They are recompense to the participants that participated and answered to the questions of the moderator.

The following items have been produced as well in various and sufficient quantities for the four provinces covered by the outreach plan (Cabinda, Luanda, Huila and Huambo): caps, backpacks, pens, key chains, stickers and mugs. DVD press kits containing the five episodes, the preview, the trailer, the synopsis of each episodes, the facilitation dialogue manual, the presentation of the characters and several other information such as presentation of SFCG, of the TEAM global production and else have been produced for the press and for permanent marketing for the show. This will serve also for a progressive promotion of the series.

b) Outreach Activities

Please refer to the attached planning for exact location for the upcoming quarter.