



Disability and Development Partners (DDP)

TWENDI
Implementing Partner in Angola:
**LIGA DE APOIO A (RE-) INTEGRAÇÃO DOS DEFICIENTES
(LARDEF)**

Evaluation Report
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Abbreviations

AFUB	African Union of the Blind
AMMIGA	Angolan Association of Disabled Ex-Militaries
ANDA	National Association of the Disabled in Angola
APRM	African Peer Review Mechanism
CAPDE	
DDP	Disability and Development Partners
FAPED	Federation of Organisations of Disabled People
FDLP	Federation of Associations of the Disabled in the Portuguese Speaking Countries
GDP	Gross Development Product
GTZ	German Technical Cooperation
HDI	Human Development Index
HIPC	Highly Indebted Poor Countries
IDP	Internally Displaced Person
INEFOP	Institute for Employment and Vocational Training
IRSEM	Institute for the Socio-Economic Reintegration of Ex-Militaries
LARDEF	League for the Support and (Re-) Integration of the Disabled
MAPESS	Ministry of Public Administration, Employment and Social Security
MDG	Millenium Development Goals
MINARS	Ministry of Social Assistance and Reintegration
MINDEN	Ministry of National Defence
MED	Ministry of Education
MINJUS	Ministry of Justice
MINSA	Ministry of Health
MINSA	Ministry of Health
NEPAD	New Partnership for Africa's Development
SAFOD	Southern African Federation of the Disabled
UNDP	United Nations Development Program
USD	US Dollar
WFD	World Federation of the Deaf
DIS	Disability Initiatives and Services

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1 INTRODUCTION

According to the Terms of Reference (ToR) developed by Disability and Development Partners (DDP) and their Angolan partner, Liga de Apoio a Integração dos Deficientes (LARDEF) in October 2006, main purpose of the evaluation of the 'TWENDI' project was

“to assess the relevance, impact and cost effectiveness of the project and to make significant recommendations”, and “to identify the key lessons learnt in terms of capacity building for LARDEF and impact at community level.”

A number of questions on project design, project implementation, impact of project activities on the lives of beneficiaries and the sustainability of the project approach were outlined in the ToR to help assess the achievements, constraints and failures of the 'TWENDI' project and draw lessons from this experience for the continuation of LARDEF's as well as DDP's work in Angola.

The evaluation, which was carried out by the end of January / beginning of February 2007, has been prepared by a briefing through DDP staff in London on January 15, and intensive communication between DDP, LARDEF and the evaluator. The evaluation work plan foresaw visits in Luanda, where LARDEF's head office is, as well as in Benguela and Moxico province, where TWENDI has been implemented. The first two parts of the schedule have been carried out successfully and with very valuable support of LARDEF's staff from Luanda and from Benguela, but unfortunately the last visit planned according to the schedule (in Moxico) was not possible, due to reasons beyond the responsibility of the organisation:

One of the reasons for the change of schedule was the non-existence of appropriate conditions of the aviation companies for passengers travelling in wheel chairs. Another reason was the effect of the heavy rains in Angola, which caused delays and cancelling of flights. The combination of the two reasons made the trip to Moxico by plane, which had already been scheduled impossible. Given the time frame there was no possibility to go by car instead, so that the only way out were questionnaires, prepared by the evaluator in coordination with the LARDEF team, telephone interviews, and visits to organisations, LARDEF is working with in Moxico, and who also have representatives in Luanda. For the telephone interviews it was always one of the project managers, or one of the regional coordinators / project officers who introduced the evaluator to the person. The persons in question were representatives of the state (MINARS, INEFOP, GTZ in Luanda) and of NGOs (Handicap International in Benguela, German Agro Action in Luanda, The questions were mainly dealing with their relationship with LARDEF, the structural changes of the organisation, and the main challenges they had been able to assess. One of the program assistants was already in Moxico. He was asked to stay there, and was sent a number of guiding questions by phone¹. He visited several communities to do individual and group interviews with beneficiaries based on the questionnaires and transmitted the collected answers to the evaluator personally after returning to Luanda. The travel difficulties were almost typical for the present situation in Angola, and for the working conditions of LARDEF. The support of the team was paramount. Without this it would not have been possible to gather the necessary information for this report.

The evaluation methods comprised document study, planning sessions and reflections between the evaluator and the LARDEF team, open and semi-structured interviews, group discussions, observation, structured interviews with questionnaires and telephone interviews.

Thanks to the deep commitment of staff members and volunteers within the organisation it has been possible to gather the necessary information in spite of all constraints.

¹ The questions are documented in the Annex 7.1

2 EXECUTIVE SUMMARY

Issues	Results
Overall background	<p>The country context in Angola is still very difficult, with a very uneven distribution of wealth and a very high percentage of poor and very poor people. The population shift during the war has created agglomerations of very poor in the outskirts of urban centres, which often do not have any sanitation, health care and schools. After the war, government (re-)integration programs favoured resettling in rural areas, but these programs mostly were not accompanied by a due development of infrastructure, basic services and economic opportunities. Up to now a large percentage of government money goes to the urban centres.</p> <p>The migrations during the war have left many family and other social relations affected. For disabled persons, a large percentage of who have been and are among the poorest, due to lack of acceptance within society and due to lack of access to means of education, this means that even the family protection from before the war is now mostly non-existent, often leaving this group of persons in desperate situations.</p> <p>The other effect of the war was the considerable increase in the number of persons with disabilities. There are different reasons: war injuries, landmine injuries, but also the overall lack of medical assistance and vaccination. Angola for instance is one of the few countries, where cases of polio are on the rise...</p> <p>Up to now there are no clear government policies, and even already existing laws, like the labour law, asking public service and private enterprise to employ a minimum of 2% of disabled, are not respected. As the government in 2005 officially declared the end of the “era of emergency” and the “transition into development”, some of the ongoing programs and international co-operations came to an end. The sector dealing with disabilities was also affected, because the international aid for the orthopaedic centres (which was badly needed) came to an end, but the national health system did not put anything equivalent in place.</p>
Institutional background	<p>LARDEF is the one well-known organisation of persons with disabilities in Angola; it has gained a very positive reputation since it came into existence in 1997. Practically all foreign organisations dealing in one way or the other with issues of disability have been in contact with, consulting or cooperating with LARDEF (Handicap International, Jesuit Refugee Service, GTZ, German Agro Action). In all, there are not many organisations dealing with the issue. It is also the only organisation working at national level, provincial and local level (mainly in the area of advocacy and lobbying). And it has therefore been the only PwD organisation consulted in the process of elaboration of action plans within the government strategy for the eradication of poverty, although the influence has been relatively low, due to the lack of an overall pressure from civil society.</p>

	<p>LARDEF is cooperating with the other existing (Angolan) organisations dealing with issues of disabilities and is very much pushing the strengthening of the national federation of organisations dealing with disabilities as well as the federation of the Portuguese speaking countries, because only strong federations can produce the necessary pressure within the Angolan society for the absolutely necessary substantive changes.</p> <p>Co-operations with ministries are never easy, because of the lack of clear policy outlines, although there are a number of good links with people working within ministries, who are willing to do something and would rather feel encouraged by a stronger pressure from civil society organisations like LARDEF.</p>
<p>Main findings</p>	<p>Dealing with issues of disability in practical terms is not yet on the government agenda in spite of the political discourse on specific events like the International Day of the Disabled. The most striking example may be, that in spite of the consultation with LARDEF during the elaboration of the strategic plan for the eradication of poverty, the last status report from 2005 does not even mention the issue of disabilities.</p> <p>Many disabled persons, especially among Internally Displaced Persons (IDPs), who are the main target group of LARDEF, are among the poorest in society. This target group has huge expectations towards LARDEF, because:</p> <ul style="list-style-type: none"> ➤ There is an enormous need for development within this group; ➤ There are not many organisations working with them, and government institutions are not interested or often also do not hold their promises; ➤ The experience of war and emergency has created a very strong attitude of “receivers”, people expecting that they will be given something, but with a very low sense of self-esteem and self-responsibility. <p>LARDEF’s interventions with target groups have definitely been relevant, given the enormous need of the people. The capacity building aspects, as well as internally and within the groups of beneficiaries, is extremely relevant, because it tackles the institutional strength of the organisation, as well as the self-help capacity of persons with disabilities. The structural changes within the organisation have been very important and should be consolidated. They have stabilized the organisation and can serve as an example for other NGOs in a country without much democratic experience.</p> <p>LARDEF’s programs have been more successful where the organisation took time to mobilise people, educate them on their rights and promote ways of self-help, instead of restricting itself to the introduction of measures, where the only focus is relying on economic integration. It is a pity that there is no inbuilt monitoring and evaluation (M&E) system at all levels so far, which would help to obtain more systematic results, as can be found by visits from time to time. There are of course different methods for the establishment and implementation of</p>

a M&E-system, and for an organisation like LARDEF, intending to strengthen the self-help capacity of its members, the most important criteria for the selection of the method should be that it creates a strong participation of the members, who are also part of the target group. In chapter 5.4 the present situation of M&E is explained in detail and examples are given of how a system might be introduced. It might also be helpful for LARDEF to consult the Angolan Human Rights organisation Mosaiko in Viana, which introduced a new system itself ². As Latin America in general and Brazil as Portuguese speaking country have quite some experience with participatory M&E-systems, it might also be useful to contact the Brazilian federation of PwD-organisations for support.

Once people have understood, that nobody will “rescue” them, if there is no pressure and effort from their side, it is astonishing how quickly the beneficiaries understand the situation and change attitudes and behaviours. There were quite a number of convincing examples of how with the mobilisation of people

- they themselves manage to get from the government, what had long ago been promised (zinc sheets for their roofs);
- they develop a sense of responsibility for others (including other disabled persons in their newly built up business);
- they start planning for a better life for their families (matriculating their children in school, setting money aside for times of need).

These are just a few examples of what could be observed during the visits, but they show that the work of LARDEF has an impact. Unfortunately impact indicators have not been identified in the planning process, but it should not be too difficult to formulate some in future. Impact indicators identified during the visits and the planning sessions were for example:

- At least when establishing a strategic plan there should be indicators (where is Lardef starting from and where does it want to reach within a certain time frame);
- The beneficiaries feel that they also have a duty to help others, for instance including them in their business;
- The mobilization of PwDs has enabled them to understand their rights and to stand up for them: Getting the zinc sheets for their houses which had been promised long ago, or, in a community with a lot of disabled children get the regular visits of a physio-therapist in the village;
- Families are able to eat more than once a day;
- Parents are able to send their children to school;
- Families are able to get health care;
- PwDs are able to talk to authorities, to demand and defend their rights and to negotiate solutions.

The most important rule for the establishment of indicators and the M&E-system is to define first, what the organisation NEEDS to know. This helps to avoid the collection of data, which in the end are of no use. A process can be monitored as well as the result.

² Between 2003 and 2005 the Centro Cultural Mosaiko introduced such a system and might offer the respective documentation; The university of . Sao Paulo offers courses and online material

	<p>As the development of an M&E-System and the need for the development of indicators, which necessarily goes with the M&E-system, were also mentioned by the DDP-consultant it should be easy to work the two out with him.</p> <p>Sustainability of the organisation itself is a concern, which should be dealt with urgently. Sustainability of programs with beneficiaries to a large extent depends of the capacity to mobilise self-help. The advocacy and lobbying part of the organisation should therefore absolutely be reinforced (including also the strengthening of the before mentioned federations).</p>
<p>Conclusions and Recommendations</p>	<p>There are four main areas for recommendations which reflect the main findings and conclusions:</p> <ol style="list-style-type: none"> 1. The general situation for PwDs in Angola is still difficult, as they still are one of the discriminated groups. But with the consolidation of peace, the economic development and a certain political liberalisation in the country new spaces and opportunities are opening, which should not be missed. Voicing the needs of PwDs is therefore very necessary now, which means, that LARDEF as one of the important representatives of PwDs in Angola should strengthen lobbying and advocacy now and try to make use of the opportunities to influence policy in favour of their members and beneficiaries. 2. The civil society movement in Angola is rather young and inexperienced and the Angolan movement of organisations working with or representing the interests of disabled persons is no exception. Capacity building for LARDEF itself, further strengthening their organisational structure and mobilising force should therefore continue. This capacity building should include the exposure of staff and members to international contexts and the reinforcement of communication and exchange with like minded organisations. 3. The income generating measures as a contribution to the social and economic integration of PwDs as a whole has been successful. In order to improve these activities there should be a systematic evaluation of the experience so far (“lessons learnt”). It should also be guaranteed, that a tight follow-up on the activities with the beneficiaries of part of the project activities. The project measures for the social and economic integration like professional training, distribution of kits, distribution of animals etc. so far on a large scale was carried out successfully. There are, however, a number of things, which might be improved. 4. Sustainability for the organisation is and should be a concern And there are several ideas of how to proceed. It would be useful to organise a specific meeting to brainstorm and further develop these different ideas and on the other hand to offer specific training in fund-raising to staff and active members.

3 CONTEXT
3.1 COUNTRY BACKGROUND

The last official census in Angola took place in 1972, which means that up to now there is very little reliable data on demography and other development issues; what is at hand are mostly rather estimates and results of observation than systematic quantitative data. Baseline studies up to know have never covered the whole country, but at the best whole provinces. The figures used in this report are all based on the ‘Millenium Goals Status Report’ of 2005, which was prepared by a team of government officials, UNDP staff and consultants and may offer a relatively objective view, although sources have not always been clear. Angola in 2000 had adopted the Millenium Declaration as ‘a solemn and global commitment for the promotion of peace and development’. The country has also joined the ‘New partnership for Africa’s Development’ (NEPAD) and the ‘African Peer Review Mechanism’ (APRM), which is a voluntary process of progress assessment towards fulfilment of the “Millenium Development Goals” (MDGs).

Table 1: Status and developments of specific MDGs in Angola in 2005:

Goals / Targets	Actual level of achievement of goals			Probability of goal achievement			Adequacy of policies		
	High	Moderate	Low	High	Moderate	Low	High	Moderate	Low
Goal 1: Eradication of extreme poverty and hunger			X		X			X	
Goal 2: Achieve universal primary education	X			X			X		
Goal 3: Promote gender equality and empowerment of women			X		X			X	
Goal 4: Reduce Infant Mortality			X		X			X	
Goal 5: Improve maternal health care			X		X			X	
Goal 6: Fight HIV/AIDS, malaria and other diseases			X		X			X	
Goal 7: Ensure environmental sustainability			X		X				X
Goal 8: Develop a global partnership for development		X			X				X

Government reports say that in 2004 about 1 million children went back to school and 29.000 teachers were recruited. The reliability of this number may be questioned, but it should be relatively reliable in comparison with others, because the mixed evaluation team also looked into government payrolls and visited sites.

The same report further on says that in the same year about 5.2 million people were vaccinated against polio, but, as the Ministry of Health (MINSA) stated, this did not stop new cases, because several remote areas were without coverage..Angola’s social development indicator, based on the UNDP Human Development Index (HDI), according to the report had improved from 0.381 in 2004 to 0.445 in 2005. But in spite of this improvement in 2005 Angola still ranked 160th out of 177 nations on the index. Between 2002 and 2004 the Gross Development Product (GDP) grew more than 10%, which allowed GDP per capita to reach USD 1.247 in 2004, overtaking the USD 1,000 limit that allows qualifying for Highly Indebted Poor Countries (HIPC)

status. As the status report 2005 underlines, this ‘basically reflects the increase in oil production and the oil barrel price’.

Without going into detail (also because of the problem of non-existent specific data) it should be noted, that Angola is showing a huge gap between rich and poor, a very uneven distribution of wealth. From what can be seen at community level it is also obvious, that among the poorest members there are very often persons with disabilities. When access to basic services for citizens at a general level is already difficult, it may be assumed that it is even more difficult for persons with disabilities. This assumption corresponds to the results of the assessment of conditions in the target communities of LARDEF. The difficulties persons with disabilities are facing are:

- Problems of accessibility: most important is the lack of physical accessibility, because PwDs very often cannot enter public buildings (administration, MINARS, schools, health posts, public and private transport;
- Lack of information about citizens’ rights;
- Lack of adequate equipment for mobility and rehabilitation;
- And social and economic exclusion.

Each one of these problems contributes to the fact, that persons with disabilities very often face difficult economic situations.

The double-fold overall objective of LARDEF including a rights based approach claiming equal rights and eradication of discrimination, as well as strengthening the self-help capacity of persons with disabilities can therefore be considered as an immediate and long-term response to these difficulties.

3.2 INSTITUTIONAL BACKGROUND

Since 1992 a number of organisations have been created, dealing with or representing persons with disabilities, but they have not really gained strength yet, due to weak resources and internal leadership capacity, lack of information, strong cultural, social and economic barriers, and weak connections with regional and international movements representing the interests of this group of persons. The movement in Angola, represented by a national federation, the Federation of Associations of the Disabled (FAPED, founded in 2001), is still young and not yet very strong. But the empowerment of the Angolan movement is an ongoing process, which is supported by regional and international organisations like

- The Southern African Federation of the Disabled (SAFOD);
- The Federation of Associations of the Disabled in the Portuguese Speaking Countries (FDLP);
- The African Union of the Blind (AFUB);
- The World Federation of the Deaf (WFD).

At government level in Angola seven ministries are dealing with issues connected with disabilities:

- The Ministry of Health (MINSÁ);
- The Ministry of Social Assistance and Reintegration (MINARS);
- The Ministry of National Defence (MINDEN);
- The Ministry of Ex-Combatants and War Veterans (MACVG);
- The Ministry of Justice (MINJUS);
- The Ministry of Education (MED), and
- The Ministry of Public Administration, Employment and Social Security (MAPESS).

The Institute for the Socio-Economic Reintegration of Ex-Combatants (IRSEM) was created as a specific institution to deal with the problems of ex-combatants, whose demobilisation and reintegration fell under the peace accords of Bicesse and Luena, working mainly with project money from international donors like the World Bank. Unfortunately there is no specific mention of per-

sons with disabilities in the treaties. The other problem is, that there is quite a number of ex-combatants, among them a considerable number of persons with disabilities, who do NOT fall under the before mentioned treaties, and are thus unattended by IRSEM.

MINARS in theory has the lead coordinating the ministries in developing and implementing government policies, but for the moment being, and above all due to the fact, that the legal base to assure equal rights for persons with disabilities is rather weak, the different ministries' efforts are rather dispersed. A project of a new law is under way, and it is certainly a step forward, that organisations like LARDEF have been invited to forward their points of view and suggestions. The government has also started offering money to organisations representing persons with disabilities to support them, but this is seen rather critically by the concerned organisations like LARDEF, because it is seen as a possible way of controlling the organisations, as they are getting stronger.

Table 2: Brief overview of some institutions / organisations dealing with disabilities:

Organisation / Institution	Information
MINARS	MINARS is the ministry dealing with all kind of social affairs and reintegration (dealing for instance with reintegration of IDPs and refugees after the end of the war). MINARS is entitled to coordinate the different government institutions with regard to all issues concerning persons with disabilities. At national level the Ministry has a national Secretariat for the Integration of Persons with Disabilities, at the provincial level the ministerial delegations have sectors dealing with the issue.
INEFOP	This is a public institute with a legal identity and administrative, financial and management autonomy to execute the policies and programs to promote employment and vocational training. It is under the Ministry of Public Administration, Employment and Social Security (MAPESS). At present there are 13 Centres for Professional Training and 3 for Professional Rehabilitation. LARDEF beneficiaries are being trained by INEFOP.
PACTO	The American NGO PACT has been active in Angola since 1996, working with NGOs mainly at the provincial level, enhancing their capacity for transparent governance, focused programming, human resource management, fundraising, and financial management. To ensure sustainability the Angolan organisation PACTO has been created, which is continuing with the same work. Some of LARDEF's staff members before joining LARDEF worked as project officers for PACT and later on did some consultancy work with LARDEF (for instance financial counselling).
Handicap International	Rehabilitation, prevention and integration are the main issues this international NGO working with disabled is focussing on. Handicap is one of the oldest international NGOs in Angola, supporting advocacy and lobbying, but also offering training and practical support through projects. Handicap International in Benguela province has been supporting programs on local radio to complement a support from DDP.
AMMIGA	AMMIGA is exclusively working with ex-combatants, victims of war, and their families, acting mainly as implementing partners for programs of government or international NGOs, mainly with funds from World

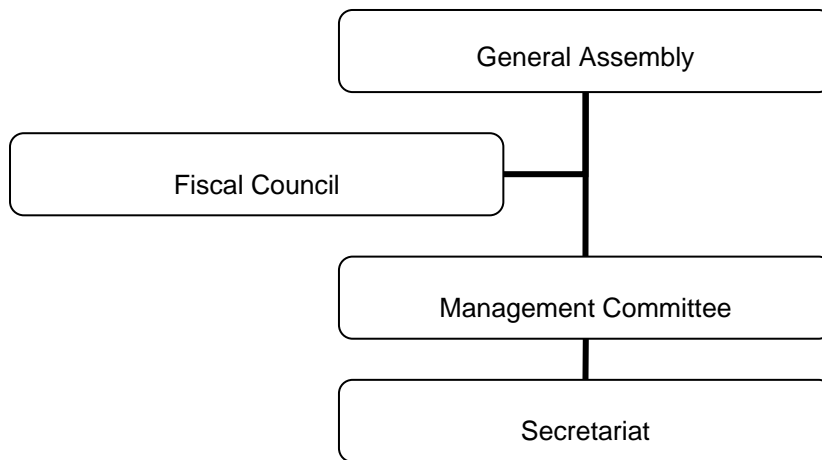
	Bank and the European Union.
ANDA	Similar to LARDEF the organisation is working with disabled persons in general, but in other provinces than LARDEF.
FAPED	The national federation is meant to represent the different Angolan organisations representing disabled persons. It is still young and the structure is not yet well developed.

4 BRIEF DESCRIPTION OF LARDEF

4.1 ORGANISATIONAL ANALYSIS: STRUCTURE, PRINCIPLES, DECISION MAKING, STAFF, CAPACITIES

LARDEF was founded officially during the first General Assembly on January 12, 1997 as a non-governmental lay organisation of non-partisan volunteers 'to represent and promote the rights, interests and participation of disabled people'. The organisation was *legally recognised* by the Ministry of Justice and *registered* by the 'Technical Coordination Unit for Humanitarian Assistance' (UTCAH) of the Ministry of Social Assistance and Reintegration (MINARS). A new constitution, which introduced a clear division of power, was introduced during the 3rd General Assembly (GA) of the organisation in October 2004. This GA also decided on a strategic plan and initiated a reform process.

Outcome of the reform process was the following structure:



Members of the Management Committee (MC) are elected for three years and may only be re-elected once. According to the philosophy of the organisation that persons with disabilities should speak for themselves, the GA decided, that only PwDs could be elected into the MC, which is outlining the overall policies of LARDEF, as well as orienting and supervising the executive director. The MC has a president, a vice-president and 5 members:

- A secretary for administration, planning and finances;
- A secretary for advocacy and human rights;
- A secretary for women, youth and children's affairs;
- A secretary for integration, sports and culture, and
- A secretary for cooperation and exchange.

The president of the MC by definition is the president of LARDEF. The Committee meets every 3 months but if need be also more often. This was for instance the case, when a problem had to be solved immediately, caused by LARDEF, wrongly using funds in a project not connected with the funds given by DDP. Fortunately the joint efforts of the two organisations involved enabled a good solution of this problem. The positive learning effect of this experience was that the financial reporting system was revised, resulting in a three months schedule for the financial reports, which enables a much tighter control for both sides. During the process of restructuring the organisation, the Committee, whose members come from different professional backgrounds (e.g. construction engineers, medical doctors, economists) received several technical and leadership trainings and also had the chance of exposures to other countries. The exchange of experience for them has always been very educational, and they are discussing, in how far an exchange of personnel might be helpful and how to realize it. In order to strengthen the movement in Angola, the committee considers lobby and advocacy at the national level as very important and thinks

that a stronger networking with like-minded organisations at national, regional and further international level will also promote the growth of the movement.

The Fiscal Council (FC), also elected at the same time as the MC, has 3 members. As it is mainly controlling the financial report, it has up to now only had two meetings, but they are in regular contact with the Executive Director.

Other important changes took place in the executive structure of the organisation:

- The *executive director* is assisted by three *programme coordinators* of the following three programmes and one administration officer:
 - 1) Program for women, youth and children
 - 2) Program for economic support and income generation
 - 3) Program for the mobilization of members
 - 4) The *administration officer*, responsible for administration and finances, is also supervising auxiliary staff
- Activities concerning the African Decade are under the auspices of the executive director.

At the beginning of 2007 LARDEF head office besides the above mentioned staff also had 3 assistants and some auxiliary staff. The provincial offices in Benguela and Luena/Moxico have their own structure with a coordinator each, an assistant each and some auxiliary staff. Besides that a considerable amount of work is done by members acting as volunteers, because they feel that this is their organisation. With the new organisational structure LARDEF also defined responsibilities for all newly created functions at the national and provincial executive level. Rules and regulations, however, have not yet been elaborated.

Until the restructuring exercise the organisation for 6 years had operated without full-time or paid staff, highly dependant on the MC, because it was using members as part-time workers. There was, however, a felt need to change the operational methodologies to be able to use resources more effectively and be accountable and transparent to members, partners and donors. As part of the implementation of the strategic plan, a leadership workshop was organised in March 2005, focussing on the orientation of LARDEF's leadership towards the management of the organisation and the structural changes needed to implement the strategic plan adopted by the GA.

LARDEF's principles are very much influenced by its own experience in the struggle for equal rights as well as by the philosophy of the international disability movement expressed by "nothing about us without us".

While in the beginning of LARDEF's existence the organisation had been functional without permanent staff, operating with project staff and with members fulfilling functions who received only subsidies, the restructuring of the organisation also turned it more professional: today at the executive level of the organisation persons have had different professional backgrounds and trainings and quite some experience in the area of disability. There are persons who have been working within state structures dealing with disabilities, economists, social workers and persons with teaching / training experience and expertise in the mobilisation of people.

All newly created functions within the organisation were defined by terms of reference. An internal regulation was not yet established, but the main procedures have been defined and are operational:

- Staff meetings at senior level take place every two weeks, and if need be more often, at junior level once a month. These staff meetings serve to exchange information about the planning of each area and to harmonise money allocation for the different areas and to harmonise time schedules.

- Every work area prepares a monthly report for the executive director, which afterwards feeds into the annual reports.
- If there are divergences in the opinions of staff members and executive director, discussions are normally continued until reaching a consensus.

4.2 VISION, MISSION, OBJECTIVES

During the process of restructuring the organisation and establishing a new constitution, LARDEF defined its *vision* as:

“An environment without barriers, where persons with disabilities are integrated in society and their rights respected”.

The organisation’s *mission* derived from this overall vision defined as

“To represent and promote the rights, interests and participation of persons with disabilities.”

The principal *objectives* of the organisation are based on the constitution; as defined in the strategic plan for the period 2005 – 2007 read:

- “To develop programs, projects and activities to assure equal opportunities for persons with disabilities;
- To promote and participate in the overall integration in society of persons with disabilities;
- To advocate and lobby for the promotion of rights of persons with disabilities for the establishment of laws and politics favourable to their rights;
- To help create small and medium sized business managed or supervised by persons with disabilities in order to create self-employment;
- Collaborate with private and public institutions in the definition of politics in the areas of education, health, employment and social assistance for persons with disabilities; and
- To promote and support cultural, sports and leisure activities.”

It is in line with this strategic plan, and specifically in accordance with the overall objectives, that some *specific issue oriented, cross-cutting areas* were defined. These specific issues have been defined as references for all programs and activities of LARDEF, which means that programs and activities have to be harmonised within this framework. The areas are:

- The African Decade (1999 – 2009) for Advocacy, Sensitization, Accessibility and Lobbying of Persons with Disabilities;
- Community development and social integration,
- Networking, publishing and dissemination,
- Institutional development..

Within the different program areas LARDEF defined objectives, methods, expected results and some indicators, which serve as reference points evaluating the TWENDI project.

4.3 PROGRAMS, PROJECTS AND APPROACHES

When LARDEF was founded in 1997 and during the first years of its existence the overall goal of the organisation was to render service to persons with disabilities and rather give assistance than enable people to speak and act for themselves. There has been a shift in the understanding of the goals and in the approaches applied by LARDEF, since the organisation got more involved with international organisations and discussions going at that level. The approaches have changed – and are still in the process of changing – from one “doing for people” to one of “doing

with people”. This is an important change process, which will certainly still need some time to get deeply rooted, because there is quite a strong tradition of so called “assistentialism” in Angola. Different experiences have been feeding into an attitude of expecting help and assistance from others: a rather paternalistic approach during colonial time, but to a certain extent also during “socialist” time, and also the war, producing another very specific kind of vulnerability, which was for a long time answered by “humanitarian assistance”, reducing people to objects of “aid”.

The Strategic Plan 2005 / 2007 of LARDEF outlined the following programs, which are the reference for the different projects executed since or still under way of being executed:

I. Advocacy, sensitization, accessibility and lobby

Main objectives are:

1. Educate the community on the rights and interests of persons with disabilities;
2. Lobby for the improvement of policies on disabilities and follow up on the implementation;
3. Lobby for a change of attitude and of climate in favour of the inclusion of persons with disabilities.

II. Strengthening of capacities

Main objectives are:

1. Improve the leadership capacity of elected leaders, staff and members of the organization;
2. Increase the knowledge of advocacy and lobbying;
3. Create resources of the organization like human resources, an information centre, information technology and equipment;
4. Train leaders and managers in foreign languages (especially English);
5. Improve the office facilities of the organization.

III. Women, youth and children

Main objectives are:

1. Tackle the discrimination of women in society;
2. Create opportunities and capacities so that women may challenge society and participate in the different activities;
3. Strengthen the leadership capacity of women to facilitate their efficient participation in the disabled movement;
4. Promote and organise activities to increase the participation of youth in the disabled movement and society as a whole;
5. Promote activities and programs to assure an adequate assistance for disabled children;
6. Prepare women and youth for leadership and active participation in the disabled movement.

IV. Networking with partners and sharing of information

Main objectives are:

1. Build alliances and networks at national, regional and international level;
2. Collect and disseminate information for/from members and networks;
3. Inform institutions and individuals about LARDEF;
4. Improve the IT-equipment.

V. Economic integration and income generation for members

Main objectives are:

1. Advocate and lobby for the inclusion of disabled persons in the economic activities of the country;
2. Support and service the establishment of income generating projects for disabled persons.

VI. Mobilization of members

Main objectives are:

1. Mobilize groups of disabled persons in urban and rural areas to facilitate their integration;
2. Identify and support individual disabled persons;
3. Ensure the participation of persons with mental and physical disabilities in the organization;
4. Train PwDs in indifferent areas like self-representation, leadership capacity and the rights of disabled persons;
5. Inform disabled persons about the work of the organization and about the different services offered by government entities and others;
6. Organize campaigns for the sensitization on disability in different communities.

The program outlined in the Strategic Plan 2005 / 2007 served as reference for the development of the different projects³ in partnership with DDP, and financed by different donors:

- **Loja de Peças e reparações DIGNIDADE (Spare parts and repairs shop)**, from March 2005 to April 2006, funded by Adopt-A-Minefield, with outreach in Luanda and Benguela;
- **TWENDI**, from July 2003 to June 2006, funded by the Baring Foundation, with outreach in Benguela and Moxico;
- **TCHILEMA**, from January 2005 to December 2007, funded by the, Diana Princess of Wales Memorial Fund, with activities in Moxico;
- **AVANTE**, from January 2005 to December 2008, funded by Comic Relief, with outreach in Luanda, Benguela and Moxico, and
- **CONSTRUIR** is a project which got an initial funding from Chevron, and has set up a concrete bloc production. The aim is to build houses and office space for rent as an income generating measure.

4.4 DIRECT / INDIRECT BENEFICIARIES

In accordance with the vision and mission of the organisation, which have been reaffirmed by the strategic plan LARDEF has identified PwDs in general as target group and beneficiaries of the organisation. They may be direct beneficiaries of programs and activities, envisaging the improvement of their personal conditions through economic support and capacity building measures, and indirectly through campaigns, advocacy work and lobbying aiming at the creation of more favourable and equitable conditions for persons with disabilities.

Further indirect beneficiaries are the families of direct beneficiaries, but also the communities as such, because the improvement of individual conditions of community members also is a contribution to the development of communities. As the rights of persons with disabilities are an integral part of human rights, the reflection on and improvement of these human rights may contribute to a deeper understanding of human rights as a whole, which is definitely beneficial for the Angolan society as a whole.

4.5 PERSPECTIVES, NEEDS

Income generation to sustain the organisation in future is one of the main concerns of LARDEF. The project “CONSTRUIR” is a first step, but after initiating the project the organisation realised, that they need more money to actually go on with this project, which foresees the construction of

³ See also: LARDEF-website

houses for members, training and employing members, and renting the houses as an income generation. LARDEF has also realised by now, that they need to reflect on a proper and transparent structure for the management of this project.

The other concern of the organisation is the further strengthening of the organisation in its structure and management capacity. The process initiated in partnership with DDP has been an enormous step forward, but the organisational strengthening and the institution building still needs consolidation.

As the problems faced in different countries are very much the same, the further strengthening of the umbrella organisation for the Portuguese speaking countries is felt as a need and an indirect support for LARDEF as well.

5 TWENDI

5.1 BRIEF HISTORY

During the first years of its existence, LARDEF had become one of the implementing partners of the German development cooperation, represented by GTZ in a project offering support to Internally Displaced Persons (IDPs).

The relationship between DDP and LARDEF has been developed as a result of the implementation of the DIGNIDADE project, which was initiated after a feasibility study visit to Angola in 2001. DIGNIDADE was addressing the lack of opportunities for disabled persons by setting up transportation co-operatives to create employment and income. It has gained much publicity in Angola and the experience and impact of the project have even been featured on national radio and TV as a project offering practical support for disabled people and promoting their social and economic integration.

Although the DIGNIDADE-project, which was supported by DDP, helping LARDEF with monitoring and evaluation and technical support, was quite successful, it was also obvious that the organisation had development and training needs. During several visits and in consultation with LARDEF staff, members, beneficiaries and other organisations and with the technical support of the DDP consultant the country needs in terms of disability and development were identified. (The consultant, who was contracted by DDP, had a long experience already by working with the Disabilities Initiatives and Services (DIS) in Zimbabwe.) DDP and LARDEF also jointly identified the capacity building needs of the organisation. The whole process was oriented by the consultant. This was the common ground for the TWENDI-project, which had two goals:

- “To strengthen the institutional and organisational capacity of the League for the Reintegration of Disabled People (LARDEF), a local Disabled People’s Organisation (DPO) in Angola to enhance their capacity to represent and voice the needs of disabled people with disabilities, run their own programmes, build alliances with other organisations and influence government policy.
- To improve the social and economic conditions of disabled people, who have been displaced due to the conflict to help them overcome some of the barriers they face and promote their integration.”

The project was originally planned for a period of three years – from July 2003 to June 2006 – but due to internal problems the time schedule was changed, so that in the end TWENDI had three periods:

First period:	July 2003 to August 2004 (but field work only started in November 2003)
Second period:	September 2004 to August 2005
Third period:	September 2005 to October 2006 (extended to December 2006)

The TWENDI-project was carried out in partnership of DDP and LARDEF, funded by Baring Foundation. The total cost of the project was budgeted with £ 226.776 over a period of three years, of which LARDEF had agreed to contribute £ 10.000 in kind and materials, also a further project car; which was not included in the funding request submitted to Baring Foundation. After revision the final three-year-budget came down to £ 156.000.

The late start of the project was due to the fact, that Moxico province, which had been selected for the implementation, was hit by unexpected torrential rains, so that access for weeks was impossible. LARDEF together with DDP decided to look for an alternative region and it took some time, until two communities in Benguela province had been identified: Chongoroi and Bolonguela. The work on the ground thus started in November 2003.

The second period of implementation in the field also started late, due to two reasons: LARDEF had started a process of reflection and restructuring of the organisation (see also chapter 4) and the establishment of a provincial branch in Moxico, where the practical work was supposed to start, was more complicated than expected, mainly due to logistics (transport problems between Luanda and Luena). So in February 2005 the TWENDI-project finally started in two communities in Moxico province, namely in Sangondo and Zorrô (Benguela continued).

In 2005 the so called “Emergency Programme for Angola” finished, entering into “the development stage”, which also meant that World Food Program (WFP) no longer was operational and no longer offered cheap flights for NGOs. National airlines which started flights to Luena, were (and still are) expensive and irregular. As practically all material for the provincial branch had to come from Luanda, this caused a lot of difficulties for LARDEF.

Another problem, which made the third period of the project extremely difficult, was that for about five months all activities with beneficiaries were paralysed. As was already explained in chapter 4, this five months paralyses was caused by the inadvertent use of project money, which showed that there were divergent understandings between LARDEF and DDP. In order to avoid such problems in future it was considered necessary to introduce a period of evaluations, trainings, establishment of a new (financial record) accounting system and audits and discussions between LARDEF and DDP. It is understandable, that for a project which had already been under certain time constraints this produced a lot of pressure in the end of the project period.

5.2 PROJECT DESIGN / PROJECT PLANNING

Based on the Strategic Plan 2005 / 2007 LARDEF with support from DDP developed an implementation plan, containing the capacity building component as well as the component of social and economic improvement for beneficiaries of the TWENDI-project.

LARDEF’s capacity building needs had been identified prior to the TWENDI-project already during discussions between DDP and LARDEF members, including cross-checks with other organisations working in the same area. According to staff and members of the political organs of the organisation, the capacity building they received “has been very useful, has helped to better understand the respective roles and functions, and has strengthened the organisation.” Staff as well as the president and active members of the organisation have an understanding of the importance of proper planning.

The needs of the target groups have been defined by fact-finding missions and need assessments in the provinces, including meetings with local administration, local, national and international NGOs working in the same area in the respective provinces. Before definitely selecting the beneficiaries, LARDEF staff has as well carried out house-to-house-visits of those, who had been pre-selected. There is, therefore a very high probability, that the goals, purpose, outputs and needs were properly identified.

5.3 PROJECT IMPLEMENTATION

Some general remarks

It is, however, more difficult to confirm if the activities and inputs were sufficient to achieve the goals, purpose and outputs: The main reason is that the indicators established to a large extent are rather unspecific, the starting point is not clear, there is often no value attributed to the indicators, so that progress is difficult to measure. Some of the activities have not yet been implemented, which is above all due to delays caused by time consuming discussions between the partners, which had become necessary to clarify misunderstandings. Of course LARDEF had some experience already before starting the partnership with DDP (e.g. acting as implementing

partners for GTZ and German Agro Action (AAA), but during the LARDEF – DDP partnership the projects took a much larger dimension.

The project outputs have been achieved within the planned budget. There were some substantial changes of the accounting system after the third period of the TWENDI-project, which is now operating with three-months-status-reports, which makes internal and external control much easier and more effective. With this tighter following up of money allocations to the different activities, incomes and expenditures it is also easier to react in case something needs clarification or changes are necessary. The fiscal council apparently only since 2006 has taken a more active role, which is definitely helpful for the organisation. When activities are starting late, as was the case several times within the 3-year period of TWENDI, money is easily accumulating by the end of planned expenditure periods and is thus creating a lot of pressure.

It might be worthwhile to revise the overall planning and reporting system as well, to better adapt it to the Angolan conditions, which often present a number of “foreseeable unforeseeables”, as people tend to call them. The examples given here for this kind of changing conditions are also those, which do affect LARDEF’s project activities. The most frequent of these sometimes quickly changing conditions are linked to weather and the inherent consequences. Others are connected with a lack of transparency and reliability in public affairs as well as in business decisions:

- The rainy season is more or less foreseeable. It may arrive a little early or a little late, but the period of the year is always the same. Given the road conditions it is also clear, that rains cause problems. But it depends on the amount and intensity of rain, in how far access to certain areas will still be possible. Delays in planned activities often occur. If road transport has to be replaced by air transport, projects have to comply with higher costs. Another very frequent consequence of the rainy season is a rising number of certain illnesses.
- It was foreseeable that with the end of the emergency period in Angola WFP would finish operating, meaning that the helicopter flights which NGOs also benefited from would also end. But as the whole process took place behind closed doors, NGOs were actually surprised when the flights ended.
- Private airlines in Angola have broadened their network of destinations, but besides of being expensive they are not very reliable. Flights are regularly late and frequently cancelled. Very often there is no access to the planes for passengers in wheelchairs.

These are just a few examples for external conditions influencing activities of organisations in Angola, which means that certain flexibility in the handling of a project implementation is necessary. In principle, of course, this should already be taken into consideration during the planning. But a flexible planning also demands a very tight control, as well concerning the implementing of activities, as the allocation of resources. It may be helpful to plan the project activities with two **options**: option A without unforeseeable external interference, and option B taking changes into account. This kind of flexible planning needs tight monitoring and control for which periodical (monthly and three months) ‘progress reports’ should be foreseen. This flexible planning in the budget needs an item ‘unforeseeable’. It is, however, necessary to define very carefully, in which cases, this money may be used (like for instance for air transport, if transport by car is not possible).

Assessment of the project activities implemented

As far as was possible to observe during the field visits in Benguela, and to learn from the answers to the questionnaires collected from Moxico, the livelihood initiatives directed towards IDPs in the selected communities were effective and efficient in most cases. LARDEF had announced the evaluation at the different levels of the organisation some weeks before it actually took place and then again sent invitations for meetings. But in some cases the information had

not reached the members and beneficiaries, mainly because in some remote places there is no coverage for mobile phones and information transfer depends on people who are travelling. All beneficiaries were invited to the meetings, but of course not all were able to come. The representatives of LARDEF always introduced the evaluator and explained the purpose of the evaluation. In some places translation to and from Portuguese was necessary. In most cases a group discussion was followed by individual interviews. In some cases it was possible to visit the family homes or the work places. The overall impression was that there was a very cordial relationship between beneficiaries and LARDEF staff. The following assessment tackles some of the most important questions of project implementation and also touches some problems, which need to be dealt with:

- **Need assessments** carried out in the prospective project areas, cross-checking with local authorities, organisations and administration, and house-to-house visits delivered enough information for a fair and transparent selection of beneficiaries.
- To broaden the understanding of the community and strengthen the collaboration of disabled persons themselves, as well as of local administration and the broader community, LARDEF in the course of implementing the project reinforced the **sensitization** aspect before actually selecting beneficiaries. This was also a lesson drawn from the first experience with measures for the economic integration of disabled in Benguela province. The main aim was to mobilise members and to strengthen the self-help capacity.
- There have been **meetings at local level and capacity building workshops** for persons at local level. Included in the workshops and meetings with the disabled, which were organised by the provincial coordinators and sometimes reinforced by staff members from the national office, were traditional leaders, members of the administration and sometimes representatives of local groups. The main aim of these meetings was to strengthen the self-help capacity within the communities and to support them in organising themselves. This definitely is a very strong point in LARDEF's work, and also a big challenge. The general attitude towards people with disabilities in Angola has certainly created a strong feeling of discrimination and low self-esteem. The overall experience of the poor for a long time has been that they could only live on charity, because if ever there was any program, it very rarely aimed at the development of self-help-capacity. The attitude of expecting help from outside rather than organising themselves is certainly not easy to change. But during the field visits there were some very impressive examples that the project approach is bearing fruit and in general the local representatives of the PwDs, elected by the communities in the process of organising themselves, appeared to be very committed, active and respected by the communities.
- All beneficiaries had some kind of **technical training**. Three months' trainings have been offered in cooperation with INEFOP; the different beneficiaries interviewed all confirmed, that "the trainings had been very useful". Beneficiaries were trained in carpentry, shoe mending, sewing, computer technology and others. At the end of the training they all received kits. Some of them had already been working in the area they trained for, others were initiated. At one point the question arose during the discussions with beneficiaries, if it was useful for these two groups to attend the same training. But it might also raise questions about selection criteria, which do not always seem to be very clear. Does LARDEF want to initiate change for those who are the most affected, or does it try to see, who might be the most successful?
- In some meetings beneficiaries criticised the poor quality of the material in the **kits**. For the organisation this is a big challenge, because material to be found locally (often Chinese production), does not have a good quality. Better quality is of course more expensive and normally has to be imported, if it is not ordered at local producers, who never have a

large scale production. In some specific cases - like for the instruments used for construction or agriculture - it might be useful for LARDEF to link with or subcontract local producers, because they often produce better quality. In other cases, where local production does not exist or is not sufficient, it might be helpful to establish a partnership with importers of such goods. The contents of the kits also will have to be revised, because several persons reported that essential parts were missing. In general this pattern of training and kits is certainly an enormous challenge for the organisation, because there is no technician, who is specialised in these things. For a further project phase a systematic evaluation with beneficiaries per profession should be planned to make use of their professional expertise. During the interviews some beneficiaries showed a profound knowledge of their work which the organisation could make use of for further planning. A number of beneficiaries in Benguela also had very precise ideas of how they would progress with a further small input and how they could be able to employ other members of the community.

- The **distribution of animals** has also been accompanied by some training, and most of the people who received animals were doing quite well: Some of the beneficiaries had received oxen and were using them for themselves, but also renting them to others, providing them some extra income. Some had also formed groups and had started working together. One ox had died, but the owner had sold the meat and with the money bought some goats. In one community people reported, that quite a number of newly born goats were dying. One of the farmers had even gone to town to look for help, but had not been successful: The farmers cannot afford to pay for a veterinarian or for medicine. The LARDEF representatives felt, that if the information of the number of dead goats was correct, it would be urgent to talk to the local administration.
- Another activity to promote the economic integration of persons is the **micro-credit** scheme, which started in September 2006. Individuals receive 100 US \$ to start or upgrade small businesses, which they have to pay back after 3 months. After an intensive selection procedure the prospective beneficiaries are trained on the handling of micro-credits, before actually receiving the money. The use of this micro-credit money differs from one place and one person to the other, but there are still some common elements: A lot of people use the money to build up their small scale business, buying in town, or from traders, and selling in their own community. The large majority of people interviewed were doing quite well, and all said that they would be able to pay the money back. Some people however commented that the sum was too small. If they wanted to get a good price, they would only get it when buying a bigger quantity. The question was briefly discussed, if it would not be possible to establish a system, by which a number of people trading the same items could do the purchasing together in order to get a better price, and then divide the goods among them. This must not necessarily be a co-operative, but could be a very simple form of group with defined interests and responsibilities. Talking about co-operatives in some places in Angola is still difficult, because it reminds people of "party rule".

Some people had been so successful already, that they were able to send children to school, or to get medicine. In one community a women explained, that she had no talent for business, and was therefore using credit money to lend money to others, at an interest rate of 50%! The question was discussed later with the staff, if this was still in line with the principles and vision of the organisation. But it made also clear, that the micro-credit system needs to be evaluated before the next round.

- Besides the sensitization of community members, local administration and the target group / members themselves, LARDEF has implemented a number of activities directed towards an overall sensitization of citizens in Angola. **Advocacy and lobbying activities** have taken place at different levels:

1. Some months ago, in 2006, LARDEF in Benguela province started a regular radio program with the local radio – Radio Morena. It was financed by DDP and Handicap International and the director of Radio Morena, which is a private commercial radio, offered space at a reduced price on Saturday mornings and also some training and technical support. Main aim of this radio program was / is to draw attention to the situation of persons with disabilities, and to advocate for better accessibility to public buildings etc. LARDEF invited representatives of public institutions, journalists, NGOs and interviewed them “live” and then asked people to call to share their experience and opinion. The director himself is enthusiastic about the program and would like to continue it. His idea is that LARDEF should now follow up “on the many promises made by administration, politicians and others”, but also to report on some good examples to encourage others to do the same. The radio has started improving the accessibility to the premises, but, as the director himself put it, “many things still need to be done”.
2. LARDEF has written letters and personally contacted the different Angolan airlines asking to develop measures to improve the accessibility to the planes and buses of the companies for disabled persons, especially for persons using wheel chairs. Unfortunately while travelling during the evaluation it became clear, that nothing much had been done yet by the companies. LARDEF is thinking of reinforcing the efforts in collaboration with others.
3. There have been a number of activities to encourage members to stand up for their rights, which have shown some success. Two examples: In one community parents of disabled children together managed to get the service of a physiotherapist within the community after some protest, because they could not afford the transport costs to town to attend treatment. Families of ex-militaries in another community, who were given houses without zinc sheets by IRSEM, got together and managed to get, what had been promised long ago.
4. A website⁴ has been developed and is functional already although representatives of LARDEF thought it was not yet complete.
5. A proposal for a newsletter has been developed, which at present is under discussion.

The Angolan government is marketing itself as progressive and democratic, also opening certain spaces for consultations with civil society organisations. But nothing really changes without pressure as a number of examples show: LARDEF was consulted by MINARS in the beginning of the process for the development of the action plan for the reduction of poverty. But there never was a follow-up and LARDEF was not even invited to join the evaluation team assessing progress in 2005. Other Human Rights (HR) organisations had the same experience. Within the strategy for lobby and advocacy LARDEF therefore needs to strengthen the national federation in their lobbying capacity in order to put more pressure on the government. Building strong alliances with other Human Rights organisations in Angola would be another important step in the same direction.

⁴ www.lardef.org

5.4 MONITORING AND EVALUATION

Follow-up and monitoring are mainly carried out by staff visits in the communities and by the local leaders, who have been trained by LARDEF. Some of the leaders at community level appear to be quite strong and have a good overview of what is happening with the beneficiaries. But for some apparently the training has not been enough. Mobility is definitely also a big problem in the communities, which needs to be considered. The project, however, has no inbuilt monitoring and evaluation system, which would include the community itself in the process, so that it is not done systematically. This should urgently be revised for a next period.⁵

5.5 RELEVANCE OF TWENDI

When the war in Angola finally ended in 2002, the number of IDPs was estimated at 4 million people (about one fourth to one third of the total population). UN-organisations estimated, that among the IDPs one out of ten was a disabled person, many of them injured during the conflict, but also including a high percentage of persons with disabilities due to lack of access to health care and vaccination. Most probably this group of people is the most vulnerable in society: Disabled persons in Angola never had a voice. They mostly depended on their families, but in the context of war and displacements family patterns had broken down. In the efforts of UN, international NGOs and government to support IDPs, disabled people have often been left out of mainstream programmes. LARDEF has been relevant and still is, giving people a voice, supporting them in claiming their rights and encouraging their development by small scale micro-credits or livelihood initiatives.

5.6 IMPACT OF TWENDI

Achievement of objectives

The main objectives of the TWENDI project – to strengthen LARDEF and improve the social and economic conditions of disabled people (see also p. 19) – have been achieved:

The facilitation of training for staff and members has had a positive effect: It is clear to everyone, why the separation of power was necessary, and the restructuring has been accepted. The elected organs of the organisation understand their role and have taken it up actively. But the adaptation is definitely not yet finished.

Office structures have been set up in Benguela and Moxico, not in Huambo and Kuando Kubango. Moxico has been delayed because of the harsh weather conditions in 2005. The organisation should take care not to grow too quickly without consolidating, what is already there.

Professional staff has been employed, trained and / or upgraded. Every one knows, what he / she has to do and feels responsible for the own work area and for the organisation as a whole. Further training could be useful for the planning and reporting system, developing clearer indicators, a monitoring & evaluation system, and new formats. Alliances still need to be strengthened at the national and regional / international level. At the national level a stronger connection with the women's network, children's network and human rights network would be useful. Efforts to influence government policy have been undertaken and must be continued and reinforced. Training of staff and members for fund raising would be helpful.

TWENDI has contributed to the social and economic integration of the beneficiaries so that the second general objective has been achieved. As has already been explained before, the income generating scheme as a whole has been successful, but there have also been some problems.

⁵ There are some more explanations on monitoring in general in the annexe.

It would therefore be useful to systematically evaluate this first experience to draw lessons for future activities of this kind.

First steps have been undertaken to establish local groups and this effort definitely has to be strengthened, because where they exist, people have learnt to co-operate and support each other. This will also, as some examples show, make it easier to voice the needs of the target group and put pressure on government structures to fulfil their duties.

Apparently the sustainability of the activities is stronger, once people understand that it is in their own interest and thus their own effort as well which counts in claiming their rights and establishing equal conditions. It is therefore advisable that mobilization and advocacy always be the first step before implementing activities for economic integration.

Number of beneficiaries reached

According to the information from DDP it was planned to reach 100 people in each community in Moxico and a total of 80 people in Chongoroi / Benguela. But as far as planning documents were available, the number of beneficiaries to be reached was not completely clear. In a way and taking into consideration that a needs assessment in the prospective communities was part of the project activities, it is more logical that the number was left open in the planning documents: The amount of money given to one person within this scheme as a micro-credit is always the same (100 US-\$ per person), but the other items within the income generating schemes like kits for the different professions, or animals (oxen, goats) may differ considerably in price. It might, however, be useful to work with estimates during the planning phase, which with the experience of TWENDI should be easier for future projects.

Impact on beneficiaries' lives

During the visits in communities there were some very convincing stories of how far LARDEF's interventions had had an impact on their lives.

Some voices from Benguela:

- "LARDEF made us understand that we have to help each other, because we are one family and speak the same language. So when the father of this boy died, we all put money together to help the family. Nobody will change our lives, if we do not struggle for it. We have learnt about our rights and how to defend them.. We stick together and we managed to convince the administration, that they should send a physiotherapist here, because the community has many disabled children, and parents cannot afford transport costs to bring their children to town to be treated."
- "The 8000 kwanzas I got soon doubled through the small business. Then I bought chicken and raised them. When I sold them I bought a pig. Now I have also sold it and there is still money left, when I pay back my credit."
- "After the micro-credit I was able to double my income, and now I have been able to send three of my five children to school."
- "We had health problems and could not even pay medication. But with the extra money we were able to get everything is fine now."
- "With the money I was able to start my small business: I am selling beer at home and this gives me enough money so that I can attend evening classes to finish school."
- "I got training and material for shoe repair. I earn enough money now so that the family has enough to eat."
- "I followed a professional training in shoe repairing and I also started to learn to reading and writing, which I am now continuing. I have so much work, that I now took on a second person who is working with me."
- "With the support of LARDEF for a professional training and material I managed to earn so much money that I could dress my children."

- “For me as a carpenter there is so much work, that with the knowledge I gained and the material I got, I really manage well. I would like to build up a business now with 3 others. We would need another saw and some initial material, but it would be profitable very soon.”

And some voices from Moxico:

- “We had already heard about LARDEF before they came here and we know that they try to improve the situation of persons with disabilities in the communities. That is why we created groups to work together. LARDEF is the only organisation not only promising things, but they really do what they promise.”
- “The most important thing is that we learned about our rights and how to struggle for them, because before we were considered persons without any importance.”
- “Here in Moxico independently from other measures we all need support for agriculture.”
- “Transport is a big problem, and a lot of people would need wheel chairs. There are not many organisations working here and we need LARDEF’s support to claim our rights from the government.”
- “I am a member of LARDEF. They saved my life: I had a small business and one day a man suggested taking me to Congo and helping me build up a business there. But in Congo he left me alone. I managed somehow to get to Luanda, where I was begging. When I met LARDEF they helped me to get back to Moxico, and then helped to rebuild my business.”

Added value of DDP’s role

DDP’s role has been crucial in guiding, accompanying, encouraging and improving the work and the functioning of the organisation. According to the president and to the staff, the visits from London have always been helpful, as well as the close follow-up of things by phone and by mail. Another important factor was the consultancy DDP enabled. The consultant, who himself has a lot of experience with disability issues, was of great importance for the organisation. The added value is above all the strengthening of the organisational structure and of the organisation’s self-help capacity. The opportunities offered to attend conferences and visit other organisations have also had an enormous mobilising effect for the organisation.

5.7 SUSTAINABILITY OF THE APPROACH

Sustainability of project activities

Mostly the project activities appeared to be sustainable. A tighter control and follow-up, however, would create more safety. An evaluation of experience with micro-credits is absolutely necessary to find out if the selection criteria is correct, and if the pattern should be maintained.

Sustainability of LARDEF’s capacity

What LARDEF has learnt in terms of organisational structures, functions, etc., seems to be well rooted by now. There are some areas which still need to be looked into and also be accompanied by further capacity building:

- The whole procedure of project planning, especially the development of indicators, and the introduction of an inbuilt monitoring and evaluation system;
- The development of rules and regulations;
- Fund-raising.

Sustainability of capacity building in communities

In some places the time is still too short to evaluate the sustainability. But it was striking, however, to note the importance of the local structures: Where LARDEF has managed to establish or promote local structures, and train leaders, there is a sense of togetherness, of shared responsibility, and of hope for the future. It may be assumed that this kind of structures improves the sustainability of capacity building in communities as well, because there is a constant follow-

up. This aspect certainly could be strengthened by the implementation of a monitoring and evaluation system at the local level.

Learning for LARDEF

The important lessons from the transformation experience are that an NGO is not a family business, and absolutely needs clear and transparent structures and division of powers. Transparency is one of the conditions to build up trust.

Concerning the activities with beneficiaries the most important learning has probably been, that if the organisation wants to be successful, it needs to identify itself as part of a movement, contributing to the change of conditions, structures, accessibility, policies etc. as general condition for a better social and economic integration of persons with disabilities.

The conclusion is, that advocacy and lobbying for the rights of persons with disabilities is a need, if social and economic integrations should be sustainable.

Learning for DDP

DDP has chosen the correct approach to strengthen the organisation and the movement on one side, helping them to develop their capacity to voice the interests and needs of the disabled in Angola. As the new convention in December 2006 has been initiated, this might be a good way to reinforce the efforts of further strengthening of LARDEF, but also of the national federation and of the federation in the Portuguese speaking countries.

6 CONCLUSIONS AND RECOMMENDATIONS

1. At present the Angolan basic law is being revised, and there are some steps towards a policy reformulation concerning the eradication of poverty in different areas like education, health, public administration, etc. An example is the ongoing countrywide inventory of health posts to prepare the overall rehabilitation or planning of new ones. In such a situation it is crucial that the voices of the disabled be heard to avoid that they are left out.

It is therefore recommended that the advocacy and lobbying capacity of LARDEF be strengthened by means like

- Reinforcement of radio programs
- Maintenance of the website
- Creation of a newsletter
- Continue capacity building for staff and members to help them voice their rights and interests
- Support for the newly established national federation of the disabled

2. The Angolan movement of organisations working with or representing the interests of disabled persons is relatively young as is the overall civil society movement. Capacity building for the organisation itself has therefore been essential to strengthen it in its organisational structure and mobilising force. This effort should be continued.

- It is therefore recommended that members of the staff at the different levels, as well as active members should be given further training and exposure to experience, which might be helpful. The timely limited exchange of staff and active members with like-minded organisations in other countries should also be considered.
- The exchange of information at different levels (national, regional and further international) is important to create new ideas. Twendi should therefore more systematically identify the respective organisations and establish contacts with them. DDP should also continue to support LARDEF in identifying conferences and other venues, which might enlighten them as well as promote their participation.

3. The project measures for the social and economic integration like professional training, distribution of kits, distribution of animals etc. so far on a large scale was carried out successfully. There are, however, a number of things, which might be improved.

For the further improvement of these project measures it is therefore recommended:

- Before continuing with the micro-credit scheme, the experience should systematically be evaluated to find out, a) if the selection criteria are sufficient, b) if the pattern of giving micro-credits to individuals rather than to groups should be maintained, c) if the capacity building for the beneficiaries is sufficient, and d) if the follow-up by the staff is sufficient.
- The follow-up on any kind of measures with beneficiaries and target groups should be tighter. This does not necessarily mean that staff from the national level needs to travel more. It should rather be considered to build stronger structures within the target communities, and at the same time strengthen the provincial structures. The main focus should be put on training staff on the provincial level of the organisation who would then be in a good position to train the community level.
- CAPDE and INEFOP, who were very positive about LARDEF should be included in this effort.
- It would be useful to review the planning procedures and documents, including a monitoring and evaluation system, which holds the different levels responsible

(community, province, national). This new planning document should include some selected input indicators and their respective means of verification. Other indicators should be quantified, so that input and output or outcome may be compared. It is for instance difficult to prove, that the economic situation of a family is better, if there is no clear idea about what their situation was before the intervention.

- The reporting formats should be reviewed, adapting a form, which gives clearer information about project progress.

4. Sustainability for the organisation is and should be a concern. LARDEF has been thinking about opportunities already and has made first steps such as the purchase of land in a housing area in Benfica and another one just beside the LARDEF office. The idea was to construct houses and office space for rent which in the given situation in Luanda seems quite promising. In order to develop this kind of plans further however, it would need a more systematic approach and financial means.

- It is therefore recommended that staff and active members – may be together with representatives of other organisations – be trained in fund raising, including the identification of local funds and approaching the respective organisations and the writing of applications. It might also be useful to work with DDP on funding applications.

7 ANNEXES
7.1 TERMS OF REFERENCE

TERMS OF REFERENCE
External Evaluation of the 'TWENDI' Project

1. Introduction

This evaluation concerns “Twendi” (*Let’s Go Together*), a 3 year project which was begun in July 2003. Twendi was designed and developed through a partnership between the *Liga de Apoio e Reintegração dos Deficientes- League to Support the Integration of Disabled People* (LARDEF) in Angola and the UK based Disability and Development Partners (DDP), and implemented by LARDEF. Twendi has been financially supported by the Baring Foundation.

NOTE - The implementation of this project has been governed by an agreement between DDP and LARDEF, within the framework of DDP’s funding agreement with the Baring Foundation.

11. Background

Context and evolution

The rationale of this project was derived indirectly from a feasibility study (2000) conducted into the general disability situation in Angola by DDP (then known as the Jaipur Limb Campaign). This study led to a project named “Dignidade” (*Dignity*), the first initiative undertaken in partnership between LARDEF and DDP, which sought to address the lack of livelihood opportunities for disabled people. LARDEF then drew DDP’s attention to the situation of disabled people among Angola’s internally displaced population, estimated in 2002 to be more than 4 million, i.e. one-third of the country’s entire population. The traditional family and community support mechanisms upon which disabled people depended had collapsed due to Angola’s civil war, and that mainstream assistance and development programmes routinely ignored the needs of disabled people.

Main objectives of the Twendi Project

- To improve the social and economic conditions of internally displaced disabled people, help them overcome some of the barriers they face and promote their integration.
- To strengthen LARDEF’s institutional and organisational capacity so that they are better able to represent and voice the needs of displaced disabled people, run programmes, build alliances and influence government policy.

Specific objectives

- To implement small-scale income generation projects for the benefit of internally displaced disabled people (IDDPs) in Luanda city, Benguela and Moxico provinces.
- To forge linkages with other programmes so that IDDPs participate in and benefit from mainstream assistance and development initiatives.
- To expand and extend LARDEF’s work geographically.
- To develop organisational and institutional capacity through training for LARDEF staff in areas such as strategic planning, project management, fundraising, leadership, good governance and networking.
- To develop LARDEF’s capacity to represent and advocate for disabled people’s rights through training in areas such as disability rights, advocacy, group formation and policy interpretation
- To facilitate LARDEF’s exposure to and involvement in the wider disability movement through exchange visits and attendance at conferences etc.
- To raise awareness of disability issues and combat stigma and discrimination.

As project implementation was running slightly behind schedule, an extension was negotiated with the Baring Foundation such that the project will finish at the end of December 2006. The project budget was £156,000 with an additional £4,550 to cover the extension and translation costs.

111. Evaluation Objectives

Main purpose

To assess the relevance, impact and cost effectiveness of the project and to make significant recommendations. To identify the key lessons learnt in terms of capacity building for LARDEF and impact at community level.

Principal tasks

- To work with key stakeholders to develop a series of impact indicators.
- To determine the project's impact by comparing outputs and outcomes against stated objectives.
- To appraise the relevance and effectiveness of the project methodology.
- To assess the roles played by IDDPs and IDDP communities.
- To make recommendations based on learning from the evaluation directed towards LARDEF and DDP, and other stakeholders if applicable.
- To gauge the effectiveness and efficiency of DDP's support and management of the project.
- To liaise with external organisations which have contributed to project outputs, such as the Dom Bosco Congregation, the Centre for Support and Promotion of Community Development (CAPDC-Luena) and the National Institute for Vocational Training etc.

Evaluation criteria

The evaluation should address the following questions, which should be regarded as indicative rather than exhaustive. We request that the evaluator prioritises the areas of impact and sustainability.

Project design:

- Were the goals, purpose, outputs and needs properly defined?
- Were the activities and inputs sufficient to achieve the goals, purpose and outputs?

Implementation

- Have the project's outputs been achieved within the planned budget?
- Were LARDEF's financial systems appropriate for funds management?
- Were the livelihood initiatives directed towards IDDPs effective and efficient?
- How do beneficiaries regard the project?
- Did DDP provide sufficient and appropriate technical and other support?
- To what extent were local monitoring systems participatory, and were they effective?

Impact

- To what extent have the indicators of the project's main objectives been achieved? Specifically, (1) has the project engendered material improvement in IDDPs' social and economic conditions? (2) Has LARDEF's capacity been developed sufficiently to support (1) and is LARDEF now a stronger organisation?
- What was the impact of the project on IDDPs' lives?
- Have IDDP beneficiary numbers (direct and indirect) been as anticipated?
- To what extent have the project's specific objectives been achieved? Specifically, has the project been useful in promoting social integration of IDDPs?
- Did DDP's role add value?

Sustainability

- Can the project's activities be sustained in the short, medium and long terms?

- Has training to build capacity enabled LARDEF to implement such projects effectively and efficiently in the future?
- Has capacity been developed among beneficiary communities?
- What strategic learning has the project provided for LARDEF?
- What are the key lessons to be learned by DDP?
- What can be learnt from the work of other organisations working with internally displaced people?

Target audiences for the dissemination of and learning from the evaluation

- LARDEF – at all levels from Management Committee to fieldworkers.
- DDP (London office)
- Individual beneficiaries and beneficiary communities
- Baring Foundation – the donor
- Organisations working with displaced people (both disabled and non-disabled) in Angola, including government agencies

Principal reference materials

- 1/ Project proposal (narrative and financial) and annexed documents.
 - 2/ Miscellaneous documents generated by the project (e.g. capacity building workshop report)
 - 3/ Reports submitted to the Baring Foundation.
 - 4/ Data collected by project staff including visit reports and other information held at LARDEF’s office.
- Both LARDEF and DDP will provide full facilitation and support.

IV. DDP’s Requirements

Evaluator specification

- Experience of evaluation work using participatory methods.
- Some knowledge of Angola’s history and cultural context.
- Knowledge of internal displacement matters.
- Knowledge of disability issues.
- Fluency in English and Portuguese.

Planned outputs

1. Draft evaluation report for consideration and comment by LARDEF and DDP.
2. After input, final evaluation report, including an executive summary and key recommendations, in Portuguese and English

V. Miscellaneous

Timescale

The evaluation will take place as per the full details in the contract

7.2 WORK PLAN

Date	Activity
January 10, 2007	Briefing with DDP staff in London
January 25, 2007	Flight from Maputo to Johannesburg
January 26, 2007	Flight from Johannesburg to Luanda via Windhuk, first planning session with LARDEF staff
January 27, 2007	Flight to Benguela, brief visit at provincial office, by car to Chongoroi
January 28, 2007	By car to Suenga, meeting with group of beneficiaries, local coordinator, individual meetings with beneficiaries, back to Chongoroi and

	meeting with a group of beneficiaries
January 29, 2007	By car back to Benguela, meeting with group of beneficiaries in Luongo, meeting with LARDEF staff
January 30, 2007	Meeting with LARDEF staff, visit to local radio, meeting with a group of beneficiaries in Asseth
January 31, 2007	Meeting with LARDEF staff, 2 p.m. until 7 p.m. at the airport waiting for the plane to Luanda, which then was cancelled
February 1, 2007	Flight to Luanda, interviews of GTZ and German Agro Action
February 2, 2007	Group discussion and individual interviews with LARDEF staff, telephone interviews with INEFOP, CAPCD, elaboration of questionnaires for Moxico
February 3, 2007	Meeting with consultant working with IRSEM, wrapping up, writing
February 4, 2007	Documentation
February 5, 2007	Meeting with LARDEF staff, telephone interviews with handicap International, reporting back from Moxico and discussion
February 6, 2007	Presentation of preliminary results and discussion with staff, Flight from Luanda to Johannesburg and Zürich
February 7, 2007	Arrival in Zürich, by train to Bern

7.3 GUIDELINE QUESTIONS FOR BENEFICIARIES IN MOXICO

- 1) How did you get to know about LARDEF?
- 2) What does LARDEF mean for you / your life?
- 3) How would you assess the situation of disabled persons in Angola? Which role is LARDEF playing in contributing to necessary changes?
- 4) Are you a member of LARDEF? In case you are: How do you see your own role in the organisation?
- 5) What is your own history? Which problems did you face in your life? In which way did the integration into LARDEF change such situations?
- 6) What do you see as the main tasks of LARDEF for the near future in order to help improve the situation of disabled people?
- 7) What could be your own contribution for the near future?

7.4 MONITORING AND EVALUATION

Introdução:

Normalmente, quando se fala de monitoria, também se fala da avaliação. Dentro do Ciclo de Projecto a monitoria e a avaliação em conjunto formam um sistema de controlo. Qual é então a diferença entre monitoria e avaliação, e quais são as coincidências entre ambas?

A distinção mais evidente é que a avaliação é uma actividade pontual, e a monitoria é um processo contínuo:

Pode fazer-se a avaliação de uma actividade, pode fazer-se a avaliação dum projecto ou pode fazer-se a avaliação dum programa. Também se podem realizar avaliações em diferentes etapas do Ciclo do Projecto. As mais importantes são:

- **A avaliação “ex-ante”:** Esta é uma avaliação na fase de preparação do projecto. Está muito perto dum estudo de viabilidade. Se quero começar um novo projecto, tenho ao menos de fazer uma análise do contexto, uma análise das partes envolvidas e uma análise da viabilidade do projecto, dados os meios disponíveis e as condições analisadas.
- **A avaliação intermédia:** Esta avaliação normalmente realiza-se para ver o progresso do projecto, com o fim de saber, se é recomendável fazer ajustes.
- **A avaliação “ex-pós”:** Esta avaliação do projecto se realiza no fim do período de financiamento do projecto, para saber, se os objectivos foram atingidos, muitas vezes antes do início de uma nova fase do projecto, como pré-condição para isso, ou com algum tempo depois de terminar o projecto, para avaliar os impactos.

A **monitoria** como processo contínuo significa que com uma **periodicidade** anteriormente estabelecida se recolhem dados que, em conjunto, no fim permitem avaliar o êxito, em termos do impacto, cumprimento dos objectivos, dos resultados e das actividades, e do próprio. Neste sentido, as avaliações fazem parte da monitoria, ou não há monitoria sem avaliações, mas por vezes se realizam avaliações, sem que a organização tenha estabelecido um sistema de monitoria.

Perguntas chaves sobre a monitoria:

- 1) O que queremos monitorar? Quais são os níveis de observação?
- 2) Quais são as pré-condições para realizar uma monitoria?
- 3) Quais são as informações necessárias?
- 4) Quem tem de estar incluído na monitoria?
- 5) Quais são os procedimentos, prazos e instrumentos da monitoria?

Ad 1) Monitoria a diferentes níveis:

Monitoria dos impactos:

- Quais são os impactos do nosso trabalho? Até que grau atingiram-se os objectivos específicos do nosso trabalho?
- No enfoque da observação serão os objectivos da organização e dos departamentos.
- A colheita de dados exige muitos recursos!

Monitoria dos resultados:

- O que atingimos? Quanto atingimos?
- O nível de observação será o dos resultados do projecto.
- A observação pode ser feita através de uma comparação entre o que foi estabelecido e o que foi alcançado.

- Uma monitoria participativa é possível.

Monitoria das actividades:

- Quais foram as actividades planificadas? Quais foram as actividades realizadas?
- A observação se faz das actividades do projecto.
- A observação pode ser feita através de uma comparação entre o que foi estabelecido e o que existe.
- Uma monitoria participativa é possível (com grupo alvo).

Monitoria dos processos:

- Como, com quem e porque atingimos (ou não) os objectivos?
- As observações fazem-se a todos os níveis.
- As observações podem ser feitas a par de outros tipos de monitoria.

Monitoria participativa:

- O que atingimos? Quanto atingimos? Que actividades planificamos? Que actividades realizamos?
- As observações fazem-se a nível dos resultados e das actividades do projecto.
- Os grupos alvo observam os avanços das suas actividades e dos resultados.

Ad 2) Existem certas pré-condições para poder fazer uma monitoria:

- Durante a planificação do projecto (através do Quadro Lógico) foram estabelecidos **indicadores quantitativos e / ou qualitativos**.
- Um “indicador é uma medida para descrever concretamente uma condição específica.” (GTZ, 1992).
- “Indicadores são peças de informação que oferecem uma visão clara a respeito de questões mais amplas e que tornam perceptíveis tendências que não são imediatamente detectáveis.” (Hammond, 1996)
- Indicadores permitem medir as mudanças atingidas entre a situação de partida e a situação verificada depois de realizar o trabalho, ou uma parte do trabalho.
- Podem ser desenvolvidos indicadores de objectivos, resultados e actividades.

Indicadores podem ser usados para medir:

- Os **impactos** das intervenções: De que maneira / Até que grau as intervenções / As actividades contribuíram para atingir as mudanças desejadas a médio ou longo prazos?
- A **eficiência** do trabalho: Qual é a relação entre os meios usados em termos de tempo, material, etc., e os resultados atingidos? Foram os resultados atingidos dentro dos prazos previstos? Plenamente? Parcialmente?
- A **eficácia** do trabalho: Qual é o grau de cumprimento das metas estabelecidas?

A monitoria de uma maneira geral é a **avaliação dos indicadores** estabelecidos durante a planificação.

A diferença entre indicadores quantitativos e qualitativos:

Indicadores quantitativos	Indicadores qualitativos
Podem ser averiguados objectivamente por parâmetros mensuráveis (nº, kg, m, ha, etc.)	Expressam opiniões e experiências que se baseiam em comportamentos, normas e valores.
Exemplo 1: Numero de comidas e bebidas solicitado.	Exemplo 1: A satisfação do cliente no restaurante.

Exemplo 2: Numero de seminários realizados.	Exemplo 2: Grau de satisfação dos participantes.
Que quantidade dos objectivos ou resultados desejados é alcançada?	Que grau do objectivo ou resultado desejado é alcançado?

- Os **meios de verificação**, estabelecidos durante a planificação do projecto, junto com os indicadores, normalmente já indicam, de que maneira se faz a escolha dos dados necessários. É muito importante saber / decidir desde o princípio, o que queremos saber / observar para evitar, que no fim tenhamos muitos dados, que não são necessários e não podem ser processados. Assim, em vez de desenvolver meios de verificação próprios, é aconselhável, sempre que seja possível, recorrer a informações / dados já existentes (Exemplo: Estatísticas estatais, dum ministério, publicações acessíveis como das Nações Unidas, etc.)
- A terceira pré-condição para realizar uma boa monitoria é a decisão em comum sobre os **instrumentos** para usar na organização, seja fichas / formatos etc., que convêm ao menos para a parte escrita - ser uniformes dentro da organização para facilitar a comparação. Se se usam entrevistas, convém seguir os mesmos questionários, ou guiões, para obter dados comparáveis.
- A quarta pré-condição para a monitoria é a **planificação**, ou melhor dito a inclusão dos **procedimentos** da monitoria dentro do calendário de actividades (da direcção, como dos departamentos).

Ad 3) Quais são as informações necessárias e como as recolhemos?

- A primeira decisão que a organização tem de tomar, é sobre o que quer saber, o que parece importante para valorizar o seu próprio trabalho.
- Sempre se for possível a organização usa informações já existentes (nos documentos, em estatísticas, nas actas das reuniões, etc.)
- Tem de ter cuidado, para que as informações recolhidas também sejam processadas: informações, que ficam numa gaveta, que não são depois usadas para monitorar o êxito não servem para nada. Mais vale recolher alguns dados específicos que forneçam respostas às perguntas importantes para valorizar o trabalho que recolher muitos dados sem fim definido.
- Também convém estabelecer um equilíbrio entre os objectivos da monitoria (seja da sua importância para as diferentes partes da organização, seja da importância em relação aos financiadores) e os meios necessários para realizar a monitoria. Se requer uma relação adequada / razoável entre meios e resultados: Os critérios mais importantes são os objectivos da organização em relação aos beneficiários. A monitoria e a avaliação neste sentido são instrumentos para assegurar a **qualidade do trabalho**, a **produtividade** e a contribuição para mudanças desejadas.

O que a organização quer saber?

A) Sobre o funcionamento interno

B) Sobre o funcionamento dirigido ao exterior

A) As perguntas chaves são:

- Qual é o desempenho dos departamentos? Até que grau os departamentos conseguiram atingir as metas estabelecidas? Como conseguiram atingir as metas? Porque não conseguiram atingir as metas? Quais serão as medidas necessárias para melhorar o desempenho dos departamentos?

- Qual é o desempenho de cada um dos funcionários do departamento? O que será necessário para melhorar o desempenho dos funcionários?
- De que maneira a direcção atingiu as metas estabelecidas? De que maneira a direcção facilitou ou não o bom funcionamento da organização? Quais serão as medidas necessárias para melhorar o bom funcionamento da direcção e da organização?
- De que maneira a administração e os serviços têm contribuído para o bom funcionamento da organização? Quais serão as medidas necessárias para melhorar a administração e os serviços?
- De que maneira é que os procedimentos internos da organização têm ajudado a atingir as metas estabelecidas? Onde houve lacunas / falhas? Como é que se poderia melhorar os procedimentos para facilitar o bom andamento da organização?

B) As perguntas chave são:

- De que maneira as actividades e resultados atingidos correspondem aos resultados e às actividades planificados? Foram cumpridos ou não? Porque não? Quais são as lições para a próxima planificação?
- De que maneira as actividades e resultados contribuíram para atingir os objectivos específicos do período planificado?
- De que maneira contribuíram para o objectivo geral da organização?
- Qual é o grau de satisfação dos beneficiários?
- Quais são os impactos do trabalho?
- Qual foi o grau de eficiência do trabalho?
- Foi ou não um trabalho eficaz?

Ad 4) Para realizar essa monitoria, os seguintes grupos / as seguintes pessoas têm de estar incluídos:

- Todos os funcionários da organização
- A direcção da organização
- Os beneficiários da organização

Ad 5) Procedimentos, instrumentos e prazos da monitoria:

- A monitoria do **funcionamento interno** se realiza através da **gestão de desempenho**. Os instrumentos são:
 - As fichas da avaliação de desempenho
 - Os calendários de actividades dos departamentos e da direcção
 - Os planos individuais
 - As reuniões do Conselho da direcção e as respectivas actas
 - As reuniões dos departamentos
 - A avaliação anual da organização
 - Todos os documentos de monitoria do departamento de Administração e Serviços

A **monitoria do funcionamento** dirigido **ao exterior** se realiza através de distintos instrumentos: por um lado, iguais para todos; por outro, específicos para os diferentes departamentos.

