



**END REVIEW OF THE ANGOLA HUMAN RIGHTS
TRAINING PROGRAMME
CASE N° AGO-2503 AGO 10/0017**

Final Report

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Acronyms

| | |
|------------------|---|
| ACC | Associação Construindo Comunidades |
| AJPD | Associação Justiça, Paz e Democracia |
| CIENRDH | Interministerial Commission for the Elaboration of National Reports on Human Rights |
| CSO | Civil Society Organisations |
| FBO | Faith Based Organisations |
| FDUAN | Faculdade de Direito da Universidade Agostinho Neto |
| HR | Human Rights |
| ILPI | International Law and Policy Institute |
| INAC | Instituto Nacional da Criança |
| LGBT | Lesbian, Gay, Bisexual, and Transgender |
| MINSA | Ministério da Saude (Ministry of Health) |
| NCC | National Counselling Centre |
| NGOs | Non-Governmental Organisations |
| ODC | Oslo Diploma Course |
| REDE | Responsabilidade, Desenvolvimento SA |
| SSHR/MJHR | State Secretary of Human Rights/ Ministry of Justice and Human Rights |
| ToT | Training of Trainers |
| UPR | Universal Periodical Review |

Executive Summary

The Final Review of Royal Norwegian Embassy Human Rights Training programme in Angola was conducted in September and October 2016 by a review team, composed of Henri Valot, Delma Monteiro and Roque Umbar, managed by the Angolan company REDE – *Responsabilidade, Desenvolvimento*.

The objective of the end review of the Angola Human Rights Training Programme is to produce an impartial assessment of the implementation of the programme and its effects compared to plans, and to receive input on possible improvements that can be implemented in a potential next phase of the programme. The focus is on to what degree the programme has contributed to capacity building within the partner institutions.

The review process considered a thorough documentary review, interviews with key partners and other Human Rights stakeholders, focus group with beneficiaries, and self-administered surveys. The approach followed 9 criteria: (i) Relevance, (ii) Effectiveness, (iii) Efficiency, (iv) Impact, (v) Sustainability, (vi) Institutional and capacity issues, (vii) Value added of the programme, (viii) Cross-cutting issues, (ix) Visibility and communication; and formulated key recommendations.

Relevance

The Human Rights training programme helped to unveil the operative concept of Human Rights and to forge a greater understanding as well as a proactive Human Rights position among SSHR/MJHR officials. This allows the SSHR/MJHR to widen its scope to directly address Human Rights issues within the Ministry and other ministries, with civil society and other actors. However, the programme does not respond to three essential aspects of the initial SSHR/MJHR's demand: i) the need for training of professionals, and trainers notably in the resolution of labour disputes; ii) the improvement of the coordination between different Angolan HR actors and iii) the realization of a practical component of the ODC in Angola, with the mentorship and supervision of ILPI.

Effectiveness

The ODC and Media Training programme are well designed, trainers and teaching materials are of high quality and there is a high degree of compatibility between the training and the position of the trainees, which are mostly from the "economically active population". The programme does not have a post-course mentoring plan that would allow the practical application of the knowledge in the work context and its consequent institutionalization.

Efficiency

The cost/efficiency of such a programme design can be questioned, from the point of view of the cost vs benefits equation. The budget did not cover desired activities in Angola and this demanded some flexibility from ILPI because the funds made available by the SSHR/MJHR were insufficient. The technical and methodological support offered by ILPI to the SSHR/MJHR work in Angola remains insufficient; having trainers to Angola could be considered, who would train trainers and deepen thematic issues.

Sustainability

The project of ensuring the creation of a culture of Human Rights from specialized courses at the higher and masters level has obviously, a limited impact. It is necessary to ensure the inclusion of HR content in academic curricula from basic education; to create a national corpus on the subject; to institutionalize HR courses and above all making profitable the skills already created by the programme and others existing in the context of Angola to guarantee the replication of the courses. The SSHR/MJHR is a focal point for this, and has had limited competence and capacity to deliver but is better positioned now with the Master students returning from Valencia.

Institutional capacities

Despite institutional visits in Oslo to understand the functioning of State HR protection institutions (such as the Ombudsman) and local Human Rights organisations, the relationship between the Ministry and national HR organisations remains fragile. The dialogue that is being built is still between individuals and not between institutions. It is believed that a better use of ILPI visits in Angola could ensure, especially at lectures and conferences, a greater interaction with NGOs that have an active voice in HR issues, and help to bridge this gap.

Added value of the programmes

The training of Angolan staff at the masters' level is a valuable contribution to the construction of a HR culture, and to the enrichment of spaces for dialogue on Human Rights issues (through ILPI lectures and SSHR/MJHR's own initiatives).

The transversal nature of both actors and themes is an aspect that provides an additional value to the programme. Nevertheless, to respond more and better to the needs of the context in terms of respect for human rights, it is still expected that the programme and its participants develop capacity to will address burning issues in the Angolan context that directly affect Human Rights, such as corruption and impunity, and the need to rebuild belief in the justice system.

Unfortunately, in terms of visibility and communication, the programme remains largely unknown in Angola. Local media did not cover enough the programme activities and issues, although selected media professionals were involved in HR media training in Oslo.

Recommendations

- A greater impact for such HR training programme could be obtained through the implementation of the initial axis of the project presented by the SSHR/MJHR, notably the **training of trainers' option who can replicate learning processes across the country**;
- The next programme should address the **context of HR in Angola and favours reflection on promotion and protection strategies in Africa and particularly in Angola**. The programme and its implementation by ILPI did not include this aspect, leaving the graduates free or not to adapt this knowledge to the situation of Angola;
- The **ODC format is interesting and socially relevant**. It is necessary to develop several other modules, possibly of shorter duration, more incisive in terms of thematic approaches. Issues such as domestic violence, children's rights, education, gender and LGBT, refugees, vulnerable and minority groups could be the subject of specific trainings to be administered preferably in Angola, to allow greater participation and contextualization;
- It is necessary to exploit to the maximum the course evaluation tools to reinforce the workshops evaluation processes, which should happen at least once a year. The next programme could develop a **post-course institutional and individual follow-up**, including a mentoring plan with a greater presence in Angola;
- The ODC participants could be asked to **write at least one testimony of their experience**;
- Other activities to be carried out in Angola, with universities, police and other actors must be properly articulated between ILPI and SSHR/MJHR, giving leadership to the SSHR/MJHR. It is necessary to ensure that the activities of ILPI and SSHR/MJHR are complementary and can effectively contribute to the achievement of the objectives of the program;
- One could adopt in the future a **relatively decentralized financial management model**, by which ILPI, or a similar institution, may coordinate the overall management of the funds, but could distribute funds (in the form of sub-grants) for one-off activities to local partners. This would reduce ILPI's activities and would engage stakeholders and share responsibilities;
- The programme should use **modern means to enable the community (alumni) of participants to remain involved in the programme**. This could be a monthly e-newsletter, a closed exchange of information and experiences, or a website / blog where the alumni could share articles, ideas, programmes.

I. Introduction

The Royal Norwegian Embassy in Angola received a request for technical assistance and capacity building from the State Secretariat for Human Rights (SSHR), at the time an autonomous directorate, in April 2012. The request was for support and cooperation for a 4-year period, to which the Embassy responded positively, but not to the proposal as such. The International Law and Policy Institute (ILPI) won the subsequent tender process and a contract was signed in February 2013, for a two years' duration Human Rights Training programme, which was then prolonged in April 2015 until 1 March 2017 through addendum II to the original project contract and Addendum I from 2013.

In June 2016, Royal Norwegian Embassy in Angola sought consultant(s) to conduct a Final Review of its Human Rights Training programme. The contract was awarded in August 2016 to the Angolan company **REDE – Responsabilidade, Desenvolvimento**. The review team is composed of Henri Valot, Delma Monteiro and Roque Umbar.

The objective of the End review of the Angola Human Rights Training Programme is to produce an impartial assessment of the implementation of the programme and its effects compared to plans, and to receive input on possible improvements that can be implemented in a potential next phase of the programme. The focus is on to what degree the programme has contributed to capacity building within the partner institutions.

A training programme aiming at Government bodies deals essentially with issues related to “institutional and capacity development”. Capacity development cannot be reduced to the transfer of knowledge, information and skills but involves a change in organisations, in their ways to define agendas and in their functions, and in their relationships with other actors. The End Review of the programme then needs to be fully contextualized; it needs to centre its analysis on the effective change, identify its drivers and potentially explain persistent gaps and limitations.

II. Context

The Human Rights situation in Angola evolved with the approval of the New Constitution in 2010, which strengthened the recognition of Human Rights protection mechanisms, the fundamental freedoms and the pluralism of opinion and expression, in conformity with key asks of the international Human Rights movement.

Beyond the establishment of the Ombudsman (Provedor de Justiça) in April 2005, the Government, after the 2012 general elections, decided to create a larger space for Human Rights in the State by turning the Ministry of Justice in a Ministry of Justice and Human Rights (SSHR/MJHR). The SSHR/MJHR mandate evolved and included the following key attributions:

- To secure and promote respect of Human Rights in all areas, throughout the country;
- To secure the interaction between the Ministry and the institutions which play a role in the protection of civic, social and political Human Rights of citizens;
- To create monitoring mechanisms of the policies established to promote and protect the Human Rights;
- To propose measures to prevent Human Rights violations;
- To undertake studies aiming at improving institutions and bodies acting for the observance and respect of Human Rights.

Since 2012, a series of actions were taken by the SSHR/MJHR, with a focus on partnership initiatives with some civil society organisations and other government institution for the elaboration of international reports in Human Rights issues especially for Universal Periodical Reports (UPR) and the African Commission of Human Rights; but also, to accelerate the ratification process of some international instruments of Human Rights protection.

The ratification of several international Human Rights instruments by the Angolan government in 2013¹, made it clear to the international community that Angola is concerned about the protection of Human Rights, and this has helped to secure another mandate for Angola as a non-permanent member of the UN Security Council. The Government had then to adopt a different attitude towards Universal Periodic Review (UPR) recommendations, accepting 192 of the recommendations made and pledging to reconsider 34 recommendations on Freedom of the press, expression and demonstration.

Similarly, in April and May 2014, Angola, for the first time, hosted a session of the African Commission on Human and Peoples' Rights and a civil society forum. However, while the government signalled willingness to engage more constructively with African civil society, Angolan civil society complained about excessive government control of the participants and kept asserting that the national dialog on Human Rights protection seemed stopped.

Between 2012 to 2015, a series of public demonstration initiatives were illegally repressed, violating the Constitution and the Law 11/92 on the Right of Assembly. Today, the legislation on this subject puts a large part of Human Rights organisations in a situation of "illegal organisations".

It is important to note that, in parallel with this reality felt and lived by Human Rights organisations, the Government continues to take significant steps to guarantee a better access to and administration of justice. The government is also currently developing important international partnerships with both United Nations agencies, diplomatic corps accredited in Angola, as well as with other international Human Rights organisations.

¹ For example, the: *Convenção internacional sobre todas as formas de discriminação racial e seu protocolo facultativo*; *Convenção sobre os direitos das pessoas portadoras de deficiência e seu protocolo facultativo*; *Convenção internacional contra tortura e outras penas ou tratamentos cruéis, desumanos ou degradantes seu protocolo facultativo*.

The SSHR/MJHR - within the scope of its mission to formulate, to execute and to evaluate the Angolan State's policy on protection of Human Rights -, has been working to create a bridge between the various actors for the construction of a culture of Human Rights that is visible on the international scene, in the functioning of public and private institutions, in the policies and programmes of the Government, and above all in the actions of the administrators of justice. Some achievements have already been made at a formal level, such as the regularization of the submission of Universal Periodic Review (UPR) reports, the creation of Interministerial Commission for the Elaboration of National Reports on Human Rights (CIENRDH), the preparation of the Draft National Human Rights Policy, the Training Project through the partnership with Royal Norwegian Embassy in Angola, the creation and dynamization of the Provincial Human Rights Committees, among others.

Although joint initiatives between state institutions and civil society organisations, and the simultaneous participation in international Human Rights events, have facilitated the approximation of these two fundamental actors, the dialogue developed so far remains between persons and not institutions, which weakens its sustainability.

The main complaints from Human Rights CSOs in Angola continue to be:

- Formal limitation of the right of association and excessive bureaucratization of the legalization process of organisations;
- Limitation in access to and administration of justice;
- Repression of the Freedom of Assembly;
- Persecution of Human Rights activists and defenders.

The fact that there is awareness of this situation on the part of the SSHR/MJHR, and already visible actions for its mitigation are encouraging. Above all, because these initiatives constitute the necessary space for establishing an institutional partnership between the Government, administrators of justice and civil society, and a platform to exchange experiences, to interact and to respond to situations of Human Rights violations.

The present feeling, shared by many, is that it is still very complex to speak and to work on Human Rights in Angola but all the actors recognize that there is a progress, and notable achievements. For many, the way to a culture of Human Rights starts with the strict respect of the domestic legislation and of international diplomas ratified by Angola, as well as an increasingly interactive, cooperative, and true partnership between the various national Human Rights actors. Thus, the Human Rights training programme implemented by the SSHR/MJHR, the Royal Norwegian Embassy and ILPI can be considered as a small but valuable contribution to the creation of a Human Rights culture in Angola.

III. The Human Rights Training Programme

1. Objectives

The overall aim of the programme is to contribute to strengthening and building a Human Rights culture in Angola. The primary means to achieve this aim is by developing, delivering and facilitating various Human Rights lectures and seminars, trainings and courses for Angolan participants, both in Angola and in Norway. Thus, provide institutions of both state and civil society with sufficient knowledge, capacity, skills and information for Angola to be in a better position to fulfil both its domestic and its international Human Rights commitments.

The specific objectives of the programme were formulated in the project document dated 26 April 2013. The objectives were slightly reformulated in the new Programme Document for 2015 – 2017 to include:

- Provide institutions of the state and civil society with **knowledge, skills and information** so that Angola better can **fulfil both its domestic and international Human Rights obligations**
- **Train staff** at state organs, ministries and other entities, labour unions, employers' organisations, academia, civil society and professional organisations in **Human Rights, including media and freedom of expression, Human Rights in international affairs and domestic violence**
- **Increase the coordination and cooperation** of activities developed by different actors of the Angolan society and its institutional and implementing partners in the area of Human Rights, such as the ministries, the agencies of the justice administration, private actors and civil society.
- **Publish and share information** from seminars and Human Rights trainings with relevant contacts and on the ILPI-website
- **Help build and sustain good relations between Angola and Norway in the field of Human Rights**, including sharing of best practices, establishing and maintaining contact and facilitating regular meeting-points, all with a view to strengthen and further consolidate Angolan-Norwegian relations.

2. Activities and Results

ILPI envisioned with this programme a multi-faceted approach, consisting of different inter-linked and inter-related training activities to be held in Oslo, Norway, and in Angola. An important aspect of the Project is the “training of trainers” based on initiative and responsibility from alumni and other partners, with technical support and assistance from ILPI, to organize and continue the spread of knowledge to strengthen a Human Rights culture in Angola. The project was designed for both the operational and the educational components to have a lasting impact, and reach long-term sustainable results.

A long-term ambition of this project is to assist Angolan candidates for Master's programmes abroad. Another key ambition is to contribute to the establishment of local competence sufficient to let trainings and courses at all levels continue in Angola beyond the project period. This will include contributions to the establishment and running of diploma courses, post-graduation courses and potentially Master level programme in Human Rights law at the FDUAN and other universities and institutions of higher education in Angola.

The main activities were slightly adjusted in 2015², and presented then as “targets”, after taking into consideration feedback from the Embassy, the SSHR/MJHR and other stakeholders. ILPI justified then that more human resources and administrative work was needed, due to “bureaucracy, lack of capacity, and communication obstacles on the Angolan side”. The aim of the invested time in human resources

² Project Document Proposal for 2015 – 2017 under the prolonged cooperation between the Embassy and ILPI – 17/04/2105

was to facilitate the continuation by the local partners for a long-term and sustainable build-up of a Human Rights culture.

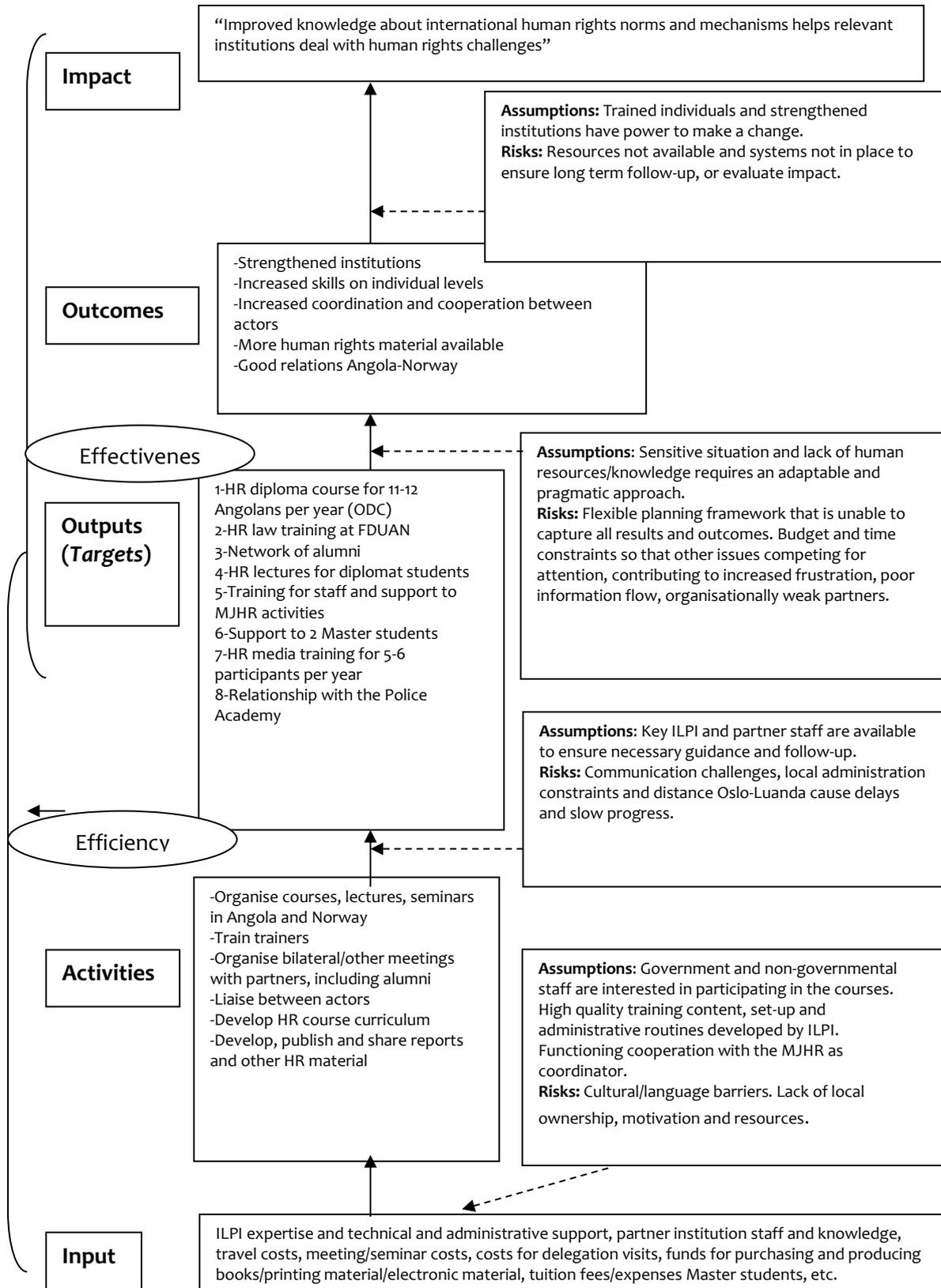
The focus of the Human Rights trainings has been on international and regional Human Rights norms and mechanisms, Human Rights methodology, international cooperation, and methodology on national implementation. Further, specific thematic areas that were part of the project were media and freedom of expression, Human Rights in international affairs and domestic violence. The trainings were directed towards the SSHR/MJHR, other ministries and institutions, academia and civil society organisations and institutions.

| | Activities/Targets |
|----|---|
| 1 | Educate trainers and personnel - Oslo Diploma Course (ODC) |
| 2 | Contribute to the development of training (Diploma Courses, Masters programme and mandatory training) in Human Rights law at FDUAN and other academic institutions - Hold Human Rights lectures for ISRI recruits as part of their diploma training |
| 3 | Promote workshops/seminars, speeches and lectures in Angola |
| 4 | Provide training and support to SSHR/MJHR at central and provincial level |
| 5 | Develop and maintain the network of candidates (and their institutions) having participated in ODC Alumni |
| 6 | Facilitate support to 2 Master students |
| 7 | Arrange Human Rights media training in Oslo for 5-6 participants per year |
| 8 | Production and publication of teaching material |
| 9 | Learning tools to collect and process Human Rights information and data |
| 10 | Develop a relationship with the Police Academy on Human Rights issues |
| 11 | Technical Assistance from ILPI staff (visits to Angola) |

3. Programme logic and theory of change (ILPI, August 2016)

General objective: Contribute to strengthening a Human Rights culture in Angola: provide training and capacity building to Angolan stakeholders on Human Rights

Project period: 2013 - 2015 and project prolongation 2015 – 2017.



IV. Review methodology

1. Approach

The proposed review approach was based on 4 principles:

- A participatory approach and a focus on participation and collective construction of knowledge
- The integration of quantitative and qualitative data
- The integration of factual (processes, situations, resources, actions, etc.) and cognitive information (representations, expectations and objectives of stakeholders)
- The capitalization of existing knowledge and information, based on the analysis of existing literature and consultation of direct sources, such as beneficiaries and key informants

To deliver on the expectations of this review exercise, the experts employed mixed participatory approaches that leaned heavily towards qualitative methodologies.

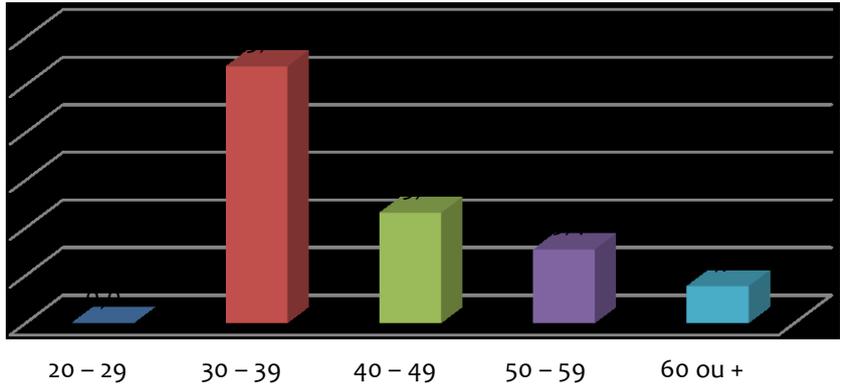
Specific tasks include:

- a. Desk review of relevant literature;
- b. Production of tools for data collection and analysis;
- c. Consultation and information gathering from key informants;
- d. Facilitating one consultative workshop with key Embassy staff and selected programme stakeholders to consider the outline draft review and obtain their input and feedback.

2. Methodology

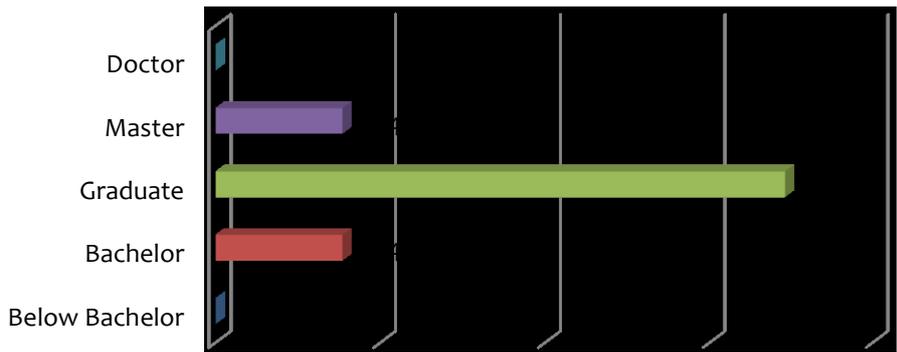
- *Inductive method*: the analysis of the relevance of the training programme in Human Rights, as well as the opinion of the different parties involved, is based on the data collected and not on preconceptions. The findings resulting from the collected data allowed generalizations.
- *Universe*: the review process did not follow a strict method of sampling, fundamentally due to the option of using the combined approach (qualitative and quantitative).
- *Sampling*: we chose a non-probabilistic sampling by rational choice. On the one hand, this criterion was used both for individual and group interviews involving all direct key actors (SSHR/MJHR and their focal points, Embassy and ILPI) and indirect (MOSAICO, FDUAN, CIERDH, AJP, NCC, ACC). On the other hand, the sampling criterion also focused on 13 of the 48 ODC participants, on whom a self-administered survey was applied.
- *Data collection by self-administered questionnaire*: the ODC participants' survey was based on a closed (single answer) and semi-closed questionnaire (arguments and justifications). A total of 13 questionnaires were validated, and half of the respondents (53.8%) are between 30-39 years, per the data in figure 1:

Graph 1: Age (%)



Of these, 53.8% are male and 46.2 are female. Another interesting fact about the profile of the participants to the ODCs is that they all have acceptable academic background for the nature of the programme content, as shown in figure 2:

Graph 2: Academic Level (%)



- *Tabulation and data presentation:* a database was developed in Microsoft Excel that allowed the organisation and storage of the information collected in the survey, as well as the extrapolation of graphs and tables.
- *Ethical issues:* Participation was freely consented by respondents and interviewees. It was ensured that the issues did not cause constraints or encourage the disclosure of restricted information. The principles of intellectual honesty, non-manipulation of data and recognition and reference of sources were respected.

3. Sources

| | Direct Key Informants | Indirect Key Informants |
|-----------------------|---|---|
| Direct sources | Embassy staff ILPI staff SSHR/MJHR staff Angolan Government Ministries Focal Points ODC participants | MOSAICO SSHR/MJHR AJPD ADRA CIERDH NCC |

| | | |
|---|--|-------|
| | Media training participants Participants to workshops | FDUAN |
| Indirect sources (documentation) | <ul style="list-style-type: none"> • The Project Document signed 23 April 2013; • The Project Proposal dated 23 February 2015, updated 17 April 2015; • The Biannual reports written by ILPI; • ODC materials (programmes, PPT and evaluation forms) • Media training materials (programmes, PPT and evaluation forms) • SSHR, Proposta de projecto “Educação para uma cultura de Direitos Humanos”, 2012/2013 • Production and publication of teaching material • Learning tools to collect and process Human Rights information and data • Recent Angola UPR reports • And possibly in-depth Human Rights studies commissioned by national and International Human Rights organisations. | |

4. Tools

| | |
|-------------------------|---|
| Documentation | <ul style="list-style-type: none"> • Documentation analysis |
| Direct sources | <ul style="list-style-type: none"> • In-depth interviews with key informants • Semi-structured interviews • Structured self-administered questionnaires • Focus groups |
| Evaluation tools | <ul style="list-style-type: none"> • Guidelines for Project team interviews • Guidelines for Key Informants interviews • Guidelines for Focus Groups • Questionnaire for beneficiaries/targets • Map Budget Implementation |

V. Review research questions

1. Relevance

The human rights training program was very relevant and helped the SSRH / MJDH to mobilize internal forces to carry out the complex task of influencing, progressively and systematically, the understanding of the need for a human rights culture in all governmental institutions, especially the institution who have the responsibility to ensure the access and administration of the justice.

There is, therefore, a unanimous recognition that the Human Rights training programme will have helped to uncover the seemingly simple but complex operative concept of Human Rights. For SSRH/MJHR staff, there is today unequivocally greater understanding, feeling and sensitivity, as well as a proactive stance on Human Rights. This is also due to acceptance and support from the State Secretary and the Minister of Justice and Human Rights.

To this end, the Oslo Diploma Course (ODC) training in Oslo made it possible to increase the knowledge of the staff of the Ministry, and of some of its strategic partners. The course also exposed the participants to how Human Rights issues are dealt with in different sectors and institutions in the Norwegian reality, with an emphasis on how the penitentiary sector works with its different Norwegian services.

An illustrative aspect of the effects of the ODC and other activities like Internal workshops, master students, joint publishing of compendium, lecture and meetings with provincial committees is the expressed need for trained professionals to reconcile realities and translate Human Rights into practical contexts. This desideratum suggests the existence of an open and holistic national view on Human Rights and permits to envisage future actions that could reinforce a culture of Human Rights.

Another aspect is the increasing openness of the SSRH/MJHR to approach with certain frontality the issues of Human Rights to civil society and beyond. This is also due to the willingness and proactive attitude of the staff who gradually gain greater confidence to deal with such matters.

If the ODC is an important tool for SSRH/MJHR's institutional capacity building process, it does however not fully respond to three essential aspects of the initial demand, notably: i) the need for training of professionals, and trainers notably in the resolution of labour disputes; ii) the improvement of the coordination between different Angolan HR actors and iii) the realization of a practical component of the ODC in Angola, with the mentorship and supervision of ILPI. These aspects have to some extent been covered by the mix of ODC participants, and by inviting these participants and other SSRH/MJHR staff to give introductions at workshops and seminars in Angola.

There are signs of greater sensitivity of the public institutions on HR, but prevail challenges in formulation and implementing HR-based sectorial policies. An administrative culture with a HR perspective is still a challenge.

From the point of view of SSRH/MJHR, the priority areas to promote a HR culture in Angola are twofold:

- Education on HR at various levels and;
- Guidance to the organs of administration and enforcement, including the police and the courts.

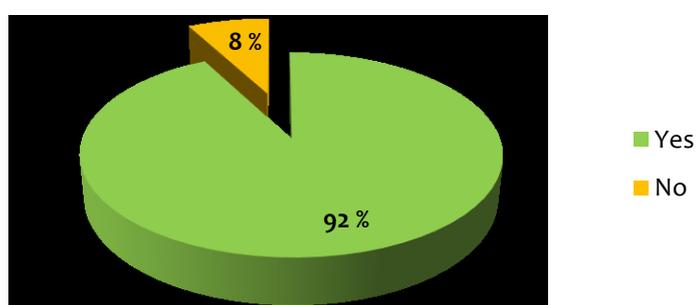
Obviously, such issues are not contractually binding on the Royal Norwegian Embassy and ILPI, but we believe that a continued cooperation should be designed with a view to supporting the structuration of such a process, starting with the police sector and the carceral services. It would be the responsibility of the SSRH/MJHR, in the context of a cooperation agreement, to make a practical use of the support provided to the judicial and police sector, which are part of the mandate of the Ministry of Justice and Human Rights.

2. Effectiveness

The core of the cooperation programme between the SSHR/MJHR and the Embassy is undoubtedly the ODC and Media Training. These have a broad vision of the HR international instruments, institutions and mechanisms. The trainers are admittedly of high quality and with general knowledge about the African context. The teaching material is accessible, with clear and simple language; however, while power-points and articles are in Portuguese or bilingual, some of these books are only available in English.

Approximately 92% of those surveyed stated that the training received in addition to being important is unequivocally compatible with the position and activities they carry out, per figure 1 below.

Graph 3: Professional compatibility



Added to this is the fact that most of them are between 30-39 years (about 53.8% of the respondents, as already mentioned above, in figure 1), and therefore are part of the group of citizens that we would call the "economically active population" who will contribute to the development process of the country in the next 20 to 30 years.

In addition to the understanding of international HR concepts, norms and mechanisms, the training also had as its purpose "the creation of skills to identify problems, discuss HR application and identify institutions."

The programme has a mechanism for evaluating ODCs in two distinct moments: (i) during and at the end of training in Oslo and (ii) through an evaluation workshop in Luanda. In addition, ILPI and the delegation write separate evaluation reports after ended courses.

The ODC evaluation workshops are extremely important to reflect on the positive and negative aspects of the process, from a qualitative and generic perspective. It is extremely important to maximize the use of the individual evaluations made by the participants at the end of the courses. The information in these individual evaluations can be the essential content of the evaluation workshop.

The programme does not have a mentoring and post-course assistance plan that allows the practical application of the acquired knowledge in a work context. The effects of training can be seen from an individual rather than an institutional point of view, which means that there is still much work to be done in building a HR culture in Angola.

Per the plan of activities of the programme, the actions developed in Angola are excessively concentrated in Luanda and at the Ministry. It is necessary to extend the training dynamics to the different provinces, through the Provincial Human Rights Committees, and local key actors working in

HR, namely Provincial Courts and Provincial Offices (Public Prosecutor's Offices), but also CSOs and FBOs. To do so, the SSHR/MJHR must identify practical solutions, including its budget needs, and improve the articulation with the provincial delegations. That being said, ILPI has been invited to and visited five Provincial Human Rights Committees in Benguela, Kwanza Sul, Malanje, Bengo and Huila.

On the other hand, activities such as meetings with different actors, planning of themes for lectures and seminars and their realization, working with FDUAN, could be the responsibility of the MJDH, which should ensure the participation of ILPI as a partner. This would help mitigate the risk of "duplication of activities" in relation to the activities developed by ILPI and Ministry in terms of promoting Human Rights

3. Efficiency

The programme had a high level of financial execution. But the cost / efficiency of this type of activity (international travel and accommodation of a necessarily limited number of beneficiaries) is obviously very high and can be questioned from the point of view of the cost vs. benefits equation.

Despite the risk of allocating funds to the SSHR/MJHR for activities, due to the public financial management model (which is highly bureaucratic and with challenges in terms of efficiency), the inclusion of other actors does not justify the existence of a financial management model overly centralized, in Norway.

The budget did not foresee expenditures in Angola, which needed to be assumed by the SSHR/MJHR. If the SSHR/MJHR's and other ministries' budgets carry expenses related to ordinary human rights implementation work in Angola within the priorities set by the Government and Parliament, the limited financial contribution from the SSHR/MJHR did not allow the implementation of all desired activities in Angola and thus required a certain flexibility from ILPI to finance some activities in Angola. One could adopt in the future a relatively decentralized financial management model, by which ILPI may coordinate the overall management of the funds, but could distribute funds (in the form of sub-grants) for one-off activities to local partners. This would reduce ILPI's activities and would engage stakeholders and share responsibilities.

The tasks and responsibilities between the parties involved in the project needed some time to be clarified (the first project document was very broad and could create expectations that ILPI could not answer). However, the parties recognize that communication, as well as overall cooperation, has improved between the parties throughout the project.

The lectures promoted by ILPI in the academic sector in Angola could be better appropriated by the SSHR/MJHR, in terms of institutional leadership on the subject. In an articulated and coordinated way, ILPI (with an international perspective) and SSHR/MJHR (with solid knowledge on the national legal and socio-political framework), can carry out joint activities, from their conception to execution. On the other hand, the organisation and independence of academic institutions and the academic freedom put some limits to such involvement.

The three to five visits per year in Angola do not allow ILPI to follow up and provide technical and methodological support to the SSHR/MJHR on a running/daily basis. This is also because ILPI's missions are not only dedicated to the SSHR/MJHR partnership but also to other ILPI's activities in Angola under this program (especially the academic institutions and the alumni), which reduce the time spent with the Ministry. To maximize its support, ILPI should consider the possibility of bringing trainers to Angola who could support deepening thematic issues such as gender (including LGBT), children, decent work, etc., allowing the emergence of a permanent cycle of training. Some of these topics have been covered in seminars at academic institutions (FDUAN, ISKA, INAC and ISRI), where SSHR/MJHR has contributed with lectures and/or participated.

The creation of a graduates' alumni, which is an expected result of the programme, still lacks effectiveness. The evaluation meetings organized in Angola with the graduates, are limited in terms of participation. The desired group of "champions" and "actors of change" in the HR branch, from the ODC, is not yet a community. On the other hand, there seems to be established an informal network between many of the ODC participants that cooperate on thematic issues (reports, lectures, meetings).

4. Impact

The historical socio-political course of Angola makes it clear that social transformations happen gradually, and Human Rights issues, due to their sensitivity and complexity, are conditioned to an even slower transformation process. Aware of this reality, the Royal Norwegian Embassy wanted to value the personal and direct impact that the Human Rights training programme had on the trainees. It is believed that the individual competences acquired in the context of such training may in the medium term be a lever for the development of an institutional culture of Human Rights.

All ODCs participants affirm that the ODCs have a great value in professional and academics terms. They also are unanimous about the technical expertise of teachers and their knowledge of African and of the Angola reality and the usefulness of the support material (rich in quantity and quality). They affirm that a comparative view on the realization of Human Rights between two realities with different social, economic and political histories is highly valuable. It allows to increase knowledge and broaden the perspectives and analysis in relation to Human Rights issues and to international mechanisms for the protection of individuals as rights and duties holders.

Contact with various Norwegian institutions allowed the participants to understand that the realization of Human Rights takes place in the day-to-day work of institutions and in the relationship established with citizens.

Some quotes extracted from KII and FGD, with ODCs' participants:

"I now have a different perception when it comes to Human Rights violations."

"I understand the need to have a critical attitude towards the management bodies of justice "

"It is possible and actually healthy to have a dialogue between civil society and government. We must eliminate the idea that they are opposites and begin to understand this relationship as complementary "

"I better understand the issues of transsexuality and the change of gender identity as a Human Rights"

"I see that it is also possible to develop a culture of Human Rights in Angola"

"The understanding that the public servant must be available to meet the citizen needs has somehow changed my understanding of the daily work. Those who participated in the course are no longer late in the service. They know they have to be on time to serve the public "

These are some statements that demonstrate the impact that the Human Rights training programme has had in terms of change of consciousness and personal attitudes.

From the interviews and discussions held with the parties involved, several elements were identified that indicate the impact of the programme, especially at the SSHR/MJHR level:

- The programme raised the level of theoretical and practical knowledge of the trainees and allowed to broaden the perspective of analysis in relation to Human Rights issues and to the international mechanisms of protection of the individual as rights and duties holder.
- It helped to understand the need for a National Human Rights Policy (which is already tabled and should be approved at the ministerial council). It is important to note that although the *Plano Nacional de Direitos Humanos* (PNDH) is still an Ante Project, several of the actions and articulations contained therein are already being carried out by the SSHR/MJHR.

- The ODC and the programme in general allowed the consolidation of the network of contacts and people working in the Human Rights field both in Angola between Angola and Norway.
- The effects of the programme's investment had indirect repercussions on the dynamization process of the Provincial Human Rights Committees, on the process of receiving and handling cases of Human Rights violations by the SSHR/MJHR; and on the inclusion of Human Rights topics in the curriculum of the National Institute of Judicial Studies (INEJ) and of the Higher Institute of Police Sciences;
- Encouraged the INAC to create “Child SOS”;
- Helped to improve the quality of the reports prepared by the Interministerial Commission for the Elaboration of National Reports on Human Rights (CIERDH) and to interpret and respond to the recommendations that were issued notably by the UPR;
- The prosecution and the courts already encourage judicial administrators to link and justify judgments and sentences with international Human Rights instruments;
- The space for dialogue and cooperation between the SSHR/MJHR and civil society was broadened.

5. Sustainability

We think it is extremely important to look at the context in a realistic way and to consider all relevant aspects and actors to achieve positive changes, especially considering that the violation of Human Rights in Angola still happens in a systematic and institutionalized way.

The project to contribute to the building and strengthening of a culture of Human Rights from specialized courses at the higher and masters level has obviously a limited impact. It is necessary to ensure the inclusion of HR content in academic curricula from basic education, to reinforce subsequent academic levels. HR would also need to be taught in different areas of specialization, including in non-formal education (using radio, television, and other community animators and social educators). The cooperation with academic partners and media institutions can be seen as relevant contributions in this regard.

It is necessary to find a strategy that guides and materializes the idea of creating a national corpus on Human Rights topics, which can be fed by books and texts written by ODC participants, and Human Rights master's degrees and PhDs researchers. The support given to two students to study HR at a Master's level in Spain can support on the long term this national capacity and literature. Two new students started fall 2016 and will end their studies fall 2017. The academic cooperation and the production of materials with the students and with the SSHR/MJHR is important. According to plans the project will have produced 5 small books, a series of power-point lectures, an e-learning course and three basic curriculum platforms for universities before end of April 2017. Making human rights material available for future use will be important for the sustainability and impact of project activities.

It is the responsibility of the SSHR/MJHR to institutionalize courses, with budget allocations in the OGE, to fill the current almost nonexistence of HR trained practitioners. It is also necessary to raise other funds and to track training opportunities (masters and doctorates) outside the country. The skills already created by the programme and others existing in the Angolan context should be used to ensure replication of the courses to other practitioners and stakeholders in the country, reviving the initial idea of ToT.

6. Institutional and capacity Issues

The ODC curriculum seems adjusted to the thematic needs of Angola, but remains very intense in terms of workload, schedule (theoretical classes and field visits), and some trainees affirmed that its intensity does not allow to absorb completely the knowledge acquired.

In spite of field visits to Oslo that allowed public servants to understand the functioning of protection institutions (such as the Ombudsman) and the cooperation of local Human Rights organisations, the relationship between the SSHR/MJHR and national organisations still remains fragile. Despite important efforts made from all parts, there is still a fear of institutional involvement with the most active and forceful HR NGOs. An increased participation of non-state actors to this type of international exposure can contribute to building a dialogue at national level.

ILPI visits should be further explored to ensure greater interaction with NGOs that have an active voice in HR issues, especially at lectures and conferences, to enable open debate, shared understanding and collective recommendations. It is also necessary to maximize contacts with the provincial actors to perceive the real dimension of the work to be done.

7. Value added of the programme

The following added-value of the programme can be highlighted:

- The HR programme exchange between Angola and Norway, also feeds into the yearly higher-level consultation mechanism (at the ministerial level) in the field of Human Rights, but these are two separate activities;
- The training of Angolan students at the masters' level, all from the Ministry, will contribute to an empowerment and professionalization of the staff, on a longer-term;
- The programme enriches the spaces for dialogue on Human Rights issues through ILPI lectures and SSHR/MJHR's own initiatives.

8. Cross-cutting issues

A positive and noteworthy aspect of the programme is the cross-cutting inclusion of other actors, such as higher education institutions, MINSA and INAC, civil society organisations such as ADRA, Mosaiko, ACC Huíla, NCC and others, representatives from the justice administration (PGR, Provedoria da Justiça and OAA) and institutions focused on social communication.

Another key aspect is the inclusion of the gender, LGBT and domestic violence approach in ODC. However, "hot topics" in the Angolan context that directly hurt Human Rights, such as corruption and impunity will need to be included.

9. Visibility and communication

Unfortunately, in terms of visibility and communication, the programme is largely unknown. There has been some media coverage in Angola, but very little in Norway, probably because it is still politically sensitive. Attachés and media outlets at the embassy should be more active in terms of public information about the programme. This should be remarkably facilitated by journalists who have benefited from the media training in Norway. ILPI's website provides information, lectures and other tools, but is not very well known in Angola.

Public information on the programme would have an impact on the intended objective of contributing to build a Human Rights culture in Angola, as it would give publicity to a bilateral cooperation centred on Human Rights; it would also show that the SSHR/MJHR is working towards such a culture in Angola.

VI. Recommendations

- A greater impact for such HR training programme could be obtained through the implementation of the initial axis of the project presented by the SSHR/MJHR, notably the **training of trainers' option who can replicate learning processes across the country**;
- The next programme should address the **context of HR in Angola and favours reflection on promotion and protection strategies in Africa and particularly in Angola**. The programme and its implementation by ILPI did not include this aspect, leaving the graduates free or not to adapt this knowledge to the situation of Angola;
- The **ODC format is interesting and socially relevant**. It is necessary to develop several other modules, possibly of shorter duration, more incisive in terms of thematic approaches. Issues such as domestic violence, children's rights, education, gender and LGBT, refugees, vulnerable and minority groups could be the subject of specific trainings to be administered preferably in Angola, to allow greater participation and contextualization;
- It is necessary to exploit to the maximum the course evaluation tools to reinforce the workshops evaluation processes, which should happen at least once a year. The next programme could develop a **post-course institutional and individual follow-up**, including a mentoring plan with a greater presence in Angola;
- The ODC participants could be asked to **write at least one testimony of their experience**;
- Other activities to be carried out in Angola, with universities, police and other actors must be properly articulated between ILPI and SSHR/MJHR, giving leadership to the SSHR/MJHR. It is necessary to ensure that the activities of ILPI and SSHR/MJHR are complementary and can effectively contribute to the achievement of the objectives of the program;
- One could adopt in the future a **relatively decentralized financial management model**, by which ILPI, or a similar institution, may coordinate the overall management of the funds, but could distribute funds (in the form of sub-grants) for one-off activities to local partners. This would reduce ILPI's activities and would engage stakeholders and share responsibilities;
- The programme should use **modern means to enable the community (alumni) of participants to remain involved in the programme**. This could be a monthly e-newsletter, a closed exchange of information and experiences, or a website / blog where the alumni could share articles, ideas, programmes.