

CED PROJECT CONTRACT

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CED PROJECT CONTRACT

BACKGROUND

The group I have identified for this project, is the community of northern Bailundo and surrounding rural areas. Bailundo is a small town in central Angola, with a total population - including the surrounding rural areas - estimated at 50,000. Angola went through a civil war that lasted about 20 years. In November of 1994 a peace agreement was signed and since then, the country has lived a period of relative stability. This has brought some hope in the population and the spirit of development is beginning to appear again.

About a third of the population of Bailundo, came into the town recently, escaping the violence of war from other communities of the country. Because of the war, mismanagement and inadequate policies, the region and the country as a whole, is undergoing a serious economic depression that has a deep impact on the community's overall political and socioeconomic environment.

The community has no industrial base. Unemployment is high and is compounded by the influx of thousands of people from other regions. The existing social services are relatively poor and insufficient to cope with the growing population. In fact, the population influx has caused further deterioration of the social infrastructures and has increased the level of malnutrition, especially in the town section of the community. In the rural side of the community, the food shortage is not so acute but, other basic consumer goods are hard to find. Another tragic result of this situation is the number of "abandoned kids", either because they lost their parents in the war, or because they happened to run in different directions from their parents. A lot of them came into town from other regions. These kids are known as "street kids". Recent estimates point to a number as high as one thousand.

The community is supplied mainly with goods brought in from far away regions, the international NGOs, which have carried out relief assistance programs and small scale local production. The Catholic and Protestant churches have also been instrumental in providing social services to the community. They have developed education, vocational training and health facilities. In the absence of similar government structures these facilities play a key role in the community. The local authorities have very limited resources, they lack experience and they lack the legal or constitutional basis to undertake a serious program of local development. This is a country ruled by people with Marxist views until very recently. The command economy and the centralized political system then adopted, have not only denied a power base for local authorities but also have suppressed the local capacity to take decisions and the ability to carry out initiatives beneficial to the community. This situation caused strains on the relationship between the local authorities and the people, the relationship among various community organizations and has generated a level of apathy, cynicism and mistrust in the community, that gets in the way of new ideas and new ways of looking at development.

Despite professed changes and some significant alterations in the constitution, the reality is that the national resources are still today, concentrated at the national level and to the extent they are allocated, they rarely make it below the regional level. Obviously, a CED practitioner faces

tremendous odds in such an environment. The regional authorities control tightly the resources that reach them from the central government, making it very difficult for community organizations to access them. Another serious problem is the mentality created over the years. Local authorities, became used to receiving instructions from somewhere else and passing them down, while people below simply shielded themselves with indifference. This mentality has a negative impact on the attitude of both groups vis-a-vis CED. However, in the last two years, a number of organizations with a declared interest to work in the development of the community have come to life. Some of them, have begun to do some work despite the odds they face. On the other hand, the government is talking more and more about creating a "community revitalization fund". However, so far, the international NGO's have been the principal source of financial and technical assistance to community development activities. The US alone, has spent US\$195 million, in bilateral relief assistance between 1990 and 1996. Another contribution was made to the multilateral relief program, coordinated by the United Nations between 1993 and 1995. The UN spent a little over US\$100 million during this period. For the fiscal year 1996/97, the US government, through the Agency for International Development (AID), has earmarked for Angola a total of US\$46 million.

Problem Statement

If no solution is found in the next two years, about 30,000 residents of the northern community of Bailundo, in central Angola, will remain locked in poverty, disenfranchised and face starvation. In addition, many valuable resources may be wasted.

Goal Statement

To mobilize the human and material resources available in the community to address and find short and long-term solutions to the shortage of food supplies in the community, and to the drama of the "street kids". Furthermore, this project will seek to identify all Washington-based NGO'S, currently working in Angola and strive to develop a forum for discussion of projects, exchange experiences and, eventual coordination aiming at maximizing resources in support of the Bailundo community.

In the last eighteen months, the community has come to realize what is at stake and a number of local groups with a stated goal to help the community, have come to existence. One of these organizations, ODRA - Organization for Rural Development of Angola - with which, I am associated as a consultant, is in charge of this project. There is a distinct desire in the community to do something to change the current situation and this project will seek to develop structures on the ground that should be able to tap on the existing energy and direct it towards concrete and positive achievements beneficial to the community. Until the community can feed itself, and develop productive activities that render it relevant in the interaction with other communities, it can not begin to address the issue of its disenfranchisement.

The Washington-based NGO's are an important factor in the short and medium term, as far as technical assistance and financial sources are concerned. It would be beneficial to the project if these NGO's were to incorporate some CED principles in the course of their activities.

Project Product

This project will have revitalized the agricultural productive capacity of the community not only to meet its own consumption needs but also to enter the cash-crop market. Market outlets will have created and the Farming Fund, will have been transformed into a community development fund. Farmers would have formed co-ops to increase their output and develop community-based structures with improved longevity and the capacity to affect positively the overall social well-being of the community. At the end of this project, a quarter of the "street kids" should have been removed from the streets into shelters and an elementary education program for them should have been in place. The project will also have established a local forum through which groups involved in various sectors of the community's development could coordinate their actions. Finally, this project will create meaningful jobs in the process of its materialization.

Expected Outputs

- Evaluate the current state of the project and reassess overall resources available and the feasibility of the project.
- Sustain the commitment of existing local groups to participate and support the project. Most of these groups have already committed to the project in a meeting held on January 12-13, 1997.
- Develop an organizational structure for the coordination of existing local groups and the management of the project. At the moment, ODRA - Organization for Rural Development of Angola - is doing most of the coordination required. However, a definitive structure has to be agreed upon by all participating groups.
- Develop a comprehensive strategy for implementation, taking into account the different components of the project.
- Create a Community Farming Fund which will be a financing instrument for the community.
- Develop local NGO's to enhance the community's capacity to engage in self-development.

Expected Inputs

- Planning meetings with the participation of local groups interested in the project.
- Individual farmers willing to be part of the project.
- Participation and involvement of the leadership of local groups as well as any other community resident willing to serve the project.
- The local businessmen, who are both investors and participants.

- Information gathering on the existing resources, structuring of community development groups and the role of the local authorities.
- Technical assistance for farmers.
- Capital or in-kind investments to start operations.

Implementation Plan

January 1997:

- Meeting of the core-group (ODRA, women's league, local Churches, businessmen, farmer representatives and the international ONG's).
- Evaluation of project as it existed. Strengths and weaknesses.
- New strategies adopted to improve performance and keep the project on track.

March, 1997

- Ongoing meetings with Washington-based NGO's - Myself
- Consolidation of Farming Fund. - ODRA + Farmers
- Setting up Stores for farming produce in the town. - ODRA + Businessmen
- First study of proposed Elementary Education Program. - Women's league + Shelter Directive Council + local Churches.
- Workshops on farming methods. - International NGO's + ODRA

May, 1997

- Farming Fund fully operational. - ODRA + Farmers.
- Evaluation of first proposal on farming co-ops. - Farmers, businessmen and international NGO's.
- First phase of shelter expansion, to house 100 kids. - Shelter Council, ODRA and international NGO's.

June, 1997

- Most programs ongoing.
- First meeting of all Washington-based NGO's with stake in Angola. - Myself.

- Second meeting of the core-group for general evaluation of the project.
- Assignment of specific tasks to specific groups.

July, 1997

- Further study and consultations for the co-ops project. -Farmers, businessmen, international NGO's and ODRA.
- Shelter expansion ongoing.
- Conclude the Elementary Education Program. - Women's league + local Churches.
- Feasibility study for setting up food mini-markets network in the town and rural areas. - ODRA, farmers and businessmen.

August, 1997

- Conclude first phase of shelter expansion.
- Assess improvements, lessons to learn, from the experiences of individual farmers. - Farmers, ODRA.
- Technical and material assistance to farmers: tools, seeds and advice. - International NGO's, ODRA and local Churches.

September, 1997

- Elementary Education Program begins.- Churches + Women's league.
- New planting season begins.
- Third meeting of core-group.

November, 1997

- Begin implementation of farming co-ops initiative. - Farmers, ODRA + businessmen.
- Conclude feasibility study on food markets network.
- Reassess Farming Fund Operations, e.g. fundraising, lending policies and expansion strategies.

December, 1997

- Fourth meeting of core-group.

- Review lessons learned in the Elementary Education Program. Core-group
- Discuss second phase of shelter project expansion, to house 200 kids.
- Review lessons learned in with the implementation of the co-ops initiative.
- Adopt a strategy to set up a network of food mini-markets.
- Second meeting of interested Washington-based NGO's. - Myself

June, 1998

- The Farming Fund should turn into a Community Development Fund.
- Food mini-markets should be established.
- 200 kids, should be sheltered and in various levels of elementary education.
- At least five farming co-ops should be created.

December, 1998

- 250 kids should be sheltered and attending classes.
- At least ten farming co-ops should be created.
- Expansion of the Community Development Fund.
- Consolidation of the mini-markets network and plans to develop one super-market.

Minimum Goals

At the end of this class, this project should have achieved the following minimum goals:

a) Launch the farming co-ops initiative; b) shelter and provide education to 100 "street kids" ; c) bring into the market enough food to respond to one half of the current needs; d) a dynamic Farming Fund; e) a completed study to set up a food market network, making modest profits; and f) have the international NGO's thinking about development and local capacity building instead of pure assistance.

PROJECT CED INTERIM REPORT
July 26, 1997
DOMINGOS JARDO MUEKALIA
703 - 671 0295

INTERIM REPORT
“BAILUNDO 2000”
JULY, 1997

WERE WAS PROJECT LAST TERM?

At the end of the last term, project Bailundo 2000, was beginning to take shape. The name of the project was adopted after an intense discussion and all aspects related to the agricultural or the shelter program came under the coordination of “Bailundo 2000”. As the original contract will show, at the conception of this project, we had in mind three main components: **farming; the shelter program for kids - including an elementary education program -; and the minimarkets network.**

With the farming component we wanted to stimulate individual farming in the community and introduce the concept of co-op farming. The goal was to increase agricultural production to levels that would not only respond to local needs but also move farmers into the cash crop market. At the end of last term, we had succeed in motivating farmers to produce more and to feel better about their work. The community was clearly feeding itself reducing its dependence to international relief agencies for food. We had developed a Farming Fund that served as a financial and technical assistance tool for farmers. This is basically a collective fund to which each farmer contributes. The Fund also benefits from financial and in kind contributions of international NGO's and local businessmen as pointed out in previous reports. However, the farming cooperative initiative run aground. There was no interest from traditional farmers, to explore the world of co-op farming. In a latter chapter I will deal with the reasons.

With the shelter component the goal was to provide shelter and elementary education to as many “street kids” as possible. Street kids in the community of Bailundo are estimated at 1,000. The

shelter program had about 50 kids at the end of last term. The program was, and still is, sponsored mainly by the Catholic Church, through its humanitarian branch, Caritas. Save the Children has also shown interest in the project. UNICEF has a program of its own in Bailundo, assisting close to 3,000 children, with the help of WFP. This would facilitate our efforts to house at least, 100 kids or more at the end of this year. Our original expectation was frustrated by the difficulties in setting up profitable business operations with the minimarkets network concept. The growth of this program will now depend on the availability of funds from Caritas, Save the Children and on our ability to draw UNICEF to the project.

The minimarkets network concept, did not materialize. Food Stores were set-up in the town but, they were used mainly by the businessmen who preferred to sell their produce in bigger cities far away, where the prices were a lot more attractive. In retrospect, we failed to realize that transport would be a make or break for this aspect of the project. The local businessmen who own trucks, have basically hijacked the project to their advantage by dealing directly with farmers and the bigger markets, outside of Bailundo 2000 framework.

Finally, at the end of last term, the local authorities had accepted to support Bailundo 2000 project. This was important to reduce bureaucratic obstacles in the way.

ACTIVITIES THIS TERM

- We held our first town meeting on May 20, aiming at explaining the goals of project Bailundo 2000, and seeking to connect better with the community. We were looking for ways to reduce the apathy and mistrust that community members often display toward Bailundo 2000.
- Organized workshops addressing farming methods, mine awareness and NGO management

and accounting. The farming workshop was organized with the participation of OIKAS, a Portuguese NGO. The UNDP and the Canadian Development Workshop participated in the other workshops.

- The Farming Fund became fully operational.
- Continued meetings in Washington DC. Meetings were held with Shelter Now, an ONG specializing in shelter for displaced people in war-torn countries; AID officials, focusing on funding issues for projects in Bailundo; World Vision and the DC UNDP office.
- The core group - made up of ODRA, Caritas, the Women's league, local businessmen, farmers representatives and the kid's shelter leadership - held its second meeting. The general situation facing the project was assessed. The kids elementary education proposal was evaluated as well as the farming co-ops proposal.

OUTCOMES

The town meeting produced a very good exchange with community members. One of the most important outcome was the realization that the concept of cooperative farming, was not acceptable to many of the farmers for two reasons: the experience they went through from 1976 to 1989, when the government imposed collective farming as part of its efforts to build a "socialist society". During that time, most of these farmers lost their land as they were forced to join collective farms. Despite of the failure of such experiments, the government insisted on them for over a decade. Talking of farming cooperatives, brings back those sad memories to many of them; the other reason is cultural. For many years they farmed as individuals or families. Changing that habit is seen as a big mistake that would destroy the very foundation of rural families. We explained that we would have

the first experiment “pilot projects” with demobilized soldiers and hoped that the lessons learned from that would guide our future actions on the issue. Issues around land to be conceded for the pilot projects and what social implications would these “artificial villages” have in the region, were raised but no serious opposition was encountered. In addition, we felt that the town meeting was helpful to improve the understanding of and support for, project 2000 within the community.

The workshops were also instructive. A good deal of farming experience was exchanged especially, among participants from South Africa and Zimbabwe. European experts had a number of good things to say but, they tend to be too technical for our conditions. However, they came away with a better understanding of the needs and conditions and that, will be helpful for the next workshops.

The kids shelter project is behind schedule but moving along. We plan to have 100 kids by the end of the year. We slowed down because of lack of funds for facility rehabilitation and the failure to sustain the original plan to supply the shelter with food from ODRA farming project. The elementary education program has not started fully but, everything is now being readied. Keeping the kids on the shelter is another struggle. School attracts some of them and turn away others. We need to look for entertainment programs that will make the kids find this place a better choice than the street.

The Farming Fund is now operational. It works basically as a collective fund aiming at assisting individual farmers as the need arises. It is operated by ODRA in a transparent manner. Members of the core group are made aware of all contributions received or assistance given out. The lack of financial institutions and a regular market, make its functioning extremely difficult. So far, the Fund has assisted farmers with seeds, farming tools and in a few cases, with money. As I said before,

international NGO's make mainly in-kind contributions to the Fund. However, there is a need to improve the assistance criteria and methods in order to avoid conflicts among farmers or the impression of favoritism which, may kill the purpose of the Fund. **The second core-group meeting**, made an overall review of the current situation. The project Bailundo 2000, was narrowed down and new time lines were adopted. As it stands now, Bailundo 2000, will proceed with the kids shelter program, including its education component, and with the farming program. However, we see our role as facilitators and supporters of individual farmers although we will insist with farming cooperatives with demobilized soldiers as an experiment. The meeting has decided to abandon the idea of encompassing storage, marketing and a network of food minimarkets.

PROBLEMS

The biggest problem we faced this term was the changing political environment in the country. In April, a government of National Unity was formed and the National Assembly was sworn in, under the agreement signed in 1994. Although the country has not been completely stable since then, the event produced a major outflow of people from the community of Bailundo to Luanda and other areas of the country. This outflow has upset the structures we had in place and altered the social make up that led us to conceive the project the way it had been conceived. Part of the local leadership took positions in the new government; the local businessmen went on a hunt of new opportunities; the local authorities are supposed to be replaced and even the community base has changed. It should be recalled that a considerable number of this community dwellers, came in from other communities at the height of the military conflict. The situation led the core group to consider changes in the original project as stated above. Transportation remains another problem for the community. However, with

the change of the scope of the project, it will not be as big a problem to Bailundo 2000. Finally, the continued resistance to farming cooperatives, as stated before, remains a problem. A note worth pointing out is the need to develop local NGO capacity. The leadership of these young organizations have skills deficiencies in some organizational areas. This is particularly important in reference to the scale of projects, appropriate staffing patterns and long-term planning. There is a tendency to talk in terms of long-range goals without paying necessary attention to the intermediate steps needed.

NEEDED HELP

- How to set up farming co-ops and identify appropriate technology for these co-ops.
- How to stay focused in a changing political environment.
- How to build local capacity that will offer partners and carry on, the positive work of international NGO's.

NEXT STEPS

- Implement the kids elementary education program;
- Implement co-op pilot program;
- Continue discussions with international NGO's and pay attention to local capacity issues;
- Hold further town meetings.

REVISED TIME LINES

August, 1997

- Provide material assistance to farmers; - ODRA, local churches + international NGO's

- Finalize arrangements for pilot farming cooperatives; - ODRA, farmers + international NGO's
- Begin elementary education program for kids' shelter; - local churches + women's league

September, 1997

- Planting season begins
- Begin preparation for expansion of kids' shelter
- Pilot farming cooperative begins

October, 1997

- Third meeting of core group
- Reassess Farming Fund operations (evaluate structure of the fund, look for opportunities to expand fund base and improve lending criteria); - ODRA, farmers + international NGO's
- Review lessons learned in the elementary education program; - core group

November, 1997

- Most activities on-going
- Conclude kids' shelter expansion work; - local churches, international NGO's, women's league + ODRA
- Organize first meeting of interested Washington-based NGO's; - myself

December, 1997

- Kids' shelter to house 100 kids
- Co-op pilot project on-going
- Third workshop with farmers (look at harvesting and storage)
- Town hall meeting to discuss issues related to local capacity building projects.

June, 1998

- The Farming Fund should turn into a Community Development Fund
- The kids' shelter should house 150 kids, at various levels of elementary education
- At least, three farming cooperatives should be up and running
- Assess experience with co-ops pilot project to determine expansion or changes in approach

Minimum goals

At the end of this class, this project should have achieved the following goals:

a) launch the farming co-op initiative; b) shelter and provide education to 100 kids; c) increase the food supply in the market; d) a dynamic Farming Fund; e) have the international NGO's thinking about development and local capacity building instead of pure assistance.

PROJECT JOURNAL MONTHLY REPORT

NAME : Domingos Jardo Muckalia

Date : 05/29/97

PROJECT TITTLE : "Bailundo 2000"

Major Events

- Town meeting held on May 20, 1997.
- Workshop on NGO management, accounting and "mine awareness".
- Review of Kids' shelter program.
- Evaluation of farming co-ops proposal.

People or organizations involved

- ODRA, Caritas, Women's league, Businessmen, UNDP, Canadian Development Workshop, Shelter Now.

Problems

- Continued outflow of people with a debilitating effect on the project.
- With changes in the country's political environment, there is a rush to new markets.
- Continued shortage of capital and transportation.
- Delays in the elementary education program for the kids.
- Changes of local authorities.

Efforts at problem resolution

- Make the Farming Fund operational.
- Continue to mobilize resources inside and outside of the country.
- Look at ways to better utilize local resources.
- Reassess the kid's shelter program.

Next steps

- Hold meeting of core group to resume the whole project - goals, structure, resources and timeliness, in light of recent political developments in the country.
- Continue to hold town meetings.
- Beginning of co-ops implementation.

Lessons learned

- It is very difficulties to keep the program as currently structured, in a changing social and political

environment.

- At least in this case, people's adherence to CED, is dependent on their financial situations. When better opportunities are made available, they simply go. While it is inevitable, it hurts CED projects' ability to succeed.

PROJECT JOURNAL

MONTHLY REPORT

NAME : Domingos Jardo Muekalia

Date: 03/30/97

PROJECT TITTLE: "Bailundo 2000"

Major events

- Meetings with Washington-based NGO's (ongoing). World vision, International Medical Corps and Shelter Now.
- Meeting with AID officials on possibility of funding local NGO's in Bailundo.
- Consolidation of the Farming Fund (ODRA and farmers' representatives met in Bailundo with a Portuguese NGO OIKAS. This organization is willing to contribute to the Farming Fund and provide experts to participate in the workshops scheduled for the second week of April.
- First attempt in setting up warehouses in the town for farming produce.
- The project was named "Bailundo 2000".

People or organizations involved

- ODRA leaders, farmers, local businessmen and international NGO's.

Problems

- Shortage of capital and the absence of a banking system in the region.
- Lack of transport.
- Difficulty in getting space in the town for storage.
- Continued level of apathy and mistrust of the project.

Efforts at problem resolution

- Encourage cash and in-kind contribution to the Farming Fund.
- Offering incentives (up to 30% of load) to owners of trucks in the community, to resolve in the short-term, the problem of transportation.
- Engage the local authorities to make space available to the Bailundo 2000 project.

Next steps

- Hold town meetings with the participation of all involved and community residents who wish to attend, in order discuss goal and purposes of the project. This is necessary, to address the prevailing apathy and mistrust.
- Workshops on farming.
- Adopt the elementary education program for the kids' shelter.
- Continue to hold meetings with international NGO's.
- Continue to consolidate the Farming Fund.

Lessons learned

- Our expectations seem to be too optimistic.
- The local businessmen, who have access to capital and transport, will constantly try to hijack the whole project.
- Finally, community participation is neither a magic solution to problems, nor necessary easy to achieve. Sometimes, it is easier to encourage participation by the community once results have been achieved by a few.



Chingolo

Photo 1

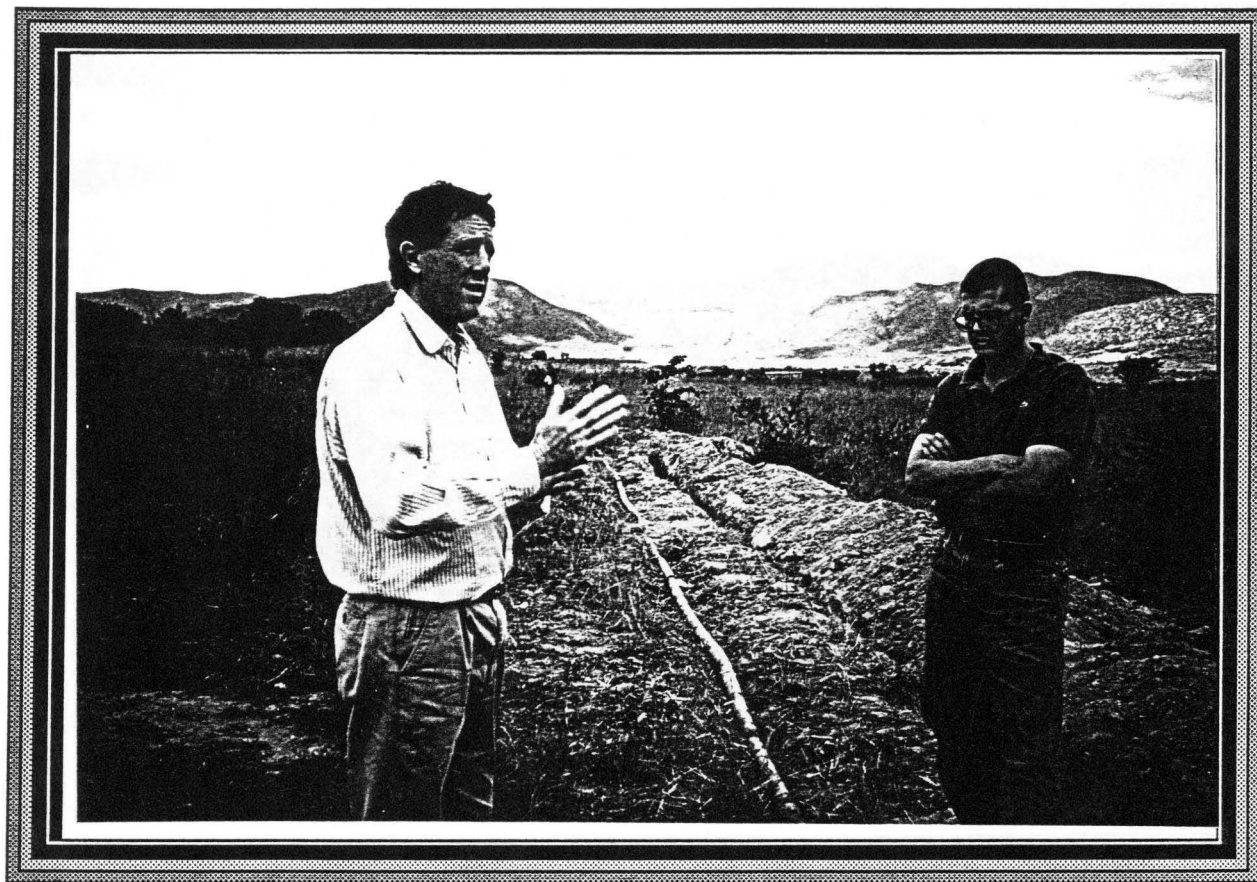
Community members of Chingolo in Bailundo gather to greet the CREA team and USAID visitors. CREA is working with the community to rehabilitate a school, clinic, well and community center that will eventually benefit 25,000 individuals living in the area. Community members are actively contributing to the rehabilitation effort by clearing grass and rubble from the ruined buildings, cutting roofing timbers, molding bricks, digging the well and providing other construction skills. CREA has closely coordinated the community's involvement through the traditional civilian structure.



Vale Verde

Photo 1

The community members of Vale Verde in Bailundo are greeting the arrival of the CREA team and USAID visitors. After developing the trust and confidence of UNITA, CREA was able to enter the community to design an agricultural project that will benefit its 25,000 members. CREA's plan is to improve basic nutrition through the cultivation of vegetables with a surplus available for sale in the Bailundo market.



Bongo

Photo 1

CREA has provided a grant to ADRA (subject to OTI final approval) to rehabilitate a system of gravity fed water supply to the village of Bongo and the Adventist Mission. The project will directly benefit 20,000 people through the provision of clean water through a series of community water points and irrigation outlets. The project will involve the community leadership and UNITA. The water supply starts from two independent perennial springs high in the surrounding mountains. The system was originally installed during colonial times and now requires a complete rehabilitation because of neglect and depravation during the war.



Bongo

Photo 2

Community members in Bongo have started to rehabilitate a road leading from their village to the mountain springs. This will facilitate ADRA's work along the old water pipeline. In addition to ADRA's inputs, this CREA initiative has also mobilized a commitment of material from ICRC.

COMMUNITY REVITALIZATION PROJECTS (CRPS) PROJECT OBJECTIVES AND ANTICIPATED OUTCOMES

In addition to the standard justification for each project, the following **objectives** of CRPs should be addressed in project designs. CRPs seek to:

- Revitalize productivity.
- Improve quality of life at the local *comuna/aldeia* level.
- Re-establish social infrastructure.
- Re-establish patterns of communication.
- Increase agricultural productivity and trade.
- Foster community initiative.
- Reinforce civilian social structures.
- Provide incentives for returning populations.
- Create a stable foundation for the return of ex-combatants.

Project proposals should address **anticipated outcomes**, utilizing the indicators suggested below. Actual outcomes can be measured upon project completion and summarized in end-of-project reports.

1. **RECONCILIATION**

The project supports reconciliation and return to peace in ex-conflictive zones through civilian structures. Reconciliation between GRA and UNITA will be promoted whenever possible. Linkages between opposing sectors of society and improved freedom of movement will be sought through project activities, such as rehabilitation of a bridge linking two opposed communities.

Sample indicators:

- (a) *CRPs promote linkages between opposing sectors of society.*
- (b) *CRPs improve freedom of movement across former lines of confrontation.*
- (c) *CRPs work with civilian and not military structures.*
- (d) *CRPs promote return to traditional socio-economic patterns of production and trade.*
- (e) *CRPs provide opportunities for ex-combatants to participate in project activities.*
- (f) *CRPs target civilian as well as former military personnel.*
- (g) *CRPs build on community initiative and empower citizens by working through civilian counterpart structures.*

TO: Muri Baker, AID Angola Desk
FROM: Jardo Muekalia
RE: Needs Assessment of Local NGOs in the Bailundo Area
DATE: September 17, 1996

The following assessment is based on two visits to central Angola - for three weeks in September 1995 and two weeks in August 1996 - in the course of the past year. During these visits, I had the opportunity to talk with United Nations officials, international NGO staff, top staff of the recently formed local NGOs and the UNITA official responsible for relations with humanitarian organizations. It is also informed by visits to two Quartering Areas for UNITA soldiers and a knowledge of the country acquired through extensive travel in rural and urban areas over more than twenty years.

FILLING A VOID

Angola is in a difficult period of transition. Although the civil war, which raged for most of the last two decades, has ended, a major socio-economic crisis is gripping the country. Unemployment is running at more than 50 percent, and the oil sector is the only healthy sector of the economy. The population has become predominately urban as a result of people of rural origin flocking to the cities and towns to escape the war and seek out food from international humanitarian organizations. As a result, agriculture has all but collapsed over wide areas of the country. A significant portion of the population is dependent on humanitarian organizations for food.

The Government has not been able to effectively deal with the roots or the effects of the crisis. The United Nations and international humanitarian organizations have filled the void. Local Non-Governmental Organizations (NGOs) have been organized to deal with what can best be described as the collapse of the Government in some parts of the country. They have developed cooperative relations with international NGOs, UN agencies and some foreign governments.

The reality of Angola today is that there are two states and two administrations: the Republic of Angola and the so-called Freeland of Angola under UNITA control. They have coexisted for almost 20 years. The UNITA administration, with its network of schools, health centers, agricultural extension activities and other services, is being progressively phased out as the former state within a state transforms itself into a civilian political party. This will leave a void that will be compounded by the inability of the weak Government structures to step in and provide services.

NGOs IN TRADITIONAL UNITA AREAS

NGOs have been organized in areas under UNITA administration over the past 18 months. The organizers are individuals, who previously worked in the UNITA administration or for the Government. They have experience, levels of skills ranging from para-professional to graduate level training, and an intimate knowledge of the people and areas that they are serving.

RURAL FOCUS

These organizations also have a commitment to working in the rural milieu. They view demobilized soldiers and their families as the focus of their developmental activities. The former military personnel - they envision - will prepare the way for the return of the displaced rural population to their areas of origin.

The rural focus is important because that is where the population to be assisted/empowered is located. This will avoid the trap of organizations squandering resources in urban-based headquarters and on administrative overhead. Far too often, scarce development resources are wasted in the capitals of countries where the majority of the population is rural.

SKILLS DEFICIENCIES

The leadership of these young organizations have skills deficiencies in some organizational areas. For example, most of them have never developed or had to administer a budget. They have a hazy idea, at best, of external funding sources - e.g. foundations, foreign governmental organizations and international NGOs and how to access them. Similarly, they do not have experience in producing the kind of reporting systems that these organizations require.

It is my opinion that they also need assistance with project design. This is particularly important in reference to the scale of projects, appropriate staffing patterns and long-term planning. There is a tendency to talk in terms of long-range goals without paying necessary attention to the intermediate steps needed.

It would be fruitful to develop joint ventures between local NGOs and international partners working in these areas. This would build on and formalize existing relations. It can result in skills transfer, managerial oversight and capacity building for the local NGOs in the relative short-term. The international NGOs have displayed a commitment to train local personnel, complete their tasks and move out. They can help accelerate the development of their local partners.

FUNDING NEEDS/RECOGNITION

The existing local NGOs need project funding. The initial projects should be short-term and appropriately sized to ensure success. A series of these projects increasing in size and complexity over the course of a calendar year, for example, can build the kind of track record needed to secure diversified funding.

This is necessary so that the nascent NGOs are not penalized for lacking a track record. Funding, like partnerships with international NGOs, is a form of recognition that can lead to additional funding. In the absence of recognition/legitimization, local initiatives would be stymied.

Office space is a problem for all of the NGOs. It may be possible to build an office block using local craftsmen and with shared secretarial support.

NEW LOCAL NGOS

Cuidade Infancia (CI) - Caring for Children - was launched on June 17, 1995. It was created to deal with problems faced by children as a result of the war. The organization runs two creches in Bailundo for two to five-year-olds with an enrollment of 300 students each. The children include both children with parents and orphans.

CI has developed cooperative relations with UNICEF, which has provided school materials and toys. The World Food Program provides food for the two meals provided at the two sites.

Health services are provided in cooperation with the local hospital. The part-time medical staff provides evaluations and treats illnesses. All 600 students recently received polio inoculations on site.

CI has no regular access to transportation. This has hampered its ability to take the program to rural areas, but it does have preliminary plans for work in the countryside. The small office in Bailundo lacks basic office supplies and equipment.

The CI Chairman is Arnaldo José Camolaconique, and the Secretary General is Abel Ferreira Sucena.

Organização para Desenvolvimento Rural de Angola (ODRA) - Angolan organization for Rural Development - is a new NGO which was formed to assist a substantial number of the 90,000 soldiers due to be demobilized become successful farmers. It is based on the assumption that family farming is the best means to achieve this aim.

ODRA has been doing surveys in quartering areas to determine how many ex-soldiers are interested in devoting themselves to agriculture. This NGO considers the lack of education of many quartered troops as less of a barrier to success in agriculture than it would be in most urban vocations. These men and their families, as ODRA sees it, would also serve as the vanguard for the return of large numbers of displaced people to rural areas.

It views food self-sufficiency within the next three years as a primary strategic goal. This is possible if there is investment in rural areas. New crops must also be introduced and new, less densely populated, agriculture areas opened up.

Adriano Muicoto André is the head of ODRA. He did his undergraduate studies in agronomy in the ex-Soviet Union and a M.S. in Portugal.

Associação de Desenvolvimento da Mulher Angolana (ADEMA) - Association for the Development of Angolan Women - This group was organized to address problems faced by women and children in the post-war era. It seeks to raise the skills level of women to allow them to be better mothers and economic producers.

ADEMA has developed plans including blueprints for an orphanage for 250 children. It wants to move street children from urban areas, where they have migrated, to a rural orphanage. At the same time, it wants to start a foster care system and promote adoptions.

The women's organization had recently completed a training seminar for nursery workers. It also wants to set up a training center for women that would provide training in areas like child-care, nutrition, handicrafts, entrepreneurship and preparing literacy teachers.

Guilhermina Chiteculo is the General Secretary of *ADEMA*.

Solaredade Médica Angolana (SOMA) - Angolan Medical Solidarity - is an NGO founded on July 24, 1995 to rehabilitate health centers and take services to under-served areas. Medical care for children is a special emphasis. The organizers include physicians, nurses and other medical personnel.

The *SOMA* Secretary General is António Sossanodje.

The organizations listed above have all initiated the cumbersome process of registering with the appropriate authorities in Luanda.

Flor da Vida - Flower of Life - is an NGO which was organized in a traditional UNITA area. It is the only one that has completed the Angola Government's registration process. I did not have an opportunity to interview any of its staff or investigate its program. The chairperson, Clarisse

Kaputo, is based in Luanda. She is the Vice-Chair of Angola's UNICEF organization and represents UNITA on UCAH. Riva Levinson set up a meeting for Ms. Kaputo with U.S. Embassy staff in mid-August.

RECOMMENDATIONS:

U.S. initiate support for the development of local NGOs in order to develop and indigenous capacity to complement and carry on the work of international organizations.

USAID representatives should be sent to Bailundo to meet with the directors of these local NGOs. A visit can be arranged through Clarisse Kaputu, who resides in Luanda, and through Lizeth Pena, the UNITA Secretary for Humanitarian Affairs, in Bailundo.

These organizations will need technical assistance to help refine their long-term programs as well as assistance in registering in Angola.

Once established, these organizations will need material and financial support to begin to help multiply their efforts.



ANGOLA

FY 1997 Development Fund for Africa: \$12,463,502

FY 1997 Economic Support Funds: \$10,000,000

FY 1997 P.L. 480 Title II: \$24,473,000

Introduction.

Angola is a large, mineral rich country of approximately 11.2 million inhabitants strategically situated along the Atlantic coast in southwestern Africa. It is roughly the size of Texas, California and Florida combined. Under more normal circumstances, the country's mineral wealth, combined with foreign private investment and minimal, strategically directed development assistance from donors, would permit sufficient economic growth to generate a steady increase in the standard of living of its citizens. Unfortunately, circumstances have been far from normal. War has ravaged Angola since the mid 1960s, first a war for independence, and then a bloody civil war that was fought from 1975 until November 1994 with only one brief respite. This civil war caused half a million deaths, 3.5 million displaced persons, and left a devastating legacy of landmines that continue to kill and maim innocent civilians. Consequently, Angola's needs are great. Angola has been the site of the world's largest relief effort. The United Nations estimates that 2.2 million Angolans inside the country still need emergency assistance over a year after the end of the war. Another 325,000 Angolans are still refugees in neighboring countries.

It is in the national interest of the United States to support activities that will bring lasting peace and prosperity to Angola. Until a durable peace accord is fully implemented, the Government of Angola (GOA) will not be able to commit the energy and resources necessary to meet the massive humanitarian needs of its people, stimulate the national economy or develop fledgling democratic institutions. U.S. commercial opportunities will lag and the current security threat to existing U.S. petroleum facilities will continue. On the other hand, a stable and increasingly democratic Angola will significantly reinforce political and economic prospects for the entire southern Africa region.

U.S. private investments in Angola, estimated to be over \$3 billion, are among the largest in sub-Saharan Africa. Despite the protracted warfare, U.S. oil companies continued to invest in Angola's petroleum pumping, refining and storage facilities, and cumulative U.S. investments in oil extraction there are now estimated at \$2.5 billion. The United States buys 70% - 80% of all Angola's oil, which accounts for 7% of all American oil imports. Other valuable minerals available for commercial exploitation once civil strife ceases definitively include diamonds, iron ore, manganese and copper. Angola was the world's fourth largest producer of diamonds before the outbreak of war in 1975. In addition, Angola possesses large tracts of land suitable for agricultural and livestock production, vast forests, rich coastal fishing grounds and considerable hydroelectric energy potential.

USAID's development assistance program to Angola began in 1992. It was suspended in 1993 due to a deterioration in security conditions and subsequently terminated in 1994. Development assistance resumed in 1995, with a grant for \$4.0 million for agricultural rehabilitation and \$2.0 million for assistance to displaced children and orphans. However, USAID has continuously provided humanitarian and emergency relief to Angola on a major scale since 1989. For example, in FY 1995, USAID's Office of Foreign Disaster Assistance and Food for Peace together provided approximately \$73.4 million in emergency humanitarian assistance. USAID's five-year preliminary transitional strategy for Angola encompasses the work of all Agency offices and programs operating in Angola. This strategy integrates all forms of aid to help move the country along a continuum from emergency relief to recovery, rehabilitation, reconstruction and sustained development of the country.

With regard to a graduation timeframe, in July 1995 USAID approved a five-year preliminary transitional strategy for Angola. Angola is endowed with enormous natural resources and has the potential to self-finance, eventually, its development programs. Thus, as peace and stability return to Angola, USAID envisions undertaking a unique development partnership with the GOA which places emphasis on the Government to allocate an increasing share of its financial resources towards development and self-sustainability.

is this a priority
USAID's program.

A grant of \$2 million was recently awarded to the Christian Children's Fund of Richmond, Virginia to support a three-year, five province program which trains adults to: (1) identify symptoms of psychological and social distress in children, including post traumatic stress disorder; and (2) provide participants with the necessary skills to be able to interact with traumatized children and conduct activities which will assist in their return to normal emotional growth and social adjustment. The impact and importance of this project has received very high marks from technical experts, international agencies including United Nations Children's Fund, and the GOA.

Other Donors.

The U.S. Government and the international donor community pledged approximately \$1 billion at the Angola Roundtable in September 1995. The funds are to be spent over 1996-1997 on community rehabilitation and national reconciliation projects. The United States is the largest provider of bilateral assistance to Angola. Other major contributors include: the European Commission, the UN World Food Program, the UN Development Program (UNDP), other UN agencies, the World Bank, African Development Bank, the International Fund for Agricultural Development, France, the Netherlands, Sweden, Italy, Norway, Portugal, and Germany. Donor coordination of activities and resources is a priority for the assistance strategy for Angola. X

FY 1997 Program.

The first eighteen months of USAID's five-year transitional strategy for Angola focus on the transition from emergency relief and humanitarian assistance to more traditional sustainable development activities. As peace and stability return to Angola, emergency humanitarian and transitional assistance will progressively be phased out, as programs that address Angola's long-term development needs are launched. For instance, USAID support for agricultural rehabilitation activities will reduce food aid dependency. Likewise, USAID's Office of Foreign Disaster Assistance started to reduce its emergency relief support through non-governmental organizations (NGOs) in Angola due to decreasing humanitarian needs, and anticipates a major, if not total, phase-out by mid- to late FY 1997, if peace continues to hold. On the other hand, USAID's Office of Transition Initiatives plans to continue its transitional aid to the Angolan peace process in FY 1997, with further assistance for demining, demobilization and quartering of troops, and revitalization of rural communities essential to returning refugees and demobilized soldiers. In FY 1997, the Office of Transition Initiatives plans to allocate up to \$8 million for Angola. As the peace process holds and national reconciliation begins to take shape and solidify in Angola, the Africa Bureau will, selectively, take over funding of non-governmental organization (NGO) programs that are currently being supported by the Office of Foreign Disaster Assistance as they make the transition from emergency to development activities. In support of Angola's rehabilitation program to generate broad-based economic growth, resources will be budgeted to fund NGO activities such as: resettlement and reintegration; agricultural production, including the distribution of seeds and tools; and health and immunization programs. Support to Angola's private sector is an important element in transforming the country from a closed, totalitarian-oriented, centrally planned economy to an open, free-market economy. This will be fundamental in building a stable and peaceful society based on democratic principles and ideals. Funds will be allocated to private sector development and technical assistance for macro-economic reform. In addition, development funds will be spent to further the conflict resolution and democracy building activities begun in FY 1996, and fund human rights activities. It is anticipated that USAID will continue the important projects that are helping thousands of war-affected children and continue providing assistance to disabled soldiers and civilians, such as provision of much-needed prosthetics for amputees from landmine accidents. Strong emphasis will be placed by USAID on working as partners with the international donor community for all objectives, with a view of playing a leadership role in leveraging other donors' resources to support Angola's rehabilitation and reconciliation program. USAID will also look to the leaders of Angola, caretakers of a country endowed with immense resources, to re-direct a progressively increased amount of both human and financial resources, no longer needed for military purposes, to meet the development needs of its people.

Agency Goal: Building Democracy

Angola has been embroiled in civil war, with only one respite, since its independence in 1975. A peace accord

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VIII

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News

News on Angola Friday, October 17, 1997

Yesterday a bank account was established at Angola's commercial and industrial banks in Luanda to collect funds for farmers in the case a natural disaster should occur. At the ceremony to celebrate the opening of the bank account, the Ministry of Fisheries deposited \$5,000 in the account, and the Angolan Commercial and Industrial Bank deposited over \$1,100 in the account. All money in the bank account will be used for agricultural projects to guarantee food security for the Angolan people.

In a related story, Angolan Agricultural Minister Carlos Fernandes announced yesterday that the Angolan government will provide more assistance to farmers in order to increase grain production. Minister Fernandes said that a main priority is to promote trade, agriculture, animal husbandry and small-scale enterprises to help increase grain production.

DeBeers has recently completed approximately two-thirds of its geophysical surveying of a 20,000 square km area in Angola's northeastern region. The company hopes that drilling will commence soon.

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Development

Promotion of Micro and Small Scale Industrial and Commercial Enterprises

The Ministry of Planning

1. Background: The Angolan Economy

Angola's critical macro-economic situation is a direct result of its decades long civil war and economic policy. The economy has experienced negative growth rates, high inflation and a lack of foreign currency. The manufacturing sector has suffered a sharp decline in its importance. Yet, the current high un- and under-employment can only be alleviated by the revitalization of the agricultural sector and by the development of micro and small scale enterprises (MSEs). Most MSEs were created during the current transition to a market economy and are hindered by a number of factors, with limited entrepreneurial experience and expertise, lack of capital and access to bank credit, out-dated technology, poor working conditions and the absence of effective support services being most important.

Technical skills training offered by government vocational training institutions and NGOs is very limited. Government training facilities have traditionally concentrated on providing skills for the formal sector, i.e., modern enterprises in urban areas, and for government institutions. This was the backdrop to the Government's Community Rehabilitation and National Reconciliation Program (CRP).

2. Present Situation

The signing of the Lusaka Peace Accord and the establishment of the Government of National Reconciliation (GURN) has given renewed hope for peace and the possibility to start to construct a normal life for the population in the Republic of Angola. People, including technicians and entrepreneurs are, slowly but steadily, returning to their places of origin and taking up their past activities. This in turn will help to create the conditions for macro-economic stabilization and the resumption of development. The returning population and internally displaced are creating a demand for locally produced goods and services to which MSEs entrepreneurial activities should begin to respond.

3. Credit CRP Project - Vocational Training and Entrepreneurial Development for Women: The Experience in the Province of Malange

Community Rehabilitation and National Reconciliation Program
Cidade Alta
Luanda, Angola
Tel: 2-44-2-338-953



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