



2019 CIVIL SOCIETY ORGANIZATION SUSTAINABILITY INDEX

For Sub-Saharan Africa: Angola
September 2020

Cover Photo: A group of youth gather at a free WIFI spot to access the internet in Maputo, Mozambique in March 2020. USAID is developing programs in several countries, mainly in Africa, to promote universal internet access. The program enables free access to information for young people who may not have the financial resources to access the internet otherwise, thereby helping them to participate in democratic processes, practice citizenship, and exercise their right to information.

Photo Credit: Gideon Américo Muiambo, representative of the Movement for the Prevention of Crime (MHPC)

This photo was a submission in the 2020 USAID Center of Excellence on Democracy, Human Rights, and Governance photo contest.

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For Angola

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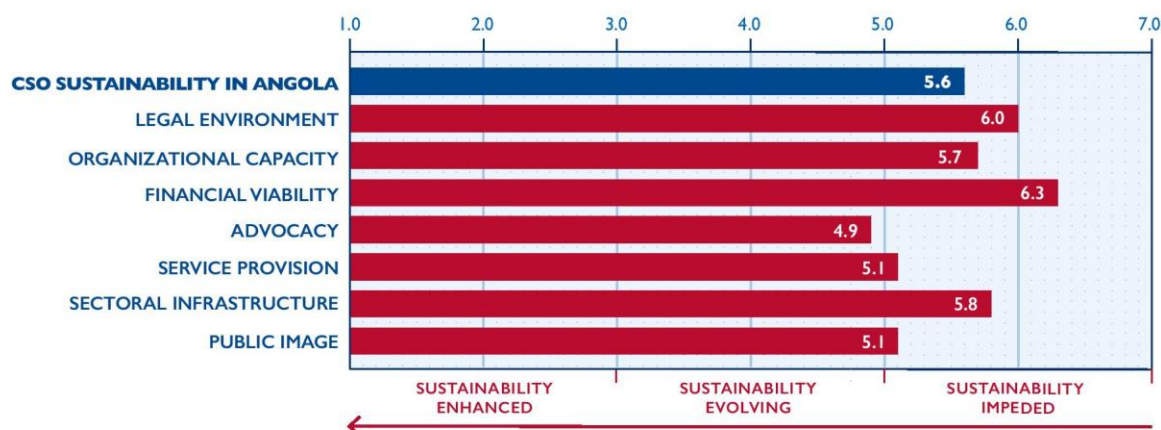
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OVERALL CSO SUSTAINABILITY: 5.6



The government of Angola under President João Lourenço continued to take progressive measures to reduce corruption and introduce more open policies concerning CSOs, human rights activists, and journalists in 2019. The government made headway in its anti-corruption campaign as it recovered more than \$5 billion in state assets stolen through corruption and money laundering and launched investigations into the enormous wealth of the family of the former president, José Eduardo dos Santos. As a result of these efforts, Angola jumped seven points in Transparency International's Corruption Perceptions Index for 2019, scoring 26 out of a possible 100. Internet freedom in Angola also improved by four points, according to Freedom House, although the country remained "partly free" as the government retained controls over the digital sphere.

In October, Angola ratified three important international human rights treaties: the Second Optional Protocol to the International Covenant on Civil and Political Rights, which aims to abolish the death penalty; the Convention against Torture and Other Cruel, Inhuman, or Degrading Treatment or Punishment; and the Convention on the Elimination of All Forms of Racial Discrimination. Press freedoms improved minimally. In an important step forward, the parliament adopted a new penal code in January, which decriminalizes same-sex activities and prohibits discrimination based on sexual orientation. The new penal code also criminalizes defamation, insult, and "abuse of press freedom," including the spread of false news. The new penal code had yet to be implemented by the end of the year.

The process of democratization in Angola stagnated slightly in 2019, especially in municipalities in which first-time local government elections remained unscheduled. Although the constitution permits peaceful protest, in Cabinda, the police arrested activists demanding independence for the province, and in Lunda Norte, the police quelled protests of farmers living close to diamond fields who had trouble accessing their land. The police also arrested people protesting high prices and inflation in Luanda, Moxico, and Benguela and behaved violently towards street vendors during efforts to curb the informal market. The "Ras-gate" operation, which attempted to bring more law and order to the streets in 2019, was also marked by excessive force as police and other law enforcement personnel intervened in, for example, traffic jams.

The Angolan economy continued to suffer in 2019 because of lower prices for oil, which accounts for more than 90 percent of the country's exports. The Banco Nacional de Angola adopted a restrictive monetary policy to anchor inflation and offset the impact of an exchange rate devaluation. Inflation, though high, declined from 18.6 percent at the end of 2018 to 17.2 percent in July 2019. The government introduced the country's first value-added tax (VAT) in October, which caused widespread discontent, including among CSOs, whose operational expenses were not exempted.

Although CSOs' overall sustainability did not change in 2019, their performance improved in several dimensions. Organizational capacity was slightly stronger as CSOs' relationships with constituencies deepened. Advocacy efforts became more effective as avenues of cooperation with the new government expanded. CSOs' public image

also improved as state-controlled and private media gave extensive coverage to their activities. CSOs' legal environment, financial viability, service provision, and sectoral infrastructure were unchanged.

According to the Institute of Promotion and Coordination of Aid Communities (IPROCAC), the main oversight body for CSOs, 366 national CSOs, 29 international CSOs, 26 national religious institutions, 8 local foundations, 7 international religious institutions, and 1 international foundation operated in Angola in 2019.

LEGAL ENVIRONMENT: 6.0



CSOs' legal environment did not change significantly in 2019. CSOs continued to register by submitting requests for authorization to operate along with documentation to the Ministry of Justice and Human Rights. Once they receive the ministry's approval, CSOs register with IPROCAC and provincial authorities in the geographic areas in which they intend to work. Bureaucratic red tape continued to be the main stumbling block to gaining legal status in 2019, although the option of online registration, introduced in 2018, made the process easier and more open for most organizations. Organizations seeking to work on human rights and policy issues still faced some difficulties with registration, especially at the provincial level, where not all government officials shared the government's more open attitude towards CSOs.

Several entities, such as the National Endowment for Democracy, Open Society Initiative for Southern Africa (OSISA), and European Union (EU), provided legal and other support to organizations that were not documented or were in the process of being recognized by government agencies.

Continuing a trend that started in 2016, few cases of state harassment of CSOs were reported in 2019. The International Humanitarian Organization (OHI) did not experience any problems when hosting a talk on human rights by an investigative journalist who had been shunned by the previous government. OHI was also able to conduct capacity building on social advocacy and access to rights in Kwanza Norte and Benguela. At the local level, an apparent disconnect still exists between the central government's more open policy towards CSOs and local administrations that cling to the previous regime's hostile attitudes. For example, if a CSO engages in a local human rights issue, local authorities may view it as a political move and harass the organization. Local officials sometimes show up without warning to investigate CSOs' activities, which many organizations view as an abuse of power. During a rally and seminar on women's rights conducted by the Platform of Angolan Women (PMA) in Horizonte Bantu in 2019, officials from the local office of the Criminal and Investigation Services appeared without notice to investigate. In Lobito, Benguela Province, some young people working with the Revolutionary Movement were temporarily detained in September 2019 while demonstrating against the chronic lack of electricity and drinking water. Community organizations in Lunda Norte, Lunda Sul, Moxico, and Cabinda were jailed for demonstrating against the treatment of smallholders and artisanal miners in 2019.

Amendments to the Patronage Law that give greater tax benefits to businesses donating to CSOs took effect in February 2019. Businesses registered with the Ministry of Finance may now deduct donations amounting to up to 40 percent of their total taxable profits, or 30 percent if the donations benefit employees and their families. The changes were meant to encourage private-sector support for social-responsibility initiatives but were not well publicized among national and local business communities in 2019. Data are lacking that would confirm whether the new Patronage Law increased corporate funding for CSOs during the year.

A new 14 percent VAT was effective as of effective October 1, 2019. VAT was imposed on all items purchased by CSOs, regardless of any other exemptions that may already have been in place. Operating budgets set before the VAT was introduced were heavily affected, especially since many donors would not adjust the terms of grants to take the new tax into account. Registered CSOs continued to be entitled to income tax exemptions and duty-free import of items needed for humanitarian work.

Legislation does not exist that would allow CSOs to generate profits through their own programs and activities, although they may charge fees to cover their administrative costs. To compete for government contracts, CSOs must have public utility status, which they obtain automatically if their registration documents are up to date. Since the competitive tendering process is unclear and CSOs' eligibility to compete is not uniformly recognized, CSOs usually find it difficult to obtain government contracts.

Legal support for CSOs in Angola remains weak, although expertise in this area is gradually improving. Justice, Peace, and Democracy Association (AJDP) and Mãos Livres have independent lawyers on staff who provide legal services to CSOs. The young people detained in Lobito after protesting the lack of services were defended by a lawyer who did not charge for his services. Two lawyers in Lubango appear regularly at CSOs' meetings to report on legal cases involving civil society.

ORGANIZATIONAL CAPACITY: 5.7

CSOs' organizational capacity was slightly stronger in 2019, as organizations were better able to develop relationships with communities and other constituencies thanks to the more open political environment.

CSOs demonstrated enhanced abilities to develop relationships to support their activities and help develop the sector in 2019. For example, PMA worked intensively with two groups of women activists on women's rights, gender-based violence, and HIV/AIDS response in the city of Icolo e Bengo. These groups are now in the process of obtaining legal status as associations. Similarly, in cooperation with the Czech organization People in Need, the Association of Social Development and Integration of Vulnerable Populations (ADESPOV) collaborated with a number of women on human rights issues; from this work, three groups registered as formal associations focused on gender and development issues. A project implemented by Management Sciences for Health (MSH) to empower and support female sex workers spurred the formation of two working groups in cooperation with the Association for Christian Solidarity and Mutual Aid. Most organizations involved in health care continued to work with government-appointed community health agents to raise awareness and conduct other outreach activities.

CSOs in Angola usually have strategic plans and follow them. An organization's strategic plan and charter of principles commonly define its mission, vision, and objectives. Some donors, such as the United Nations Population Fund (UNFPA), require CSOs to have strategic plans to obtain funding. In 2019, several developed CSOs began to help other organizations develop longer-term strategic plans. For instance, PMA helped Meninas de Rosa in Benguela develop a five-year plan, and OHI provided similar support to local organizations in Benguela, including Ekumbi-Ombaka, Mwenho Network of Women Living with HIV, Asoder, Defense and Protection of the Elderly (IDNC), Lecture Association of Benguela, and Benguela Rastafarian Circle. Mosaiko has a program that provides technical support to groups developing strategic plans.

By law, CSOs must have boards of directors. The boards meet periodically to review their organizational policies and major accomplishments. Annual general meetings must be documented in written minutes. CSOs usually also have clear management structures, although they may overlap at the board level. For example, the chairperson of the board of People-to-People Development Aid (ADPP) is also the head of operations, although the responsibilities of each position are clearly divided. Youth Forum for Health Support and AIDS Prevention (FOJASSIDA), ADESPOV, and PMA also have heads of operations who are members of the boards.

Although only a few organizations have conflict of interest policies, an increasing number of CSOs grappled with this issue in 2019. A donor asked PMA about possible conflicts of interest when the organization sought to compete on a bid. During a tender, FOJASSIDA was asked by UNFPA for evidence of its anti-fraud policy and showed an internal policy addressing conflict of interest. OSISA also requires this type of document. Mosaiko does not have a conflict-of-interest policy per se but has an internal regulation that addresses the issue.



Finding and retaining personnel with needed skills and expertise remained a major challenge for Angolan CSOs in 2019. The current government generally offers better pay and more secure jobs than CSOs, in contrast to the previous regime, when the reverse was true. Donors often limit staff costs to 25 percent of total budgets, which forces CSOs to minimize their spending on salaries to stay within this limit. Mosaiko compensated for this policy by spreading key staff over several projects rather than tying them entirely to a single project. ADPP and FOJASSIDA reported that they use contracts to fill key positions such as accountants and computer technicians and apply the costs of these contracts to a number of projects.

Larger and urban CSOs have computers, and a few organizations, such as Development Workshop (DW) and Action for Rural Development and Environment (ADRA), have their own servers. Most small and rural CSOs lack such equipment, although nearly all CSO workers have smartphones, which they use to communicate and access the internet. Although internet access improved in 2019, especially in rural areas, internet services remain weak and expensive. Some CSO staff resort to working at night, when internet services are more reliable. Larger CSOs commonly have websites and use Twitter, Facebook, and WhatsApp. The Angolan Network of Non-Governmental Organizations to Fight HIV/AIDS (ANASO) participated in a conference in South Africa in 2019 to learn more about website creation, data collection, and analysis and later established a website to inform the wider CSO community about its findings.

FINANCIAL VIABILITY: 6.3



CSOs' financial viability was unchanged in 2019. Organizations continued to face severe funding constraints, especially after the introduction of the 14 percent VAT on October 1, which posed particular difficulties for CSOs relying on budgets funded prior to that date.

CSOs rely mostly on funding from foreign donors, which increased slightly in 2019. The major donor, the EU, introduced a new fund known as Strengthening Resilience, Food, and Nutritional Security in Angola (FRESAN), which offers multiple-year funding to consortia of domestic and international CSOs in south-central Angola. Groups receiving FRESAN funding in 2019 included World Vision, Norwegian Church Aid (NCA), and People in Need in Huila; DW, ADPP,

Codespa Foundation, and Doctors with Africa CUAMM in Cunene; and COSPE and the Faith and Cooperation Foundation in Namibe. As an example of a FRESAN-funded project, ADESPOV, World Vision, and the Social Support Fund (FAS) received more than EUR 1.8 million (approximately \$2.1 million) to build water infrastructure and field schools and impart agricultural techniques adapted to climate change in drought-affected areas of Huila Province. Under a separate project, the EU funded a four-year project focused on HIV/AIDS and malaria in Benguela, implemented by the Vall d'Hebron Institute of Barcelona University Hospital with OHI, Youth Association for Solidarity, Collective Investment Organization, and the Rastafarian Circle of Benguela.

International donors generally put their resources into programs providing emergency services such as water and sanitation, food, and nutrition rather than development projects. However, in Huila, People in Need used its own resources to support projects to combat domestic violence, which were implemented by the Mapunda Youth Association, ADESPOV, and Young Women's Association. In Bié, ADESPOV used funding from People in Need to provide material and logistical support to the Adventist Youth Solidarity Association for activities countering domestic violence.

Other international funders in 2019 included the Embassy of Canada, which funded PMA's projects on women's participation in communities; Embassy of Japan, which funded the construction of classrooms in Benguela by Servir and ADC; and Embassy of France, which supported a small agricultural project by ADESPOV. USAID's LINKAGES project, which aimed to strengthen HIV response in Angola, ended in July 2019, causing several CSOs, including MSH, FOJASSIDA, Mwenho, and the Christian Beneficent Association, to lose vital funding.

The central government rarely offers funding or contracts to CSOs. Local governments, mostly on the municipal level, offer small amounts of funding for social projects. In 2019, FOJASSIDA continued to receive funding from the municipal administration of Cazenga and the provincial administration of Bié for social projects targeting youth. FOJASSIDA also had an agreement with Cazenga to offer paid training to municipal staff. The Gender Observatory provided paid services to municipalities in areas such as protecting women street vendors and organizing fairs for the sale of goods. On the provincial level, the Benguela administration provided \$190,000 worth of materials, including an ambulance, furniture, and laboratory supplies, to a health clinic constructed by ADPP. OHI, ANASO, Prazedor, and some other organizations worked with municipal administrations on various small social projects, with small incentives paid to CSO staff engaged in the activities. Since CSOs are nonprofit organizations, government agencies normally reimburse only actual costs incurred.

In the corporate sector, international oil companies continued to provide funding to CSOs. For example, ExxonMobil funded CSO projects in agriculture and health, Chevron supported educational and road safety projects, and BP funded educational projects in 2019. The only bank offering funding to CSOs for social projects in 2019 was BFA Solidário. Local companies provide more regular support to CSOs. For example, in 2019, Grupo Simples continued to provide funding to ADPP for agricultural projects. In general, any funding available through corporate social responsibility programs is not announced in newspapers or company bulletins, and only CSOs with good business contacts and good communication skills tend to access such funds.

Angolan CSOs make few efforts to generate income. A few CSOs earn revenue for programs by selling products and services. For example, Mwenho produces HIV ribbons and sells them to oil companies, and ADESPOV sells sealing products to the Coca-Cola Company and Empresa de Cervejas N'gola beer company, to earn about AOA 551,000 (approximately \$6,000) monthly. FOJASSIDA has created a digital platform to attract small local donations, but it did not generate much response in 2019.

Almost all urban CSOs use standard financial software programs such as QuickBooks, Primavera, and LCGI for accounting and other financial management purposes. Rural CSOs use simple Excel spreadsheets to keep track of financial transactions. CSOs that receive foreign funding usually undergo external audits.

ADVOCACY: 4.9

CSO advocacy improved slightly in 2019, as the new era of cooperation between the government and CSOs, which began with the historic meeting of the president and CSO representatives in December 2018, grew more established in 2019.

CSOs continued to take part in government meetings and other policy-making deliberations in 2019. For example, PMA took part in a National Assembly meeting about the national budget and supported increased allocations to the Ministry of Social Action, Family, and Women's Affairs for programs in women's skills development and the prevention of domestic violence. ADRA organized a conference on municipal budgeting attended by various ministries and CSOs. OHI organized two roundtables on local government issues, which brought together CSOs, members of parliament, and other politicians in April and May. About twelve CSOs, including IDNC, Lecture Association of Benguela, Social Association for Rural Economic Development, Mwenho, Ekumbi-Ombaka, and student associations from Jean Piaget University, participated in these meetings. These groups also met with local communities to explain that local government elections were expected to take place for the first time in 2020. Several CSOs were invited to participate in provincial and municipal social consultation committees to discuss development projects and policies. For example, PRAZEDOR took part in social committee meetings in Huila; OHI in Benguela and ADESPOV in Bié also attended such meetings.

Other advocacy efforts included FOJASSIDA's monitoring of public health policies in Cazenga municipality. In parts of Benguela, especially the poor neighborhood of Lobito, local CSOs led by Revolutionary Movement



demonstrated in an effort to push the authorities to improve electricity supplies. The effort was successful, since after the demonstration, the governor of Benguela ensured there was no major lack of electricity in the area. In Huila, the government worked hard with CSOs to improve public utilities. Although unsuccessful, this initiative at least established new possibilities for dialogue between the local government and CSOs.

ADRA organized a debate about educational policies in October 2019, with funding from OSISA and the Africa Network Campaign on Education for All. At the debate, Education for All Network, an umbrella organization of fifty educational CSOs, presented a study of educational policies. PMA continued to work with local mineral water-producing companies to ensure cleaner environments, and Omunga helped organize several debates with CSOs in Benguela and Huila on citizenship and related issues.

CSOs' lobbying efforts in 2019 included ANASO's work on legislation addressing community action on HIV/AIDS. CSOs such as Maiombe Environmental Network and ADRA worked on environmental protection legislation to help compensate for the absence of laws to ensure that businesses are responsible to the communities in which they work. CSOs such as SOS Habitat advocated for the reform of laws governing land rights.

In an effort to improve the legal environment for civil society, CSOs contributed to the draft patronage law aimed at encouraging individual and corporate donations to CSOs. After the law's passage, OHI made plans to disseminate it broadly to CSOs, private- and public-sector bodies, and individuals interested in commercial activities, many of whom were uninformed about its contents.

SERVICE PROVISION: 5.1



CSOs' service provision did not change in 2019. CSOs continued to provide basic services in areas ranging from water and sanitation to education, primary health care, women's entrepreneurship, human rights, and youth mobilization. Prazedor provided students and teachers with literacy training. In Benguela, Laity for Development, a faith-based organization linked to the Catholic Church, operated adult literacy projects. Several organizations continued to support Congolese refugees arriving in the northern province of Lunda Norte. For example, ADPP offered education to refugee children and literacy training to adults; Norwegian ChurchAid provided services in water and sanitation; World Vision supported food security; Doctors of the World offered health-care services; Jesuit Refugee Service and International Organization for Migration helped with refugee

repatriation; and Lutheran World Federation worked on agricultural and livelihood projects.

CSOs are responsive to their communities, and, for that reason, members of the public often contact CSOs for specific services, such as HIV, tuberculosis, and malaria testing or community development projects. CSOs work with communities and conduct studies to identify their most important needs. In 2019, MSH carried out a local study before offering syphilis testing services in the Viana area of Luanda. With funding from FAS, ADPP helped communities in Buco Zau in Cabinda Province and Icolo e Bengo in Luanda identify and prioritize development projects in their areas. PMA undertook studies in Icolo and Bengo and Terra Nova in 2019 to identify community problems and then worked with the authorities to find financing for projects to address water shortages. ADESPOV conducted a study in Huila about a possible water project prior to submitting a proposal to the EU's FRESAN project.

CSOs sometimes seek to recover costs or generate income through service provision. PMA organized two seminars for the Ministry of Social Action, Family, and Gender Promotion in 2019 and, with People in Need, organized two training courses on female leadership in Bié and Camacupa. The costs of the seminars were reimbursed by the ministry. ADESPOV, FOJASSIDA, and Prazedor continued to have service contracts with municipal administrations, mainly for work on social projects, such as training for youth and campaigns to prevent malaria.

Overall, the government recognizes CSOs' important contribution to the country's development and establishment of democratic processes. While inaugurating the conference of the Southern African Development Community (SADC) in Luanda in August, the environment minister stated strongly that CSOs make a valuable contribution to the environmental sector. The government also recognized individual organizations in 2019. PRAZEDOR was singled out to participate in some high-level events, such as a commemoration of World AIDS Day attended by the First Lady. The Ministry of Social Action, Family, and Gender Promotion recognized PMA's performance at a development conference for twenty women in South Africa, and the municipal health administration in Cazenga asked FOJASSIDA to participate in its activities to raise awareness about HIV/AIDS.

SECTORAL INFRASTRUCTURE: 5.8

The infrastructure supporting the CSO sector did not change in 2019. Few resource centers serve CSOs, and those that operate are largely informal. DW, AJPD, ADRA, Omunga, Mosaiko, and several other organizations have libraries with facilities for learning, research, and information exchange.

No intermediary support organizations exist in Angola. Few local organizations re-grant donor funds, although in 2019, ADPP awarded grants to three local CSOs with funding from a new UNDP-funded project on HIV/AIDS.

Angolan CSOs enjoy good solidarity and collaborate on projects. ADPP, OHI, and Prazedor continued to cooperate on HIV testing and awareness raising, and ANASO collaborated with many organizations in the fight against HIV/AIDS in 2019. ADPP and the Mentor Initiative worked together on initiatives to prevent malaria. Several consortia of Angolan and international organizations applied for funding from the EU's FRESAN fund in 2019.

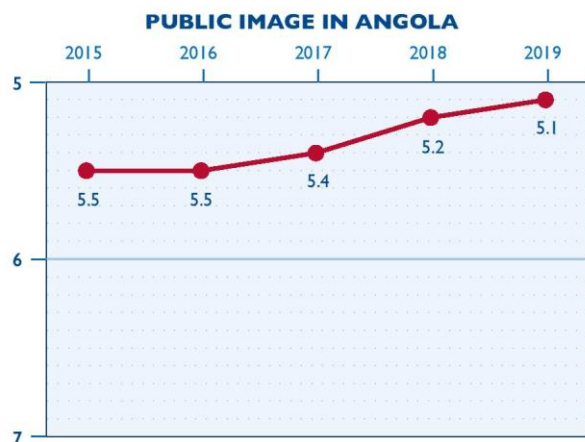
CSOs enjoyed a number of training opportunities in 2019, including training offered by other CSOs. For example, OHI participated in two training courses on HIV response at the Benguela provincial health office and attended a course on electoral issues offered by the Angolan Institute on Electoral Affairs. In Luanda, three sessions on community and individual health issues were provided to ANASO members with support from World Vision and several UN agencies. Partners in USAID's LINKAGES project attended a training by MSH on the geography management system tool. OHI, ADESPOV, and ADRA helped other CSOs develop strategic plans and shared community baseline assessments and annual reports. Smaller organizations that belong to networks and umbrella organizations often benefit from capacity building and training. For example, in 2019, ANASO offered its members training on data collection and community campaigns, and FOJASSIDA organized training on HIV response attended by forty-one of its member organizations.

CSOs worked with the private sector, government, and media to achieve mutual goals in 2019. FOJASSIDA partnered with Radio Cazenga to publicize community health issues, and OHI worked with Voice of America on public policy debates. Mentor Initiative and ADPP helped the National Directorate of Public Health collect data on neglected tropical diseases among school children in Andulo and Cunhinga municipalities and compile a comprehensive report. On World Day of Remembrance for Road Traffic Victims in November, ADPP organized a large road march in Cabinda jointly with the traffic police directorate and a few private companies.



PUBLIC IMAGE: 5.1

CSOs' public image continued to improve in 2019 as state-controlled and private media gave extensive coverage to their activities. New radio stations emerging in 2019, such as Radio Kizomba, Super FM Radio, Radio Youth, and Radio Alpha, were among the media most actively seeking information and presenting positive news about CSOs. Organizations received free airtime to broadcast campaign messages and advertise their events or activities.



ANGOP, Angola's online press service, regularly covered CSOs' activities, including ceremonies for teachers graduating from training colleges and vocational institutes supported by ADPP, which were also covered by several television stations. An event on World Malaria Day led by OHI was covered by Radio Benguela, Voice of America, Radio Angola, Radio Eccl sia, and Radio Mais. Media appeared without invitation at a training for CSOs hosted by UN agencies in Luanda. The march organized by ADPP on World Day of Remembrance for Road Traffic Victims was featured prominently on the front page of Jornal de Angola and all television channels. Activities during OHI's HIV project in Benguela were covered by ANGOP, Voice of America, TV-ZIMBO, and the national broadcaster TPA. The media also covered activities of organizations avoided by the previous

government, such as Omunga, M os Livres, AJPD, and SOS Habitat.

CSOs generally enjoy positive public perceptions, especially since the new administration has signaled to the public that CSOs are its development partners. This is a marked change from views under the previous regime, when the public was aware of the services provided by CSOs but nevertheless not very welcoming. Today, the public sees CSOs less as a source of charity and more as providers of health information, services, and support that allow communities to help themselves.

The government's perceptions of CSOs were largely positive in 2019. Government representatives made positive comments about CSOs in the press. On World AIDS Day on December 1, a number of CSOs belonging to ANASO were invited to an event attended by the First Lady, which was covered by the media. Speaking at the opening of the SADC CSO Forum in August, the environment minister stated that "CSOs play an important role in consolidating countries' development processes . . . [and help] governments realize their programs for the well-being of communities." He praised the work of environmental CSOs in particular. Although some local officials hold on to the negative view of CSOs typical of the former regime, many government officials whom CSOs had seen as arrogant in the past seemed more flexible towards CSOs in 2019.

Like the government, the private sector is positive about CSOs' roles in the country's development and increasingly offers support to CSOs' projects.

Most large CSOs use Facebook and Twitter and host their own websites to disseminate information about their projects, events, and campaigns. They also strive to build relationships with journalists, which paid off in more favorable press coverage in 2019.

ADPP, Mosaiko, DW, and other leading CSOs publish annual reports and inform IPROCAC, their line ministries, municipal and communal administrations, and constituencies about their project objectives and key activities. They also announce the end of projects to communities and traditional leaders. All CSOs write periodic reports during project implementation, which they share with IPROCAC, donor agencies, and relevant government officials.

A majority of CSOs have internal codes of conduct, which they share with donors as part of funding requests, if required. Sectoral codes of conduct are also common. ANASO's fifty active members have a common code of conduct for HIV/AIDS projects, and DW developed minimal standards for water and sanitation projects. CSOs must also abide by any codes of conduct espoused by line ministries. For example, the Ministry of Education has a code of conduct for educational activities that all CSOs working in the educational sector must observe. ADPP's teacher training colleges also follow the ministry's code of conduct.

Disclaimer: The opinions expressed herein are those of the panelists and other project researchers and do not necessarily reflect the views of USAID or FHI 360.

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