

NORWEGIAN CHURCH AID

BRAZIL COUNTRY PROGRAMME PLAN EVALUATION

- FINAL REPORT -

May 2010

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List of Acronyms

CDES	Conselho de Desenvolvimento Econômico e Social
CESE	Coordenadoria Ecumênica de Serviço
CNAS	Conselho Nacional de Assistência Social
CNPI	Comissão Nacional de Política Indigenista
COMIN	Conselho de Missão entre Índios
CONANDA	Conselho Nacional de Defesa dos Direitos das Crianças e Adolescentes
COSEA	Conselho Nacional de Segurança Alimentar
CTI	Centro de Trabalho Indigenista
FASE	Federação de Órgãos para Assistência Social e Educacional
FE-Brasil	Fórum Ecumênico Brasil
FLD	Fundação Luterana de Diaconia
GT	Working Group
IBASE	Instituto Brasileiro de Análises Sociais e Econômicas
IECLB	Igreja Evangélica de Confissão Luterana no Brasil
INESC	Instituto de Estudos Socioeconômicos
ISA	Instituto Socioambiental
MST	Movimento dos Trabalhadores Sem Terra
NCA	Norwegian Church Aid
OD	Operation Days Work
PAD	Processo de Articulação e Diálogo entre Agências Ecumênicas Européias e suas Entidades Parceiras no Brasil
P1+2	Programa Uma Terra e Duas Águas
P1MC	Programas Um Milhão de Cisternas
PMA	Planejamento, Monitoramento e Avaliação
PPA	Plano Plurianual
SMM	Serviço à Mulher Marginalizada
ToR	Terms of Reference

Executive Summary

This document includes the principal conclusions and recommendations of the external evaluation of Norwegian Church Aid's (NCA) 2005-2009 Brazil Program carried out between January and May 2010 under the auspices of its Global Strategic Plan.

The evaluation objectives were: **1)** document the results and the lessons learned to improve institutional learning of NCA and its partners in Brazil; **2)** evaluate if the projects and programs supported by NCA contribute to the increased participation, equity and protection of the defined focal groups and if NCA's partners contribute to the strengthening of democratic processes in Brazil; **3)** outline successful mechanisms and best practices or the reasons why planned objectives were not reached; **4)** provide assistance for the preparation of the new NCA strategy for 2011-2015 and any institutional changes and adjustments that may be necessary.

The evaluation prioritized qualitative methodology and was carried out by an evaluator with a profile and professional experiences compatible with the task. The principal investigation instruments were: **1)** examination of NCA documents and those of its Brazilian partners; **2)** analysis of the responses to a questionnaire with 47 questions sent to 15 organizations; **3)** field research, including visits to four organizations; **3)** final evaluation seminar involving the partners and members of the NCA team. The evaluation also received contributions at one stage during the field research from the person responsible for the NCA Quality Division.

PERFORMANCE OF THE IMPLEMENTATION OF THE BRAZIL PROGRAM

The Program was implemented in a very successful manner with very positive results in the four area which, as was found during the evaluation, shaped the base of NCA's activities during the period: **1)** Strengthening and implementation of collective rights and fighting against social injustice; **2)** Influencing public policies; **3)** Building of capacities in partner organizations; **4)** Fundraising. Program results and impacts were evaluated in two ways:

- Responses to a number of questions included in the ToR about four of the five thematic areas prioritized in the NCA intervention strategy for Brazil (Civil society for good governance; Land and cultural rights for minorities, indigenous and black peoples; Protection from violence; Safe water for vulnerable groups), based on case studies about interventions of four organizations directly related to these themes. The responses were quite satisfactory, indicating an extraordinary capacity of these four organizations to design and implement initiatives which have become national references in each of these thematic areas;
- Identification of a profusion of results / impacts that were outstanding for various NCA partners in the last five years, notably the following: empowerment of women; the environment; food and nutritional safety; youth protagonism; generation of employment and income. In summary, during the period in question the Program had significant impacts and contributed to the construction of new social, economic, cultural and environmental parameters in Brazil, which balanced the organizational strengthening of civil society, political participation, the promotion of equity, the valorization of diversity and protection against violence.

PARTNER ORGANIZATIONS

These actions are based on a set of 15 very different organizations, which share an elevated institutional capacity and intervention efficiency. This indicates that NCA has been extremely careful in selecting partner organizations, taking into account experience in a given thematic area, technical quality, recognition, capacity for political and/or religious articulation and social legitimacy. This configuration is coherent with the National Strategy, the '*first focus*' of which is the '*identification of professional partners with an elevated capacity (...)*'. The report includes

detailed data about the institutional profile of these organizations, the networks and campaigns they are a part of, and also indicates common challenges and weaknesses, such as fundraising, communication, structure and institutional governance.

NCA's relations with its partners were positively evaluated, though certain difficulties were identified. Elements such as being permanently open to dialogue, flexibility in understanding and accepting innovations, a relationship of trust, identity and political and ecumenical commitment were among those most stressed by the organizations. Two elements in particular were highlighted as being central to the partnership: **1)** the long-term relationship established, coherent with the profile of the supported projects, whose objectives are in general only achievable in the medium to long term; **2)** the nature of institutional support, valorized for a series of reasons, including the improvement of the conditions of organizations in relation to discontinuities in public financing. NCA's monitoring of its partners was positively evaluated, both in terms of frequency and quality.

The main weakness identified is the NCA's standard of communication with its Brazilian partners is unsatisfactory, to the extent that they know very little about NCA – which produces a contradiction between the elevated institutional capacity of these organizations and their fragile participation in the planning and definition of NCA strategies. Possibly this problem affects not only Brazilian partners.

SPECIFICITIES OF THE BRAZIL PROGRAM

The Program is composed of organizations differentiated in relation to their nature, sizes, approach, geographic area, etc., configuring a situation that cannot be characterized as a 'program' – at least in the usual understanding of the concept. However, this diversity is coherent with the rights and thematic foci prioritized in the country strategy. Attention was called in the evaluation to the fact that this Program with fragile interfaces has given rise – through distinct arrangements and combinations of organizations – to successive programs (or sub-programs) which methodologically meet the most demanding criteria of this approach, such as those that have been successively supported by OD. The implementation of these sub-programs allowed NCA to deepen the themes prioritized, as well as to incorporate others, such as the trafficking of human beings and youth protagonism, gender equity and the rights of children. These successes would hardly be achieved if the Brazil Program rigidly complied with all the thematic, regional or public 'focus' requirements defended by some program specialists.

ADDED VALUE OF NCA

The general scenario found was quite satisfactory, though with weaknesses in some aspects. Perhaps NCA's greatest efficiency can be found in an area not dealt with in detail in the Brazil Program: fundraising. NCA's team has been quite effective in expanding support, obtaining resources from different sources of funding in Norway and following an inverse path to many development cooperation organizations, whose allocations for Brazil in the period in question have remained the same, been reduced, or even been terminated. Between 2005 and 2009, the Brazil Program budget grew by 105%.

Other important components of the value added by NCA include: **1)** incorporation of new themes to the agenda of organizations, opening new prisms of intervention; **2)** joint actions have allowed decision making to be influenced jointly in Brazil and Norway; **3)** NCA has stimulated and facilitated the relationships of some organizations with the business sector, through partnerships or the making of accusations; **4)** helping to improve the work of partners through support for strategic planning, evaluations and institutional revisions.

SOUTH-SOUTH COOPERATION

The international action of NCA's partners is at a high level and increasing. NCA is strongly involved in their preparation and implementation in some of these. However, only half of the organizations that carried out international activities declared that these were supported by direct contributions from NCA, even when they were directly related to its priorities or thematic foci. On the other hand, the evaluation found that there is a strong expectation among the partners for NCA to intensify this type of contribution in the coming years, with this being the principal aggregate contribution of NCA in the new strategy. Based on some of the findings in the evaluation it can be supposed interlocution between different NCA units (i.e., its sectors and departments) is not high. In fact, some South-South cooperation initiatives, for example, were implemented very slowly, or even did not occur, because they ran into this problem.

PRINCIPAL RECOMMENDATIONS

Brazil Program - Even recognizing the relevance and the scope of a strict programmatic approach, we recommend that the Brazil Program continue to rely on a plurality coherent with the objectives and strategic themes of NCA. A good part of the success attained was based on the formula of counting on solid – though diversified - partnerships, in other words organizations operating at different levels of intervention, with different relevant problems in strategic geographic regions.

Programmatic synergies: - the evaluation found that NCA had failed to promote and stimulate more long-lasting contacts between its partners, and should seek creative forms of expanding interaction between its partners, for example holding meetings and seminars about themes that are of real interest to the organizations or even making the sporadic 'meetings of partners' more interesting and opportune.

Communication: NCA should seek forms of reversing in the short term its Brazilian partners lack of knowledge of its strategies and institutional dynamics: the translation of documents and the introduction of this question in visits can be complemented with routine communication related to practical questions of interest to the partners.

Dialogue with NCA units: The interaction of the Brazilian partners with the different units of NCA should continue and intensify, since this can have important implications in various dimensions, in particular South-South cooperation. Due to the strong demand of its partners, NCA should strongly expand its actions in this area, including it as one of its priorities in the implementation of the next Program.

Size of team – various weaknesses in the relations between NCA and its partners seems to result from the reduced size of its team. Expanding the programmatic logic is costly and presupposes greater technical time than is available in the Brazil unit.

Gender Relations – there was a contrast between the relatively low weight of this theme in the Program and the centrality of this perspective among many of its partners. It is suggested that the design of the next strategy give greater attention and visibility to actions in this field.

Local Advisory Service: due to the persistence of difficulties of various partners in understanding the status of the local advisor, we recommend that NCA better outline its role and its attributes.

PMA: many partners have difficulties in identifying the results and impacts of their actions. In a cooperation scenario that is increasingly results orientated, we suggest greater NCA support in this area. A good starting point would be the preparation of a matrix of results and impacts that could be routinely used by the partners of the Brazil Program.

Luciano Nunes Padrão, May 2010

Introduction

The Norwegian Church Aid (NCA) Program for Brazil took form in 1992 with funds raised by the Operation Day's Work campaign (OD) from Nordic students. Since then its actions in Brazil have grown through the identification and inclusion of new strategic partners and the search for new funding.

The global vision of NCA's program in Brazil is to promote the human dignity of disadvantaged and excluded people giving support to partners and to its work programs to increase participation, equity and protection. This is done by providing support that strengthens relevant institutions within civil society. In order to comply with its principles of responsibility and transparency, in 2010 NCA decided to carry out a set of evaluations of the components of its Global Strategic Plan. The evaluation of the 2005-2009 Brazil Program is part of this framework, and it has been designed both to examine its performance during the period and in order to be an important instrument in the strategic revision for the country.

1. Objectives, methodology and activities

The principal guiding instrument for this evaluation were the Terms of Reference (ToR), drafted in agreement with NCA, its partner organizations and the evaluator. This document, reproduced in **Annex 01**, provides detailed information about procedures, activities, timetable and expected products. The evaluation had four principal objectives which can be summarized as follows:

1. Document the results and the lessons learned to improve institutional learning in NCA and among its partners in Brazil;
2. Evaluate if the projects and programs supported by NCA contribute to the increased participation, equity and protection of the defined focal groups and if NCA's partners contribute to the strengthening of democratic processes in Brazil;
3. Outline successful mechanisms and best practices, or the reasons why planned objectives were not reached;
4. Provide assistance for the preparation of the new NCA strategy for 2011-2015 and any institutional changes and adjustments that may be necessary.

The evaluation was also concerned with identifying the results and impacts of five thematic areas prioritized for NCA's intervention strategy in Brazil during the period in question: **i.** Civil society for good governance; **ii.** Land and cultural and rights for minorities, indigenous and black people; **iii.** Protection from violence; **iv.** Safe water for vulnerable groups; **v.** Capacity building and organizational development – South-South exchange. The evaluation parameters were relevance, efficiency, impact and sustainability.

The work was carried out by an independent consultant with experience in the evaluation, monitoring and planning of international cooperation programs. This was his first contact with the Brazilian portfolio of NCA projects, which gives the evaluation a strongly external character. A summarized version of his curriculum can be found in **Annex 2**.

In accordance with the guidelines stipulated in the ToR, the evaluation used the following principal methodological procedures: **i.** dialogues with NCA team members for the revision of the ToR and methodological definitions; **ii.** Preparation, systematization and analysis of the answers to a questionnaire with 47 questions (**Annex 4**) sent to 15 partner organizations; **iii.**

Preparation of scripts for interviews and fieldwork; **iv.** visits to four organizations in the states of Rio de Janeiro, Pernambuco, Maranhão and the Federal District, involving interviews with their teams and coordination teams, community visits, beneficiary families and experiences and interviews with its local partners¹; **v.** examination of a vast dossier consisting of documents produced by NCA and its partner organizations in the 2005-2009 period; **vi.** Interviews and meetings with the NCA team; **vii.** final evaluation seminar in São Paulo with the presence of representatives from all partner organizations and members of the NCA team. A detailed list of the field research activities can be found in **Annex 3**.

The evaluation also drew on the following: **i.** participation of the head of the NCA Quality Division in part of the field research, whose open, critical and transparent posture made important contributions to the evaluation; **ii.** the results of five external evaluations carried out in 2008 of projects supported by the Norwegian Students Campaign (OD) in Brazil; **iii.** programmatic and institutional evaluations of some partner organizations.

It should be stressed that the focus of this evaluation was NCA and not the partner organizations: projects and reports produced by them, answers to the evaluation questionnaire and the experiences visited were considered as elements involved in the implementation of the strategy and not as objects of questioning. The evaluator sought to work in harmony with the NCA team and with the partner organizations, though the conclusions and recommendations presented here express opinions that draw on the reflections and knowledge of these individuals, as well as all the other persons interviewed during the evaluation.

¹ The organizations visited were chosen by NCA and the evaluator based on three criteria: **i.** level of involvement with the theme; **ii.** Geographic location, including rural and urban insertion; **iii.** Time of partnership (long and medium term).

2. Performance of the implementation of Brazil Program 2005-2009

Although it was not made fully explicit in the evaluation ToR, the central question to be answered about the performance is whether NCA's actions in Brazil in 2005-2009, based on the strategies and approaches in the Program, made relevant contributions to the ongoing process of the democratization of Brazilian society? In other words, did the support granted during this period to Brazilian civil society organizations contribute to achieving the global vision of NCA's Brazil Program of promoting the human dignity of disadvantaged and excluded individuals, raising their participation, equity and protection?

Without a doubt the answer to these questions is yes: NCA's 2005-2009 Brazil Program did make significant impacts by contributing to the construction of new social, economic, cultural and environmental parameters in Brazil, which can balance the organizational strengthening of civil society, political participation, the promotion of equity, the valorization of diversity and protection from violence.

There are various ways of showing this. We have chosen two methods. The first was to answer a series of questions posed in the ToR – some daring, such as its scope – about four of the five thematic areas prioritized in the NCA intervention strategy for Brazil during the period in question. The second consists of identifying a series of results and impacts that made an outstanding contribution to NCA partners during the implementation of the 2005-2009 Brazil Program.

2.1. Results and Impacts on themes prioritized in the Program

As indicated the NCA intervention strategy prioritized five thematic areas. Four of these were selected for deeper analysis (Civil society for good governance; Land and cultural rights for minorities, indigenous and black peoples; Protection from violence; Safe water for vulnerable groups), based on case studies of the interventions of four organizations that worked directly with these themes: Inesc, ISA, Viva Rio and Diaconiam respectively. Despite the grandiosity of the ten questions included in the ToR (Cf. pp. 2-3), the responses were quite satisfactory, indicating an extraordinary capacity of these four organizations to design and implement initiatives which have become national references in each of these thematic areas.

Civil society for good governance

Inesc's work in the budget area, especially the monitoring of budgetary implementation has historically attracted great visibility and recognition. This decade Inesc has become the principal Brazilian civil society organization working with the production of technical knowledge, political analysis and information about important budgetary elements (General Budget of the Union, Law of Budgetary Directives, etc.) and governmental programs (Multi-Year Plan for example). At the same time Inesc has systematized and made available budgetary monitoring methodology in an accessible language, which has meant that various actors from civil society have incorporated this type of action in their strategies. The success of this and its great demands led Inesc to implement in 2004 regional actor training programs to give these actors a profound knowledge of state and municipal budgets and instruments to monitor them.

Minas Gerais, Maranhão and Rio Grande do Norte were some of the states selected in this new Inesc strategy to encourage a culture of social control of government policies and budgets to take

root in Brazil.

The evaluation concentrated on the experience of Maranhão, where Inesc has contributed enormously (organizing five training modules between 2004 and 2008) to reinforce pre-existing budgetary monitoring networks and to the creation of articulations. A state seminar organized by Cáritas Maranhão allowed the evaluator to get to know the six principal networks in the state: Network of Intervention in Public Policies (RIPP); Buriticupu Public Policy Forum; Organization for Citizenship and Combating Social Injustice in Santa Luzia (OCCIS); 9.840 Forum of Imperatriz; Vianna Citizenship Forum; Balsas School of Faith and Politics). Of these six networks, three had prior experience in monitoring and three were created after the Inesc's program. The number of organizations involved in these articulations is high, estimated at more than 60. Three of these networks operate at a municipal level, two at a regional level, and one at a state level.

Discussions during the seminar allowed the identification of the principal strengths, weaknesses and impacts of these experiences:

Strengths: **i.** the networks have political legitimacy/credibility, visibility and social recognition; **ii.** the methodology used allows widespread popular participation in access to and control of public accounts; **iii.** this credibility allowed some networks establish partnerships with the Attorney General's Office (*Ministério Público*); **iv.** Involvement of various social actors, such as schools, associations and churches; **v.** some of these networks have a mixed nature and are formed by actors from civil society and public bodies (e.g., Municipal Councils); **vi.** high capacity for political mobilization; **vii.** public dissemination of work through newsletters and bulletins; **viii.** continuous training processes; **ix.** high level of participation by women.

Weaknesses: **i.** financial difficulties to implement activities creates dependence (e.g., on the Catholic Church) and low political autonomy; **ii.** Absence of infrastructure in networks; **iii.** emphasis on training to the detriment of budgetary monitoring practices; **iv.** High turnover among leaders; **v.** fragile participation of young people; **vi.** successive threats to leaders; **vii.** involvement and penetration of political parties in the networks.

Impacts: **i.** it is estimated that between 2005-2009 acts and mobilizations related to public management (plans, budgets, etc.) will have occurred in more than 50% of municipalities in Maranhão; **ii.** Reduction of vote buying practices in various municipalities due to accusations and the imposition of fines; **iii.** impeachment processes taken against mayors in some municipalities (Santa Luzia, Tutoia, Cajapió and Amarante); **iv.** holding of large municipal public hearings; **v.** greater knowledge and involvement of the population in the control of the budget and policies, with changes in attitude (e.g., accusations and adherence to mobilizations); **vi.** some local governments have started to properly justify their accounts to society after administrative malpractice lawsuits; **vii.** high level of public participation in five caravans and in the holding of a Popular Tribunal of the Judiciary (December 2009), which discussed, problematized and received accusations of maladministration against the judiciary in Maranhão.

Land and cultural rights for minorities, indigenous and black peoples

In the second half of 2008 an intermediary evaluation of NCA support (with resources from OD Campaigns) of ISA actions among the *quilombola* populations of Vale do Ribeira was carried out. The elevated efficiency and effectiveness found in that evaluation is corroborated here, since

ISA contributed to the creation of new perspectives for the *quilombolas* of that region, especially young people. The intervention involved four principle points:

Generation of employment and income, prioritizing three components: i. actions related to craftwork, resulting in an increased income for women and families; ii. Replanting of the Juçara palm tree, involving 14 communities, is a strategic action relevant in various spheres. Although it was designed to create income in the medium to long term, the activity immediately increased the income of various producers from six communities through the sale of seeds and the commercialization of the pulp (in May 2010 a restaurant in the region launched a special menu with this ingredient); iii. investment in tourist related activities, still incipient in 2008, gained momentum following the implementation of the *Quilombola* Circuit Program involving 14 communities. In June 2010 the National *Quilombola* Tourism Meeting will be held in the region, after which there will be environmental training workshops for *quilombola* monitors. The principal effect of this point is changes in living conditions of families through the generation of income and employment.

Education and Culture, notably the implementation of tele-centers in *quilombola* communities, leading to a series of positive effects in their dynamics, and to the Study Grant Program for young university students, many of whom have been bringing the knowledge they have acquired back to their communities. Recently ISA has completed the Inventory of *Quilombola* Cultural References in Vale do Ribeira which has registered and valorized traditional practices, including communitarian reinforcement.

Public policies and dissemination of information, notably the complex preparation of the *Quilombola* Socio-Environmental Development Agenda, which gave 16 communities planning and strategies for the sustainable use of their land. The agenda is a political instrument increasingly used by *quilombola* communities in selecting their demands and priorities for the sustainable use of their lands.

Organizational strengthening of *quilombola* communities through an intense qualification of leaders, resulting in a growing respectability in the dialogue between communities and public bodies. This is the point that has most contributed to giving the *quilombos* in Vale do Ribeira a an increasingly proactive role in the struggle for the creation and implementation of economic, social, cultural and environmental rights. Some examples include:

- Approval (03/2010) of resolution SMA-027 which created proceedings to legalize the traditional *quilombolas* farms in the Atlantic Rainforest Biome;
- Jacupiranga Mosaic of Conservation Units, created by state law in 2008, which overlies the 11 *quilombola* territories recognized or in a processes of recognition;
- In 2010 communities participated in the creation of the management council of the *Quilombo* Environmental Protection Area (*Área de Proteção Ambiental* - APA). Leaders struggled for the creation of a deliberative council whose composition reflected the *quilombola* majority living in the countryside in the area;
- *Quilombola* communities proposed new regional development opportunities through agricultural production instruments (for example agro-forestry systems) and remuneration for the conservation and restoration of natural resources;
- Contributions to the regulation of the Atlantic Rainforest Law through the identification of priority areas for biodiversity and the monitoring of the regulation process for the law. The

participation of ISA and the *quilombolas* allowed the inclusion of the specificities of their lands and the comprehension and interpretation of the legislation application to the traditional populations;

- In recent years *quilombola* communities have actively participated in various demonstrations and acts in the campaign against the construction of four dams on the Iguape River, which represents a threat to the communities who depend on fishing and marine extraction activities.

Protection from violence

The objective of the 2005-2009 Program for the Protection from Violence theme was to contribute to the increase in the security of disadvantaged and vulnerable people with an emphasis on the control of small arms. The scenario here seems to be the opposite of what exists in regard to the access to water theme: there are few NGOs who operate in this specific field, with the control of firearms not being a theme on the agenda of civil society organizations, nor of the Brazilian left.

Viva Rio is an organization created in 1994 whose principal focus is violence in Rio de Janeiro. Its experience allowed the identification of two bottlenecks in public security in large Brazilian cities: police reform and the proliferation of guns.

Since 1996 Viva Rio has prioritized the theme of small arms control, through the production of knowledge, campaigns and advocacy actions. The first landmark in this work was the Disarmaments Statute, a law passed in December 2003 with the aim of efficiently controlling firearms that circulate in Brazil. The Statute met strong resistance in the Chamber of Deputies and its approval involved three months of intense discussions promoted by the powerful ‘gun lobby’, composed of federal deputies related to the gun and munitions industries. This resistance explained the veto of one of its central articles related to gun sales. Despite this veto all the interviewees stated that the Statute is advanced legislation, principally because it prohibited the carrying of guns.

Over the following two years Viva Rio led two inter-related campaigns. The first, the voluntary handover of guns, is now evaluated as being very successful: between June 2004 and October 2005 459,000 weapons were surrendered. Despite the impact of this initiative, its greatest aim was to stimulate the campaign for the 2005 Referendum: Article 35 of the Statute of Disarmament stipulated that the prohibition of the sale of arms and munitions to civilians would be decided by the Brazilian population.

Although the opinion polls showed at the beginning of the debates that the majority of Brazilians (82%) supported the prohibition of the sale of guns, the result of the referendum was negative for those who defended greater control over firearms: 64% of the population voted against prohibition. Various factors explain the lack of success, from the profile of Brazilian police which did not motivate citizens to disarm themselves to the success of the No campaign led by the arms and munitions industry which presented the Referendum as a reduction of rights (and not favor of guns). Curiously, a month after the Referendum, an opinion poll showed that 80.2% neither wanted nor intended to buy a weapon.

The defeat of the Referendum gave Viva Rio new strength to carry out actions on various fronts to confront violence. In addition to various communitarian actions in *favelas* in Rio de Janeiro, the following should be noted: **i.** studies and research, especially the pioneering study ‘Brazil:

guns and victims' which concluded, amongst other findings, that there were 17 million small arms in the country, 90% of which were held by civilians – while the international average was 59%; **ii.** provision of technical assistance to the Parliamentary Commission of Inquiry into Criminal Organizations Involved in Gun Trafficking; **iii.** monitoring of legislation and bills aimed at restricting the achievements of the Disarmaments Statute; **iv.** provision of technical assistance to the Special Sub-Commission on Arms and Munitions, specifically the production of research (tracking of weapons apprehended in the state of São Paulo; international tracking); **v.** accompanying the Commission of Public Security From Organized Crime by making maps of the types and origins of illegal weapons in Brazil and the situation regarding the control and production of information about weapons in each state in the Federation; **vi.** dissemination of the methodology to other countries, such as Mozambique, Angola and El Salvador; **vii.** publications (e.g., Tracking Manuals for seized weapons); **viii.** training of public security agents linked to arms control; **ix.** citizen-police practice improvement courses, training 12,000 police officers between 2003 and 2007. However, what were the practical results of all this work in terms of the increased security of disadvantaged and vulnerable peoples?

Although, due to its complexity, there is no study that directly relates a reduction in murders to disarmament campaigns or the Statute itself, some data has been collected that allows some effects to be dimensioned:

- A study by the Institute of Applied Economic Research (*Instituto de Pesquisa Econômica Aplicada - Ipea*) and PUC-Rio related the fall in the number of murders in São Paulo state between 2001 and 2007 to the growth in the apprehension of weapons – especially after the Disarmament Statute came into effect. This research highlighted that for each 18 weapons apprehended one life was saved;
- According to the ministries of Health and Justice, the measures already implemented for the control of arms reduced between 2003 and 2006 the number of death from firearms by 12%, which fell from 39,325 to 34,284, saving 4677 lives;
- A recent study (Map of Violence) showed that the halting of the proliferation of guns has reversed the tendency for the growth in the number of homicides in the country: the ratio, which was 28.9 deaths for every 100,000 inhabitants in 2003, fell to 25.2 per 100,000 in 2007.

Data such as this indicate that this decade is the first to show a reduction in the rates of mortality from small arms since these studies were first made available.

Safe water for vulnerable groups

Studies of the Brazilian semi-arid region historically present it as the poorest region in Brazil. Emphasis is given to climate conditions, with irregular rain and a high risk of prolonged drought: it is a region subject to drought and access to water, as well as being precarious, is not permanent. Until the middle of the 1990s, governmental actions to ensure the supply of water, when they occurred, were limited to so-called 'palliative actions', in other words they temporarily resolved the problem and generated dependency (on water tankers, wells, etc.). These practices create complex mechanisms of adhesion, subordination and political consent.

By the end of the 1990s the positive effects of the construction of cisterns to capture rainwater were already known to various organizations operating in the region, though they were restricted to a very limited number of families. Since then these initiatives have lost their 'experimental'

nature and due to their recognized social impacts they have gain a leading role in sustainable development strategies in the region.

Diaconia was one of the pioneering organizations and was also central in the technical development and dissemination of this equipment:

- In 1998-1999 it carried out a series of experimental and technical feasibility studies;
- In 2001-2003 it participated in the preparation of the One Million Cisterns Program (P1MC), which was supported by the Ministry of the Environment (MMA);
- Between 2000 and 2003 it hosted the Semi-Arid Articulation (ASA), the entity responsible for running P1MC, and since 2003 the One Million Cisterns Program Association (AP1MC);
- Between 2000 and 2007 it was the Micro-Regional Unit Manager (UGM) for the Program in the Pajeú region, and between 2000 and 2010 in Rio Grande do Norte;
- During this decade it has developed water access technologies for production, which has resulted in the One Earth and Two Waters Program (P1+2);
- Since 2007 it has been the Territorial Unit Manager (UGT) for the Program.

According to various interviewees the number of cisterns constructed since then is something that has “got out of control” – due to the vast number of construction and support initiatives. In recent years the two programs (P1MC e P1+2) have become public policy in different spheres and have obtained growing support from civil society and private enterprise:

- At the federal level they have received (relatively) continuous support from the Ministry of Social Development (MDS) and the Ministry of Agrarian Development (MDA);
- At the regional level they are supported by the Dom Helder Câmara Project (PDHC) and the Program to Combat Rural Poverty (PCPT), as well as various state government programs (e.g., Prorural in Pernambuco and Coopear in Paraíba);
- Municipal governments, albeit at a lesser number, have adhered to the programs;
- Public companies, such as the Development Company for the São Francisco and Parnaíba Valleys (Codevasf), and private bodies, such as the Brazilian Bank Federation (Febraban), have financial supported the initiatives;
- Even though it is difficult to specify precisely, it is known that many semi-arid NGOs obtain resources from international cooperation agencies to disseminate these actions.

The data collected show that Diaconia – and its partners – have been quite successful in expanding access to drinkable water in the areas in which they intervene, as well as in the institutionalization processes of their initiatives in public policies, to an extent that was perhaps not initially predicted.

2.2. Results and impacts of the Brazil Program

The responses to the evaluation questionnaire, the examination of activity reports and field visits permitted the identification of a profusion of positive and relevant effects of the interventions of NCA partners, in dimensions that interpenetrate and go beyond the frameworks of the NCA

Brazil Program. Below a sample of five of these results and impacts in 11 dimensions will be looked at:

Strengthening of civil society:

- Continuous training processes for vulnerable segments in Brazilian society in public budget monitoring, impacting public policies in different federative units (Maranhão, Rio Grande do Norte, Federal District, etc.) and areas (education, health, rural development, etc.);
- 46 *terreiro* communities have organized their civil societies in Bahia, increasing their participation in inter-communitarian associations and later creating the Commission of *Quilombola* Communities in the Lower South of Bahia;
- Construction of the National Platform to Combat Human Trafficking;
- Indigenous women more articulated and empowered to debate the problem of intra-family violence within the indigenous movement and with public and governmental agency managers;
- *Candomblé terreiros* were included as Traditional Black Communities in FIDA's Acua Program, meaning they can sign agreements and receive resources for projects.

Access to rights for minorities, indigenous and black peoples:

- The right of *terreiro* communities in Bahia to tax immunity and religious freedom was acknowledged by the state and society;
- Improvement of indigenous land occupation in Brazil, through the recognition of their various rights, including the demarcation of their lands;
- Greater visibility of budgets aimed at minorities, especially indigenous peoples, through the permanent publication of budgetary allocations and their execution;
- Contributions to the decree regulating the procedures for the identification, recognition, delimitation, demarcation and granting of title to lands occupied by remnants of *quilombo* communities;
- The creation in Espírito Santo of Afro-Descendent Study Centers, guaranteeing the *quilombola* question a place on the curriculum of public municipal education.

Protection from violence:

- Peace agreements between rivals in Porto Prince (Haiti);
- The State Department of Public Security in Bahia created, in answer to the demands of *terreiro* communities, a civil society commission to develop training programs for police in the area of religious intolerance;
- Dissemination of a campaign against human trafficking in various Brazilian states;
- Reduction of armed violence in the metropolitan region of Rio de Janeiro through the disarmament campaign;
- Creation of the Pró-Vita Program by the federal government which protects people threatened with death for witnessing crimes, in a close partnership with the National Movement for Civil Rights.

Empowerment of women:

- The number of women in regional leadership positions in the Lower South of Bahia increased, with the first election of a woman to the presidency of a community association;
- Approval of the Maria da Penha Law in 2006, with severer punishments for aggressors and the expansion of the public network to protect women victims of violence;
- Black women have expanded the space they occupy in *Candomblé* through initiatives of working with art and trades, with reports of increased self-esteem allowing them compete for jobs with men and increasing their capacity to prepare and implement projects;
- Grassroots intervention with *quilombola* women led to the formation of the Nature in Action Group, involving 25 women from 10 communities in Sapê do Norte (Espírito Santo), who work with defending women's rights, focusing on agro-ecology of farms and domestic violence;
- Introduction of family planning practices and initiatives to protect pregnant adolescents in the metropolitan region of Rio de Janeiro.

Environment:

- Restoration of biodiversity through the promotion of the raising and management of local fauna by Kingang and Guarani indigenous peoples in three states in the South;
- Approval of the Atlantic Rainforest Law aimed at guaranteeing the protection and restoration of the remnants of this biome;
- Creation of the Jacupiranga Mosaic of Conservation Units in São Paulo;
- Participation in discussion processes about the resolution of socio-environmental conflicts in Conservation Unit areas in *quilombola* lands;
- Various initiatives concerned with the environmental management and restoration of degraded areas of Atlantic rainforest, *cerrado* and *caatinga*.

Right to land:

- Creation of a conflict mediation group in relation to land, involving indigenous peoples, *quilombola* communities and small farmers in the South of Brazil, under the auspices of the creation of the Right to Land Council (IECLB, Comin and FLD);
- Victorious struggle of *quilombola* and indigenous peoples in the recovery of their traditional lands in the Espírito Santo, with the Tupiniquim and Guarani indigenous peoples and the Serraria and São Cristóvão *quilombolas* being officially guaranteed their lands;
- Identification of the lands of black rural communities in the South of Bahia by the FCP;
- Grassroots actions with rural landless workers generated a large number of settlements and at the same time kept the historic demand for agrarian reform in Brazil on the agenda;
- Regularization of indigenous landholding, with the outstanding case during the period being Raposa Serra do Sol.

Public Policies:

- Participation in the preparation of the National Plan to Combat Religious Intolerance, which included the land rights of *Candomblé terreiros*;
- Public schools in Bahia and São Paulo began to deal with the question of Human Trafficking, including the publication of specific material on the issue;
- Dissemination of the concept of young people being subjects of rights as the basis for public policies for youth;
- Creation of the Citizenship Territory of the Lower South of Bahia;

Food and Nutritional Safety:

- Participation in the preparation of the Food Security Law in the states of Pernambuco and Rio Grande do Norte;
- Implementation of multiple experiences in the semi-arid Northeast with an emphasis on improving the alimentation of family farmers;
- Creation of the National Food and Nutritional Safety System after the creation and approval of the Food and Nutritional Safety Basic Law as the result of pressure from Consea (National Food Safety Council);
- The demand for a proper right to alimentation for *quilombola* communities in Espírito Santo had an impact on national and state food safety councils, resulting in public policies aimed at alimentation, such as the *quilombola* school lunch.

Youth Protagonism:

- Support for the creation of the Recife Youth Council;
- Strengthening of the National Youth Council through the expanded participation of civil society, making it the space for social participation in the definition, monitoring and evaluation of youth policies;
- Insertion of the question of professional choice in the debate about secondary education policy;
- Participation of young people from public schools in the Federal District in the monitoring of the public budget;
- Expansion of the capacities of young women in the Southern Cone Young Women's Forum.

Generation of employment and income:

- 15 *terreiro* communities in Bahia implemented their own local development projects based on traditional knowledge and practices;
- Formation of indigenous associations for agriculture and craftwork in three states in the South;
- Implementation of a series of demonstrative income generation projects in *quilombola* communities in Vale do Ribeira (São Paulo);

- Craftwork courses and experiences of bazaars aimed at pregnant adolescents in the metropolitan region of Rio de Janeiro motivated them to become involved in income generation and entrepreneurialism;
- Innovative experiences articulating the cultural and artistic dimensions with income generation were implemented with positive results among young people from low income families in Recife, Fortaleza and municipalities in Vale do Ribeira.

Access to water for vulnerable populations:

- Coordination of campaigns to restore riparian forests in Mato Grosso and São Paulo (*Y Ikatu Xingu, Cílios do Ribeira* and *De olho nos mananciais*);
- Implementation of multiple experiences in the semi-arid region of Pernambuco and Rio Grande do Norte for the capturing and storage of rainwater for human consumption and agricultural production;
- Mapping of hydrographic basins and sub-basins that supply Guarani indigenous lands in Vale do Ribeira (São Paulo), expanding knowledge and the preservation of areas of influence in the sub b;
- Activities in the regional campaign for the right to water in Sapê do Norte (Espírito Santo) had a strong impact on the State Food Safety Council, placing the right to water as a alimentation right;
- Consolidation of the One Million Cisterns (P1MC) and One Earth Two Waters (P1+2) programs as public policies supported by governmental (federal and municipals), civil society and business group programs.

3. Partner organizations

NCA's base in Brazil consists of a set of 15 organizations differentiated in relation to their nature, sizes, approach, geographic area of intervention, etc. What they have in common is elevated institutional capacity and intervention efficiency. An important fact to be noted here is that NCA has been extremely careful in selecting partner organizations, taking into account experience in a given thematic area, technical quality, national/international recognition, capacity for political and/or religious articulation, and ability to impact on public policies and social legitimacy.

Unlike other similar organizations, NCA partners' are not institutionally fragile and focused exclusively on the local sphere, demanding, for example, routine monitoring and investments in strengthening their capacities. Nor does NCA have among its partners large Brazilian networks or articulations, even though its partners include the following: National Forum for Agrarian Reform, Brazilian Ecumenical Forum (FE-Brasil), Semi-Arid Articulation, Sustainable Amazon Forum, and Brazilian Network of Environmental Justice, to just give a few examples.

However, there is one exception: PAD, whose role is shown by its full name, i.e., Process of Articulation and Dialogue between European Ecumenical Agencies and their Partner Entities in Brazil. Responses to the questionnaire and the interviews highlighted the importance of this articulation: some partners stressed it as one of the principal specific contributions that NCA made to their organization; others indicated the strengthening of PAD as something to be included by NCA in the next Brazil Program. Various reasons were cited for this: **i.** PAD is the only permanent space for multilateral dialogue between Brazilian civil society and ecumenical agencies; **ii.** it allows dialogue between ecumenical organizations, secular NGOs and Brazilian social movements; **iii.** it allows a greater understanding of international cooperation policies; **iv.** it is also a space for increasing organizations' skills (e.g., GT Institutional Sustainability) and for the production of knowledge. For NCA, participating and supporting PAD (even with a lower volume of resources than desired), has led to greater understanding of the ecumenical movement and Brazilian civil society, while it is also a further reason not to build its own network between its Brazilian partners.

The profile of NCA's Brazilian partners has been shown to be very coherent with the National Strategy (Cf. pp 4-5), the '*first focus*' of which is the '*identification of professional partners with an elevated capacity to mobilize vulnerable groups*', and the '*implementation of advocacy initiatives*' with '*potential to change socio-political structures*'. It is also coherent with the seven key points most highlighted by these organizations in their answers to the questionnaire about their institutional profile: **i.** technical and methodological quality in the thematic fields in which they work; **ii.** credibility and national and international recognition; **iii.** political articulation capacity and inter-religious dialogue; **iv.** legitimacy with social movements and organizations; **v.** experience in monitoring, impacting on and proposing alternative public policies; **vi.** capacity for research, documentation and diffusion of information and knowledge; **vii.** boldness and innovation in work methods and approaches.

Information collected in the responses to the evaluation questionnaire reinforces this perception:

- **Organization size:** although it is difficult to establish criteria for this classification, a considerable number of NCA's partners are quite large: 70% of organizations have more than 30 staff, while only one has less than 20; another piece of information that confirms this hypothesis consists of their institutional budgets – much greater than the support provided by NCA: only one organization declared that NCA's support covered more than 40% of its

budget; for all the others it represents less than 15%, while 77% said that it represented less than 8%;

- Age: all the organizations have been in existence for more than 15 years, 38% for more than 30 years. The average age is 26, much longer than the time that NCA has been systematically operating in Brazil (18 years);
- Institutional Management Capacity: the scenario encountered is completely satisfactory, even though it varies in relation to some of the aspects considered: 100% of organizations declared that they had some form of strategic planning; 100% stated that they had been externally evaluated in the last three years, with 69% of these evaluations occurring in the institutional field; the administrative and financial management capacity also had a positive evaluation: no organization declared that it had any weaknesses in this area, with 30% being evaluated as excellent; 54% as good, and 16% as OK; 70% evaluated their planning, monitoring and evaluation system (PMA) as good.

The field visits, analysis of the documents and the responses to the evaluation questionnaire allowed us be sure that NCA helped its Brazilian partners reach a new level in their experience of advocacy. The organizations supported until now have a wide range of relations and partnerships with institutions with very different natures, such as NGOs, trade unions, ecumenical bodies, universities, churches, associations and governmental bodies (secretariats, ministries, foundations, etc.). The data also show that these partners a part of a vast number of campaigns and mobilizations and dialogue (accompany, monitor, influence, etc.) with relevant public policies.

It should be noted that in recent years several of NCA's partners have been invited to become part of councils created or reactivated by the Lula government, including: Council of Economic and Social Development (*Conselho de Desenvolvimento Econômico e Social - CDES*); National Council for the Defense of the Rights of Children and Adolescents (*Conselho Nacional de Defesa dos Direitos das Crianças e Adolescentes - Conanda*); National Commission of Indigenous Policy (*Comissão Nacional de Política Indigenista - CNPI*); National Social Welfare Council (*Conselho Nacional de Assistência Social - CNAS*); Food Security Council (*Conselho de Segurança Alimentar - Consea*). In these councils partnerships with other civil society organizations are reinforced, through the formulation of bills, the monitoring and evaluation of specific programs developed by ministries (e.g., the National Program for Alimentary Safety and the Ethno-Development of the Indigenous Peoples), or the holding of joint activities (workshops, seminars, etc.).

The tables on the next page, based on a partial survey, show some examples of the participation of NCA partners (often playing a leading role) in the principal networks and campaigns of Brazilian civil society, as well as a set of public policies to which the supported project is related. We have chosen to group this participation in networks and campaigns and in dialogue with public policies in the four thematic foci prioritized in the 2005-2009 Program.

1. Civil society for good governance

Networks and Articulations	Campaigns	Public policies
Brazilian Budget Forum (FBO); Brazilian Platform for Political Reform; Movement in Defense of Social Rights Threatened by Tax Reform; Brazilian Ecumenical Forum (FE-Brasil); National Forum of Popular Participation (FNPP); World Social Forum.	Citizen's Debt Watch; Revenue Watch Institute (RWD); Southern Cone Forum of Young Political Women; Global Call for Action against Poverty; Pact for Youth; National Campaign for the Right to Education; <i>Ficha Limpa</i> Campaign.	Multiyear Plans (<i>Planos Plurianuais</i> - PPAs); Economic and Social Development Council (CDES); General Budget of the Union; Budget Guidelines Law; Annual Budget Law; Political Reform; Human Rights and Foreign Policy Committees.

2. Land and Cultural rights for minorities, indigenous and black peoples

Networks and Articulations	Campaigns	Public policies
Guarani Yvy Rupa National Land Commission; Alternative Cooperation Network (RCA); Sustainable Amazon Forum; Afro-Amerindian Association (AFO); Articulation of Brazilian Indigenous Peoples (APIB); Amazonian Work Group (GTA);	Campaign for Support and Solidarity with the Pataxó Hã-Hã-Hãe People; Indigenous Mobilization for Hostels for the Indigenous Population; Indigenous Peoples Week; National day Against Religious Intolerance; Y Ikatu Xingu;	National Policy for the Development of Traditional Peoples and Communities; Environmental Management in Indigenous Lands (MMA); Regularization of Indigenous Lands (Funai); Indigenous Portfolio– Zero Hunger; Indigenous Education; Indigenous Health;

3. Protection from violence

Networks and Articulations	Campaigns	Public policies
Network of Latin American Police; Network of Police in Brazil; COAV Network of Organizations that Work with Children and Young People in Armed Violence; International Action Network on Small Arms (IANSA);	Campaign Against the Criminalization of Social Movements; Campaign Against the Trafficking of People; The Police We Want; Change of the Legal Framework for Control of Drugs in Brazil; Viva Favela;	Public Security Policy of the State of Bahia; Public Security with Citizenship (Pronasci); National Congress Commission for the Control of Firearms; Brazilian Commission on Drugs and Democracy;

4. Safe water for vulnerable groups

Networks and Articulations	Campaigns	Public policies
Articulation of the Semi-Arid Region (ASA); Association of the One Million Cisterns Program; Movement of People Affected by Dams (MAB); National Articulation of Agroecology (ANA);	Environment Week; Campaign Against the Transposition of the São Francisco River; Riparian Forest Campaign; Campaign Against Dams on the Iguape River; Global Campaign for Climate Action; Y Ikatu Xingu;	National Program for the Strengthening of Family Farming Pronaf); One Million Cisterns Program (P1MC); One Earth and Two Waters Program (P1+2)

Difficulties can be found in the areas of fundraising and institutional communication: **i.** 39% of the organizations evaluated their performance in the area of fundraising as weak or OK, though the rate of those who evaluated it as good is higher (46%), while 15% evaluated it as excellent; **ii.** A much less positive evaluation was found in regard to institutional communication: 54% evaluated it as OK, 38% as good and only 6% as excellent. Nevertheless, it is probable that the difficulties in these two areas are much greater, as shown in the field interviews and in the responses to the questionnaire about weak points and institutional challenges.

In fact, no less than 85% of the organizations highlighted aspects related to financial sustainability and fundraising as one of their principal weaknesses and also as one of their principal challenges in the future, indicating that their strategies still do not seem to be sufficient to overcome the problems experienced in this field: a high level of financial dependence in relation to international cooperation; discontinuity in financing governmental programs; growing difficulties in obtaining institutional support; non-existence of fundraising strategies through the sale of services; lack of interlocution with the national business sector.

- The principal weaknesses identified were: **i.** Financial sustainability and fundraising; **ii.** absence of institutional communication policy and instruments; **iii.** An ineffective human resources policy, involving professional training programs and the retention of qualified staff in the institution; **iv.** organizational and internal communication, with the fragmentation of teams and themes; **v.** insufficient capacity to monitor results and impacts.
- The principal challenges for the future of the organization are: **i.** Financial sustainability, fundraising and diversification of resources (92%); **ii.** Institutional rethinking in light of changes in the Brazilian and cooperation context for greater political and financial sustainability; **iii.** Improvement of institutional communication; **iv.** Strengthening of ecumenism at church grassroots level; **v.** Incorporation of the environmental theme.

Although this evaluation, as highlighted in the introduction, was related to NCA (and not to its partner organizations) during the field visits questions were encountered related to institutional governance that need to be registered: two of the four organizations visited seemed to be experiencing, albeit in different forms, problems in these areas. In one of them a great centrality on its executive coordinator was noted, whose name, according to some interviewees, was confused with or even overshadowed that of the organization. Another organization was experiencing at the moment of the visit the consequences of having gone through a process of centralization without its strategies have been rethought in such a way that could allow a greater democratization of institutional management.

It was noted that both are experiencing a series of structural problems and that the organizational dynamic derived from these. It was also curious to discover that both organizations had experienced similar difficulties in the recent past and since then had been trying to find different arrangements to overcome these problems. NCA should be more attentive to questions of this nature, seeking forms of contributing to revision and updating processes, since in the coming years various partners will have to rethink themselves institutionally.

3.1. NCA's relationship with its partners

Elements such as being constantly open to dialogue and the exchange of ideas, flexibility in understanding and accepting innovations, a relationship of trust with partners '*even in difficult momentos*', identity and political commitment with ecumenical causes are among the factors

most emphasized by the organizations as being central to their partnerships with NCA. Even though ‘*the quality and commitment of the NCA team*’ are central elements in a proper understanding of this partnership, two other factors also seem to be particularly central.

The first consists of the long-term relationship established between NCA and its Brazilian partners: 54% of the organizations who replied to the questionnaire declared that they had had a continual and formal partnership relationship with NCA for more than ten years. This information is coherent with the strategies of NCA and its partners: the examination of the dossier of each organization supported shows that each project, even when having specific targets for a given period, is part of an extensive program with objectives that can only be reached in the medium or long term. In fact, the scope of the questions drafted by NCA in the ToR about the impacts and results are an indication of this support strategy. It can be noted that NCA’s support portfolio in Brazil is relatively stable, with a low rate of partnership turnover: for example, during the period in the strategy in question was in force, NCA only stopped supporting two partners, which were involved in a specific theme (HIV/AIDS) and with a source of finance related to a specific campaign.

The second element consists of the nature of institutional support: 54% of the organizations which replied to the questionnaire stated that the support granted by NCA is of an institutional nature, while for 38% the support was given for a program; only 8% declared that NCA’s support was for a specific project. Long term relations and institutional support were elements that were highly valorized in the questionnaires, since they allowed the organizations to implement their more general strategies, meet basic needs, allow integration in different areas, stimulate institutional development and expand the conditions to cope with the discontinuities and specificity of public financing – an element of growing importance in the financial sustainability of these organizations.

The fieldwork showed that NCA’s standard of monitoring of its partners did not undergo any significant change in recent years. Although it does not have a local office (see below) and has a small team (two advisors in Oslo, one of whom is concerned with monitoring the OD program, and a local advisor) NCA’s monitoring of its partners was positively evaluated: **i.** for 54% of the organizations the frequency of NCA’s visits is high (38%) or very high (16%), while only one organization classified it as low; **ii.** the quality of these monitoring visits was regarded even more positively: 84% of the organizations evaluated it as very high (46%) or high (38%), with only two organizations evaluating the quality as OK.

Interviews carried out during the fieldwork showed that this positive appreciation was intrinsically related to the profile of the person responsible for the Brazil Program, with some interviewees finding it difficult to differentiate between him and NCA. In fact Arne Dale has been leading successive programs since 1992, and is a rare case of stability in a team for such a long period (18 years at the very least). Even though no evidence of this has been collected during the evaluation, it is inevitable that his permanence has produced traits of personalization in relations. Nevertheless, when we raised this question in the interviews, the partners concentrated on the positive aspects of this continuity: a high level of knowledge of Brazilian society; a relationship involving strong political and administrative trust; understanding of the dynamics of organizations, their crises and discontinuities; etc. For various interviewees this is a further positive differential of NCA in relation to other cooperation organizations.

Since 1998 NCA has had a local consultant, hired on a full time basis to carry out some specific functions: **i.** facilitate communication between NCA and the partners; **ii.** prepare and forward contracts signed annually by NCA and partner organizations; **iii.** Keep NCA informed about the dynamics of Brazilian society; **iv.** Inform NCA regularly about the development of the program, creating conditions to allow visits or meetings between NCA and its partners have greater depth; **v.** facilitate visits and meetings in Brazil.

Although the Oslo team positively evaluated the performance of the local advisor, it was noted that among some partners there was a very low level of knowledge of the operational profile of this professional, with sometimes contributions being expected from him (advisory, etc.) which went beyond the terms of his contract; for other partners this advisor is identified with a local/regional NCA office. From the point of view of the evaluation, there is no doubt that this misinformation is the responsibility of NCA, which until the present has not explained to its partners the attributes and responsibilities of this advisor.

This seems to be a further example of NCA's limited efforts to inform its partners about its institutional dynamics, as we shall see in the next section. These explanation will also help NCA to use the correct terminology in its work documents, bearing in mind that the ToR of this evaluation contains the following statement: *"since 1998 NCA has employed a full time Brazilian consultant who manages the Brazilian office."*

3.2. Communication

Based on the visits to the organizations and the answers to questionnaire, it can be stated that NCA's level of communication with its Brazilian partners is unsatisfactory. The general situation can be characterized as follows: NCA has a high level of up-to-date knowledge about the activities and situation of its partner organizations, but they know very little about NCA. From what it appears we are dealing with one way communication. When asked about what they consider difficult in their relations with NCA, a large part of the responses to the questionnaire mentioned this point, with statements such as: *"lack of clarity about how the partner organizations can cooperate with NCA"*, *"little understanding of how NCA works"*, *"little understanding of NCA's decision making processes in relation to projects and financial support"*.

In the fieldwork it was discovered that although the frequency of NCA visits are high, the themes discussed are essentially those of the organizations and projects supported – and very rarely those of NCA. The same appears to happen during the visits of organizations to the NCA office in Oslo: in general discussions are limited to the supported projects. The fieldwork also showed that a large part of the interviewees were unaware of NCA's National Strategy, while its 2007 update was not even translated into Portuguese. Some of the interviewees expressed a desire to find out more about NCA's Latin America strategies as a possibility of approximating and perhaps strengthening its actions in these countries.

There is a contradiction here between the elevated institutional capacity of the partner organizations and their fragile participation in the planning and definition of NCA strategies – not just on a global scale, but also in processes directly related to Brazil. The impression given is that NCA has not yet fully valorized the accumulation of the knowledge and the experience of its Brazilian partners in various themes and approaches. It is possible that this scenario may be repeated in other countries.

4. Characteristics of the Brazil Program and its Sub-Programs

As shown above, the Brazil Program was integrated in December 2009 by 15 organizations that differed widely in terms of nature, strategies and operational profiles, configuring a situation that apparently cannot be classified as a ‘program’ – at least in the usual understanding of the term. In this section some of the details of this diversity will be looked at:

- Themes prioritized in actions supported by NCA: youth protagonism, territorial rights, ecumenism and inter-religious dialogue, prevention of and combating human trafficking, public budgets, collective indigenous rights (education, land, culture, income generation), collective rights of afro-descendent populations (education, land, culture, income generation), environment, urban violence and right to the city, gender equity, agro-ecology, security and food safety, access to water resources, organizational strengthening;
- Geographic area of intervention: even though they function at different levels of insertion, looked at as a group NCA’s partners operate directly in all the regions of Brazil: North (Amazonas and Pará); Center-West (Brasília, Goiás and Mato Grosso); Southeast (São Paulo, Rio de Janeiro, Minas Gerais and Espírito Santo); Northeast (Bahia, Maranhão, Rio Grande do Norte, Pernambuco, Ceará); Sul (Paraná, Santa Catarina and Rio Grande do Sul);
- Prioritized target groups: a wide range of social segments, overlapping in some cases: young people, students, women, indigenous populations, traditional afro-descendent populations, clergy, landless rural workers, extractive workers, riverside populations, educational professionals, public security professionals, family farmers, community leaders and grassroots organizations, and peripheral urban populations.

Nevertheless, a more meticulous examination of this diversity in relation to the intervention strategy formulated in the 2005-2009 Brazil Program and the dynamic adopted by NCA for its implementation reveals some important elements. The first is that this diversity was shown to be coherent both in relation to the specific rights prioritized in the intervention strategy (right to land, right to water, right to participation in democratic processes, right to protection against violence) and regarding the five thematic fields prioritized, described in the introduction to this document.

The second element to be considered is that the Brazil Program does not actually have many of the characteristics that configure a ‘traditional’ program approach: common strategies; shared objectives and operational targets; mutual coordinated and complementary contributions among projects; intense exchange of information among partners; focus on themes, regions and specific publics; etc.

Nevertheless, it is interesting to note that successive programs (or sub-programs) which methodologically meet the most demanding criteria of this approach emerge and are implemented within this Program with its fragile interfaces. From what was found during the evaluation it was this use of diversity in the Brazil Program that allowed NCA create – through distinct arrangements and combinations of organizations – real programs *in* Brazil, such as those that have been successively supported by OD: four in all, two this decade. An analysis of the penultimate of these programs (Traffic of Human Beings and Youth, 2005-2010) reveals that it contains in its design and implementation dynamics all the ingredients of a programmatic approach, as explain in the summary document of the five intermediary external evaluations of the campaign.

The implementation of these sub-programs allowed NCA to deepen the themes prioritized in the 2005-2009 Program (e.g. protection against violence; cultural and territorial rights for traditional populations) as well as expanding its thematic universe, incorporating for example themes such as the trafficking of human beings, youth protagonism and gender equity. These successes would hardly be achieved if the Brazil Program rigidly complied with all the thematic, regional or public ‘focus’ requirements defended by some program specialists. We will return to this point when we analyze the value added by NCA support;

Beforehand a significant fragility of the Program has to be noted: the very limited knowledge that the organizations have of the other projects supported in Brazil by NCA. This point was strongly emphasized by various interviewees, who stressed the insufficiency of NCA’s efforts in this area. All the identified cases of stable interaction between partner organizations take place on the fringes of NCA. The exceptions occur under the scope of the OD Campaigns, where there occurs, at least whilst it is being implemented, a high level of integration between projects and organizations.

4.1. Added value of NCA

One of guidelines of this evaluation was to identify the value added by NCA in its relations with its Brazilian partners in the 2005-2009 period. The general scenario found was quite satisfactory, though with weaknesses in some aspects. Perhaps NCA’s greatest efficiency can be found in a area not dealt with in detail in the document that defines the strategies of the Brazil Program: the fundraising. NCA’s actions in Brazil in recent years shows that its team has been quite effective in fundraising, expanding support and increase budgetary allocations for various partner organizations – in a context of the increasing questioning of the permanence of international cooperation in Brazil, the global financial crisis and a continued valorization of the Brazilian Real in relation to foreign currencies. This size of this growth is as follows: the global volume of project allocations has risen from NOK 4,510,000 in 2005, to NOK 9,266,000 in 2009, i.e., an increase of 105%.

Until now most of the strategies used by NCA to obtain resources for the Brazil Program from different sources of funding in Norway have been successful, following an inverse path to many development cooperation organizations, whose allocations for Brazil in the period in question have remained the same, been reduced, or even been terminated: **i.** the successes of four Students Campaigns in Norway (OD); **ii.** a campaign with a television channel in Norway about the HIV/AIDS question; **iii.** maintenance of the level of support from Norad.

There is no doubt that the capacity of the team to identify opportunities and formulate adequate proposals has to be acknowledged and given all due merit, but the central ingredient is the profile of the organizations selected as partners, another value added by NCA in the implementation of the Program. As we have stressed NCA has partners with a high technical and political capacity, with efficient, innovative and wide-ranging interventions (i.e., they are not restricted to the local sphere) that are nationally and internationally recognized in the various thematic fields prioritized in its institutional strategies. Five other components of this added value seen as being important in accordance with the perception of the partners and during the evaluation are shown below.

- NCA has fulfilled its role of collaborating, facilitating and ensuring the quality of its partners’ work through project planning, control of budgets, supervision and monitoring of organizations – even though a series of improvements can be made in the coming years. Some

organizations valorize the support of NCA for institutional evaluations, which help to establish priorities, review intervention strategies and contribute to institutional development. The data presented in the paragraph about monitoring profiles is an indication of this. The standard of NCA's formal and managerial requirements for its partners was evaluated by a majority as normal or high, with only one organization classifying it as low.

- NCA successfully managed to incorporate new themes in the agendas of its partner organizations, opening new prism of intervention. Interventions among young people under the auspices of the projects supported by OD Campaigns are without a doubt the best example, even though greater emphasis on the environmental theme and gender equity were also mentioned. Certainly the recent approval of the climatic changes theme (2011-2015) for the OD Campaign will help to strengthen an environmental approach among the five organizations that are part of it;
- Joint actions with some partners have allowed the development of a common approach to influencing decision making in both Brazil and Norway. The approval in Brazil of the Disarmament Statutes and of Norwegian legislation for tracking ammunition are examples of this;
- NCA stimulated and facilitated the relations of some partners with the business sector, both through partnerships (e.g., Viva Rio) and by presenting accusations (Aracruz Celulose, Alunorte and hydroelectric plants in Vale do Ribeira);
- NCA carried out a series of initiatives with its partners to expand knowledge of Brazilian problems in Norway: human trafficking, violation of territorial rights, access to water, youth in contexts of armed violence, amongst others.

The difficulties experienced by NCA in adding value to its support can be found in three principal areas. The first, which has already been highlighted, is the fragility of NCA initiatives to promote contacts and exchanges among partners. As we have already stated, with the exception of exchanges as part of OD Campaigns, the knowledge organizations have of other NCA projects and initiatives in Brazil is limited. The other weaknesses can be found in the field of South-South cooperation and in AIM's communication with its partners – which due to their relevance are covered in the next two topics.

4.2. South-South Cooperation

Also at a high level and increasing is the international action of NCA's partners: 69% declared that they operated in other countries, although many do not carry out continuous or systematic actions. In fact the principal form of action (still) consists of articulation processes for the construction of common actions and proposal, notably campaigns. Various partners, however, declared that they carried out various actions (exchanges, seminars, advisory services, etc.) involving the transfer of technology and knowledge in different thematic fields. Many of these fields are directly related to the priorities or the thematic foci of NCA's Brazil Program: protection from violence (Viva Rio); access to water resources (Diaconia); ecumenism (Cese); prevention of and combating human trafficking (SMM); cultural rights of minorities, indigenous peoples and blacks (ISA e Koinonia); public budget and human rights (Inesc); mono-cultivation and the environment (Fase); territorial rights (MST).

In some of these actions NCA is strongly involved in their preparation and implementation. Amongst the cases identified, perhaps the actions of Viva Rio in Haiti are the best example in terms of the scope and consolidation of this type of cooperation. Nevertheless, two points need to be stressed here: **i.** only half of the organizations with international activities declared that this action was supported by a direct contribution from NCA; **ii.** there is a strong expectation among the partners that NCA will intensify this type of contribution in the coming years.

Many organizations stressed in their responses to the questionnaire highlighted South-South cooperation as the principal non-financial contribution that NCA can provide in the coming years. *“Stimulating South-South exchange to strengthen ties and to promote research and actions involving common themes”, “identification of possible partners in other countries”, “articulation of Brazilian partners in international forums related to NCA’s themes of work”, “articulation and political mobilization of organizations in other countries”, “highlight possible partnerships in countries where Vale and Petrobrás act”, “collaborate in communication processes and dialogues between Southern countries and between members of the ACT Alliance”, “help in the consolidation of a global perspective and action of Brazilian organizations”* are some of the formulations found in the responses to Question 46 of the questionnaire, indicating that it is time for NCA to carry out changes in style of monitoring the of partners, making it more strategic and synthesized with their demands.

Some of the evidence detected during the fieldwork leads us to the hypothesis that interlocution between NCA’s different units (in other words its sectors, departments and programs) is not high. Some South-South cooperation initiatives for example had a very slow implementation or even did not occur because they ran into this problem; other initiatives, as has been highlighted, occurred in countries prioritized by NCA, but without its measurement and/or contribution.

5. Conclusions and Recommendations

The principal conclusion of this evaluation is that the 2005-2009 Country Strategy was implemented in a very successful form with very positive results in the four areas that, according to the evaluation perception, shaped NCA's base of action during the period: **1.** Strengthening and implementation of collective rights and fighting social injustice; **2.** Influence of public policies; **3.** Construction of capacities in partner organizations; **4.** Raising of resources.

This positive performance is explained by a series of factors, of which three should be noted as they proved to be particularly relevant: **i.** solid and long-lasting partnerships established between NCA and its Brazilian counterparts, whose joint efforts allowed a considerable increase in NCA's budgetary allocation for Brazil; **ii.** the high level of professionalism among the partner organizations in the specific themes prioritized, in their articulation capacity with other civil society organizations and movements and for dialogue with governmental programs and policies; **iii.** the existence of a new national context strongly marked by initiatives aimed at the reduction of poverty and social injustice, the expansion of state investment in public policy and a greater opening of this to the debate with Brazilian civil society organizations.

Since the objective of this evaluation is to contribute to the new NCA strategy for Brazil, it was decided to present an open mosaic of recommendations, with different levels of priority and scopes, which in the future may increase the potential of the positive effects of NCA's actions during the period evaluated.

This mosaic of recommendations is based on ten assumptions and perspectives of the context which NCA has to take into account in the construction and implementation of the next Brazil Program: **i.** over the next five years Brazil's place in the global scenario will be more visibly in a transition from what we can call a country with poverty/social injustice to a 'world power'; **ii.** despite recent advances in relation to the reduction of poverty, Brazil will continue in the next five years to be one of the countries with the highest social and economic inequalities in the world, which will remain marked by a territorial, racial and gender perspective; **iii.** the relevance of Brazil in South-South cooperation will increase, though the perspectives for this Brazilian insertion (state and private initiative) appear, with some exceptions, not to differ much from the current pattern of domination (political, economic, cultural, etc.) which has characterized North-South cooperation; **iv.** the participation of Brazilian civil society organizations in South-South cooperation will tend to increase, including as a means of expanding their political and financial sustainability, with questions about their effective role in the monitoring of governmental and business cooperation; **v.** the current questioning on the part of international cooperation organizations of the meaning of their presence in Brazil will increase, worsening the sustainability of various NCA partner organizations; **vi.** questions linked to the environmental issue will continue to gain national and international importance, renewing the difficult challenges of organizations which work in rural and urban areas to better clarify or outline the environmental aspect of their work; **vii.** the perspectives for the continuity of a developmental posture on the Brazilian state are strong, resulting in an increase in threats to environmental sustainability and the social sustainability of traditional populations; **viii.** NCA should also take consider that national and international attention will remain focused on the Amazon Region, with a significant reduction of space on the socio-environmental agenda for other Brazilian biomes such as the *cerrado* and the *caatinga*; **ix.** NCA constructed solid relations with a broad range of Brazilian organizations and any change in priorities should preserve these relations as

much as possible; **x.** in the religious field it should be noted that despite the strengthening of institutional ecumenism, the perspectives are for increasing difficulties in the so-called grassroots ecumenism, especially due to the ongoing advance of Pentecostalism in rural and urban communities.

Brazil Program: NCA seems not to be immune to the wave that has washed over various European NGOs of working with the logic of programs. Preliminary contacts of the evaluator with discussions about the new Global Strategy of NCA seem to highlight a tendency to depend this approach, which in the last instance will imply a greater synergy between partner organizations (for example, the definition of strategies and common operational objectives and mutual, coordinated and complementary contributions), as well as a more precise delimitation of themes, geographic regions and beneficiaries. Even recognizing the relevance and the scope of this approach, we recommend that NCA consider that a good part of the success attained in the implementation of the 2005-2009 Plan was based on the formula of counting on solid – though diversified - partnerships, in other words organizations operating at different levels of intervention, with various relevant problems in strategic geographic regions to be tackled and overcome. As we have sought to demonstrate it is precisely this diversity that has allowed NCA to create – through distinct arrangements and combinations of organizations – real Programs in Brazil, such as those that have been successively supported by OD.

We, therefore, recommend, that over the next five years the Brazil Program should continue to rely on a plurality that is coherent and synthesized with the objectives and strategic themes of NCA. This evaluation was not methodologically conceived to propose thematic fields to be prioritized by NCA in the design of its new National Strategy. Based on dialogue with partners and with NCA about contexts and scenarios, as well as answers to the questionnaire about their contributions to the strategy for Brazil, we initially propose that three strategic fields should be emphasized, which can equally reconcile investments with the populations who live in the countryside and in cities: **i.** economic justice / social inequality / fighting poverty; **ii.** environment / climatic justice / sustainable development; **iii.** peace / security / conflicts.

Programmatic synergies: a program for a country with a thematic and geographic plurality does not necessarily signify the absence of synergies between the projects and organizations that are part of it. The evaluation found that NCA had failed to promote and stimulate more long-lasting contacts between the organizations, probably due to the reduced size of its work team. After all, it has already been proven that working with the logic of the program can produce added impacts and results, but for this, greater investment is needed in its ‘monitoring’. Programs are very expensive: they take time to affirm themselves and require technical time from advisors. It is, thus, desirable that NCA’s Brazil team is expanded, adapting it to the requirements of a Program that now consists of 15 organizations. We also recommend that NCA seek creative forms of expanding interaction between its partners, for example holding meetings and seminars about themes that are of real interest to the organizations or even making the sporadic ‘meetings of partners’ more interesting and opportune – in order to overcome related criticisms of the evaluator about the bureaucratic profile of these events (in other words, more informative than those of political dialogue). Institutional governance, communication, South-South cooperation, and the raising of resources, are some examples of themes that can mobilize the interest of partners in carrying out exchanges related to successes and dilemmas. The organizations have to understand that these synergies is important for their own performance, as well as for NCA’s

operations in Brazil, and become more proactive and propositional in the search for lasting interfaces and dialogues;

Dialogue with NCA units: The interaction of the Brazilian partners with the different units of NCA should continue and intensify, while the Brazil team should stimulate this dialogue during the implementation of the next program, since it can have important implications in at least four dimensions: **i.** the permanence of a reduced capacity to transfer knowledge, technology and experience from Brazilian civil society and NCA itself to other countries, under the auspices of South-South cooperation; **ii.** the loss of opportunities for NCA to make contributions to its Brazilian partners that can go beyond financial support (communication, raising of resources, emergency approaches, etc.); **iii.** possibility of a greater fragilization of Brazil in the global strategies of NCA in a context in which global recession and the growth of the local economy will add new justifications to the pre-existing questioning of the permanence of international cooperation in the country;

South-South cooperation: the fourth dimension that may be affected by the low level of interaction between Brazilian partners and other units of NCA is located in the sphere of South-South cooperation. Taking into account the strong demand of partners for a greater contribution on the part of NCA in this field, the growing importance of cooperation for the sustainability of organizations (and by extension the Brazil Program), and the perspectives of Brazil consolidating itself as a significant player in the international scenario, we recommend that NCA expands in a considerable form its actions in this sphere, including this as one of its priorities in the 2011-2015 Program.

Gender relations: a contrast was observed between the relatively low weight of this theme in the scope of the Brazil Program and the strong operation of the organizations in this field – revealing to a certain extent a lack of knowledge on the part of NCA of the capacities of its partners, the centrality of this perspective in its interventions and the results obtained. For this reason we recommend that in the drafting of the next Brazil strategy greater attention and visibility be given to actions of empowerment and women's rights.

Communication: NCA should seek forms of reversing in the short term the scenario of the lack of knowledge of its Brazilian partners about its strategies and institutional dynamics. Translating documents into Portuguese and introducing this theme in visits can be a good beginning, but it will certainly not overcome the existing gaps. We suggest that NCA also experiment with less routine and more grandiose communication, in relation to practical questions that are located in the most immediate distinct spheres of interest of its partners.

Nature of support: around 54% of NCA's current partners in Brazil receive support of an institutional nature, though all of them found a way of valorizing it in their answers to the evaluation questionnaire. In fact this modality of support has been shown to be particularly relevant in the context of these organizations for a series of reasons: the growing need to strengthen the so-called 'areas-means' (communication, raising of resources, administration, etc.); the possibility of experimenting daring and innovative approaches; greater flexibility in the use of resources, also allowing fluctuations in governmental resources to be dealt with; development of medium-long term strategies to be dealt with, etc. Since Brazilian organizations supported by NCA are currently facing a crisis of sustainability and their challenges in this field have tended to grow significantly in recently years, we recommend that NCA not only maintain support of an institutional nature, but seek ways of extending it to a greater number of partners.

Local Advisory Service: due to the persistence of difficulties of various partners in understanding the status of the local advisor, we recommend that NCA better outline its role and its attributes. We also suggest that this advisor play a more active role in the two fields: i. in efforts to improve NCA-Partner communication, notably in the expansion of knowledge about these NCA dynamics and strategies; ii. in the search for means of expanding interaction between partner organizations, for example identifying common demands that may become the object of reflection and the exchange of experiences.

Balanced allocation of financial resources: a certain imbalance of budgetary allocations among the partner organizations was noted. We know that a large part of these differences result from NCA's success in raising new resources through campaigns in specific themes congregating a restricted selection of partners. Two distinct problems arise here: i. even taking into account the particularities of support and without wanting to establish mathematical formulas or quotas, NCA should seek forms of promoting a greater internal balance in the Brazil Program through dialogues with the least favored organizations in a joint search for new support; ii. it was noted that the guiding criteria in the selection of organizations to become part of specific initiatives to raise funds are not homogeneously assimilated by the partners, which indicates the need for greater internal dialogue and explanation of choice. In relation to this NCA should take into account the fact that working in the logic of the program does not just mean seeking synergies and sharing activities, targets, approaches etc., among projects/organizations, but also that those decisions that should be collective, transparent and internally consensual.

Sustainability: the volume of resources raised by each campaign OD is considerable and without a doubt propelled specific areas of work (programs, lines, etc.) of the organizations. In the contacts with the partners, however, doubts were raised about the sustainability of the initiatives undertaken (and the programs and lines of action themselves) after the ending of support. Since the Brazil Program has already implemented the activities of three of these campaigns, we recommend that NCA dialogue with OD to carry out an *ex-post* evaluation of at least one of these campaigns, examining not only the level of sustainability of the initiatives that were carried out and the distinct factors that may have stimulated them (or the opposite), as well as their developments and impacts. This evaluation may generate a set of 'lessons learned' for NCA (and for OD) in relation to this medium term support.

PMA: the different levels of density of answers to the evaluation questionnaire about impacts seem to indicate more the existence of fragilities in the planning, monitoring and evaluation field aimed at results/impacts than actual low effectiveness. In a cooperation scenario that is increasingly results orientated, we suggest that NCA support new partners in this area, which has been shown to be strategic for the raising of new resources. A good starting point would be for NCA to prepare a matrix consisting of the results and impacts that could be routinely used by the group of organizations / projects that are part of the Brazil Program.

Rio de Janeiro, 25 May 2010

Luciano Nunes Padrão

- Annexes -

Annex 01 – Terms of Reference

1.0 BACKGROUND INFORMATION

The Brazilian NCA country program took form in 1992, with funds from the Nordic and Norwegian Student Campaign in co-operation with CEDI (Centro Ecumênico de Documentação e Informação) and IDAC Instituto de Ação Cultural). Over the years the ecumenical organization CEDI grew and split up into Koinonia, Ação Educativa and Instituto Socio Ambiental. The church based organisation Diaconia has been a NCA partner organization since the early 1980s. From 1994-2004 these organisations have grown both in quality of social programs and as an influential force in societal change.

In the 90's new strategic partners were identified and included in the Brazilian partner portfolio.

From 1995 to present date NCA has received funds from Operation Days Work (OD). All together NCA Brazil Programme is finance from the following sources NCA own funds, Norad, MFA, OD, non-earmarked funds and other sources such as The Federation of Commercial and Service Enterprises (HSH).

1.1 NCA Role and Added-Value

The overall vision for Norwegian Church Aid's (NCA's) programme in Brazil is to promote human dignity for poor and excluded people, by supporting partners and programs that contribute to increased participation, equity and protection. This is done through providing support that strengthens relevant institutions within civil society.

NCA believes that both a strong state and a vibrant civil society are necessary in order to effectively address issues of poverty and injustice. These civil society organizations are actors and part and parcel of the society and are reaching out to a majority of the citizens in Brazil. They are present and functioning even in times of conflict and unrest and this makes them an extremely important part of the society thus making them invaluable partners for NCA

During the last 10 years NCA and partners have built up competence in communication, relations building and rights based approach programs. Since 1998 NCA had has a Brazilian consultant as a fulltime employee managing the office in Brazil. He follows up partners and programs and strengthening the relationships NCA has in Brazil. NCA is part of an important network of partners and key actors in the social field in Brazil. NCA is currently part of a network of six European ecumenical agencies and their partners in Brazil through the PAD process (Process of Networking and Dialogue).

The NCA Brazil program and the approach used by partners display their *rights based commitments* through the multiple set of advocacy efforts. NCA's primary focus is to identify professional partners able to mobilize vulnerable groups and carry out influential advocacy initiatives with potential for changing ancient oppressive structures and consolidating democracy.

NCA's role is to collaborate, facilitate and quality ensure the work of its partners through project planning, budget control, supervision and monitoring of development projects and programs, as well as find common ways to influence decision-making both in Brazil and Norway hence ensuring that programme implementation is in coherence with NCA Country Strategies and donor requirements.

2.0 PURPOSE OF THE EVALUATION

Motivated by commitment to the principles of accountability and transparency, the main purpose of the evaluation is documentation of results and lessons learned to increase organisational learning in NCA and among partners in Brazil. The Evaluation is intended to cover the below mentioned programme components of the revised Brazil Country Programme Plan and rationale of partnership respectively.

This will also provide NCA with the opportunity to assess whether it is on the right track or not with regards to the Objects stipulate in the Brazil Programme Plans.

The overall purpose of the evaluation is to assess whether the NCA-supported programs contribute to increased participation, equity and protection of the defined target groups and if the NCA partners contribute to strengthening the democratic processes in Brazil. The evaluation is also to outline mechanisms for success, or for not achieving the planned objectives, and best-practice – if possible. The evaluation will include a comparative study of the strategies used by INESC in the civil society for good governance (2.1) and the land and cultural rights programme carried out by Instituto Socioambiental (ISA) (2.2), and a comparative study of the safe water programmes carried out by Diakonia and ISA (2.4).

2.1 CIVIL SOCIETY FOR GOOD GOVERNANCE

The civil society for good governance-programme has as an overall objective to contribute to accountable and transparent local and national governments as well as public institutions, responding to the demands of active organized civic and marginalized groups for poverty reduction and fulfillment of their social, economic and cultural rights.

2.1.1 Specific objective for evaluation

Outcome: Is the partner organisation (INESC) able to mobilize poor and vulnerable people in Maranhão by using budget monitoring techniques?

Outcome: Is the partner organisation able to influence international negotiations for including the perspective of marginalized and poor people in Brazil?

Impact: Has the Brazilian government to a larger extent given priority to economic, social and cultural issues as a result of the INESC-campaigns?

2.2 LAND AND CULTURAL RIGHTS FOR MINORITIES, INDIGENOUS AND BLACK PEOPLES

The overall objective of the land and cultural rights-programme is to empower indigenous groups and minorities to claim ESC and environmental rights towards authorities and companies

2.2.1 Specific objective for the evaluation

Outcome: To what extent is ISA able to mobilize “quilombas” in Vale do Ribeira to claim their ESC and environmental rights?

Outcome: To what extent is NCA able to use the information from ISA and FASE to mobilize against corporations with Norwegian connections?

Impact: Have FACE and ISA, together with NCA, been able to achieve sustainable change in the operations of private enterprises and government?

2.3 PROTECTION FROM VIOLENCE

The overall objective of the protection from violence programme is to contribute to increase the safety of poor and vulnerable women and men in their homes and public lives. In the evaluation the focus will be on small arms control.

2.3.1 Specific objective for the evaluation

Outcome: Has the activities of Viva Rio lead to restrictive legislation in small arms and light weapons, incl. civilians rights to carry small arms and light weapons?

Impact: Has the legislation lead to decrease in illegal SALW in Rio de Janeiro?

2.4 SAFE WATER FOR VULNERABLE GROUPS

Overall objective of the safe water for vulnerable groups' programmes is to increase the number of poor people that have access to safe drinking water and increased availability of water for productive use.

2.4.1 Specific objective for the evaluation

Outcome: To what extent have the programmes in Pernambuco and São Paulo provided access to safe drinking water in the intervention areas?

Impact: To what extent has the programmes been successful in institutionalizing the programmes?

2.5 OBJECTIVES FOR NCA

The following will be the specific objectives of the Evaluation

1. Assess the degree of results achieved in the intervention areas outlined in 2.0 – 2.4 above according to their aims outlined in the revised Brazil Country Programme.
2. Assess NCA intervention in accordance with the principles outlined in GSP 2005 – 2009 (Chapter 5)
 - Participation
 - Equity
 - Protection
 - And gender-sensitivity
3. Assess NCA effectiveness of working and the synergy effects of coordination with partners and networks established.
4. Explore potential unintended effects of NCA's programs in Brazil.

2.5 SCOPE OF THE EVALUATION

The main focus of the evaluation will relate to Brazil Program between 01.01.2005 and 31.12 2009, within the chosen intervention areas mentioned above in Rio de Janeiro, São Paulo, Brasília and Pernambuco. NCA right from the start has opted for a partner-based approach in Brazil i.e. it collaborates and implements all of its projects through Brazilian partners.

The evaluation will look at the above-mentioned areas of focus by examining interventions through the following categories

- Relevance
- Efficiency
- Effectiveness
- Sustainability
- And impact when indicated in the specific objectives for the evaluation

The three key Indicators of Achievements as outlined in GSP 2005-2009 (Chapter 5) should be used in the Evaluation with gender being cross-cutting

- Participation
- Equity
- Protection

The evaluation will give input to an analysis of the country context faced by NCA and partners in Brazil from 2005 through 2009.

3.0 RECOMMENDATIONS AND LESSONS LEARNED

The consultant will be responsible for developing a report with analysis of the programme's outcomes during 2005 to 2009 and give concrete recommendations on how to maximize the outcomes of a continued NCA's Brazil Programme beyond 2009. The final report should enable NCA to determine the following:

1. The effectiveness of design of NCA Programme Plan and supported partners and project in 2005-2009.
2. The context in Brazil relevant for NCA and partners beyond 2009, including main rights' deficits that NCA and partners can address within the chosen thematic areas (or new areas if recommended).
3. NCA's added value in Brazil, since 2005
4. Recommendations for NCA overall goals (impact) and specific objectives (outcome) within the chosen programmes.

The final report will be delivered to NCA as a hard copy and by e-mail not later than June 2010.

4.0 METHODOLOGY

The evaluation will be done mainly using a qualitative approach involving participatory data collection procedures.

It is a participatory process evaluation in the sense that NCA will have a representative in the team, and partner organizations, right's-holders, target groups and relevant stakeholders will be treated as active partners in the evaluation. The Evaluator will be responsible for writing up the report. The NCA's representative in the team, during the evaluation period will be under the instruction of the Evaluation team leader.

4.1 The target informants

The target informants will be decided in cooperation with consultant and partners. However the target informants can include the following groups:

- Community members (right holders)(women and men)
- Community/opinion leaders (women and men)
- Main Partner organization's representatives – at different levels
- Religious leaders in the local communities
- Royal Norwegian Embassy (RNE)
- Government officials (those that have direct connections with chosen areas of the Evaluation)
- NCA partners programme officers
- NCA staff

4.2 Do No Harm when conducting evaluations

The evaluation must be conflict sensitive – its methodological approach with regard to data collection, should emphasize the need to be sensitive to the socio-cultural and political drivers: emphasis on connectors rather than stress dividers. The issue of how one can find and get access to the valuable information related to women without creating tensions in the local communities or partner organisations will be a key focus.

4.3 Documents and information to be collected to support the assessment

- Global Strategic Plan 2005 -2009
- Brazil Country Programme Plan 2005 - 2009
- Information about present partner portfolio as follows
 - Total budget (2005, 2006, 2007, 2008 respectively)
 - Relevant evaluations, applications, correspondence, agreements and reports
 - Geographical areas where partners have projects
 - Main types of projects supported
 - No of staff, including female programme staff

Partners will be made aware of the implementation of the evaluation and its intended use in ample time.

5.0 WORK PLAN AND TIME SCHEDULE

This evaluation will cover the period from 15th of January to 1. July, with specific numbers of paid days. The exact days allocated the consultant will be reflected in the contract, but the evaluation process is expected to be spread out as follows.

- 6 days: Literature review, collection of secondary data, development, pre- and finalizing the assessment instruments, interviews in Norway.
- 15 days: Field work (including traveling time).
- 15 days: Collation and analysis of data, report writing and submission of the first draft, including strategies and recommendations.
- 3 days follow-up, adjustment, editing and presentation of report at NCA head office.

6.0 REPORTS/DELIVERIES

The expected output from this evaluation exercise will be a report (in both soft and hard copy) in Portuguese as well as in English that will:

- Adequately address all the evaluation objectives as specified in the TOR.
- Executive Summary including main findings, recommendations and lesson learnt (not more than five pages)
- Specify the achievements, constraints/challenges, opportunities and best practices for strengthening Brazil's Program
- Clear recommendations proposing ways and strategies on how to work on Brazil's Program. Assess and describe the foreseen impact of these clear recommendations upon women and men.
- Has not more than 60 pages *excluding annexes*
- To be as clear and concise as possible, so anyone in the program will be able to understand how to take necessary steps in the implementation and monitoring process of Brazil's Program.
- Make recommendations for enhancing responsive programming for appropriate and sustainable ways of addressing the needs of women, men, girls and boys,
- The report will be written in the annexed sample of NCA Evaluation Report format
- Annexes, to include evaluation terms of reference, maps, interview schedule, evaluation questions and bibliography. All material collected in the undertaking of the evaluation process should be lodged with the NCA prior to termination of the evaluation

6.1 The Report shall be characterized by

- **Clarity:** Country specific given the history and existing dynamics and diversity in the countries and also the issues and pertinent questions being raised and answered.

- **Relevance:** To the TOR, objectives and purpose.
- **Reliable:** The findings, conclusions and recommendations must be convincing, reliable and building on good practices, where applicable.
- **Useful:** The recommendations must be understood, practical and sustainable, based on the realities specific to Brazil.
- **Ownership:** All efforts should be made to secure that findings and recommendations are shared and understood by all main stakeholders.

6.2 Learning and Follow-up

- The final Evaluation Report will be shared with NCA staff at Head Office and in Brazil, NCA Partners, people involved in the Evaluations and other relevant stakeholders.
- A presentation In a NCA partner meeting in Brazil will be made
- A presentation of the Evaluation will be made at NCA Head Office

The final report, based on the recommendations from the assessment and dissemination meeting, will form the basis for adjustments in NCA's current and future strategic plans in general and Brazil in particular.

7.0 EVALUATORS

The evaluator is Brazilian and he will deliver the in depth analysis of the social, economic and political context implication on the various NCA interventions. When at work and when utilizing NCA resources the Evaluator will observe NCA Brazil security policies and instructions.

The Consultants should have the Following Qualification, Expertise and Experience

- Good Knowledge and experience in Development studies/work, social sciences or a closely related field of study or work.
- Minimum five years work experience with governments/UN agencies/International NGOs or university/research institution in a developing country.
- Are familiar with NCA working approaches.
- Are objective and keep confidentiality
- Have extensive knowledge of Gender, Protection and Development issues
- Awareness of Human rights instruments and especially those with a bearing on gender and empowerment issues.
- Experience in project data collection and analysis, monitoring and evaluation, participatory research.
- A strong sense of adaptability and ability to work in unstable and multi-cultural environments.
- Have knowledge of Brazil's culture and previous experience of work in Brazil is preferred

Annex 02 – Curriculum Vitae

Luciano Nunes Padrão

1. Personal information

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2. Third level education

- Master's Degree in Development, Agriculture and Society, Federal Rural University of Rio de Janeiro (CPDA-UFRRJ), 1996.
- Bachelor of Social Science, Faculty of Social Science, Institute of Philosophy and Social Science, Federal University of Rio de Janeiro (IFCS-UFRJ), 1990.

3. Professional experience

- **Ciclo – Assistance for Development** – Sociologist and adviser in planning, monitoring, evaluation and construction of organizational capacities (2005-2009).
- **Ecumenical Centre for Documentation and Information (Cedi)** – Sociologist worked in the Peasants and Churches Programme (1985-1994), carried out various activities.

4. Evaluations (2007-2010)

- **Action Aid** (UK) – Country Strategy Review 2004-2009: ActionAid Brasil. 2010
- **Fastenopfer** (Suíça) – Evaluation of the Program for Brazil 2005-2009. 2009.
- **Coordenadoria Ecumênica de Serviços - CESE** (Brasil) – Institutional evaluation. 2009.
- **Oxfam** (UK) – Evaluation of the project “*Segurança Alimentar e Acesso a Mercado para Agricultores Familiares do Araripe, Pernambuco, Brasil*”, implemented by Centro de Assessoria e Apoio aos Trabalhadores e Instituições Não Governamentais do Araripe (Caatinga). 2009.
- **Sciaf** (Scotland) – Evaluation of the project “*Apoio às comunidades quilombolas de Garanhuns e sem terra da região da Mata*”, carried out by Comissão Pastoral da Terra – Nordeste. 2009.
- **NCA/OD** (Norway) – Evaluation of the project “*Superação da Pobreza e Valorização Cultural: Novas Perspectivas para os Jovens Quilombolas no Brasil*”, carried out by Instituto Socioambiental. 2008. *Status*: coordinator.
- **Cafod** (UK) – Evaluation of the project “*Terra Sem Males – agricultores familiares e agroecologia em Rondônia*”, carried out by Comissão Pastoral da Terra de Rondônia (CPT/RO). 2008. *Status*: coordinator.
- **Horizont3000** (Austria) – Evaluation of the Programme “*Afirmção de direitos dos povos indígenas no Brasil*” implemented by Conselho Indigenista Missionário (CIMI). 2007. *Status*: coordinator.
- **Rainforest Foundation** (Norway) – Evaluation of the partnership between Comissão Pró-Índio do Acre (CPI-AC) and indigenous organisations (Opiac and Amaaiac) related to the implementation of projects supported by RFN. 2007. *Status*: coordinator.
- **Horizont3000** (Austria) – Evaluation of the project “*Organizações indígenas e desenvolvimento sustentável no Alto e Médio Rio Negro*” implemented by Instituto Socioambiental (ISA) and Federação das Organizações Indígenas do Rio Negro (FOIRN). 2007. *Status*: coordinator.

5. Consultancy on planning and monitoring projects / programmes (200-2010)

- **The Royal Norwegian Embassy** – External monitoring of projects supported by indigenous peoples programme. 2008-2010. *Status*: monitor expert. *In progress*.

- **Cafod (UK)** – External monitoring of projects related to the Indigenous Support Program: Cimi (AM), Coiab (North), CIR (RR), CPI (SP), Hutukara Yanomami (AM/RR) and ISA(SP). 2005-2009. *Status*: monitor expert. *In progress*.
- **Cordaid (The Netherlands)** – Evaluation, technical support and methodological assistance for projects supported in Brazil. Between 2004 and 2009 various projects has been monitored: urban habitation (CDVHS and CDPDH), access to markets (APA-To, Cealnor, Ceat, Cecor, Centru, Chapada, Fetraf-Sul, MOC, Sasop), health (Gapa-BA) and advocacy (CPT-NE, CPT-PA and Fetraf-Sul). *Status*: monitor expert.
- **Federação das Organizações Indígenas do Rio Negro (FOIRN) (Brazil)** – Provided advisory services for strategic planning. 2009.
- **Comissão Pró-Yanomami e Instituto Socioambiental (Brazil)** – Provided advisory services for strategic planning CCPY/ISA related to the Yanomami people. 2008.
- **Comissão Pró-Índio do Acre – CPI/Acre (Brazil)** – Provided advisory for institutional redesign. 2008.
- **The Royal Norwegian Embassy / Norad (Norway)** – Technical and conceptual review of the book *The Logical Framework Approach (LFA)*. 2008.
- **Rainfores Foundation (US) / Oxfam (UK)/TNC (US)/ Norad (Norway) / Cafod (UK)** – Strategic planning 2007-2009 and Institutional strengthening of the Conselho Indígena de Roraima (CIR). 2008-2009 (*in progress*).
- **EED - Church Development Service / Evangelischer Entwicklungsdienst (Germany)** – external monitoring of the institutional project of Serviço de Assessoria a Organizações Populares - Sasop. 2007. *Status*: monitor expert.
- **Instituto Superior de Estudos da Religião - Iser Assessoria (Brazil)** – Provided advisory services for institutional redesign. 2007.
- **Horizont3000 (Austria)** – Provided advisory services for the Partner Annual Seminar on lobby and advocacy planning. July, 2007. *Status*: coordinator.
- **Norad (Norway)** – Workshop on Logical Framework Analysis directed to leaderships of 18 indigenous organizations. Rio Branco, 2007.
- **Eptisa (Brussels)** - monitoring of social projects funded by the European Union, into the External Monitoring System in Latin America. 2007. *Status*: monitor expert.

6. Researches

- **Grupo de Apoio à Prevenção à AIDS Bahia (GAPA-BA)** – Methodological advisory on research on sexual health and AIDS prevention among students of public schools in four cities in Bahia State. 2006. *Status*: coordinator.
- **Cordaid (The Netherlands)** – “Access to Markets: a study of successful experiences with the commercialisation of family farmers in the North and Northeast of Brazil”, 2003. *Status*: Coordinator.
- **Federal Rural University of Rio de Janeiro (UFRRJ)** – “Rural settlements in comparative perspective: an analysis of the economic, social, historical and environmental dimensions”, 2000-2001. *Status*: Researcher.
- **World Commission on Dams (WCD)** – “Analysis of the social impacts of the construction of large hydro-electric projects in Brazil”. 1999. *Status*: Coordination of research and publication of thematic article.
- **Roehampton Institute London - Faculty of Social Sciences** – “Comparative study on unfree work practices: Brazil, Pakistan, India, Thailand and Mauritania”. 1998. *Status*: Researcher under the coordination of Prof. Kevin Bales.

Annex 03 – Field Work Activities

Entrevistas		
Data	Local	Participantes
22/02	Rio de Janeiro (RJ)	Hellen Ribeiro (coordenadora do Projeto Ana Maria do Viva Rio) e Paula Lima (assistente social do Espaço Criança Esperança)
23/03	Rio de Janeiro (RJ)	Ruben Cesar Fernandes (coordenador do Viva Rio)
23/03	Rio de Janeiro (RJ)	Natasha Leite e Julio Cesar Purcena (assessores do Projeto Controle de Armas – Viva Rio)
23/03	Rio de Janeiro (RJ)	Tião Santos, Fabiano Monteiro e Roberta Correa (assessores do Projeto Segurança Pública – Viva Rio)
23/03	Rio de Janeiro (RJ)	Ubiratã de Oliveira (Coronel da Policia Militar do Rio de Janeiro)
26/02	Afogados da Ingazeira (PE)	Adelmo Santos (supervisor do Projeto Dom Helder Câmara no Território Pajeu)
27/02	Afogados da Ingazeira (PE)	Manoel dos Santos (Cecor) e Oswaldo Pereira (STR de Petrolândia) – organizações parceiras de Diaconia
27/02	Afogados da Ingazeira (PE)	Augusto Severo da Fonseca – vice-prefeito de Afogados da Ingazeira
03/03	Brasília (DF)	José Moroni e Iara Pietricovsky de Oliveira – integrantes do Colegiado de Gestão do Inesc
22/02 03/03	Diversos	Entrevistas e reuniões com Anja Riiser, coordenadora do Departamento de Qualidade da AIN
24/03	Rio de Janeiro (RJ)	Samuel Aarão Reis – assessor local da AIN
11/03	Rio de Janeiro (RJ)	Francisco Potiguara – coordenador da área de Ações Locais do Viva Rio
13/03	Rio de Janeiro (RJ)	Arne Dale – responsável pelo Programa Brasil da AIN
19/03	Rio de Janeiro (RJ)	Antonio Rangel Bandeira – coordenador da área de Segurança Humana do Viva Rio

Encontros e Reuniões		
Data	Local	Participantes
22/02	Rio de Janeiro (RJ)	Jovens beneficiários e técnicos assessores (assistente social, enfermeira e estagiários) relacionados ao Projeto Ana e Maria (Viva Rio)
22/02	Rio de Janeiro (RJ)	Jovens beneficiários e técnicos do Projeto Luta pela Paz (parceiro do Viva Rio)
24/02	Recife (PE)	Sofia Graciano, Joseilton Evangelista, Valeria Perez e Dilene Menezes (integrantes da equipe de Diaconia)
25/02	Afogados da Ingazeira (PE)	14 integrantes das equipes de dois programas (PAAF e PPCA) do regional do Sertão do Pajeú de Diaconia
26/02	Afogados da Ingazeira (PE)	Diretoria do Sindicato de Trabalhadores Rurais de Afogados da Ingazeira (João de Oliveira, Dora, Adriana, Tião e Irenilda)
26/02	São José do Egito (PE)	Diretoria do Sindicato de Trabalhadores Rurais de São José do Egito (Luciana, Lucia, Bernardo e Jorge)
01/03	São Luis (MA)	Representantes de organizações parceiras do Inesc: Ricardo Almeida (Cáritas-MA); Flávio Pereira (Fórum de Políticas

		Públicas de Buriticupu); João Maria (Associação de Saúde da Periferia do Maranhão); Samara Andrade e Diana Andrade (Organização Cidadania e Combate às Injustiças Sociais)
02/03	Brasília (DF)	08 integrantes da equipe do Inesc: José Moroni, Rafael Gomes, Alessandra Cordovil, Ricardo Verdum, Lucidio Bicalho, Alexandre, Eliana e Márcia Acioli
29-30/04	São Paulo (SP)	Encontro Final de Avaliação, reunindo 18 representantes de parceiros da AIN e integrantes de sua equipe

Experiências		
Data	Local	Visitas
22/02	Rio de Janeiro (RJ)	Espaço Criança Esperança (comunidades Cantagalo e Pavão / Pavãozinho) – Viva Rio
23/02	Rio de Janeiro (RJ)	Projeto Ana e Maria (bairro da Maré) – Viva Rio
23/02	Rio de Janeiro (RJ)	Projeto Luta pela Paz (parceiro do Viva Rio)
26/02	São José do Egito (PE)	Sítio do Sr. Adalberto e Dona Fátima (diversificação da produção, agroecologia, recursos hídricos)
26/02	Ingazeira (PE)	Sítio do Sr. José Monteiro, Dona Margarida, Ivã e Paulo (diversificação da produção, agroecologia, recursos hídricos)
01/03	São Luis (MA)	05 articulações de organizações do Maranhão parceiras do Inesc e envolvidas com ações de monitoramento de orçamento público
04/03	Brasília (DF)	Centro de Ensino Médio Asa Norte – projeto Onda (Adolescentes em Movimento pelos Direitos)

Annex 04 – Questionnaire for partners

Avaliação do Programa Brasil da Ajuda da Igreja Norueguesa Questionário para as organizações parceiras

Este questionário integra o processo de avaliação do Programa Brasil da Ajuda da Igreja Norueguesa (AIN) e foi preparado para colher informações e impressões das organizações parceiras sobre o desempenho dessa estratégia, bem como sugestões para sua continuidade.

O questionário estrutura-se em cinco blocos e é importante que cada organização o responda de forma objetiva e transparente, discutindo-o em equipe. Solicitamos que as respostas sejam enviadas diretamente para o responsável pela condução da avaliação: Luciano Padrão (luciano@ciclo.org.br).

Nome completo e sigla da organização:

Nome do/a responsável pelo questionário:

Cargo/Função:

e-mail:

Bloco A – Organização e funcionamento

01. Ano em que a organização foi formalmente criada:

02. Número de funcionários formalmente contratados:

Número de voluntários:

03. A organização dispõe de um planejamento estratégico institucional? Sim Não

04. Nos últimos três anos a organização foi avaliada externamente? Sim Não

Em caso positivo, qual a natureza da/s avaliação/ões?

Avaliação institucional Avaliação de um programa Avaliação de um projeto

05. Como a organização avalia a qualidade e a eficácia do sistema de PMA (Planejamento, Monitoramento e Avaliação) institucional?

Não existe Frágil Regular Bom Excelente

06. Como a organização avalia a qualidade e a eficácia de sua gestão administrativa e financeira?

Não existe Frágil Regular Bom Excelente

07. Como a organização avalia a qualidade e eficácia das estratégias formais de mobilização de recursos?

Não existem Frágeis Regulares Boas Excelentes

08. Como a organização avalia a estrutura e o desempenho da área de comunicação?

Não existe Frágeis Regulares Bons Excelentes

09. Como é avaliada a participação efetiva da diretoria na dinâmica e decisões institucionais?

Muito baixa Baixa Regular Elevada Muito elevada

10. Como a organização se financia? Indique os diferentes financiamentos com a respectiva percentagem em 2009, assim como as perspectivas para o futuro:

Fonte	%	Perspectivas 2010-2013	
		Aumento	Redução
Financiamentos da cooperação internacional	<input type="text"/>	<input type="text"/>	<input type="text"/>
Projetos / Programas governamentais	<input type="text"/>	<input type="text"/>	<input type="text"/>
Contribuições de entidades privadas brasileiras	<input type="text"/>	<input type="text"/>	<input type="text"/>
Venda de serviços, publicações; aluguel, etc.	<input type="text"/>	<input type="text"/>	<input type="text"/>
Contribuições de membros da organização	<input type="text"/>	<input type="text"/>	<input type="text"/>
Rendimentos financeiros	<input type="text"/>	<input type="text"/>	<input type="text"/>

Outras fontes de financiamento:

11. No caso da organização ter, nos últimos três anos, desenvolvido atividades em outros países:

- Países:
- Tipos de atividades desenvolvidas:
- Principal resultado / impacto alcançado:

- A atuação em outros países contou com contribuição direta da AIN? Sim Não

12. Qual o desempenho das políticas de recursos humanos afirmativas para os seguintes segmentos?

- Mulheres Não existe Frágil Regular Boa
- Negros Não existe Frágil Regular Boa
- Deficientes físicos Não existe Frágil Regular Boa

13. Quais são os três pontos fortes da organização?

14. Quais são as três principais fragilidades da organização?

15. Quais são os três principais desafios para o futuro da organização?

Bloco B – Relação com AIN

16. Ano em que a organização começou a relacionar-se formalmente com a AIN:

17. Qual o caráter do apoio da AIN à organização?

Apoio institucional Apoio a um programa Apoio à linha de trabalho

18. Qual o percentual de contribuição da AIN frente ao orçamento geral da instituição? %

19. Indique até três contribuições específicas que a AIN trouxe para sua organização:

20. Como é avaliada a frequência das visitas da AIN à sua organização?

Muito baixa Baixa Regular Elevada Muito elevada

21. Como é avaliada a qualidade das visitas da AIN à sua organização?

Muito baixa Baixa Regular Elevada Muito elevada

22. Como a organização avalia as exigências formais / administrativas da AIN?

Muito baixas Baixas Regulares Elevadas Muito elevadas

23. Sua organização já participou de alguma campanha ou iniciativa de incidência política promovida pela AIN?

Sim Não

24. Em caso positivo, que campanhas e/ou iniciativas sua organização participou?

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25. Como, em geral, foram avaliadas essas iniciativas em termos qualidade e eficácia?

Muito baixa Baixa Regular Elevada Muito elevada

26. O que a organização aprecia particularmente na relação com a AIN?

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27. O que a organização considera particularmente difícil na relação com a AIN?

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Bloco C - Estratégias de intervenção

28. Indique até três temas / questões priorizados no projeto apoiado pela AIN:

29. Quais as áreas / regiões geográficas priorizadas no projeto apoiado pela AIN?

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30. Em que nível ou níveis o projeto apoiado pela AIN intervém prioritariamente?

Local Estadual Regional Nacional Internacional

31. Indique até três grupos-alvos específicos priorizados no projeto apoiado pela AIN:

32. Quais são as três principais modalidades de atividades implementadas com apoio da AIN?

33. Quais são os três parceiros mais importantes na implementação do trabalho apoiado pela AIN?

34. Indique até três redes prioritárias com as quais o projeto apoiado pela AIN se articula:

35. Indique até três Políticas Públicas relevantes que o projeto apoiado pela AIN se relaciona:

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36. Indique até cinco campanhas regionais, nacionais ou internacionais que o projeto apoiado pela AIN integrou nos últimos três anos, indicando sua abrangência (regional, nacional, internacional) e o papel desempenhado pela organização:

Campanha	Abrangência	Papel da organização

37. Indique até três boas práticas no trabalho de sua organização que possam ser úteis a outras, mesmo que em contextos diversos:

38. Indique até três lições aprendidas por sua organização nos últimos anos:

Bloco D – Resultados e Impactos

39. O Plano Estratégico 2005-2010 da AIN para o Brasil focaliza cinco prioridades temáticas. Indique, nos quadros abaixo, até três mudanças concretas e específicas que o projeto apoiado pela AIN contribuiu para ocorrer:

Fortalecimento da sociedade civil para boa governança

Acesso a direitos (culturais, territoriais, etc.) por minorias, povos indígenas e negros

Proteção à violência

Acesso à água para populações vulneráveis

Desenvolvimento institucional e construção de capacidades

40. É possível identificar até três mudanças concretas e específicas no campo dos direitos das mulheres e/ou relações entre gêneros ocasionadas por sua organização a partir do apoio da AIN?

41. É possível identificar até três contribuições concretas e específicas de sua organização no campo das políticas públicas a partir do apoio da AIN?

42. Caso procedente, indique (de forma concreta e específica) até três impactos / resultados ocasionados por sua organização em outros campos temáticos, a partir do apoio da AIN:

43. Indique até três dos resultados e/ou impactos planejados no âmbito da relação com a AIN que não foram até aqui alcançados:

Resultados / Impactos não alcançados	Principal razão

Bloco E – Contribuições para a nova estratégia de país da AIN:

44. Considerando, de um lado, mudanças no contexto nacional e internacional nos últimos anos e, de outro, o trabalho específico de sua organização, indique até três elementos que justificariam a continuidade do apoio da AIN a organizações brasileiras:

45. Ainda considerando mudanças nos contextos e o trabalho específico de sua organização, indique até três novas apostas ou necessidades em termos de temas, foco ou método de atuação para a AIN:

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46. Indique até três contribuições não-financeiras específicas que a AIN poderia dar à sua organização nos próximos anos:

47. Comentários adicionais que possam ser úteis ao processo de revisão da estratégia de país:

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