



**USAID Quarterly Report**  
**Mozambique**  
**Political Party Training and Institutional Development**  
**Grant No: 656-G-00-98-00065-00**  
**April 1 to June 30, 2001**

Under the terms of the September 30, 1998, agreement between USAID/Mozambique and the National Democratic Institute for International Affairs (NDI), NDI agreed to undertake a program to build the institutional capacity of political parties in Mozambique (PARTIDO). This report covers NDI program activities during the period April 1 through June 30, 2001.

## **I. Summary**

During this reporting period, NDI conducted training seminars and held extensive consultations with leaders of both RENAMO (Mozambique National Resistance) and FRELIMO (Front for the Liberation of Mozambique). The training focused on leadership development for the RENAMO Youth League and for women from different political parties, and included organizational development and political communication. In addition to the training, Alan Dukes (a high ranking member of the Irish Fine Gael Party and an MP), traveled to Maputo to offer customized technical assistance to RENAMO leadership including key parliamentarians. In addition, NDI participated in several joint training seminars with other institutions involved in democracy and governance work. Still in this reporting period, NDI played a key role in organizing the launch of a subgrant to Centro de Estudos de Democracia e Desenvolvimento (CEDE). As part of ongoing activities, NDI held consultations with USAID. Shari Bryan, NDI's new Regional Director for Southern Africa, held meetings in Maputo with the staff, USAID, political party leaders and other NDI partners.

## **II. Political Background**

During this reporting period there were two issues that dominated the political arena. First was President Chissano's announcement at the FRELIMO central committee meeting that he was willing and actually requested to step down at the end of his current term and would not stand as a FRELIMO presidential candidate in the 2004 elections. Secondly, Dhlakama, President of RENAMO, sent one of his advisors, David Alone, to the Ministry of State Administration to announce his readiness to resume the political dialogue with Chissano and the government. At the same time RENAMO announced that it would hold its long-awaited Congress during the last week of September in the northern province of Nampula.

### *Chissano Will Not Seek a Further Term of Office*

President Joaquim Chissano has publicly announced and informed his party that he is willing to step down at the end of his current term of office, and will not run for re-election in 2004. The first announcement, which took FRELIMO by surprise, was made during a meeting of the

Central Committee in Matola. Prior to the Central Committee meeting, Chissano had only disclosed and discussed his intentions with the Prime Minister and select party members.

Mozambique's first constitution, which lasted from 1975 to 1990, stated specifically that the President of FRELIMO was the head of state. Election of the head of state by universal suffrage was introduced in the 1990 constitution, which stated that the President of the Republic might be re-elected twice. Chissano was elected in 1994, and re-elected in 1999 – he would therefore be within his constitutional rights to stand again in 2004. Some political analysts argue that if Chissano were to stand again, in reality he would be asking for a fourth term, as he was president when the 1990 constitution, establishing limits on terms of office, was approved.

FRELIMO spokesperson Bernardo Cherinda, who is the Central Committee Secretary for Mobilization and Propaganda, declined to speculate on possible successors to Chissano. But the obvious potential candidates are Chissano's close friend and ally, Prime Minister Pascoal Mocumbi; the leader of the FRELIMO Parliamentary group, Armando Guebuza; and the chairperson of the Mozambican parliament, Eduardo Mulembwe. One possibility that should not be ruled out is that if FRELIMO cannot reach consensus over a successor, the party may ask Chissano to reconsider.

The final decision is likely to be taken at the party's eighth congress, due to be held in the first half of 2002. Nevertheless, this announcement has sparked nationwide debates and speculation about divisions in the FRELIMO central committee.

#### *FRELIMO Party Urged to Adjust to Realities*

At the same Central Committee meeting, Chissano warned that the ruling FRELIMO party must adjust to reality. One of the questions FRELIMO now faces is the extent to which the current structure of the party is able to deal with the demands imposed on it. The party is faced not only by the complexity and multiplicity of the problems facing Mozambique today, but also those that result from the need to forecast and to lead the evolution of the society, in consonance with the evolution of the continent, the region and the world. He stressed that, as the country is evolving and modernizing, so must the party.

The FRELIMO Congress must make major decisions on the party's strategy for the 2003 local elections and the 2004 parliamentary and presidential elections. The question of the presidential candidate for 2004 is certain to be raised.

#### *Dhlakama Offers to Resume Dialogue*

RENAMO President Alfonso Dhlakama has expressed an interest in resuming the dialogue that he abruptly broke off at the end of March with President Chissano and the government. Discussions between a senior RENAMO parliamentarian and the Minister of State Administration are underway to discuss the resumption of the talks. Dhlakama has insisted that the talks be “decentralized” by reactivating the working groups, which the two leaders had established in January. He reiterated that when the agreements have been reached in the various

working groups they would be taken to him and Chissano to sign. This is a replay of Dhlakama's earlier demand for a "political agreement" with Chissano that would bypass all the country's institutions, including parliament and the court system. Chissano, who insists that he will not react until he is contacted personally by Dhlakama to request the resumption of the talks, is also displaying delaying tactics.

In the meantime, RENAMO has once again come into the spotlight with Dhlakama's unilateral expulsion of Rachid Tayob, a member who is also a parliamentary deputy, and who expressed surprise at Dhlakama's decision, adding that Dhlakama did not notify him officially, or to inform other structures of the party. A businessman based in the central province of Zambezia, Tayob said his sacking is based on merely "tribal" grounds. In fact, the most likely motive for the expulsion is that Tayob is a close friend of Raul Domingos, the former head of the RENAMO parliamentary group, who was thrown out of RENAMO in September. Recently Domingos and Tayob jointly raised money for flood victims in central Mozambique, which could easily have been interpreted as upstaging the rest of the RENAMO parliamentary group. Tayob will retain his parliamentary seat, as the current rules provide that a deputy cannot be evicted from the Mozambican parliament merely because he has fallen out with his party. However, his departure from RENAMO, along with that of Domingos, has resulted in RENAMO's parliamentary group losing two votes.

#### *Parliament Extends Mandate of Montepuez Inquiry*

The Mozambican parliament has extended the mandate of the commission investigating the deaths of more than 100 opposition supporters during and after protests last November in the northern town of Montepuez. The bipartisan inquiry, which was due to submit a report in March, has been stalled since January 27, when three of its seven members were injured in a road accident.

At a meeting held behind closed doors, allegedly for legal reasons, the legislature voted over opposition protests to extend the commission's mandate until the next plenary session in October. Only members of the ruling FRELIMO party voted on the measure. The RENAMO-Electoral Union coalition had called for the commission to be replaced, due to its failure to meet deadlines and the incapacity of three of its members. But as parliament delays, the trials in Montepuez continue, and five RENAMO members have been sentenced to between 15 and 20 years' imprisonment for armed rebellion. The public has therefore been skeptical of the parliamentary commission's mandate and usefulness.

#### *New Political Party*

A new political party has emerged on the already crowded political stage. The new party, the Youth Movement for the Restoration of Democracy (MJRD), claims that it is specifically aimed at young voters. Its priority is to compete in the municipal elections scheduled for 2003, at least in Maputo and Matola municipalities.

### **III. Program Activities**

#### ***RENAMO Leadership Consultation (internal party development)***

As part of the implementation of the recommendations that came out of the review conducted in November by NDI's Political Party Director, Ivan Doherty, NDI Mozambique invited Alan Dukes, (a high-ranking member of the Irish Fine Gael party and an MP), to conduct one-on-one technical consultations with RENAMO President Afonso Dhlakama. Dukes also participated in roundtable discussions with the leaders of RENAMO, including key parliamentarians.

This invitation for technical assistance was necessary, given the current crisis within the leadership of RENAMO, which includes a lack of democratic practices or structures and the increasing isolation felt by the leaders of the party. This approach is part of an effort to create greater understanding of internal democracy and decision-making in political parties. It is also an opportunity to address critical issues and deliver messages about the changes that are required in the operations of a party. With the polarized political situation in Mozambique, it was thought that representation from a sister party that is a member in the Christian Democrat International (CDI), would allow the RENAMO party leadership and membership to feel comfortable and discuss internal party problems. Dhlakama is the current vice chair of CDI, and Alan Dukes' party, Fine Gael, is a member of CDI.

The consultations were conducted in a two-pronged approach from April 17 to April 20, 2001. First a series of one-on-one consultations were held with Dhlakama, and a second series of discussions were held with leadership including key parliamentarians. A separate and detailed report on these meetings has been prepared, but it is not yet available for public circulation. The following is a summary of the consultations:

- Dhlakama and RENAMO's attention and political action program are currently focused on the election dispute and mobilization of external support in further disputing the legitimacy of Chissano and his government. The situation is exacerbated by the mere fact of the long delay of STAE (Technical Secretariat for Administration of the Elections) in producing the final and official election results by polling station. Dhlakama was invariably animated when recounting the RENAMO election victory and at his most defensive when discussing the process of policy formulation in the party, parliamentary tactics, and preparations for the 2003 municipal elections.
- Dukes was able to hold fruitful discussions and offer technical advice on the necessary strategies for preparing for the forthcoming local and general elections; on building and maintaining constituency outreach; on developing more streamlined decision making; and on communication and a focused, issue-based political program.
- Dhlakama is aware of the need for transformation within the party, and the need to hold a party congress. The national council of RENAMO, which held its meeting recently, has since confirmed that the congress will be held during the last week of September in the northern province of Nampula. This will be the first Congress since 1994.
- It is important that NDI continue this two-pronged approach in dealing with RENAMO. The program cannot benefit from ignoring the leadership problems and just focusing on

training of the middle and grassroots cadres; in addressing the internal party organizational problems, all levels must be acknowledged. One-on-one initiatives, such as the Dukes visit, will not be a one-time exercise but will form part of a long-term strategic approach to building the confidence of the RENAMO leaders in participating in the politically charged environment in the country.

During the briefing with USAID Mission Director Cynthia Rozell, Dukes recommended that support to the political parties, and, in particular to RENAMO, continue until the 2004 general elections.

### ***Youth Training Program (RENAMO)***

Extensive consultations were held with RENAMO to prepare for a youth training seminar. This seminar is part of a series of regional seminars that had been scheduled to take place earlier in the year, but it was postponed on several occasions due to organizational and communication problems within the party. Over the past months there has been a high turnover in the training and planning division within the party, causing serious delays in the implementation of the program. Francisco Herrero, a Brazilian trainer, traveled to Mozambique to conduct the youth training.

From May 7 to May 9, NDI organized and conducted a three-day seminar in Inhambane for the RENAMO Youth League, thus completing the last of a series of regional seminars that NDI had planned. The seminar hosted 46 participants from Maputo, Gaza and Inhambane provinces, was conducted by Francisco Herrero (the assigned RENAMO consultant) and focused on the following topics:

- Paradigms of human action – the objective is to change activists' behavior from Winning/Losing to Losing/Losing, in personal and political relationship, within the political party, between parties, in parliament, etc.
- Organizational and operational development – political action plans; how to go from ideas to action; the commitment of a politician; the political program.
- Political communication – public speaking; message development; targeting and grassroots lobbying and organizing.
- Leadership development – What it is to be a leader; characteristics of a leader; functions and types of leadership; the young person as a social and a political leader.
- Fundamentals of political science – fundamental concepts that all politicians should have; what is power, legal and legitimate; what is a political party; what is the role of a political party.

The methodology included individual exercises and working groups, in an effort to transmit technical and theoretical knowledge (to learn), to promote the inter-relation among participants

and the party (to commit), and to emphasize the need to go from theory to practical political action.

The training also focused on issues necessary to provoke changes in personal attitudes of the youth leaders, as a first step to changing politicians' behavior in general.

As part of a new strategy that NDI has adopted for all seminars and in order to address local and national issues of concern, the three-day seminar included a component on HIV/AIDS. The Provincial coordinator of the National Council on HIV/AIDS, José da Conceição, and a locally based teacher conducted this session. Visual aids for the awareness session on HIV/AIDS were provided by ONUSIDA and World Health Organization data showing the southern African region as the more affected area. The approach of including the component of AIDS awareness in particular with the youth is also to demonstrate that HIV/AIDS is a matter of concern not only for health activists or the ministry, but a national issue that political parties have to address constantly in their political programs.

The second phase of this training is to develop a core group of trainers for both the youth and the women's league selected from participants that have been consistent in attending NDI training programs.

#### ***Leadership Training for Women in Politics (Multiparty)***

The multiparty seminar "Women in Politics" at Hotel Andaluzia, in Maputo, from June 19 to June 22, 2001, brought together 55 participants, including political party leaders and representatives of the women's league. A panel of four Mozambican trainers conducted the seminar.

The following topics formed the agenda:

- **Role and objectives of the Ministry of Women and Social Affairs**, facilitated by Leantina dos Muchangos, currently the National Director for Gender and development and the Ministry of Women' and Social Affairs; previously she was the training officer for the Women's Forum.
- **Gender and Development**, facilitated by Leantina dos Muchangos.
- **Civic and political rights of women in Mozambique**, facilitated by Ana Christina Monterio and Joaquina Gumende, both women lawyers.
- **Women and Leadership**, facilitated by Ana Chichava - , a member of a network of gender trainers for the Women's Forum.
- **Gender and HIV/AIDS**, facilitated by Diogo Milagre from the Organization to Combat HIV/AIDS.
- **Overcoming Barriers and Strategies to Increase Women's Participation in Decision-Making**, facilitated by a panel of the trainers, including NDI's Angela Abdula.

In the opening speech, Mngadi introduced and explained NDI's program with political parties in general and in Mozambique in particular. Mngadi stressed the benefits of affirmative action

in the internal operations of a political party, as well as the need for women to serve in political parties as leaders, as candidates, as activists and as members of government. The seminar sought to sensitize the political parties and their leaders to the importance of the inclusion of women into party politics, and to increase political skills necessary for women's participation in the political arena. NDI believes that overcoming women's marginalization cannot be done by women alone, but requires both women and men working together in partnership.

The first session focused on demystifying the mandate, objectives, role and functions of the new Ministry of Women and Social Affairs. Dos Muchangos stressed the need for collaboration and cooperation with civic society and political parties in order to address women's needs and interests. She spoke about the SADC gender development statement signed by all the presidents of the region, as a commitment to increase, up to 30 percent, the participation of women at all levels of government: public administration, local government and political parties, among others. This was particularly important information for the extra-parliamentary parties, which have limited access to such events and information. In addition, this session sought to further strengthen the relationships between political parties and government.

In the second part of her presentation, dos Muchangos made clear the differentiation between gender and sex and defined the concepts used in Gender Approach, such as the Division of Labor in Gender Terms, the Triple Functions of Women, the Equity of Gender, the Gender Balance and the Relations of Gender. Dos Muchangos used the African Gender Tree as a visual resource to discuss the social values and cultural traditions in relation to gender in Mozambique. She brought up the issue of development, regarding the social patterns that women and men play in society. She talked about the division of labor between women and men, and the access and control of resources, opportunities and benefits of development. Lively and participatory discussion between the participants with regards to access and processes of decision-making ensued, prompted by questions about who participates, who is consulted, who is listened to and who decides. Dos Muchangos focused on the access and control of information and on the factors that influence opportunities for and constraints on the promotion of equity in gender.

The Association of Mozambican Women in the Judiciary Career (AMMCJ), represented by three women lawyers (Joaquina Gumende, Ana Cristina Monteiro, and Isabel Filipe), conducted the session on Civic and Political Rights of Women. They made the distinction between Political Rights and Civic Rights, based on the Mozambican Constitution, and focused on how these rights are being put into practice. High rates of illiteracy and ignorance of the laws, especially in rural areas, has led to a situation wherein social and political changes occur mostly in urban areas. The three presenters urged political parties to study legislation and to recognize that as representatives of the people, political parties should play a crucial role as educators in legislation, particularly with regards to equal rights and responsibilities of citizens. During this session, several important documents were distributed, such as the handbook on International Instruments for Women and Children's Rights Defense.

For the session on Women and Leadership, Ana Chichava discussed discrimination against women, illustrating the issue with a table of representation of men and women in the various levels of power, which shows that only at the parliamentary level, women have reached the 30 percent threshold. In addressing the low representation of women, she brought up the organizational culture of a macho, patriarchal and exclusionary society, the lack of training opportunities for women, and the physical and practical barriers for women. She spoke of the lack of or weak support for women in politics, by men and by women themselves; administrative barriers such as politics of recruitment and selection; and the lack of supportive infrastructures for women to run for elected positions.

Chichava explained the different concept regarding leadership and asked participants to consider the role played by men to reduce discrimination, the role played by women to reduce discrimination, political parties' selection of members to leadership positions and possible ways that political parties could minimize barriers against women. She drew participant's attention to issues regarding access, quality of representation, women's interests, the role of government, of society, of political parties and the challenges at national and local levels to promote women and to establish the desired balance.

Using examples from different rural areas where he participated, Diogo Milagre discussed how gender roles often increase the risk of HIV for both women and men. He further explored the influence of gender roles and gender expectations on HIV/AIDS risk in three main areas: knowledge (particularly sexual knowledge), sexual passivity and aggression, and promiscuity.

Milagre explained how poverty contributes to HIV/AIDS particularly for women, when the primary breadwinner becomes infected, and household income can falter, causing hardship and the need for child labor. He also stressed cultural and social practices that facilitate the transmission of HIV, such as the customary marrying of young or virginal women to older and more sexually active men. Longstanding family structures and social networks have deteriorated in regions where HIV/AIDS has had a devastating impact. Diogo stressed the importance of political party leaders in becoming AIDS activists within their constituencies and the need to understand the AIDS epidemic's impact on democracy.

The session on women in politics sought to publicize the initiatives of women in parliament and to galvanize support from and build interrelationships with extra-parliamentary parties. In addition, the session sought to demonstrate the need to form linkages among parties on common issues in order for women to impact on their individual and collective activities. Two women parliamentarians, representing the two parties in the Assembly of the Republic (RENAMO and FRELIMO), facilitated this session: Filipa Baltazar (FRELIMO) and Zelma Vasconcelos (RENAMO).

Vasconcelos spoke about the way society has been organized and ruled, and the role women have played over in the political history of Mozambique. Baltazar then explained how the Assembly of the Republic is organized, how it functions and how it is composed; she then talked about the joint effort to establish the Women's Forum, an initiative that failed in the first

legislature due to partisan problems but is now organized and led by a commission comprised of women from both parties.

Dos Muchangos, Chichava, and Ana Cristina and Angela Abdula (NDI), reinforced the different strategies political parties can adopt to increase participation of women, including discussion of quotas; proportional representation; supportive work environment for women; provisions in the constitution and manifestos of political parties to promote equality of women through affirmative action as matter of priority; and active promotion and sponsorship of women candidates by the leaders.

Participants expressed their satisfaction with such multi-party seminars and requested NDI to frequently conduct such seminars and expand them to the provincial branches. A majority of the participants felt that the seminar gave them practical tools for the parties to revitalize the women's leagues and to promote training particularly to allow women's participation in decision-making.

### ***Leadership Consultation on Party Modernization (FRELIMO)***

NDI was asked by FRELIMO to facilitate a seminar on modernization of the party structures to allow for greater citizen participation and greater openness within the party. NDI has been working closely with the secretary of the British Labor Party, Nick Sighler, who agreed to send in an experienced party organizer to work with FRELIMO on the development of a strategic plan and techniques to increase participation. This seminar/roundtable discussion for FRELIMO leadership has been postponed to July 11 to 14, due to the June 7 elections in the United Kingdom. Tom Sawyer, ex-secretary of the Labor Party, will be coming to Maputo to conduct this seminar.

### ***CEDE – Sub-Grant***

On the administrative level, the Centro de Estudos de Democracia e Desenvolvimento (CEDE) continues to operate effectively and is able to submit its monthly financial and program reports in a timely manner. NDI continues to hold weekly consultations with CEDE staff to offer technical assistance.

After a series of delays, CEDE as an institution and its program was officially and publicly launched on May 25 in a conference attended by people from across several sectors of government, NGO's, academia, commerce and the international community. The number of participants that turned up was disappointingly much lower than the expected list of invitees, and this was attributed to the lack of personalized contact by CEDE's executive director.

As a way of stimulating debate, galvanize support and participation of the participants, CEDE prepared and presented a discussion paper on "The "Image of the Country" during the launch. The discussion paper also served to outline the possible themes for national debates that CEDE would be undertaking. Although the participants were highly critical of the diversity of the

themes and the over ambitiousness of CEDE, there was great interest in seeing CEDE conduct its first national debate.

On May 29, soon after the launch, NDI, USAID and CEDE held their first tripartite evaluation meeting, which focused on the leadership of CEDE and the slowness of the activities in taking off. Brazao Mazula, CEDE's founder and a key figure, has been entangled with struggles at the university where he is currently running for re-election as chancellor; he has not given the personalized attention necessary to this program. The meeting concluded that, although there are favorable conditions for CEDE to operate, there was a need to revamp the structure of the institution. There was also an urgent need for CEDE to organize and conduct at least one dialogue event within the coming months in order to gain public confidence and distinguish itself as an actor within similar civil society groups. In the short-term, CEDE expects to formalize the existence of a Board of Directors, and Mazula will cease his function as executive director. CEDE will identify candidates that would fill the day-to-day needs of this key post. CEDE will re-draft its work-plan and budget so as to incorporate all the program changes agreed to at this meeting.

### *Other Activities*

NDI's senior program officer, Abdula has been meeting with AWEPA to prepare for a joint training seminar on "women and politics," a follow-up training to the initial one that took place in February. This multi-party seminar for women in key or decision-making positions within their political parties is geared toward preparing women who want to run for office in the local elections. NDI is engaging in this joint effort to avoid duplication of effort, since AWEPA has also been conducting similar trainings in the past that have been parallel to NDI but with the same audience.

During this reporting period, Abdula participated in a roundtable discussion with the parliamentary women's forum. This roundtable was organized to share experiences with visiting women parliamentarian from Tanzania and South Africa. Hon. Lulamo Xingwane and Hon. Harriet Ngubane, chairperson and deputy chairperson of the South African Women Caucus in Parliament, and Hon. Annah Makinde, President of Women's Forum of Tanzania, were invited to help their Mozambican counterparts in building and developing their mission, aims and concepts, since the Mozambican forum is still in its very early stages of formation. Following NDI's participation, Abdula has been requested to assist the Mozambican forum to identify similar women's caucuses that seem to have overcome the party barrier and work together. The American Embassy has given the Mozambican forum funds for a study mission to a relevant country, and NDI has been asked to help organize and identify the country for the study mission.

During this reporting period, Mngadi met with a team from IDEA (International Institute for Democracy and Electoral Assistance) and the Westminster Foundation, which are conducting an assessment to explore opportunities and areas of support to the democratization process in Mozambique.

#### IV. Results and Accomplishments

The following are quantitative and qualitative program achievements and the extent to which NDI training activities in this reporting period achieved intended objectives:

**Activity:** *Youth Leadership Training—Regional Seminar (RENAMO)*

**Objective: 1.** Political Parties acquire internal democratic practices that reflect accountability, transparency and responsiveness to members.

**Indicators:** the extent to which mechanisms are developed and enhanced for participation of women and youth, and increased number of youth in candidate lists or elected positions.

**Intermediate Result** (USAID IR 2.2.6 & 2.2.6.6) : political parties create new or enhance existing opportunities for participation and advancement of women, -- promoting an inclusive, representative democratization process

**Results/Accomplishments:**

- As a result of the regional training seminars, the Youth League has begun an inclusive and participatory process to revise its statutes and by-laws. The existing statutes and by-laws were developed in a non-democratic manner.
- At the beginning of the training phase the RENAMO youth league had very serious internal leadership problems: members were very critical about centralized structures of the league and lack of political growth within the league. After several of the training seminars, the Youth League has begun to address these problems openly, and procedures are under development to change the structures and improve participation.
- The multi-party leadership training for women in politics was an opportunity and a forum for women to have space to discuss and learn with their political counterparts and leaders about issues of inclusion, participation and transparency necessary for a mature democracy. It is very rare in Mozambique that parties come together and break the political ideology barriers to discuss common issues, but NDI was able to make this happen. This is also an achievement in getting the extra-parliamentary parties to build linkages among themselves and with the parliamentary parties.
- The inclusion of the women in parliament initiative serves to enrich policy dialogue in and out of parliament, and to increase participation of other parties in mainstreaming gender in the different pieces of legislature.

## **V. Evaluation**

The political environment has to some extent been calm in comparison to the violent events that were politically motivated in the beginning of the year. This has created some space for the parties to focus and be reactive to the capacity-building program. After several postponements of training events with RENAMO, the program is now back in schedule, and training is underway. NDI completed the series of regional seminars for the youth league in the southern region, Inhambane, to conclude the first phase of the training program begun in 2000.

Coordination of joint efforts with other institutions involved in the democratization process in Mozambique has always been at the forefront for NDI/Mozambique, but this has become imperative as several new institutions have come into Mozambique to support political parties. Parties are currently finding themselves inundated with possible support that in the past was not forthcoming. That support may soon include initiatives of the Konrad Adenaur Stiftung and the British Department for International Development.

## **VI. Administration**

NDI/Mozambique held a staff meeting on May 24 to discuss significant staff changes in the region, the departure of Patricia Keefer and the introduction of Shari Bryan, and the possible changes with the location of the regional office.

## **VII. Future Activities**

**July 8, 9, 10:** Training Seminar in Nampula Province for RENAMO (Training-of-Trainers). NDI will conduct phase one of a series of training seminars to develop a core team of trainers for the party to develop its political activists. This training will involve techniques for community organizing- critical for the forth-coming local elections.

**July 12, 13:** Training seminar in Tete province. Same as above.

**July 16, 17, 18:** Training seminar in Maputo province. Same as above.

*Trainer: Francisco Herrero*

*July 11, 12, 13, 14: Leadership Consultation*

**Technical Assistance:** Party Reform – Modernization (FRELIMO)

**Consultant:** Tom Sawyer, Ex-secretary General of the British Labor Party

**July/August (TBA):** Municipal elections/community organizing training seminars five provincial training seminars

**August (TBA):** Five-day training on Political Communication for FRELIMO. This will include polling techniques and message development.

**August /September:** Midterm evaluation and Budget submission for second-year money.