



Parceria Cívica para Boa Governação Program MOZAMBIQUE

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Quarterly Report

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List of Acronyms

AENA	Associação Nacional de Extensão Rural
AMDEC	Associação Moçambicana para o Desenvolvimento Concertado
APS	Annual Program Statement
CESC	Centro de Aprendizagem e Capacitação da Sociedade Civil (CESC)
CSO	Civil Society Organization
COP	Chief of Party
CPI	Counterpart International
FRELIMO	Frente de Libertação de Moçambique
GoM	Government of Mozambique
GRC	Grants Review Committee
HQ	Headquarters
MEPT	Movimento de Educação Para Todos
M&E	Monitoring and Evaluation
OD	Organizational Development
PCBG	Parceria Cívica para Boa Governação
PGR	Procuradoria Geral da República (Public Prosecutor of the Republic)
RENAMO	Resistência Nacional Moçambicana
USAID	United States Agency for International Development

I. Executive Summary

The Parceria Cívica para Boa Governação program (PCBG), a grant awarded to Counterpart International (henceforth called Counterpart or CPI), aims at strengthening the impact of civic activism to improve accountability, effective democratic governance in the target sectors of biodiversity conservation, climate change, education, extractive industry, health, and transparent and accountable governance by partnering with up to 12 civil society organizations (CSOs). This goal is supported by two interrelated objectives: 1) more effective advocacy by partner CSOs in target sectors, and 2) strengthened organizational performance by partner CSOs.

This Quarter was marked by progress on the grant selection and award of our core partners for the program. PCBG staff continued to provide technical assistance support to the selected RI partners to help improve their grant proposals. By the end of this quarter, two awards (Biofund & AENA) were submitted to USAID for approval and Biofund was approved. The second-round modified APS-02 that reflected lessons learned from the first-round APS issuance was re-advertised in this quarter. 130 concept notes were received and after the first Grants Review Committee, only 18 concept notes were shortlisted to proceed to the proposal development training. Taking into consideration, lessons learnt from RI training, PCBG adapted its methodology to increase the number of days to provide sufficient time to engage with the partners. The training aimed to assist the potential partners develop technically sound advocacy proposals and secondly, to familiarize partners with the PCBG program granting & financial mechanisms. While partners initially indicated in their pre-assessment their in-depth knowledge on advocacy, it was clear as the training went on that their understanding on policy advocacy was rather limited. PCBG will continue to provide technical support through practical trainings, to bridge this gap. Final selection of round 2 partners will be concluded in the next quarter.

On the operations side of the program, there was significant progress during this quarter. The HQ surge team finalized the recruitment process of all national staff positions as well as secured a long-term office space. Additionally, the new Chief of Party, Ms. Silja Paasilinna, was approved by USAID and deployed to Maputo, Mozambique mid May 2017. She brings extensive program management and civil society experience to the team.

II. National Context and Analysis

During this quarter, efforts were made towards resolving the country's civil strife between the ruling party, Frente de Libertação de Moçambique (FRELIMO), and the opposition party, Resistência Nacional Moçambicana (RENAMO), resulting in agreements between the President of Mozambique and the President of RENAMO. The Mozambican President, Filipe Nyusi, ordered the withdrawal security forces stationed in Gorogonsa, located in the Sofala and Zambézia provinces, where the RENAMO leader is currently based. Despite these statements, RENAMO alleges that the government has not withdrawn any troops from Gorongosa. Furthermore, the government's offer to withdraw from bases in Gorongosa has been reduced from all 26 bases to eight, as per Defense Minister Atanásio M'tumuke's latest statement on the topic.

Any steps taken by the two parties to reduce tensions are critical, especially in the conflict affected areas of the country, to allow for civil society organizations and other stakeholders who had relocated or suspended work in areas affected to resume their development and advocacy efforts.

On June 24, the Public Prosecutor of the Republic of Mozambique (PGR) published the audit report by Kroll—a multinational risk management firm--on the loans guaranteed by the Government of Mozambique (GoM) for three private, government-owned companies, controlled by the security services, SISE. The companies are Ematum, Mozambique Asset Management, and Proíndicus, which have a combined debt totaling USD \$2 billion. The publication of the audit report, funded by the Embassy of Sweden, was one of the prerequisites set out by the International Monetary Fund (IMF) for commencement of negotiations to resume funding of the government.

The willingness of the GoM to participate in the audit initially helped improve donor and development partners' confidence, resulting in the resumption of funding to some key social service sectors including health and education. However, Kroll was unable to obtain satisfactory answers from key government officials on at least \$500 million of the total debt amount, which leaves many of Mozambique's international partners still uncomfortable with the situation. Furthermore, there have been calls for non-payment of the debts. An IMF team is deploying to Maputo in July to allow for further talks with donors and the GoM.

During this quarter, the Ministry of Education and Human Development entered into an agreement with the Education Sector Support Fund partners aimed at improving the quality of primary education in Mozambique. The memorandum signed by the Minister of Education, Conceita Sortane, and international development partners strives to encourage joint participation and support in achieving an inclusive and quality primary education in the country. This partnership presents an opportunity for Parceria Cívica para Boa Governação (PCBG) program partners to engage both government and development partners in promoting quality basic education.

In June 2017, the Minister of Land, Environment and Rural Development, Celso Correia, called on civil society organizations and other actors to support the government's efforts in mitigating the negative impacts of climate change in Mozambique. While speaking at the first public debate on *the Impact of Climate Change on Health in Mozambique*, the minister stated: "we think this is an opportune moment to make a joint reflection on strategies to mitigate the impact of climate change on health." PCBG hopes that this high-level commitment to addressing drivers of climate change will create the necessary conditions to allow for PCBG partners to contribute towards meaningful change and debate in the country.

III. Program Activities

Program Management

In late May 2017, Counterpart International (CPI) recruited and deployed a Chief of Party (COP) with over 15 years of international experience in leadership, management, democratic governance, political transitions and capacity building through her work with organizations in Asia, Africa and the Middle East. Prior to the COP's deployment, a surge team composed of a Team Leader, an Organizational Development Specialist and an Operations Specialist, provided technical and managerial support to the program which included reviewing Round 1 grant proposals, recruiting local program staff and setting up the new office.

During this quarter, PCBG finalized the recruitment and on-boarding of the Administrative Officer, the Accountant, Monitoring & Evaluation Specialist and the Advocacy Officer, who played a key role in supporting program implementation. PCBG offered a one-month contract extension to the Grants Advisor (consultant) to support with Round 2 information sessions for potential grantees in Cabo Delgado and Maputo given his extensive civil society expertise and knowledge of the Mozambique operational context.

In addition to recruitment, another highlight for this quarter was securing and moving to the program's new offices in Maputo, located in Bairro Coop, Rua D, House 49. The premise has enough space to host visiting staff, consultants and hold small workshops.

The CPI HQ Senior Finance Officer visited Mozambique from May 29 to June 8 to provide technical support to the PCBG Finance and Administrative team. The Senior Finance Officer was involved in the onboarding of the Accountant and training PCBG program staff on grantee monitoring, audits and financial reporting.

Objective I: More effective advocacy by partner CSOs in target sectors

1.1 Conduct sector-specific mapping of advocacy initiatives, stakeholders and resources

PCBG staff continue to share key findings from the *2016 Assessment of Civil Society Organizations in Mozambique*¹ report with the Round 1 prospective grantees (see Table I below) during the proposal review stage, encouraging prospective grantees to:

- Identify thematic platforms for coordination and information-sharing of ongoing government priorities and initiatives. For example, in the education sector PCBG encouraged Movimento de Educação Para Todos (MEPT) to work in collaboration with Associação Moçambicana para o Desenvolvimento Concertado (AMDEC) in achieving a common advocacy goal around improving quality of primary education in the country through strengthening and promoting accountability of School Councils in primary school management.
- Strengthen CSOs forums/networks and other formal platforms, such as the Provincial *Observatórios de Desenvolvimento* (Development Observatories), for meaningful policy dialogue.

A gender and social inclusion roundtable was convened on April 25, 2017, to further contextualize the CPI Gender Action plan. The Gender Action Plan provides an overview of work planning and monitoring and evaluation from a Gender Integration and Social Inclusion (GISI) perspective and includes GISI tools such as action planning tool, for PCBG and local partner staff.

1.2 Select implementing partner CSOs – Rounds 1 and 2

During this reporting period, the PCBG program held two rounds of grant applications concurrently, referred to as “Round 1” and “Round 2” below. During last quarter, round 1 applicants developed concept notes and were evaluated by the first Grants Review Committee (GRC). During this quarter, the PCBG program kicked off Round 2 with re- advertising the revised Annual Program Statement (APS-02).

1.2.1 Second Grants Review Committee – Round 1

On April 6, 2017, the PCBG program held the second GRC which was composed of the Senior Advocacy Specialist, the Capacity Building Officer, the Grants Advisor/Consultant and the Finance and Grants Director who reviewed 11 grant proposals. There was a reconstitution of members of the second GRC to factor in PCBG staff reorganization and the need to include more national staff with a broader understanding of the Mozambican program operational context.

A detailed score sheet was provided to each of the GRC members beforehand and individual scores were collated at the session. Below is a list of organizations agreed upon by the GRC following the full proposal review.

¹This was a CPI commissioned Civil Society Organizations assessment that provided an understanding of national policy, advocacy priorities and opportunities in line with PCBG sectoral focus

Table 1: List of prospective grantees – Round 1

Organization	Sector	Organization Location	Program Goal	Year of Registration
Associação TV Surdo Moçambique (TV Surdo)	Health	Maputo	Persons with disabilities mainstreamed into HIV/AIDS policies and interventions in Maputo City and Maputo Province.	March/2016
Associação Moçambicana para o Desenvolvimento Concertado (AMDEC)	Education	Maputo	Improve the quality of education through the inclusion and participation of School Councils in school management and accountability in primary schools.	July/2004
Center for Training and Learning Civil Society (CESC)	Good Governance	Maputo	Influence policies and quality municipal services,	July/2009
Movimento de Educação Para Todos (MEPT)	Education	Maputo	Improve the quality of primary education through the promotion of inclusive, transparent and accountable governance in the sector at all levels.	June/2008
Foundation for the Conservation of Biodiversity (BIOFUND)	Biodiversity	Maputo	Create an enabling environment in legal, institutional and procedural terms for implementation of the best international practices of Biodiversity Offsetting in Mozambique until 2018.	December/2011
Associação Nacional De Extensão Rural – (AENA)	Extractive Industries	Nampula	Ensure that citizens living near extractive industries are benefitting from projects production revenues.	May/2008

1.2.2 Advertisement of Annual Program Statement 02 – Round 2

The Round 2 revision to the APS call was issued on April 4 and 10, and a reminder was sent out on April 14 and 18. The APS was published in three of the country's leading local newspapers - *Jornal Notícias*, *O País* and *Savana*. Given that the APS deadline for applications fell on a public holiday, CPI issued an extension published on April 27 in the three newspapers with a revised submission deadline of May 5. Organizations were given until April 29 to submit questions and comprehensive answers were shared on May 2. In addition to print media, the APS call was aired on *Radio Mozambique*, from April 15 to 20.

The APS call and the Q&As were also shared through several online lists serve platforms including the INGO working group, the provincial platform list serves, and the USAID and CPI websites.

1.2.3 Minimum qualification checks – Round 2

A total of 130 concept notes were received for Round 2, and a minimum qualifications screening was carried out by the PCBG team. The minimum qualification checklist included:

- Registration certificate to prove legal registration as a non-profit Mozambican entity, formally constituted, recognized by and in good standing with appropriate Mozambican authorities;
- Ensuring completeness of concept notes and budgets submissions.
- Conducting checks to ensure compliance with US government anti-terrorism policy

Of the 130 applications received, 85 concept notes met the minimum qualifications while 45 were disqualified: 18 submitted their applications late, 24 failed to submit valid registration certificates, two did not submit financial concept notes, and one failed to submit a technical concept note.

Table 2: Concept notes received, Round 2

Met minimum qualifications	85
Did not meet minimum qualifications	45
Total	130

Table 3: Concept notes that met minimum qualifications per sector, Round 2

Sectors	Eligible concept notes	%
Education	12	14%
Health	22	26%
Bio-diversity	6	7%
Climate change	11	13%
Extractive industries	7	8%
Good Governance	27	32%
Total	85	100%

1.2.4 First GRC – Round 2

On June 5 and 6, the GRC was convened to review Round 2 concept notes. Consisting of the Senior Advocacy Specialist, Advocacy Officer and Capacity Building Officer as voting members, and eight observers (five USAID Mozambique staff, the PCBG Chief of Party, the Monitoring and Evaluation Specialist and the Grants Advisor/Consultant.)

Table 5: Number of concept notes shortlisted per sector

Sector	Total organizations shortlisted for boot camp
Health	4
Education	2
Extractive Industries	3

Climate Change	4
Biodiversity	2
Good Governance	3
From Round I (Extractive Industries)	1
Total	18

The GRC agreed to invite one additional organization under the extractive industries sector, Kuwuka, from the PCBG Round I grant process. Kuwuka’s application was originally put on hold due to lack of sufficient funding commitments for the extractive industries sector at the time of the second Round I GRC.

1.2.5 Proposal development workshop/boot camp – Round 2



Proposal development training

To select partners under the Round 2, PCBG organized a boot camp training for shortlisted organizations on June 20-22, attended by 35 representatives from 17 civil society organizations; one program manager and one finance officer/manager per institution were invited. CPI trainers employed a combination of facilitation approaches to include group work, one-on-one sessions and power point presentations.

Topics covered at the boot camp included;

- Integration of gender and social inclusion
- Conceptualizing and planning for advocacy
- Presentation of advocacy spaces of influence
- Finance and grant management
- Monitoring and Evaluation (M&E)
- Organizational Development (OD)
- Guidelines and proposed funding model

To assess the participants’ level of understanding on advocacy and institutional development, a quick pre-workshop self-assessment was carried out. The workshop findings will guide CPI in developing grantee institutional assessment tools and define what kind of support needed to be provided to the organizations. The findings of the self-assessment were as follows:

- i. From the self-assessment, 57% of participants said they had previously undertaken an advocacy training and 80% said they had received an Organizational Development training.
- ii. When asked whether their organizations were carrying out any advocacy work, 86% said they had implemented or are implementing advocacy programs.
- iii. When asked about their organization’s capacity to effectively implement an advocacy program, the following responses were received:

- 48% said excellent – they had the required human capacity and institutional mandate to implement an advocacy program
- 26% said very good – they had the required human capacity but limited organizational mandate to implement an advocacy program
- 26% said good – they had the required organizational mandate but limited human capacity to implement an advocacy program.

Although the self-assessment indicated that many organizations believed they had good capacity in advocacy, this was contradicted by their performance at the boot camp. Throughout the course of the workshop, it became clear that the participants had very limited practical understanding of advocacy, with many organizations having difficulty distinguishing between advocacy interventions and service delivery or public awareness. Furthermore, many participants struggled with understanding the mechanisms for monitoring and evaluation vis-à-vis advocacy interventions, how to budget for advocacy activities, and how to design appropriate objectives for an advocacy program.

At the end of the training, CPI carried out a post-training assessment where participants were asked on a scale from one to five, one being the lowest and five the highest score, to assess the relevance of the training. The results are summarized in Table 6 below.

Table 6: Evaluation of the Workshop

#	Question	Average Score
1	Do you have a better understanding about advocacy?	4.4
2	Was the explanation on advocacy tools and methodology clear?	4.0
3	Are the advocacy tools and methodology useful?	4.2
4	Do you have a better understanding about the key issues of advocacy?	4.2
5	Are clearer on the M&E requirements?	3.9
6	Do you feel better prepared to integrate GSI in your proposal?	4.4
7	The budget requirement presentation was clear?	4.3
8	The cost sharing presentation was clear?	4.0
9	The explanation and proposal template were useful?	4.3

One of the participants offered the following thoughts on the boot camp:

“The training has improved my understanding of advocacy and strategic engagement with government on policy and advocacy issues. I expect to use my skills in developing a targeted and issue-based proposal and being a better champion for change.”

Cesar Mufaniquiso, MATRAM Coordinator

1.3 Award advocacy grants – Round I

In preparation for the grant award, PCBG supported six Round I shortlisted organizations in finalizing their technical and financial proposals. The team worked with the organizations in

revising program goals, objectives and activities to align with PCBG's overall program priorities and timelines. At the same time, PCBG conducted pre-award surveys on all the prospective grantees to ascertain their organizational readiness to manage a PCBG award.

By the end of the quarter, four of the six grant proposal packages had been submitted to CPI HQ for final review.

On June 16 and 30, respectively, CPI submitted a *Request for Subaward Prior Approval* for Biofund and Associação Nacional de Extensão Rural (AENA) to USAID Mozambique and received approval for Biofund during this quarter. The grant agreements will be signed in the first month of the next quarter, and the other four grants will be signed after USAID approval.

1.4 Provide tailored advocacy training, technical assistance and mentoring to partner CSOs – Round I

The organizations selected during Round I grants were taken through advocacy briefs and priorities informed by findings from the CSO assessment report completed last quarter. In conjunction with the development of the final proposal packages, the selected Round I grantees were also provided support in the following areas:

- The basics of advocacy;
- Understanding policy making processes in Mozambique;
- How to align proposals with existing advocacy opportunities both at national and provincial level; and
- The development of SMART advocacy objectives and impactful activities in line with the program goal.

The two organizations selected for grants from Round I with the least capacity in program design, TV Surdo and MEPT, were provided additional hands-on support to help shape their proposals to align more closely to PCBG objectives.

1.5 Provide sector-specific technical assistance – Round I

The PCBG team also provided sector-specific technical assistance to TV Surdo and MEPT on health and education, respectively, to assist with the finalization of their proposals. In addition, the PCBG team appointed internal technical leads and backups for each sector; the same people will also serve as the primary point of contact for the partners in that sector. This will allow for better technical support and more personalized support to partners.

1.6 Support communities of learning

PCBG started the process of compiling a database of contacts for each PCBG sector. Due to the cross-sectoral nature of the program, it is important to stay abreast of developments, networks, and stakeholders in each area to ensure alignment across common industry objectives and to learn from other actors.

Objective 2: Strengthened organizational performance by partner CSOs

2.1 Adapt the Organizational Capacity Process (OCP) toolkit

The PCBG team adapted an organizational assessment tool, the Organizational Capacity Process toolkit, which outlines the program's strategy of identifying its grantees' technical (advocacy) and organizational strengths and management processes including leadership, teamwork and decision-making. The assessment tool will help identify parameters to be used in supporting the grantees' program and system management, activity implementation, and change. This will help grantees position themselves as an advocacy- and campaign-centred organization that foster collaboration for program success. Upon completion of the grantee assessments, PCBG will use its tailor-made capacity building guide in assisting organizations to develop gender integrated and socially inclusive programs that support and take into consideration community diversification.

2.2 Conduct participatory organizational assessments

The organizational assessment has been planned for the next quarter once the Round 1 grants are signed. Plans are underway for Biofund and AENA assessments, scheduled for mid-next quarter, while the other four grantees under Round 1 will be conducted once the contractual processes have been finalized.

2.3 Develop capacity building action plans

Capacity building action plans will be developed on completion of the organizational assessment scheduled for next quarter. From the onset of proposal development under Rounds 1 and 2, organizations were asked to have a distinct objective on OD and a budget set-aside for OD action planning and activities.

2.4 Provide training and technical assistance in organizational development

NTR

2.5 Support CSO diversification of funding sources

PCBG has made a considerable effort to impress upon prospective partners the importance of cost-share and diversification of funding sources. This has been discussed at both boot camps, as well as during the proposal development process for Round 1 grantees.

IV. Monitoring and Evaluation (M&E)

PCBG supported Round 1 prospective partner organizations in developing and finalizing M&E frameworks outlining their program indicators, targets, baseline information and how they intend to achieve objectives and goal. Round 2 shortlisted organizations were taken through a basic M&E training at the boot camp that will be critical in the development of the final proposal documents. The M&E framework will demonstrate how each organization will track project implementation to ensure the achievement of established goals and objectives.

V. Achievements

Key achievements this quarter include the following:

- *Selection of Round 1 Partners:* PCBG held the second GRC for Round 1 proposals, with six proposals selected for funding. PCBG provided technical support to finalize proposals six prospective partners from Round 1 and conducted pre-award surveys for six prospective partners from Round 1. PCBG submitted two letters of request for Agreement Officer prior approval of grants to USAID.
- *Selection of Round 2 Partners:* PCBG issued a revised APS for Round 2 submissions and conducted a review of 85 Round 2 concept notes. The first GRC for Round 2 proposals, shortlisted with 18 organizations to submit full proposals. PCBG held a boot camp training for shortlisted Round 2 organizations.
- *Full operational office and management:* During this quarter, PCBG finalized the recruitment process of all national staff and move into a new office. In addition, a smooth leadership transition and on-boarding of a new COP took place.

VI. Challenges and Lessons Learned

Challenges

It took longer than anticipated to finalize Round 1 proposals given the level of technical support provided by the PCBG team to the shortlisted organizations. The organizations had very little capacity to develop policy advocacy programming, which is why they needed more time to design quality initiatives.

The other challenge was related to the level of ambition of objectives of Round 1 grantees when designing their proposals. While there was a great desire on part of the partners to create far-reaching objectives, PCBG needed to ensure that they were achievable and that the partners could be held accountable for them. At the same time, the objectives needed to remain inspiring and ambitious enough to motivate the partners.

Lessons Learned

Following Round 1 challenges in attaining quality advocacy proposals and the extensive period to get the final documents approved, the PCBG team conducted a review of internal practices to determine how the process could be improved for subsequent rounds of proposals.

Stemming from this lessons-learned exercise, PCBG rearranged its boot camp training to focus on delivering a practical and skill-based training needed in producing quality proposals. The team will also work closely with the final Round 2 shortlisted organizations in getting the best advocacy proposals within the shortest time. This included reorganizing the timing of technical support to allow for the pre-award surveys to be conducted in conjunction with budget support, which, coincidentally, will also generate savings on travel time and costs. Furthermore, PCBG will endeavor to consolidate the proposal review process in Mozambique and CPI headquarters by having only one round of comments per prospective grantee. The lessons learned were shared with USAID and other implementing partners with similar grants processes.

VII. Priorities for Next Quarter

Program:

- Finalize Round 1 grant process by signing agreements with the six selected organizations and commencement of Round 1 grantees' activities.
- Onboarding of Round 1 grantees, with an orientation to PCBG award management provided to each organization upon signing of the award.
- Carry out OD, advocacy and M&E assessments for the Round 1 grantees.
- Round 2 Partner Selection which will include review of Round 2 full proposals, convening of the second Round 2 GRC, selection and technical assistance support on proposal development support, pre-award surveys and approval process.

Operations:

- Obtain work authorization for PCBG expatriate staff.