

# Management of Social Transformations

## MOST

Discussion Paper – N° 56

Governance, Civil Society and NGOs  
in Mozambique

*by*

*Stefano Bellucci*



United Nations Educational, Scientific and Cultural Organization

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# **Governance, Civil Society and NGOs in Mozambique**

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# Abstract

There are many ways in which the concept of governance represents a useful tool in the field of African studies. For example, in order to analyse (1) the nature of social institutions – which given their number and their potential autonomy from the State, can often constitute a countervailing force to government; (2) the interaction between State and society – with a special emphasis on the importance of reciprocity; (3) the reform of State institutions – as governance implies the reconciliation of institutions and State practices with domestic public values, and not necessarily the imposition of the alien notion of democracy by external donors; and (4) liberalisation and democracy processes – by introducing a more generalised and comparative examination of the processes of reform and liberalisation in contemporary Africa.

This research paper concentrates on points 1 and 2 in its review of certain aspects of “governance” processes in Mozambique. This subject is especially important in view of the extensive use of the term by all United Nations agencies, including the International Monetary Fund (IMF) and the World Bank as a “new” concept in political, social and economic development. Bilateral aid agencies have also started to refer to this concept as a fundamental aim for their cooperation efforts. However, the origins of the term are far from clear. Unlike other concepts in political science, governance is not one that has been “invented” by a single author. Some authors refer to it as part of the terminology used in economics, others believe it was first used by the Trilateral Commission (although in the document the authors refer to “governability” and not “governance”).<sup>1</sup> UN-sponsored good governance programs are not always successful: this is because exporting democracy is much easier than exporting the rule of law.<sup>2</sup> Good governance-related constitutional liberalism requires the good faith of such a wide range of actors that addressing only one component is fruitless.<sup>3</sup> Again, it is argued that while there has been an apparent eclipse in discourse regarding the “publicness” or public quality of public service, the recent transition toward a market-driven mode of governance has created a serious challenge to such publicness<sup>4</sup> – in many Third World countries recent reforms have led to the erosion of publicness.

In order to carry out research concerning governance and civil society in an individual country, a definition of governance is clearly necessary. Some scholars and aid officials believe that one of the crucial problems to be addressed by them is the need to restore a civic public realm.<sup>5</sup> Indeed,

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<sup>1</sup> Crozier, Huntington, and Watanuki, *Report: The Crisis of Democracy. Report on the Governability of Democracies to the Trilateral Commission*, 1975.

<sup>2</sup> Zakaria, Fareed, “The Rise of Illiberal Democracy” in *Foreign Affairs*, Vol. 76, No. 6, 1997.

<sup>3</sup> For example, in the realm of criminal justice alone, reform requires an independent and highly educated judiciary, competent prosecutors, an active defence bar (who is going to pay for the defence lawyers?), well-trained and ethnically representative police, humane correction staff and an appropriate prison infrastructure, all of which require substantial investment in universities and professional academies. The cost of creating and maintaining this system would overwhelm many poor democracies and would take several decades to develop fully. Moreover, unfortunately, the investment in dollars and the level of good faith required to overcome obstacles to good governance (constitutional liberalism) in many of the poorest democracies imply that the illiberal virus will continue to attack and infect the weak cells of democracy.

<sup>4</sup> Haque, Shamsul M. “The Diminishing Publicness of Public Service under the Current Mode of Governance” in *Public Administration Review*, Vol. 61, No. 1, 2001.

<sup>5</sup> Osaghae, Eghosa E., *Structural adjustment, civil society and national cohesion in Africa*, African Association of Political Science, Series Occasional Pa. Ser. v.2, no. 2, 1998; Nsibambi, Apolo, (ed.) *Decentralisation and civil society in Uganda: the quest for good governance*, Fountain Publishers Ltd., 1998; Stiles, Kendall W., “Civil Society Empowerment and Multilateral Donors: International Institutions and New International Norms” in *Global Governance*. No. 4, April/June 1998; Paolini, Albert J., (ed.) and others, *Between Sovereignty and Global*

in order to clarify the use of the term within this context, UNESCO's Informal Network on Governance (GovNet) has set up a think tank to define the term accordingly and has offered the following temporary definition of the concept:

Governance is a complex and continuous process through which self-organizing networks, mechanisms and institutions are created in order to protect local, national and global public goods. These networks, mechanisms and institutions are formal and informal settings that create regimes and reinforce allegiances among and within state and non-state actors. Governance allows citizens, social groupings and the state to articulate their interests, defend their rights and fulfil their duties, solve their problems, and avoid the de-stabilising effects connected with power games. The state and the public authorities have in this complex process a key role in organizing and setting up basic rules within the public realm; however, governance supposes the democratic division of decision-making authority and service provision between state and non-state actors, and this at the various levels of intervention. Therefore, Governance recognises the interdependence of organizations, as well as the interactive relationship between and within governmental and non-governmental forces in a public realm, which is broader than the traditional political system. Understanding the ways in which the challenge of collective action is met, and analysing the tensions and processes associated with the shift in the traditional patterns of governing should be a key concern for UNESCO in order to promote ethical and democratic values in the establishment of governance structures and mechanisms in its fields of competence.<sup>6</sup>

The specific subject of the study is the Mozambican civil society and the NGO movement in particular (as part of the larger concept of civil society which is composed of social and public actors such as trade unions, cooperatives, religious associations, political parties, business lobby groups, professional orders, etc.). Since the 1970s, NGOs have been characterized by their grassroots identity, and often represented a steppingstone towards the creation of a viable democratic civil society in Africa in general. Local NGOs throughout the continent endeavoured to report abuses, assist individuals, and raise world awareness of difficult local conditions.<sup>7</sup> In the last decade, there has however been a change in the way these NGOs have come into being and function. The observation has been made that they are often urban-based and thus disconnected from the rural masses comprising the vast majority of all African countries.<sup>8</sup> They have also been criticised for their over-reliance on foreign donors, rendering them in some instances more accountable to the latter than the local polity. This in turn has been given as one reason why local NGOs may not always represent the vehicle of social development that they aim to be.<sup>9</sup> Social policies must also be taken into consideration in the analysis of the NGO movement, such as the level of decentralisation and democratisation in which the relationship between State and civil society is evaluated.

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*Governance: The United Nations, the State and Civil Society*, Macmillan Publishers Ltd. St. Martin's Press, Inc., 1998.

<sup>6</sup> UNESCO/GovNet, *Second "Live" Meeting*, Room #V Fontenoy, Paris, 31 October 2000.

<sup>7</sup> See Saha, Santosh, *Dictionary on Human Rights Advocacy organization in Africa*, Greenwood Pub Group, Westport, 1999.

<sup>8</sup> Judge, Anthony J. N. "NGOs and civil society: some realities and distortions; the challenge of "Necessary-to-Governance Organizations" (NGOs)" in *Transnational Associations*, No. 47, May/June 1995.

<sup>9</sup> See Mayer, Carrie A., "Opportunism and NGOs: Entrepreneurship and Green North-South Transfers" in *World Development*, Vol. 23, No. 8, 1995.

# Contents

<b>Brief history of NGOs in Mozambique</b> .....	<b>13</b>
<b>Research Questions and Methodology</b> .....	<b>13</b>
<b>The Theoretical Framework</b> .....	<b>16</b>
<b>Centre and Periphery Compared: Maputo and Nampula</b> .....	<b>21</b>
<b>Conclusion</b> .....	<b>24</b>
<b>Appendix I</b> .....	<b>27</b>
<b>Appendix II</b> .....	<b>29</b>
<b>Appendix III</b> .....	<b>36</b>
<b>Appendix IV</b> .....	<b>49</b>

## Brief history of NGOs in Mozambique

Since the late 1980s, Mozambique has been in constant political turmoil, although it has recently achieved a peaceful settlement of many of its internal problems. After fifteen years of civil war, during which time international aid donors poured in humanitarian, financial and food aid to the country, a peace agreement was finally signed in Rome in 1992 between FRELIMO (Frente de libertação mozambicano, representing the official government) and RENAMO (Resistência nacional mozambicana, representing the rebel forces). After the death of President Samora Machel in a plane crash in 1986, former Prime Minister Joaquim Chissano became President in 1987. His government requested and obtained the first IMF loan that was accompanied, as usual, with a requirement to introduce extensive structural reform. The FRELIMO-led government introduced a multi-party system in the 1990 Constitution, reflecting the abandonment of several socialist tenets. This democratisation process, *inter alia*, led to freedom of association in Mozambique (enshrined in Article 34 of the new Constitution) and NGOs began to grow in number and power as a result. Mozambique's first multiparty democratic elections were held in 1994, followed by a second round of elections in 1999, both under UN supervision. In both elections, Chissano won the presidency over the other main contender, RENAMO leader Afonso Dhalkama. However, in 1999 Chissano won with a very small margin, demonstrating that RENAMO remains an important political force within Mozambican society, especially in the central part of the country. In early 1995, with the peace apparently holding, UN troops were withdrawn. International donors continued to give a large amount of aid to help Mozambique in recovery projects and other initiatives. Through the various programmes and efforts made by international donors and UN agencies to improve "good" governance, NGOs channel a big portion of the aid received by this country. Mozambique is one of the world's most aid dependent countries, having received more than US\$8 billion during the 1990s. Without entering into a detailed discussion on macroeconomic problems related to the shortfall of domestic credit, Mozambique is increasingly locked into its reliance on foreign aid and investment. Local NGOs invariably benefit from this situation in terms of power and money.<sup>10</sup>

## Research Questions and Methodology

Using the definition of governance provided by UNESCO, the research questions addressed by this paper are the following. Within Mozambique, how do local NGOs interact with the government and other actors in the public realm? Which solutions or improvements can be found to make local NGOs more accountable to the civil society, and not just to the government and the foreign donors.

With regard to the methodology, the paper will concentrate on empirical aspects of governance. In other words, this field research constitutes an attempt to test the definition of governance in the "real" world, by using the classical (Gramscian) approach between theory and *praxis*.<sup>11</sup> The research is "case-oriented", being based on observation and description of a particular statistical population, through the results of a series of interviews, a questionnaire, and a review of documentation. No attempt is made to develop a new theory on governance, but rather to offer observations, criticisms and tentative solutions on the current system of NGOs in Mozambique.

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<sup>10</sup> Despite the fact that no significant correlation has been found between the variables aid and economic growth. No doubt the explanation is the relative unimportance of aid among determinants of growth. Aid to Africa has therefore proved very disappointing. See Lancaster, Carol, *Aid to Africa: So Much to Do, So Little Done*, University of Chicago Press: Chicago, 1999.

<sup>11</sup> Given a certain theoretical position one can organise the practical element, *praxis*, which is essential for the theory to be realised.

The work focuses more on the quantitative (i.e. analytical empiricism) than the qualitative (i.e. historical knowledge) aspect of the research. The units of variation are to be found in the civil society or social networks variables as they are coded in the questionnaire. The NGOs represent the unit of observation and the unit of measurement is their collective behaviour *vis-à-vis* local and national government, and international donors. The primary source of information is made up of interviews with politicians, local administrators, NGO representatives, external/international aid workers and external/international officials. This data has been complemented by secondary sources of information, mainly constituted by officially recorded contributions by participants in the political and decision-making process (see, for example, the list of official documents in the bibliography). A thematic content analysis has been provided to assess the frequency of the presence of specific themes, issues, actors, states of affairs, words or ideas in the commentaries of these participants.

### **Primary Sources**

With regard to the interviews, the interviewees can be split into three different categories: a) political representatives or functionaries, elected officials or people working for government as a result of their link with the political party of which they are members (in Mozambique almost all people employed in the government are members of FRELIMO); b) religious figures, who have been growing in power and number since the end of the Marxist regime. Among this category there is also the traditional figure of the “regulo”, whose function is to act as a kind of mediator between the formal power represented by the State (at national and local level) and the traditional power of tribal and animist origins; and c) officials or employees of international governmental and non-governmental organizations as well as foreign co-operation agencies linked to foreign governments. This category of people has been included because they may offer a more “neutral” view of developments in Mozambique, at least compared to local operatives. Also, the responses of people in this last category are given in the context of their affiliation to a specific agency or organization, whose “philosophy” or agenda is usually well known. It goes without saying that all of the categories of interviewees represent an elite within Mozambican society.

The length of the interviews ranged from approximately 15 minutes to 1 hour. They were carried out in the form of informal conversations – where a limited number of standard questions were asked, followed by an extended and open discussion. Although the interviewees did not participate in the questionnaire, in order to better focus on the argument under discussion, the questionnaire was usually given beforehand to ensure a clear understanding of the terminology used in the research process. The ensuing discussion with each interviewee was invaluable in obtaining information about the reality of the local situation, through personal experiences, perceptions, opinions, attitudes and reported behaviour of NGO administrators.

With regard to the questionnaire, this research tool has been used as an optimal way to describe processes and interaction in a given societal system at a given moment. The questionnaire comprises a list of 48 personalised questions (see Appendix II), each of which corresponds to a variable. These questions/variables are posed/attributed to particular actors – in this case, members of NGOs. In this respect, the respondents represented a more homogenous group than the interviewees. However, within the world of NGOs in Third World countries, and in this respect Mozambique does not constitute an exception, there are generally two major groups, advocacy NGOs and service provider NGOs. Advocacy NGOs correspond to those organizations that have the scope to mobilise public opinion on issues that are normally linked to the political sphere of the polity where they operate. They seek to promote awareness (through

campaigning, direct activism, media efforts, etc.) and find solutions to current problems faced by their society. Service provider NGOs are specialised in providing a specific (and often single) service to the community they deal with.

As a result of this different approach, greater emphasis has been given to advocacy NGOs in the choice of the sample for the questionnaire. This is to be expected given the fact that governance is a process that affects or should affect the decision making-process of a polity (according to the above-mentioned definition). In general, advocacy NGOs tend to exist and operate in close contact with government at both local and national level. This is why they have been chosen as the sample unit *par excellence*. However, it is often not easy to draw the line between what constitutes advocacy and/or non-advocacy. Often, the so-called service providers NGOs, especially the larger ones, do carry out advocacy despite their original *raison d'être*. This is why some typically service provider type NGOs have also been chosen in the sample of study. The questionnaire respondents tended to be members of the governing body of the NGO in question. Very often the respondent preferred to consider the opinion of other colleagues and members of the organization before handing in the questionnaire.

Both methods of primary research are complementary in that the answers given in the questionnaire can be analysed more effectively in the light of the opinions expressed in the interviews. Clearly, the reliability of responses to the questionnaire and answers obtained during the interviews depend on the extent to which the participant feels free to give his or her open and uncensored opinion. However, the standard format of the questionnaire makes it more suited to quantitative research and therefore more emphasis has been given to this method.

In addition to the political dimension, as discussed above, this research also takes into account geographical factors. Both the interviews and the questionnaire survey were conducted in two different areas of Mozambique, the capital city of Maputo in the more modernised southern part of the country, and in Nampula, which is in the rural and remote northern part of Mozambique. The above-mentioned case-oriented approach allows for a more comprehensive comparison between and socio-political analysis of the two localities as a result of the “many variables, many cases” approach used. In fact, the sample is very representative of both regional realities, and in particular Nampula, where the sample is close to 90 percent. Clearly, compared to Maputo, which has a widespread network of NGOs, the more provincial region of Nampula only has a few active NGOs and it is therefore easier to get in contact with almost all of them.

## **Secondary Sources**

Documentation centres of various Embassies and Co-operation agencies have been visited, as well as University libraries, such as the archives of the Centro de Estudos Africanos of the Universidade Eduardo Mondlane and the documentation centre of the Universidade Pedagógica de Nampula. Useful secondary source material was also located in some of the UN agencies in Maputo, namely the World Bank, the United Nations Development Programme (UNDP), the United Nations Capital Development Fund (UNCDF) and UNESCO, as well as *Savana*, a national weekly magazine, which is one of the most independent voices within the Mozambican press.

## The Theoretical Framework

The concept of political and institutional development, from which the idea of “good governance” originates, was first elaborated in the 1960s. However, over the years, political development has been analysed from a structural-functionalist viewpoint, which has limited the scope of the concept. According to this perspective, there was an epistemological assumption that political systems are governed by objectives based on functional needs. Political processes (such as for example democratisation) were generally seen as a dependent variable, reflecting material conditions according to Marxist thought and an exogenous normative preference – self-interest – according to neo-liberal thought.

From a socio-political perspective, the concept of governance goes beyond a post-materialist or post-positivist approach. The exercise of governance does not entail any attempt to measure, for example, democracy or freedom (as political development). Instead, it refers to how well a polity, in the context of the organization of political relations, is able to administrate, mobilize, etc. its own social capital, so as to bolster the civic public realm. According to the governance approach, local regimes are essential for political, social and economic development. Thus political development is the dependent variable and politics is the independent variable.<sup>12</sup> By extension, the assumption is that governance (since it is part of the political development process) is directly affected by politics – the type of regime of the polity under examination. For example, according to the philosophy of the World Bank, the IMF, the European Union (EU) and many donor countries, in order to have “good” governance in Africa, it is necessary to put forward Western-style democracies as a model. The assumption being that a Western type of government is a prerequisite for good governance. This work does not discuss or endorse this viewpoint further. As pointed out above, the arguments in play refer to the ways in which this process of political development is occurring in Mozambique with the help of the action of the donor community – with its specific Western-based neo-liberal philosophy. Nonetheless, it is worth mention that there are in place other forms of democratic systems, other than Western-based “parliamentary representation”. One example is constituted by the Participatory budget of Porto Alegre, Brazil – a system of democracy by which it is the population itself who decides the distribution of public revenues and municipal expenditures. By its rigorous and evolutionary method and its size, it constitutes an experiment of direct democracy without equals in the world. The implicit message is as follows: together, at least for those who so wish, we will identify the problems to be regulated, establish priorities for investment and examine their compatibility with the resources available (even if it means increasing the latter by tax measurements redistributing the richness of the most privileged towards the most economically exposed). Such an exercise does not leave any place for demagoguery, even less to clientelism or corruption: both the elections of the management staff and the invitations to tenders are transparent procedures. This also is good governance. Although NGOs are central to participatory budget, individuals as such are called to participate directly and possibly without any “filter” in the socio-political system and they constitute the primary agent of the entire system.

In Mozambique, on the contrary, NGOs represent important political actors capable of conditioning the above-mentioned political development. It is therefore important to address the relationship between the “formal” and “informal” institutions and organizations that set the agenda for the policy-making process at all levels. Governance and policy-making are separate notions, but in practice they affect each other through the constant interaction between the

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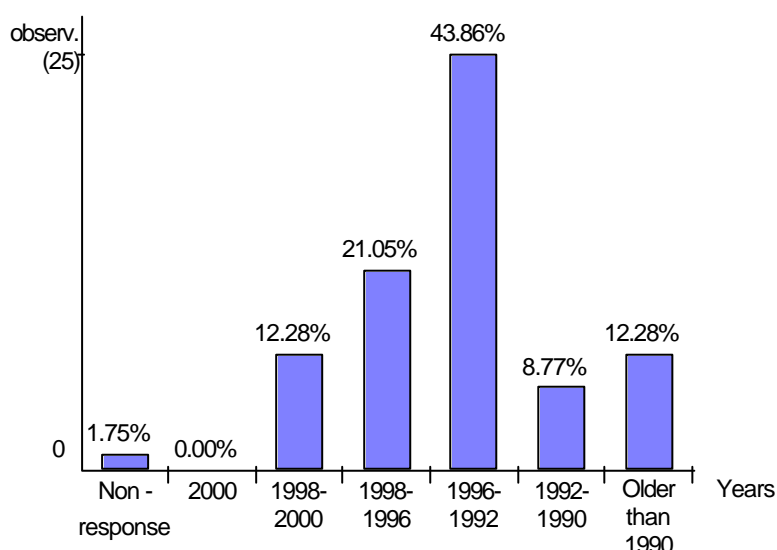
<sup>12</sup> For a further and deeper discussion on this point see: Hyden, Goran, “Governance and the Study of Politics,” in Hyden, Goran and Bratton, Michael (eds.) *Governance and Politics in Africa*, Lynne Rienner: Boulder, 1992.

formal and informal institutions and organizations (again political regime change/development becomes the independent variable upon which political or social development depends). When circumstances in society change, laws become the targets of political mobilisation by civil society organizations. If laws fail to take the needs of civil society into consideration, the latter will respond with the organization of pressure groups (e.g. NGOs) to lobby the formal government. It is however important to note the Hegelian definition of civil society as a separate body from the State, which constitutes the core of private interests. An increase in the power of organized sections of civil society, namely NGOs, does not necessarily reflect a concomitant increase in the power and rights of all citizens.

### Statistical Analysis

The total questionnaire sample is comprised of 57 observations, i.e. the number of respondents from participating organizations. 33 NGOs based in Maputo and 24 based in Nampula constitute the two sub-samples. In addition to the questionnaire, interviews were carried out in Maputo as well as in Nampula with the participation of a total of 48 people (see Appendix IV). In all African countries, the number of NGOs has increased in number since the 1990s and Mozambique does not constitute an exception. Indeed, as Table 1 shows, the vast majority of Mozambican NGOs were established in the 1990s.

**Figure 1 (Age – scale)**



Clearly in Mozambique there has not been a tradition of an organized civil society until recently. The decade highlighted in Figure 1 coincides with the lengthy and vigorous period of political and economic reforms in the country. During this time, market forces and private initiatives were heavily encouraged. On the other hand, the Programme for Economic and Social Rehabilitation (PRES in the Portuguese language) resulted in a reduction in the government’s financial provision for social-based initiatives, and more importantly for health and education. The peace brought with it a rise in unemployment due to the demobilisation of ex-combatants and the war ravaged state of the economy. All these elements seem to have contributed to the flourishing of NGOs in Mozambique.

As mentioned earlier, the post-war Constitution of the Republic of Mozambique provides for freedom of association. More specifically, it allows for the formation of social organizations as “instruments” for the promotion of popular participation and political-economic development.

This legal framework has made Mozambican NGOs very similar to private enterprises. Indeed, although less sophisticated than international NGOs, these local counterparts are gaining in importance because they are now becoming involved in the development process of the country as primary actors.<sup>13</sup> Thus, a sort of institutionalisation process is taking place. This evolution of local NGOs affects all types of NGOs, from service providers to advocacy organizations. Their quasi-status as primary actors is reflected in Figures 2 and 3 below, where it is apparent that local NGOs believe that government and funding organizations are “interested” or “very interested” in supporting NGO principles and standards.

**Figure 2: “In relation to goal setting, what is the level of interest shown by the government in supporting your ideal?”<sup>14</sup>**

Goal Setting Ctrl./Govt.	N°. ans.	Percent.
No interest	1	1.75%
Little interest	13	22.81%
Average interest	25	43.86%
Great interest	18	31.58%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 3.05 Standard deviation = 0.79

**Figure 3: “In relation to goal setting, what is the level of interest shown by funding organizations in supporting your ideal?”<sup>15</sup>**

Goal Setting Ctrl./Funding Orgs.	N°. ans.	Percent.
Non -response	1	1.75%
No interest	4	7.02%
Little interest	9	15.79%
Average interest	21	36.84%
Great interest.	22	38.60%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 3.09 Standard deviation = 0.92

From a financial point of view, Mozambican NGOs operate thanks to a variety of economic sources, as reflected in the table at Figure 4. (The number of responses in Figure 4 is greater than the number of observations, due to multiple responses.) It is evident that external financial assistance constitutes the largest portion of the total funding. It is usually foreign NGOs (from the rich world) that intervene in supporting NGOs in developing countries, such as Mozambique. The former, channel the aid flow from international organizations, governments and private citizens/enterprises to local Mozambican NGOs.

<sup>13</sup> Colombo, Guglielmo, NGO Unit Co-ordinator, Delegation of the European Commission in Mozambique, Interviewed: Maputo, 20 February 2001.

<sup>14</sup> GS CTRL/GOVT stands for Goal Setting Control over Government. The question was asked: “Em relação ao estabelecimento de objetivos, qual tem sido o interesse do governo local/nacional em apoiar o vosso ideal?” This question has a single, scaled response. Parameters rank from 1 (Nenhum interesse) to 4 (Grande interesse). Dependence is highly significant (Chi2 = 21.53, df = 3, 1-p = 99.99%).

<sup>15</sup> GS CTRL/FUNDING ORG stands for Goal Setting Control over Funding Organisation. The question asked is: “Em relação ao estabelecimento de objetivos, qual tem sido o interesse das organizações financiadoras em apoiar vosso ideal?” This question has a single, scaled response. Parameters rank from 1 (Nenhum interesse) to 4 (Grande interesse). The mean and standard-deviation are calculated ignoring non-responses. Dependence is highly significant (Chi2 = 32.74, df = 4, 1-p = >99.99%). Chi2 is calculated with equal expected frequencies for each value label.

**Figure 4: “What organization(s) are the primary sources of funding?”<sup>16</sup>**

<b>FUNDING</b>	<b>N°. ans.</b>	<b>Percent.</b>
Non-response	1	1.75%
International Organizations	19	33.33%
International Non-Governmental Organizations	34	59.65%
Foreign Agencies for Co-operation	16	28.07%
Private Sector	5	8.77%
National Government	1	1.75%
Local Government	3	5.26%
Foundations	10	17.54%
Community	6	10.53%
Don't Know	2	3.51%
Own Funds	5	8.77%
Other	0	0.00%
<b>TOTAL OBS.</b>	<b>57</b>	

As noted above in the brief historical review of NGOs in Mozambique, this type of funding creates a sort of dependency of local organizations *vis-à-vis* external donors. In this situation, planning is very likely to be regulated from outside forces given that these donations are not always guaranteed in advance and in sufficient amounts. This uncertainty makes it more difficult for NGOs to implement their policies and they are often forced to function on a project by project basis. Figure 5 shows that financial organizations are perceived to be the principal cause of failure of NGOs. Figures 4 and 5 together make it evident that external funding represents a double-edged sword – giving NGOs the financial aid to function but also creating heavy dependency and by extension making them vulnerable in their development process. In addition to the funding element, the respondents have also highlighted local and internal organizational problems, with the local community as well as staff members and directors of NGOs being considered to be the cause of failure or success of the organization. (Once again, in Figure 5, the number of responses is greater than the number of observations, due to multiple responses.)

**Figure 5: “Ultimately, who is responsible for the success or failure of the organization's initiative(s)?”**

<b>CAUSE OF FAILURE</b>	<b>N°. ans.</b>	<b>Percent.</b>
Non-response	1	1.75%
Community	21	36.84%
Staff	17	29.82%
Board of directors	30	52.63%
Local govt	6	10.53%
National govt	6	10.53%
Funding organisations	27	47.37%
All	9	15.79%
Other	0	0.00%
<b>TOTAL OBS.</b>	<b>57</b>	

<sup>16</sup> Dependence is highly significant (Chi2 = 130.24, df = 12, 1-p = >99.99%). Chi2 is calculated with equal expected frequencies for each value label.

As stated earlier in this paper, governance presupposes an organized civil society, reflected by the existence of active advocacy NGOs. In order not to fall into the Hegelian paradox whereby civil society is equal to private sector – where individuals or groups of citizens follow their own objectives rather than those of society as a whole – NGOs should function differently from private enterprises. However, in Mozambique, there is evidence of this overlapping in the functioning of NGOs and private enterprises – for example, in their similar human resources procedures. Local NGOs claim to represent the interests of all citizens in Mozambique,<sup>17</sup> but, from this research, it appears that they choose their staff members on the basis of selective recruitment procedures as though they were business initiatives. The responses factored into Figure 6 indicate that NGOs use “formal” procedures (internal processes) to select their staff. This “formal” attitude makes them more distant from the “informal” networks that constitute the civil society as a public entity. This means that the local people who the NGO aims to assist are not given the opportunity to become involved in working or assisting the organization. The survey (see Figure 7) however makes it clear that this recruitment process is carried out with a great degree of independence from government, donors and the private sector.

As it would be expected, the survey participants (see Figure 6) confirmed that NGO directors are selected on the basis of a candidate’s ability to represent the organization’s target community, including his or her capacity to publicise the NGO’s message, mobilise public support and attract external financial resources. Again, this approach is very similar to a market-oriented *modus operandi*. Indeed, one conclusion to be drawn is that leaders of NGOs are like senior professionals in private firms. They can recycle themselves in other NGOs if and when their current organization runs into financial straits.<sup>18</sup> Further research is needed to understand to what extent this mobility is perceived in a positive or negative light. On the one hand, it could reflect a shortcoming in the recruitment strategy of the NGOs, where professional managers are preferred over candidates with a genuine sense of conviction in the cause of the organization. On the other hand, it could be argued that this mobility is positive in that it ensures that a manager’s expertise and experience is not lost. It is in fact common in Mozambique for directors of NGOs to work for more than one organization.

**Figure 6: “What criteria is used to select individuals to work on the board of directors?”**

<b>BOARD OF DIRECTORS</b>	<b>N°. ans.</b>	<b>Percent.</b>
Non-response	6	10.53%
Representative of some groups in the community	25	43.86%
Representative of some geographical region	4	7.02%
Ability to attract funding	8	14.04%
Some specific skill or knowledge held by individuals	35	61.40%
Representative of financing organizations	1	1.75%
Representative of the funding organizations	1	1.75%
Other	1	1.75%
<b>TOTAL OBS.</b>	<b>57</b>	

<sup>17</sup> This clearly emerges from the interviews that have been carried out with NGO officials, see Appendix IV.

<sup>18</sup> Curry, Mike, Project SUNY, USA, Interview: Maputo 27 February 2001; Dixon, Richard, Concern, Interview: Nampula, 20 March 2001; Grégoire, Michel, Swiss Agency for Development and Cooperation, Interview: Nampula, 21 March 2001; Melloni, Fabio, Director of the Italian Cooperation, Interview: Maputo, 15 February 2001; Noura, Elsa, Institute of Mozambican-French culture, French Cooperation, Interview: Maputo, 28 February 2001.

**Figure 7: “How are members of the governing body recruited?”**

RECRUITMENT	Nº. ans.	Percent.
Non-response	1	1.75%
Selection made by the financing organization	2	3.51%
Own Selection	41	71.93%
Advertisement done among interested parties	5	8.77%
Selection made in the private sector	0	0.00%
Selection made by the local government	1	1.75%
Selection made by the national government	0	0.00%
Selection made by the personnel	34	59.65%
Don't know	2	3.51%
Other	0	0.00%
<b>TOTAL OBS.</b>	<b>57</b>	

## Centre and Periphery Compared: Maputo and Nampula

According to the results of this study, Mozambican NGOs generally tend to consider themselves as formal political institutions. This is shown by the registration patterns set out in Figure 8 below. Although registration is not obligatory in Mozambique, a large portion of NGOs is formally registered with the Ministry of Justice. What is the reason for this trend? The simple answer seems to be that registration ensures greater donor funding. Donor institutions generally respect the unwritten rule that it is preferable to fund registered NGOs.<sup>19</sup> In the light of this, NGOs appear to be prepared to accept any government control that registration implies. The fact that NGOs are induced to register with the government makes them more of a formal than informal (social) network – to recall the above-mentioned definition of governance given by UNESCO.

**Figure 8: Registration patterns between NGOs in Maputo and Nampula**

LOCATION	Maputo (and surrounding area)	Nampula/Province	TOTAL
REGISTR			
Non -response	2.08%	0.00%	<b>2.08%</b>
Yes	50.00%	35.42%	<b>85.42%</b>
No	0.00%	12.50%	<b>12.50%</b>
<b>TOTAL</b>	<b>52.08%</b>	<b>47.92%</b>	

The cross-analysis of the variables REGISTR (registration) and LOCATION (whether the organization is based in Maputo and the surrounding area or Nampula and its province) reveals some differences between the two areas.<sup>20</sup> In Maputo practically all NGOs are registered whereas in Nampula about two fifths are not. The difference between the two areas could be a

<sup>19</sup> Else, Djourup, UNDP Governance Unit, Interview: Maputo, February 2001.

<sup>20</sup> The questions asked in Portuguese were: “A sua organização está registrada oficialmente?” and “Em que aldeia/cidade se situa a sede principal da organização?”. The distribution difference between 'Sim' and the set is not significant ( $\chi^2 = 0.37$ ,  $1-p = 45.82\%$ ), that means that there is no real difference between the entire sample and the total (cell values are total percentages based on 48 observations). However, on registration there is a quite significant difference between Maputo and the periphery area of Nampula. In this case, the dependence is significant ( $\chi^2 = 8.13$ ,  $df = 2$ ,  $1-p = 98.28\%$ ). The distribution difference between 'Maputo (e zona circundante)' and 'Nampula/Provincia' is significant ( $\chi^2 = 8.13$ ,  $1-p = 98.28\%$ ).

“cultural” one. NGOs in the capital are more aware of law procedures, they form part of well-organized networks in close contact with the donor community, they live where all the “aid-business” is concentrated and they are in the “centre” of Mozambique. In the provincial areas of Mozambique such as in Nampula, NGOs work more closely with the people, they are more informal and in these circumstances registration seems to be less necessary.<sup>21</sup>

In analysing the difference between centre and periphery, another variable has been taken into consideration, which is the NETWORK RIGIDITY. NGO representatives were asked whether they felt they were part of a hierarchical or an informal network. In general, the response was that NGOs were perceived to exist within a hierarchical context. In Figure 9, frequencies are compared to show the correlation that exists between registered NGOs and their network rigidity level. It shows that registered NGOs are more likely to believe in hierarchical systems than their non-registered counterparts.

**Figure 9: Characterization of the value labels of the variable Registration by the variable Network Rigidity**

REGISTR	26.NETWORK RIGIDITY
Non -response (1)	As an informal network + As a hierarchical network -
Yes (50)	As an informal network - As a hierarchical network +
No (6)	As an informal network + As a hierarchical network -
<b>WHOLE (57)</b>	<b>A hierarchical network (44)</b> <b>An informal network (12)</b>

This discourse on network rigidity reflects a difference between Maputo and Nampula. In the latter province there is a greater number of non-registered NGOs than in the capital (see Figure 8). This is probably due to Mozambique’s colonial and totalitarian past, when hierarchical organization was the blueprint for every political and social institution, especially in the peripheral areas of the country. Therefore, the fact that NGOs are not registered does not mean they are not part of a rigid hierarchy.

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<sup>21</sup> The procedure for registration in the provinces is straightforward. NGOs register at the provincial courthouse, which communicates the registration to the central Minister of Justice in Maputo.

**Figure 10: Characterization of the value labels of the variable Location by the variable Network Rigidity**

LOCATION	NETWORK RIGIDITY
Maputo (and surrounding area) (33)	An informal network + A hierarchical network -
Nampula/Province (24)	An informal network - A hierarchical network +
<b>WHOLE (57)</b>	<b>A hierarchical network (44)</b> <b>An informal network (12)</b>

In order to complete the analysis on the characteristics of NGOs in different parts of Mozambique, the relationship between NGOs and the public administration has been reviewed. Figure 11 clearly shows that public officials have heavily penetrated the NGO movement in Mozambique. This occurs both directly, where former public officials work for NGOs, and indirectly, where public officials use their influence to place friends and family within the staff of NGOs.<sup>22</sup>

**Figure 11:<sup>23</sup> “Do you have members in your organization who were previously employed in the public sector?”**

Relationship w/ Pub Administration	N°. ans.	Percent.
More than one	36	63.16%
One	6	10.53%
None	15	26.32%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 1.63 Standard deviation = 0.88

The migration from the public administration to the NGOs is explained by two factors. First of all the salaries paid in the Mozambican public administration are significantly inferior to those paid by NGOs. Secondly, NGOs tend to benefit from these “migrants” in terms of potential political and administrative support. In fact, public servants that change jobs normally keep in contact with former colleagues and party members. These contacts give them the possibility of lobbying from the inside for government approval and more funding for the programmes of the target organization. In short, the presence of former public officials and the FRELIMO party members in many NGOs makes them more interconnected with the power forces in government. This also makes these types of NGOs more appealing for financial agencies.<sup>24</sup>

<sup>22</sup> According to various interviewees, the presence or not of public officials in NGOs impacts on the level of funding or political support given to NGOs by the government.


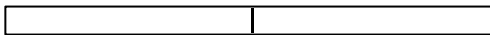

<sup>23</sup> This question has a single, scaled response. Parameters rank from 1 (Mais de um) to 3 (Nenhum). Dependence is highly significant (Chi2 = 24.95, df = 2, 1-p = >99.99%). Chi2 is calculated with equal expected frequencies for each value label.

<sup>24</sup> Bagnoli, Andrea, Italian Cooperation Agency, Maputo, February/March 2001; Gemo, Flávia, LINK, Maputo, February/March 2001; Sandberg, Eva, Grupo Africa da Suécia, Nampula, 20 March 2001.

**Figure 12: Two-way Analysis of Mean of LOCATION and RELATIONSHIP w/ PA<sup>25</sup>**

LOCATION	RELATION PA
Maputo (& surrounding area)	1.61
Nampula/Province	1.67
<b>WHOLE</b>	<b>1.63</b>

**Figure 13: Two-way Analysis of Mean of LOCATION and RELATIONSHIP w/ PA: Row Variable Dispersion<sup>26</sup>**

Value of variable 'LOCATION' according to criterion 'RELATIONSHIP PA'				
	N°.obs.	Mean	Standard-deviation	Dispersion (1 standard-deviation spread)
Maputo (& surrounding area)	33	1.61	0.90	
Nampula/Province	24	1.67	0.87	
WHOLE	57	1.63	0.88	
				0.71 <span style="float: right;">2.53</span>

The two-way analysis of the variable mean in Figures 12 and 13 show that there is no significant difference between Maputo and Nampula in the number of former public officials working in the NGOs of the respective locality. Both regions show positive and negative aspects in the way the NGOs relate with the local authority. For example, Maputo NGOs tend to be more dynamic in their initiatives and attitudes towards the government, i.e. advocacy. In Nampula, the NGOs have kept more grass-roots characteristics, making them closer to local citizens, but at the same time they also are less dynamic in their approach to formal institutions.

## Conclusion

As stated in the introduction, the research has been concentrated on an analysis of the nature of advocacy NGOs in Mozambique, and the interaction between NGOs and the government. In carrying out this research, the definition of governance given by UNESCO has been the point of reference. In particular, the following two aspects of the definition were reviewed:

(1) Whether there exists interdependence between State and non-State actors and the nature of the interaction between them. It is clear from the statistical analysis that there is indeed a high level of interaction between these actors. The government is perceived to offer a high level of interest in the activities of NGOs and the NGOs are keen to register with the Ministry of Justice. However, this relationship does not always correspond with that given in UNESCO's definition, according to which "mechanisms and institutions are created in order to protect local, national

<sup>25</sup> Cell values are means calculated ignoring non-responses. The criteria do not allow for category discrimination. Outlined values correspond to category means that are significantly different from the sample as a whole (for a 5% risk). Mean comparison of value labels 'Maputo (e zona circundante)' and 'Nampula/Provincia': RELATIONSHIP PA: 1.61 / 1.67 shows the difference is not significant ( $t = 0.261$ ,  $1-p = 21.61\%$ )

<sup>26</sup> Mean comparison of value labels 'Maputo (e zona circundante)' and 'Nampula/Provincia': RELATIONSHIP/Pub Adm: 1.61 / 1.67 the difference is not significant ( $t = 0.261$ ,  $1-p = 21.61\%$ ).

and global public goods”. There is evidence that in some respects, NGOs behave like private enterprises rather than solely political entities – which characterizes advocacy activities.

It is also clear from the survey that external actors (international governmental and non-governmental organizations and donor countries) represent the primary source of funding for local NGOs. However, it is important to note that the latter remain independent with regard to policy-aims and decisions. The prominent role played by external actors should nevertheless be included as a fundamental aspect in any definition of governance.

(2) Whether the non-State actors (NGOs) represent formal and/or informal networks. The survey reveals that NGO networks are characterized by their formal nature. The vast majority is formally registered and conforms rather than seeking to redefine the system of interaction between the public authority and the civil society.

Finally, theoretical implications also emerge from this case study on Mozambique. The governance approach has been useful in this context to measure how political processes work. Two opposing theoretical viewpoints in political development have been taken into consideration in this paper: structural-functionalist and neo-liberal. The first approach seems to better define the Mozambican situation, where political systems are governed by objectives based on functional needs as a result of the critical economic condition of the country. According to this theory, the political situation (the level of democracy) depends on the level of economic development.

A governance approach in political development implies an organized civil society that exists between the State and the private sector. Since the 1990s, the neo-liberal doctrine has pervaded the action of nearly all the external actors who have driven the economic restructuring in Mozambique. This economic restructuring has brought with it changes in the society. It is in this context that NGOs have come into being in Mozambique (as well as all over the world). The State became the instrument of this process of amalgamation between the civil society and the economic structure, a process that evolved because those responsible for this structural change (external donors) gained in influence over the State. Consequently, their neo-liberal rhetoric (the belief that through development efforts, it is possible to affect the political sphere in a positive way) has prevailed. Currently, as shown by the survey, the civil society in Mozambique adopts the mode of economic behaviour prevalent in this approach (i.e. NGOs operate like *homo economicus*). For this reason, if the promotion of “ethical and democratic values” (and not only economic and democratic values), according to UNESCO’s definition of governance, must be achieved, it is necessary to promote a “political society” together with the civil society. The public realm referred to in the governance approach of political development should be enhanced by this new way of looking at the society. To avoid economic and therefore political hegemony of organized civil society (NGOs) over the entire society or public realm, the ethical dimension must be given its place. By promoting the concept of political society, UNESCO will certainly contribute to the “establishment of governance structures and mechanisms in its field of competence”.

The political implies the State. There is no political society without the State. The assumption here is that the civil society does not precede democracy. Civil society is not concerned with democracy (and it should not be). It is within the State’s structure that democracy should find its way through society. This means that civil society should always be referred to in conjunction with the political society (those groups who are solely in administration like institutionalised political parties in party-dominated regimes, administrators in bureaucratic regimes, religious groups in theocratic systems, military in military regimes, etc.). In concrete terms, civil society

and political society *are* the State. The State could be the instrument for conforming civil society to the economic structure (and NGOs in Mozambique, although they do not represent the entire civil society, are an example of this), but it is necessary for the State to be willing to do this. The neo-liberal view presupposes the expectation that civil society will conform to the new structure as a result of propaganda and persuasion, or that the old *homo economicus* will disappear without being buried with all the honours he deserves. This is a new form of economic rhetoric, a new form of empty and inconclusive economic moralism. Here the civil society is in effect equated with the mode of economic behaviour. Any development program that does not take into account these distinctions is very likely not to produce expected results – despite the efforts of the propaganda machinery in the hands of the powerful development organizations.

## Appendix I

*Maputo-based organizations under examination (in random order):*

Associação dos Jovens Voluntários (AJV)  
ADICAE – Moçambique  
Rede moçambicana de organizações contra SIDA (MONASO)  
Associação para o desenvolvimento e cooperação de Moçambique (ADECOMA)  
Associação rural de alívio e combate a pobreza (ARCAP)  
Associação juvenil para o desenvolvimento (AJUDE)  
Associação moçambicana de reintegração e pesquisa social (AMOREPESO)  
Comunidade moçambicana de ajuda (CMA)  
Associação reconstruindo a esperança (ARE)  
Associação da mulher para democracia (ASSOMUD)  
Associação de mineiros moçambicanos (AMIMO)  
Associação para a promoção do desenvolvimento económico e socio cultural (MBEU)  
Associação de apoio às vítimas de dramas em Moçambique (AVIDRAMO)  
Mbeu – grupo teatral  
All Africa Development Fund de Moçambique (AADF)  
Associação moçambicana de apoio à comunidade (AMACO)  
Associação positiva juvenil – Moçambique (APOJ)  
ACFDV  
Acção moçambicana para o desenvolvimento (AMODESE)  
ADHD  
Associação moçambicana desenvolvimento político e associacional (AMODEPA)  
Associação dos direitos humanos e desenvolvimento (DHD)  
CARE Interantional Moçambique  
Rede da Criança (RCM)

*Nampula-based organizations (in random order):*

Associação promoção e desenvolvimento das mulheres (APODEM)  
PSZ,  
Lega dos direitos humanos (LDH)  
Associação de saúde comunitária (SALAMA)  
Organização juvenil para o desenvolvimento rural (AJDR)  
Associação das mulheres rurais (AMR)  
Associação de educação dos adultos e desenvolvimento comunitário (KARIBU)  
Organização de desenvolvimento comunitário (OPDC)  
Associação de desenvolvimento das organizações comunitárias (ADOC)  
Associação de apoio aos idosos (APAI)  
Associação mineira de Muva-Mogovolas (ASMIMU)  
Futura (Associação das mulheres)  
ASSAMU  
OPHETANA (Associação de desenvolvimento comunitário e meio ambiente)  
Luz Verde (Associação de camponeses)  
Conselho cristão de Moçambique (CCM)

Associação para educação cívica (ADCIC)  
Associação das mulheres de Nametil (ASMUNA)  
União geral das cooperativas agrícolas de Nampula (UGCAN)  
Associação de desenvolvimento da província de Nampula (ASSANA)  
Núcleo Terra  
AJCIMO,  
OLIPA – ODES.

## Appendix II

### Questionnaire : *Governança em Moçambique*

UNESCO/MOST February/April 2000

1. Qual é o nome da sua organização?

2. A sua organização está registrada oficialmente?

- 1. Sim
- 2. Não

3. Se Sim, com qual instituição?

- 1. Ministério da Justiça
- 2. Outro(a)

4. Que idade tem a organização?

- 1. Menos de 1 ano
- 2. 1 até 2 anos
- 3. 2 até 4 anos
- 4. 4 até 8 anos
- 5. 8 até 10 anos
- 6. Mais de 10 anos

5. Quantas pessoas fazem parte da organização?

6. Na sua opinião, existe um grupo ou organização que representa a sua comunidade ou os seus interesses melhor do que a sua organização?

- 1. Sim
- 2. Não
- 3. Não Sei/Sabe

7. Em que aldeia/cidade se situa a sede principal da organização?

- 1. Maputo (e zona circundante)
- 2. Nampula/Provincia

8. Na sua opinião, qual é o mais importante problema enfrentado pela sua instituição/organização?

- 1. Self-centered
- 2. Semi-centered
- 3. Open

9. Quais organizações são as suas principais fontes de financiamento?

- 1. Organizações internacionais
- 2. Organizações internacionais/nacionais não-governamentais
- 3. Agencias estrangeiras de cooperação
- 4. Sector privado
- 5. Governo nacional
- 6. Governo local
- 7. Fundação
- 8. Comunidade
- 9. Não Sei/Sabe
- 10. Fundos Próprios
- 11. Outra(s)

Indicate the response by selecting one or more value labels

10. Como se efectua o recrutamento do pessoal do corpo directivo da sua organização?

- 1. Selecção pelas organizações financeiras
- 2. Selecção própria
- 3. Publicidade feita entre partidos interessados
- 4. Selecção feita pelo sector privado
- 5. Selecção feita pelo governo local
- 6. Selecção feita pelo governo nacional
- 7. Selecção feita pelo pessoal/Assembleia
- 8. Não Sei/Sabe
- 9. Outro/Outra

Indicate the response by selecting one or more value labels

11. Quais são os critérios usados para a selecção de indivíduos para a direcção?

- 1. Representação de certos grupos da comunidade
- 2. Representação de uma região geografica
- 3. Abilidade de atrair financiamento
- 4. Uma qualificação ou um saber individual
- 5. Representação das organizações financiadoras
- 6. Representação das organização politicas
- 7. Outro/outra

Indicate the response by selecting one or more value labels

12. Em relação ao estabelecimento de objectivos, qual tem sido o interesse do governo local/nacional em apoiar o vosso ideal?

- 1. Nenhum interesse
- 2. Pouco interesse
- 3. Bastante interesse
- 4. Grande interesse

13. Em relação ao estabelecimento de objectivos, qual tem sido o interesse das organizações financiadoras em apoiar vosso ideal?

- 1. Nenhum interesse
- 2. Pouco interesse
- 3. Bastante interesse
- 4. Grande interesse

14. Em relação ao estabelecimento de objectivos, qual tem sido o interesse da comunidade local em apoiar o vosso ideal?

- 1. Nenhum interesse
- 2. Pouco interesse
- 3. Bastante interesse
- 4. Grande interesse

15. Em relação ao estabelecimento de objectivos, qual tem sido o interesse de outras organizações da sociedade civil em apoiar o vosso ideal?

- 1. Nenhum interesse
- 2. Pouco interesse
- 3. Bastante interesse
- 4. Grande interesse

16. Em relação a planificação e implementação de projectos, qual tem sido o interesse do governo local/nacional em apoiar a vossa actividade?

- 1. Nenhum interesse
- 2. Pouco interesse
- 3. Bastante interesse
- 4. Grande interesse

17. Em relação a planificação e implementação de projectos, qual tem sido o interesse das organizações financiadoras em apoiar a vossa actividade?

- 1. Nenhum interesse
- 2. Pouco interesse
- 3. Bastante interesse
- 4. Grande interesse

18. Em relação a planificação e implementação de projectos, qual tem sido o interesse da comunidade em apoiar a vossa actividade?

- 1. Nenhum interesse
- 2. Pouco interesse
- 3. Bastante interesse
- 4. Grande interesse

19. Em relação a planificação e implementação de projectos, qual tem sido o interesse de outras organizações da sociedade civil em apoiar a vossa actividade?

- 1. Nenhum interesse
- 2. Pouco interesse
- 3. Bastante interesse
- 4. Grande interesse

20. Na sua opinião, a sua organização/instituição efectua um trabalho:

- 1. Exemplar
- 2. Bom
- 3. Satisfatório
- 4. Pobre
- 5. Muito pobre

21. Em caso de 'um trabalho muito pobre', explique as causas:

---

22. Na sua opinião, qual é o nível de satisfação da comunidade com quem você trabalha:

- 1. Muito bom
- 2. Bom
- 3. Suficiente
- 4. Mau

23. Em caso de 'mau' explique por favor as razões:

---

24. A sua organização desenvolve actividades com outras instituições/organizações?

- 1. Não
- 2. Sim

25. Em caso de 'Sim', com que organizações?

---

26. Qual é a descrição da sua associação:

- 1. Uma rede hierarquica
- 2. Uma rede informal

27. O processo de "tomada de decisão" dentro da sua organização é conduzido de maneira democrática?

- 1. Não
- 2. As vezes
- 3. Sim

28. As pessoas em posição de poder (autoridades nacionais/locais) estão de acordo com as decisões/recomendações da sua organização?

- 1. No answered
- 2. Não
- 3. As vezes
- 4. Sim

29. Ultimamente, quem é o responsável pelo sucesso ou falha das iniciativas da sua organização?

- 1. Comunidade/Membros
- 2. Staff
- 3. Direcção
- 4. Governo local
- 5. Governo nacional
- 6. Organizações financeiras
- 7. Todas
- 8. Outra(s)

Indicate the response by selecting one or more value labels

30. Em caso de 'Outras' explique por favor:

---

31. Em frente de qual organização ou instituição você têm que justificar as suas decisões?

- 1. Comunidade
- 2. Staff/Assembleia/Membros
- 3. Direcção
- 4. Governo local
- 5. Governo nacional
- 6. Organizações financeiras/doadores
- 7. Todas
- 8. Outra(s)

Indicate the response by selecting one or more value labels

32. Em caso de 'Outras' explique por favor:

---

33. Alguma vez foram efectuado avaliações sobre a performance da sua organização?

- 1. Não
- 2. Sim

34. Se 'Sim', explique por favor por qual organismo:

- 1. Comunidade/Membros
- 2. Staff
- 3. Direcção
- 4. Governo local
- 5. Governo nacional
- 6. Organizações financeiras/Doadores
- 7. Todas
- 8. Outra(s)

Indicate the response by selecting one or more value labels

35. Na sua opinião o futuro financiamento depende de relatórios de avaliação adequados?

- 1. Não
- 2. Sim
- 3. Não Sei/Sabe

36. Os membros da sua organização receberam alguma formação especial ou treino, que os prepara para o papel deles na sua organização?

- 1. Não
- 2. Sim
- 3. Não Sei/Sabe

37. Escolha a resposta mais pertinente para a sua organização:

- 1. Treina membros da comunidade para fornecer serviços sociais
- 2. Treina membros da comunidade na liderança
- 3. Fornece financiamento a outras organizações humanitarios
- 4. Fornece a informação a outras organizações humanitarios
- 5. Fornece serviços directos usando a equipe de funcionários externos
- 6. Coordena com o governo local para ajudar aos oficiais locais
- 7. Coordena com os fornecedores de serviço do sector privado
- 8. Fornece directamente serviços usando residentes da comunidade

Indicate the response by selecting one or more value labels

38. Marca por favor a seguinte lista das instituições de acordo com o nível da confiança que você colocaria nelas:

1. Sector privado
2. Governo local
3. Governo nacional
4. O departamento da polícia na sua área
5. Media locais ou nacionais
6. A igreja local
7. Oficiais estrangeiros
8. Equipe de funcionários internacionais da organização

Rank 8 responses

39. Em geral qual é o impacto que as pessoas como você têm tido na comunidade local?

1. Um grande impacto
2. Um impacto médio
3. Nenhum impacto

40. Qual é o meio mais efectivo para as pessoas terem um impacto maior nas condições de vida da comunidade?

1. Dar dinheiro
2. Voluntariado
3. Envolver éticamente outras pessoas
4. Queixar-se com as autoridades

Rank 4 responses

41. Qual é o meio mais efectivo para as instituições terem um impacto maior nas condições de vida da comunidade?

1. Dar o dinheiro
2. Dar o apoio técnico
3. Dar a apoio político interno/externo
4. Dar a visibilidade

Rank 4 responses

42. O reforço de valores e do comportamento tradicionais é bom para o melhoramento da vida das pessoas.

1. Não concordo
2. As vezes
3. Concordo

43. Os membros da sua organização votam normalmente?

1. Sim
2. Não

44. Se 'Não', explique por favor:

.....

45. Há membros na sua organização que foram empregados previamente no sector público?

- 1. Mais de um
- 2. Um
- 3. Nenhum

46. Os membros da sua organização encorajam a comunidade à participar em actividades cívicas?

- 1. Sim
- 2. Não
- 3. Ocasionalmente

47. Qual é o nível de educação da maioria dos membros da sua organização?

- 1. Nenhum(a)
- 2. Escola primária
- 3. Escola secundaria
- 4. Universidade

Indicate the response by selecting one or more value labels

48. Os membros da sua organização são de uma religião particular?

- 1. Cristão-católico
- 2. Cristão-protestante
- 3. Tradicional-local
- 4. Muçulmano
- 5. Hindu
- 6. Outra
- 7. Diversificado

49. Quantas pessoas fazem parte da organização? (Grouping numerical variable 'MEMBER NO.' into classes)

- 1. less than 400.00
- 2. from 400.00 to 800.00
- 3. from 800.00 to 1200.00
- 4. from 1200.00 to 1600.00
- 5. from 1600.00 to 2000.00
- 6. 2000.00 and above

## Appendix III

### Database of the Survey

This document presents frequency tables for each of the 49 questions in the survey and for 1 cross tabulations.

The total sample represents 57 observations

#### 2. REGISTR

A sua organização está registrada oficialmente?

REGISTR	Nº. ans.	Percent.
Non -response	1	1.8%
Sim	50	87.7%
Não	6	10.5%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

#### 3. REGISTR 2

Se Sim, com qual instituição?

REGISTR 2	Nº. ans.	Percent.
Non -response	6	10.5%
Ministério da Justiça	39	68.4%
Outro(a)	12	21.1%
<b>TOTAL OBS</b>	<b>57</b>	<b>100%</b>

#### 4. AGE-SCALE

Que idade tem a organização?

AGE - SCALE	Nº. ans.	Percent.
Non -response	1	1.8%
Menos de 1 ano	0	0.0%
1 até 2 anos	7	12.3%
2 até 4 anos	12	21.1%
4 até 8 anos	25	43.9%
8 até 10 anos	5	8.8%
Mais de 10 anos	7	12.3%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

**Mean = 3.88 Standard deviation = 1.15**

This question has a single, scaled response. Parameters rank from 1 (Menos de 1 ano) to 6 (Mais de 10 anos).

The mean and standard-deviation are calculated ignoring non-responses.

## 5. MEMBER NO.

Quantas pessoas fazem parte da organização?

MEMBER NO.	N°. ans.	Percent.
Non -response	15	26.3%
less than 400.17	38	66.7%
from 400.17 to 790.33	2	3.5%
from 790.33 to 1180.50	1	1.8%
from 1180.50 to 1570.67	0	0.0%
from 1570.67 to 1960.83	0	0.0%
1960.83 and above	1	1.8%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Minimum = 10.00, maximum = 2351.00

Sum = 7290.00

Mean = 173.57 Standard deviation = 386.28

Open ended numeric response. Observations have been grouped into 6 equal range classes. The mean and standard-deviation are calculated ignoring non-responses.

## 6. COMPETITION

Na sua opinião, existe um grupo ou organização que representa a sua comunidade ou os seus interesses melhor do que a sua organização?

COMPETITION	N°. ans.	Percent.
Sim	8	14.0%
Não	29	50.9%
Não Sei/Sabe	20	35.1%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

## 7. LOCATION

Em que aldeia/cidade se situa a sede principal çao da organização?

LOCATION	N°. ans.	Percent.
Maputo (e zona circundante)	33	57.9%
Nampula/Provincia	24	42.1%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

## 8. SOCIAL ISSUES

Na sua opinião, qual é o mais importante problema enfrentado pela sua instituição/organização?

<b>SOCIAL ISSUES</b>	<b>N°. ans.</b>	<b>Percent.</b>
Non -response	6	10.5%
Self-centered	32	56.1%
Semi-centered	11	19.3%
Open	8	14.0%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 1.53 Standard deviation = 0.76

This question has a single, scaled response. Parameters rank from 1 (Self-centered) to 3 (Open). The mean and standard-deviation are calculated ignoring non-responses.

## 9. FUNDING

Quais organizações são as suas principais fontes de financiamento?

<b>FUNDING</b>	<b>N°. ans.</b>	<b>Percent.</b>
Non -response	1	1.8%
Organizações internacionais	19	33.3%
Organizações internacionais/nacionais não-governamentais	34	59.6%
Agencias estrangeiras de cooperação	16	28.1%
Sector privado	5	8.8%
Governo nacional	1	1.8%
Governo local	3	5.3%
Fundação	10	17.5%
Comunidade	6	10.5%
Não Sei/Sabe	2	3.5%
Fundos Próprios	5	8.8%
Outra(s)	0	0.0%
<b>TOTAL OBS.</b>	<b>57</b>	

The number of responses is greater than the number of observations, due to multiple responses (maximum 11).

## 10. RECRUITMENT

Como se efectua o recrutamento do pessoal do corpo directivo da sua organizaçãõ?

RECRUITMENT	Nº. ans.	Percent.
Non -response	1	1.8%
Seleccãõ pelas organizações financeiras	2	3.5%
Seleccãõ prõpria	41	71.9%
Publicidade feita entre partidos interessados	5	8.8%
Seleccãõ feita pelo sector privado	0	0.0%
Seleccãõ feita pelo governo local	1	1.8%
Seleccãõ feita pelo governo nacional	0	0.0%
Seleccãõ feita pelo pessoal/Assembleia	34	59.6%
Nãõ Sei/Sabe	2	3.5%
Outro/Outra	0	0.0%
<b>TOTAL OBS.</b>	<b>57</b>	

The number of responses is greater than the number of observations, due to multiple responses (maximum 9).

## 11. BOARD OF DIRECTORS

Quais sãõ os critõrios usados para a seleccãõ de indivídus para a direcçãõ?

BOARD OF DIRECTORS	Nº. ans.	Percent.
Non -response	6	10.5%
Representaçãõ de certos grupos da comunidade	25	43.9%
Representaçãõ de uma regiãõ geografica	4	7.0%
Abilidade de atrair financiamento	8	14.0%
Uma qualificaçãõ ou um saber individual	35	61.4%
Representaçãõ das organizações financiadoras	1	1.8%
Representaçãõ das organizaçãõ politicas	1	1.8%
Outro/outra	1	1.8%
<b>TOTAL OBS</b>	<b>57</b>	

The number of responses is greater than the number of observations, due to multiple responses (maximum 7).

## 12. GS CTRL/GOVT

Em relaçãõ ao estabelecimento de objectivos, qual tem sido o interesse do governo local/nacional em apoiar o vosso ideal?

GS CTRL/GOVT	Nº. ans.	Percent.
Nenhum interesse	1	1.8%
Pouco interesse	13	22.8%
Bastante interesse	25	43.9%
Grande interesse	18	31.6%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 3.05 Standard deviation = 0.79

This question has a single, scaled response. Parameters rank from 1 (Nenhum interesse) to 4 (Grande interesse).

### 13.GS CTRL/FUNDING ORG

Em relação ao estabelecimento de objectivos, qual tem sido o interesse das organizações financiadoras em apoiar vosso ideal?

GS CTRL/FUNDING ORG	Nº. ans.	Percent.
Non -response	1	1.8%
Nenhum interesse	4	7.0%
Pouco interesse	9	15.8%
Bastante interesse	21	36.8%
Grande interesse	22	38.6%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 3.09 Standard deviation = 0.92

This question has a single, scaled response. Parameters rank from 1 (Nenhum interesse) to 4 (Grande interesse).

The mean and standard-deviation are calculated ignoring non-responses.

### 14. GS CTRL/COMMUNITY

Em relação ao estabelecimento de objectivos, qual tem sido o interesse da comunidade local em apoiar o vosso ideal?

GS CTRL/COMMUNITY	Nº. ans.	Percent.
Nenhum interesse	1	1.8%
Pouco interesse	2	3.5%
Bastante interesse	16	28.1%
Grande interesse	38	66.7%
<b>TOTAL OBS</b>	<b>57</b>	<b>100%</b>

Mean = 3.60 Standard deviation = 0.65

This question has a single, scaled response. Parameters rank from 1 (Nenhum interesse) to 4 (Grande interesse).

### 15. GS CTRL/OTHER CSOs

Em relação ao estabelecimento de objectivos, qual tem sido o interesse de outras organizações da sociedade civil em apoiar o vosso ideal?

GS CTRL/OTHER CSOs	Nº. ans.	Percent.
Nenhum interesse	3	5.3%
Pouco interesse	5	8.8%
Bastante interesse	23	40.4%
Grande interesse	26	45.6%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 3.26 Standard deviation = 0.84

This question has a single, scaled response. Parameters rank from 1 (Nenhum interesse) to 4 (Grande interesse).

## 16. PI CTRL/GOVT

Em relação a planificação e implementação de projectos, qual tem sido o interesse do governo local/nacional em apoiar a vossa actividade?

PI CTRL/GOVT	Nº. ans.	Percent.
Non -response	1	1.8%
Nenhum interesse	2	3.5%
Pouco interesse	14	24.6%
Bastante interesse	20	35.1%
Grande interesse	20	35.1%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 3.04 Standard deviation = 0.87

This question has a single, scaled response. Parameters rank from 1 (Nenhum interesse) to 4 (Grande interesse).

The mean and standard-deviation are calculated ignoring non-responses.

## 17. PI CTRL/FUNDING ORG

Em relação a planificação e implementação de projectos, qual tem sido o interesse das organizações financiadoras em apoiar a vossa actividade?

PI CTRL/FUNDING ORG	Nº. ans.	Percent.
Non -response	1	1.8%
Nenhum interesse	4	7.0%
Pouco interesse	8	14.0%
Bastante interesse	21	36.8%
Grande interesse	23	40.4%
<b>TOTAL OBS</b>	<b>57</b>	<b>100%</b>

Mean = 3.13 Standard deviation = 0.92

This question has a single, scaled response. Parameters rank from 1 (Nenhum interesse) to 4 (Grande interesse).

The mean and standard-deviation are calculated ignoring non-responses.

## 18. PI CTRL/COMMUNITY

Em relação a planificação e implementação de projectos, qual tem sido o interesse da comunidade em apoiar a vossa actividade?

PI CTRL/COMMUNITY	Nº. ans.	Percent.
Non -response	1	1.8%
Nenhum interesse	0	0.0%
Pouco interesse	2	3.5%
Bastante interesse	9	15.8%
Grande interesse	45	78.9%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 3.77 Standard deviation = 0.50

This question has a single, scaled response. Parameters rank from 1 (Nenhum interesse) to 4 (Grande interesse).

The mean and standard-deviation are calculated ignoring non-responses.

## 19. PI CTRL/CSOs

Em relação a planificação e implementação de projectos, qual tem sido o interesse de outras organizações da sociedade civil em apoiar a vossa actividade?

PI CTRL/CSOs	Nº. ans.	Percent.
Non -response	1	1.8%
Nenhum interesse	2	3.5%
Pouco interesse	5	8.8%
Bastante interesse	23	40.4%
Grande interesse	26	45.6%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 3.30 Standard deviation = 0.78

This question has a single, scaled response. Parameters rank from 1 (Nenhum interesse) to 4 (Grande interesse).

The mean and standard-deviation are calculated ignoring non-responses.

## 20. EFFECTIVENESS

Na sua opinião, a sua organização/instituição efectua um trabalho:

EFFECTIVENESS	Nº. ans.	Percent.
Exemplar	20	35.1%
Bom	15	26.3%
Satisfatório	16	28.1%
Pobre	3	5.3%
Muito pobre	3	5.3%
<b>TOTAL OBS</b>	<b>57</b>	<b>100%</b>

Mean = 2.19 Standard deviation = 1.14

This question has a single, scaled response. Parameters rank from 1 (Exemplar) to 5 (Muito pobre).

## 22. COMMUNITY SATISFACTION

Na sua opinião, qual é o nível de satisfação da comunidade com quem você trabalha:

PROBLEM_COMMUNITY	Nº. ans.	Percent.
Muito bom	21	36.8%
Bom	11	19.3%
Suficiente	23	40.4%
Mau	2	3.5%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 2.11 Standard deviation = 0.96

This question has a single, scaled response. Parameters rank from 1 (Muito bom) to 4 (Mau).

## 24. PARTNERSHIP

A sua organização desenvolve actividades com outras instituições/organizações?

<b>PARTNERSHIP</b>	Nº. ans.	Percent.
Non -response	2	3.5%
Não	9	15.8%
Sim	46	80.7%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

## 26. NETWORK RIGIDITY

Qual é a descrição da sua associação:

<b>NETWORK RIGIDITY</b>	Nº. ans.	Percent.
Non -response	1	1.8%
Uma rede hierarquica	44	77.2%
Uma rede informal	12	21.1%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

## 27. INTERNAL LEADERSHIP

O processo de "tomada de decisão" dentro da sua organização é conduzido de maneira democrática?

<b>INTERNAL LEADERSHIP</b>	Nº. ans.	Percent.
Não	0	0.0%
As vezes	19	33.3%
Sim	38	66.7%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 2.67 Standard deviation = 0.48

This question has a single, scaled response. Parameters rank from 1 (Não) to 3 (Sim).

## 28. AUTHORITY

As pessoas em posição de poder (autoridades nacionais/locais) estão de acordo com as decisões/recomendações da sua organização?

<b>AUTHORITY</b>	Nº. ans.	Percent.
No answered	3	5.3%
Não	0	0.0%
As vezes	32	56.1%
Sim	22	38.6%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 3.28 Standard deviation = 0.73

This question has a single, scaled response. Parameters rank from 1 (No answered) to 4 (Sim).

### 29. CAUSE OF FAILURE

Ultimamente, quem é o responsável pelo sucesso ou falha das iniciativas da sua organização?

CAUSE OF FAILURE	Nº. ans.	Percent.
Non -response	1	1.8%
Comunidade/Membros	21	36.8%
Staff	17	29.8%
Direcção	30	52.6%
Governo local	6	10.5%
Governo nacional	6	10.5%
Organizações financeiras	27	47.4%
Todas	9	15.8%
Outra(s)	0	0.0%
<b>TOTAL OBS.</b>	<b>57</b>	

The number of responses is greater than the number of observations, due to multiple responses (maximum 8).

### 31. ACCOUNT DECISIONS

Em frente de qual organização ou instituição você têm que justificar as suas decisões?

ACCOUNT DECISIONS	Nº. ans.	Percent.
Non -response	1	1.8%
Comunidade	33	57.9%
Staff/Assembleia/Membros	14	24.6%
Direcção	19	33.3%
Governo local	8	14.0%
Governo nacional	5	8.8%
Organizações financeiras/doadores	32	56.1%
Todas	7	12.3%
Outra(s)	1	1.8%
<b>TOTAL OBS.</b>	<b>57</b>	

The number of responses is greater than the number of observations, due to multiple responses (maximum 8).

### 33. ACCOUNT EVALUATIONS

Alguma vez foram efectuado avaliações sobre a performance da sua organização?

ACCOUNT EVALUATIONS	Nº. ans.	Percent.
Non -response	5	8.8%
Não	13	22.8%
Sim	39	68.4%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

### 34. ACCOUNT EVALUATIONS

Se 'Sim', explique por favor por qual organismo:

ACCOUNT EVALUATIONS_	Nº. ans.	Percent.
Non -response	18	31.6%
Comunidade/Membros	20	35.1%
Staff	11	19.3%
Direcção	18	31.6%
Governo local	10	17.5%
Governo nacional	8	14.0%
Organizações financeiras/Doadores	22	38.6%
Todas	1	1.8%
Outra(s)	1	1.8%
<b>TOTAL OBS.</b>	<b>57</b>	

The number of responses is greater than the number of observations, due to multiple responses (maximum 8).

### 35. FUTURE FUNDING

Na sua opinião o futuro financiamento depende de relatórios de avaliação adequados?

FUTURE FUNDING	Nº. ans.	Percent.
Não	4	7.0%
Sim	48	84.2%
Não Sei/Sabe	5	8.8%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

### 36. EXPERTISE

Os membros da sua organização receberam alguma formação especial ou treino, que os prepara para o papel deles na sua organização?

EXPERTISE	Nº. ans.	Percent.
Non -response	1	1.8%
Não	7	12.3%
Sim	46	80.7%
Não Sei/Sabe	3	5.3%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

### 37. SERVICES

Escolha a resposta mais pertinente para a sua organização:

SERVICES	Nº. ans.	Percent.
Non -response	2	3.5%
Treina membros da comunidade para fornecer serviços sociais	34	59.6%
Treina membros da comunidade na liderança	26	45.6%
Fornecer financiamento a outras organizações humanitarias	3	5.3%
Fornecer a informação a outras organizações humanitarias	20	35.1%
Fornecer serviços diretos usando a equipe de funcionários externos	5	8.8%
Coordena com o governo local para ajudar aos oficiais locais	14	24.6%
Coordena com os fornecedores de serviço do sector privado	9	15.8%
Fornecer diretamente serviços usando residentes da comunidade	31	54.4%
<b>TOTAL OBS.</b>	<b>57</b>	

The number of responses is greater than the number of observations, due to multiple responses (maximum 8).

### 38. TRUST

Marca por favor a seguinte lista das instituições de acordo com o nível da confiança que você colocaria nelas:

TRUST	Nº. ans. (rank 1)	Percent.	Nº. ans. (rank 2)	Percent.	Nº. ans. (rank 3)	Percent.	Nº. ans. (rank 4)	Percent.	Nº. ans. (rank 5)	Percent.	Nº. ans. (rank 6)	Percent.	Nº. ans. (rank 7)	Percent.	Nº. ans. (rank 8)	Percent.	Nº. ans. (sum)	Percent.
Non -response	7	12.3%	6	10.5%	6	10.5%	7	12.3%	7	12.3%	0	0.0%	2	3.5%	1	1.8%	7	12.3%
Sector privado	3	5.3%	4	7.0%	3	5.3%	4	7.0%	3	5.3%	4	7.0%	6	10.5%	2	3.5%	29	50.9%
Governo local	21	36.8%	8	14.0%	4	7.0%	6	10.5%	2	3.5%	0	0.0%	1	1.8%	1	1.8%	43	75.4%
Governo nacional	2	3.5%	12	21.1%	3	5.3%	0	0.0%	3	5.3%	4	7.0%	3	5.3%	0	0.0%	27	47.4%
O departamento da policia na sua área	1	1.8%	2	3.5%	6	10.5%	2	3.5%	3	5.3%	2	3.5%	0	0.0%	12	21.1%	28	49.1%
Media locais ou nacionais	4	7.0%	6	10.5%	6	10.5%	6	10.5%	1	1.8%	5	8.8%	3	5.3%	2	3.5%	33	57.9%
Igreja local	8	14.0%	8	14.0%	9	15.8%	3	5.3%	7	12.3%	1	1.8%	1	1.8%	0	0.0%	37	64.9%
Oficiais estrangeiros	5	8.8%	1	1.8%	5	8.8%	1	1.8%	4	7.0%	5	8.8%	4	7.0%	0	0.0%	25	43.9%
Lupe de funcionários internacionais da organizaçã	6	10.5%	3	5.3%	2	3.5%	9	15.8%	1	1.8%	3	5.3%	4	7.0%	4	7.0%	32	56.1%
<b>TOTAL OBS.</b>	<b>57</b>		<b>57</b>		<b>57</b>		<b>57</b>		<b>57</b>		<b>57</b>		<b>57</b>		<b>57</b>		<b>57</b>	

This question requests multiple ranked responses. The table provides frequencies for each rank and for the total.

### 39. IMPACT

Em geral qual é o impacto que as pessoas como você têm tido na comunidade local?

IMPACT	Nº. ans.	Percent.
Um grande impacto	39	68.4%
Um impacto médio	18	31.6%
Nenhum impacto	0	0.0%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 1.32 Standard deviation = 0.47

This question has a single, scaled response. Parameters rank from 1 (Um grande impacto) to 3 (Nenhum impacto).

#### 40. PEOPLE IMPACT ON SOCIETY

Qual é o meio mais efectivo para as pessoas terem um impacto maior nas condições de vida da comunidade?

IMPACT_PEOPLE	Nº. ans. (rank 1)	Percent.	Nº. ans. (rank 2)	Percent.	Nº. ans. (rank 3)	Percent.	Nº. ans. (rank 4)	Percent.	Nº. ans. (sum)	Percent.
Dar dinheiro	5	8.8%	3	5.3%	13	22.8%	10	17.5%	31	54.4%
Voluntariado	34	59.6%	9	15.8%	3	5.3%	2	3.5%	48	84.2%
Envolver éticamente outras pessoas	17	29.8%	25	43.9%	5	8.8%	1	1.8%	48	84.2%
Queixar-se com as autoridades	1	1.8%	4	7.0%	8	14.0%	16	28.1%	29	50.9%
<b>TOTAL OBS.</b>	<b>57</b>		<b>57</b>		<b>57</b>		<b>57</b>		<b>57</b>	

This question requests multiple ranked responses. The table provides frequencies for each rank and for the total.

#### 41. PEOPLE IMPACT ON INSTITUTIONS

Qual é o meio mais efectivo para as instituições terem um impacto maior nas condições de vida da comunidade?

IMPACT_INSTITUTIONS	Nº. ans. (rank 1)	Percent.	Nº. ans. (rank 2)	Percent.	Nº. ans. (rank 3)	Percent.	Nº. ans. (rank 4)	Percent.	Nº. ans. (sum)	Percent.
Non -response	2	3.5%	9	15.8%	12	21.1%	0	0.0%	2	3.5%
Dar o dinheiro	6	10.5%	6	10.5%	8	14.0%	16	28.1%	36	63.2%
Dar o apoio técnico	34	59.6%	15	26.3%	1	1.8%	0	0.0%	50	87.7%
Dar a apoio político interno/externo	4	7.0%	7	12.3%	14	24.6%	13	22.8%	38	66.7%
Dar a visibilidade	11	19.3%	18	31.6%	11	19.3%	5	8.8%	45	78.9%
<b>TOTAL OBS.</b>	<b>57</b>		<b>57</b>		<b>57</b>		<b>57</b>		<b>57</b>	

This question requests multiple ranked responses. The table provides frequencies for each rank and for the total.

#### 42. TRADITION

O reforço de valores e do comportamento tradicionais é bom para o melhoramento da vida das pessoas.

TRADITION	Nº. ans.	Percent.
Não concordo	1	1.8%
As vezes	28	49.1%
Concordo	28	49.1%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 2.47 Standard deviation = 0.54

This question has a single, scaled response. Parameters rank from 1 (Não concordo) to 3 (Concordo).

#### 43. VOTING ATTITUDE

Os membros da sua organização votam normalmente?

VOTE_MEMBERS	Nº. ans.	Percent.
Sim	57	100%
Não	0	0.0%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

#### 45. RELATIONSHIP WITH PUBLIC ADMINISTRATION

Há membros na sua organização que foram empregados previamente no sector público?

RELATIONSHIP PA	Nº. ans.	Percent.
Mais de um	36	63.2%
Um	6	10.5%
Nenhum	15	26.3%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

Mean = 1.63 Standard deviation = 0.88

This question has a single, scaled response. Parameters rank from 1 (Mais de um) to 3 (Nenhum).

#### 46. CIVIC ACTIVITIES

Os membros da sua organização encorajam a comunidade à participar em actividades cívicas?

CIVIC ACTIVITIES	Nº. ans.	Percent.
Sim	55	96.5%
Não	2	3.5%
Ocasionalmente	0	0.0%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

#### 47. MEMBERS' EDUCATION

Qual é o nível de educação da maioria dos membros da sua organização?

DEMOGRAPHY_EDU	Nº. ans.	Percent.
Nenhum(a)	0	0.0%
Escola primária	12	21.1%
Escola secundária	44	77.2%
Universidade	22	38.6%
<b>TOTAL OBS.</b>	<b>57</b>	

The number of responses is greater than the number of observations, due to multiple responses (maximum 4).

#### 48. MEMBERS' RELIGION

Os membros da sua organização são de uma religião particular?

DEMOGRAPHY_REL	Nº. ans.	Percent.
Cristão-católico	6	10.5%
Cristão-protestante	3	5.3%
Tradicional-local	0	0.0%
Muçulmano	0	0.0%
Hindu	0	0.0%
Outra	0	0.0%
Diversificado	48	84.2%
<b>TOTAL OBS.</b>	<b>57</b>	<b>100%</b>

## Appendix IV

INTERVIEWS in MAPUTO				
Tel. (01)				
No.	Name	Institution		Date
1	Else Djorup	UNDP	Av. Kenneth Kaunda 931; Tel 490337/8; Fax 491691; <a href="mailto:else.djorup@undp.org">else.djorup@undp.org</a>	Constant contact
2	Fabio Melloni	Cooperazione italiana	Rua Damiao de Gois; Cell 082313873; Tel 491782/87/88; Fax 491725	Constant contact
3	Marco Van Der Ree	UNDP	Av. Kenneth Kaunda 931	Constant contact
4	Cristina Fernandez	Cooperation Française	Avenida Julius Nyerere 1419; Tel 491019/1461	10 Feb 2001
5	Gunvor Iversen Moyo	Swedish Embassy	Cell 082310377; Fax <a href="mailto:gunvor@virconn.com">gunvor@virconn.com</a>	20 Feb 2001
6	Teresa Cruz e Silva	UEM	Email <a href="mailto:ceadir@zebra.uem.mz">ceadir@zebra.uem.mz</a>	27 Feb 2001
7	Carlos Serra	UEM/CEA	Cell 082484325; <a href="mailto:carlos@zebra.uem.mz">carlos@zebra.uem.mz</a>	13 Feb 2001
8	Domenico Luizzi	KULIMA	Avenida Karl Marx 1452 (close to the corner with Av. Mondlane); Tel 430665/421622	25, 28 Feb / 15 March / 5 April 2001
9	Paolo	UNDP	Casa Tel 492626	Constant contact
10	Flávia Gemo	LINK	Rua Dr Antonio José Almeida 191; Tel 496279/80; Fax 496304/06; <a href="mailto:forum@linkong.org">forum@linkong.org</a>	Constant contact
11	Carlos Tembe	Mayor of Matola	Cell 082 304916	2 March 2001
12	Elsa Noura	Centro cultural franco-mozambicano	Tel 420786 (or Tel Coop Fraç 491019)	28 Feb 2001
13	Tomas Viera Mario	UNESCO/UNDP Media project	Public Information Bureau, Avenida Francisco Magumbwe 780, 5th floor; Tel 498752/0840; Email <a href="mailto:tomario@mediamoz.com">tomario@mediamoz.com</a>	19 Feb 2001
14	Stella Pinto	UNDP Assistant Residence for Poverty Reduction	Av. Kenneth Kaunda 931; Tel 490337/8; Fax 491691; <a href="mailto:else.djorup@undp.org">else.djorup@undp.org</a>	15 Feb 2001
15	Job Runhaar	BUZA	Dutch Embassy Maputo, rua Mukumbura 285; Tel 490031/2/3; Fax 490429; <a href="mailto:nlgovmape@virconn.net">nlgovmape@virconn.net</a>	15 Feb 2001
16	Robin Mason	USAID	Avenida do Zimbabwe 720	Constant contact
17	Claudio Incecchi	ACAV (NGO)	Praceta Maguiguana 102 R/C; Tel 301918/307967; Fax 301781; Email <a href="mailto:Acavma@zebra.uem.mz">Acavma@zebra.uem.mz</a>	16 Feb 2001
18	Andrea Bagnoli	Coop italiana	Rua Damiao de Gois; Cell 082470718; Tel 491782/87/88; Fax 491725; Tel casa 496960	Constant contact
19	Prosperino Gallipoli	União Geral das Cooperativas	Avenida Agostino Neto 714; Tel 430229/16 17; Fax 430459	20 Feb 2001
20	Alice Mabota	Mozambican Human Rights League (President)	Avenida Maguiguana 2219; Tel 405941; Fax 406022; Cell 082305533; <a href="mailto:liga@zebra.uem.mz">liga@zebra.uem.mz</a>	20 Feb 2001
21	Giglielmo Colombo	European Commission, Maputo (NGO Unit Coordinator)	Avenida Martires da Machava 1627; Tel 490325/3062/0436; Fax 490935; <a href="mailto:colombo@emilmoz.com">colombo@emilmoz.com</a>	20 Feb 2001
21	Miguel de Brito	USAID	Avenida do Zimbabwe 720	21 Feb 2001
22	Mike Curry	Projeto SUNY	Avenida Olof Palme 236; Tel 431122;	27 Feb 2001.
23		KINDLIMUKA		17 March 2001
24	Otilia Aguino	Projecto SUNY	Av Olof Palme 236; Tel 423102; 308513; <a href="mailto:sunyproj@mail.tropical.co.mz">sunyproj@mail.tropical.co.mz</a>	27 Feb 2001.
25	Amelia	UEM (PhD student)	Tel 499876	Contacted 18 March
26	Gina Manoela	Progresso (Gruppo divida)	<a href="mailto:divida@zebra.uem.mz">divida@zebra.uem.mz</a>	5 March 2001
27	João Othui	TEIA/FDC (Forum Nacional de Organizações Não Governamentais)	av. Eduardo Mondlane 1160/70; tel 309665	16 March 2001
28	Dr Jorge Oliveira	Head of Minister's Office -- Ministry of Justice	Ministry of Justice	22 March 2001

<b>INTERVIEWS in NAMFULA</b>				
<b>Tel. (06)</b>				
<b>No.</b>	<b>Name</b>	<b>Institution</b>		<b>Date</b>
1	Jan Willam le Grand	BUZA	Tel 215618; delnam.rne.map@teledata.mz	21 March 2001
2	Annie Nielsen	Direcção provincial do plano e finanças de Nampula	Tel 217492	19 March 2001
3	Richard Dixon	CONCERN	Rue do Viveiros 2, Barrio do Muhivire; Tel 212829, casa 213607; Fax 214212; <a href="mailto:concern@teledata.mz">concern@teledata.mz</a>	21 March 2001
4	Eva Sandberg	Grupos Africa da Suécia	Tel 214735 (office) or 217088 (home)	20 March 2001
5	Michel Grégoire	Cooperação Suíça	Tel 215831	21 March 2001
6	Arlindo Muririua	ADOC	Tel 213975/3556	19 March 2001
7	Padre Luzia	Rádio Encontro, Igrécia Católica	Tel 200000	21 March 2001
8	Sr Viage	Trade unions OTM/SINTICIM	Tel 212216	20 March 2001
9	Dr Jorge Tinga	CLUSA	Tel 215825/7273	22 March 2001
10	Chris Pupp	Co-CaMo	Tel 212992	23 March 2001
11	Gerald Prinsen	SNV	Tel 212970/5498	22 March 2001
12	Vasco da Gama	AIM	Tel 212608	21 March 2001
13	Mauricio dos Santos	Cooperação Suíça	Tel 215831	21 March 2001
14	António Muagerene	Universidade Católica de Nampula, Faculdade de direito	Tel 215765	20 March 2001
15	Helio Colaço	Student at the Universidade Católica de Nampula, Faculdade de direito	He was living in the same guesthouse with me and we discussed a lot about Mozambique and the relationship Maputo-periphery	19-25 March 2001
16	Rabia Haje	AJAMO	Tel 212386/3223	22 March 2001
17	Luisa Hoffman	Núcleo Terra, Coordenadora	Tel 217308, Casa 212670 ct.npl@teledata.mz	23 March 2001
18	Dr Mario Jorge Brito	Universidade Pedagógico de Nampula, Faculdade de Ciências sociais	Tel (see my list)	23 March 2001

<b>DOCUMENTATION CENTRES in MAPUTO</b>	
<b>Name</b>	<b>Address</b>
Universidade E. Mondlane (UEM) Documentation Centre	Campus (next to the Press of UEM)
KULIMA Documentation Centre	Avenida K. Marx 1425
LINK Documentation Centre	Rua Dr A. J. de Almeida, 191
CONCERN - Community-Based Association (CBA)	
Ministero dell'amministrazione statale (biblioteca)	
USAID Forum Advocacy	
SARDC	Rua Dom Alfonso Henriques 141; Tel 490831