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Advisory Group on Civil Society and Aid Effectiveness

and

GLOBAL DONOR PLATFORM FOR RURAL DEVELOPMENT
Agriculture and Rural Development Initiative

CIVIL SOCIETY ORGANIZATIONS AND AID EFFECTIVENESS

DRAFT

MOZAMBIQUE REPORT

JANUARY 22 & 23 CONSULTATION

January 2008

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EXECUTIVE SUMMARY

Background

According to a recent census, there are almost 5,000 non-profit organizations working in Mozambique. Over 90% of these are associations formed by small-scale farmers, cattle herdsman, artisans and fishermen. Two very distinct features of Mozambique's associations are their local scale and their young age. An overwhelming majority were founded after 1990 when the new constitution introduced the freedom of association. However, people's participation in Mozambique is not necessarily recent and the struggle for independence can be seen as an important starting point. In the years that followed, mass organizations were created by the government to allow participation of the people in governance. Although improvements are reported, Mozambique still remains very dependent of foreign aid. In 2004, Official Development Assistance to Mozambique amounted to around \$ 1.2 billion which corresponds to 23% of national income. The Action Plan for the Reduction of Absolute Poverty (PRSP) for 2006-2009, Mozambique second plan, outlines a strategy to achieve the country's development goals. To monitor it, a National Poverty Observatory was created, in 2003, at the request of civil society organizations. Provincial governments have also promoted the establishment of Provincial Development Observatory. International aid organizations are quite active in Mozambique. To coordinate their efforts, a "Programme Aid Partnership (PAP)" was established in April 2004 between the government and a group of donors. Mozambique occupies a total area of 801 590 km² of which 36 million hectares is cultivable. The cultivated area is estimated at 4.44 million hectares. Mozambique is one of the poorest countries in the world with a GDP (2003) estimated at \$ 4.3 billion or \$ 228 U.S. per inhabitant. Agriculture contributes 23.5% of the GDP. It provides work for 80% of the economically active population. The Government of Mozambique has identified agriculture as the base for economic and social development in the country. Development partners have already implemented numerous "good practices" including ProAgri, a sectoral program in agriculture.

Civil society organizations play an important role in development. However, these organizations have not yet obtained full recognition in international discussions on aid effectiveness. To facilitate their integration in the process, the Advisory Group on Civil Society and Aid Effectiveness and the Global Donor Platform for Rural Development held a consultation in Maputo on January 22 and 23, 2008. Three desired outcomes were identified for this consultation:

- § Better understanding and recognition of the roles of civil society organizations (CSOs) as development actors and as part of the international aid architecture, and engagement of CSOs in general discussions of aid effectiveness (**recognition and voice**)
- § Improved understanding of the applicability and limitations of the Paris Declaration for addressing issues of aid effectiveness of importance to CSOs, including how CSOs can better contribute to aid effectiveness (**applying and enriching the international aid effectiveness agenda**).
- § Improved understanding of good practice relating to civil society and aid effectiveness by CSOs themselves, by donors and by developing country governments (**lessons of good practice**).

This report documents results achieved during this consultation with respect to the following seven main themes:

- § Roles of Civil Society Organizations (CSOs)
- § Effectiveness of Civil Society Organizations
- § Relationships between CSOs and their primary constituents
- § Relationships between and among CSOs at country level and beyond
- § Relationships between Northern and Southern CSOs
- § Relationships between CSOs and government
- § Relationships between donors and CSOs.

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The methodology utilized for this consultation consisted of three main elements: an analysis of answers to a questionnaire submitted by participants prior to the actual consultation, two days of consultations and a review of documentation submitted or identified by participants. Results of this consultation are quite positive.

Seventy-two (72) representatives from forty eight different organizations participated in the consultation. Twenty-nine Mozambican National Civil Society Organizations including thirteen Mozambican Provincial Civil Society Organizations and eleven International Civil Society Organizations were represented. Government was represented by three key departments: Finance, Planning and Development and Foreign Affairs. Seven representatives from five donor organizations also attended. It included multilateral organizations, bilateral cooperation agencies as well as an international agricultural development center. These organizations encompass a wide range of stakeholders in numerous sectors of development including agriculture and rural development. Women's organizations were also well represented.

Work sessions have allowed civil society organizations to acquire a better understanding of the Paris Declaration content. It constitutes an important result of this consultation. Data collected including answers to the questionnaires, proceedings from the various sessions and a review of documents deemed pertinent also constitute other important results from this consultation. This report highlights the main findings from the consultation, provides documentation on various good practices implemented in Mozambique and summarizes the recommendations made by the participants.

Findings

Recognition and voice

Civil Society Organizations play three major roles in Mozambique. They act as development agents. They are a key stakeholder in the configuration of international aid and they exert their right to speak at forums on aid effectiveness emphasizing their advocacy and lobbying role. As development agents, Civil Society Organizations undertake three main groups of activities. They promote citizen's participation, implement development program and empower specific social groups and defends the rights of citizens. To promote citizen's participation, Civil Society Organizations involve their members in participatory processes, support the development of local organizations and defend the interest of citizens. They provide training and various other services in accordance with each organization's objectives. They help define development priorities, particularly at the local level. As implementing agencies, Civil Society Organizations carry out a wide range of development programs. For economic development, they delivered various employment creation and income generation programs and value-added manufacturing and marketing programs particularly in agro-industry and the agriculture sector. They are active in water and sanitation programs as well in the management of natural resources. To empower specific social groups, Civil Society Organizations have set up a number of sectoral networks and umbrella organizations and created coordination platforms. They also contribute to the defense of citizen's rights by disseminating information. As a key stakeholder in the configuration of international aid, Civil Society Organizations organize fund-raising initiatives, are a recipient of aid programs and monitor the use of public resources. In terms of fund-raising initiatives, Mozambican CSOs have prepared program proposals and negotiated with potential funding agencies. They have set up transparent management mechanisms and provided accountability. As aid recipient, they act as both direct and indirect implementing agencies. As direct implementing agency, they provide a wide range of services under supervision by donors. Through other national civil society organizations and community-based organizations, they act as a channel for the transfer of financial resources and provide monitoring services. As monitor of public resources, they contribute to the monitoring of poverty reduction plans and evaluate various programs. Participants provided various examples of how these roles are played in the Mozambican context. Mozambican Civil Society Organization have made their voice heard. They have participated to various sectoral workshops and attended numerous African regional and international forums. Three main obstacles to a more significant contribution have been identified. The language barrier, resources availability (particularly financial) and access to information have been identified as barriers.

Applying and Enriching the International Aid Effectiveness Agenda

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Civil Society Organizations commented on the five major principles of the Paris Declaration. Regarding ownership, they believe that effective ownership has not been reached in Mozambique. Development documents are static and their implementation has been influenced by political decisions. The Paris Declaration isn't legally binding and doesn't contain any enforcement mechanism. Reference to civil society appears barely cosmetic. Civil Society Organizations have identified mechanisms implemented in Mozambique such as Development Observatories and Consultative District Councils that are likely to increase ownership. With regards to alignment, donors appear more and more aligned with government. Examples of this alignment include the increasing contribution by donors to General Budget support, the use of the government financial administration system and the establishment of joint procurement, audit and coordination mechanisms. On harmonization, the existence of the Program Aid Partnership indicates that some efforts are made towards harmonization of procedures. Only sporadic procedures applying to Civil Society Organizations were identified. With respect to results-based approaches, most of the organizations attending confirmed that the use of results-based approaches was still in its infancy. On mutual accountability, Civil Society Organizations' representatives indicated that accountability was done more for donors than for their own members or constituents. Initiatives taken by government such as the creation of Provincial Parliaments should lead to more accountability.

Improved understanding of good practices

National CSO's are engaged in a number of initiatives designed to strengthen their linkages with their respective constituents with regular being identified as a key activity. To strengthen their relationship with their members, CSOs need to improve management approaches, increase transparency and provide accountability to their constituents. Opportunities to strengthen the relationship have been identified. They include the need to improve experience sharing and to allocate more resources to solve priority problems of their members. CSOs should also take actions to decrease the potential of conflicts with the members, avoid the temptation of monopolizing the power and avoid corruption and the inadequate use of the organizations' resources.

Participants found that the relationships amongst the national CSO had improved significantly in the last few years as confirmed by the existence of numerous specialized networks. National CSOs also collaborate in sharing knowledge and experience through joint capacity building exercises and the establishment of partnerships to implement specific development programs. Obstacles to more collaboration have also been identified. They include a need to improve information sharing, the limited resources available and the limited knowledge of the CSOs regarding their own strengths and weaknesses. Limited knowledge of technical issues and competition to access funds were also identified as obstacles.

Mozambican CSOs collaborate with international CSOs in activities such as joint fund raising campaigns in the North and in the South, joint press release initiatives in support of their causes and establishment of strategic partnerships. Participation in thematic and specialized regional and international networks was also identified as another form of collaboration. National CSOs recognize that international CSOs have better access to funds and better lobbying/advocacy skills but point out that national CSOs have more knowledge of local conditions and are well integrated in local communities. Both share common values and visions based on humanitarian considerations and support to development work.

The participants unanimously recognized that the relationship between the national CSO's and the Government is an ongoing process which has experienced remarkable advances in the last years. Various examples of forums established recently were mentioned. Improvement in legislation should allow more and better participation of the CSOs, particularly in district financial management. CSOs mentioned that the Government is somehow inconsistent in its relation. When a CSO is engaged in service delivery activities, the Government is interested and pleased. When CSOs are involved in areas such as Human Rights, Civic Education, Citizenship issues, the Government is hostile and does not cooperate.

Recently, donors have been more opened to hear national CSO's concerns. They are more involved in institutional capacity building of national CSOs and allow more experiences sharing with national CSOs.. Challenges were also identified including the need for donors to improve their knowledge about national

CSOs, the need for national CSOs need to improve their accountability systems and mechanisms and the need for donors and national CSOs to jointly analyze the issue of CSO's sustainability.

Emerging good practices

Various practices and initiatives implemented in Mozambique to improve aid effectiveness have been identified and documented. The existence of numerous umbrellas organizations representing various groups of civil society organizations have been identified. They include, amongst other, Grupo Moçambicano da Dívida (GMD) Poverty Observatory - G20, Fundação para o Desenvolvimento da Comunidade (FDC) and União Nacional de Camponeses (UNAC). The legislation allowing the creation of associations has also been pointed out as a practice worthy of mention.

Mozambique has also contributed in implementing innovative and emerging practices to improve aid effectiveness. The Poverty Observatory, a national consultative forum, was created in 2003 to discuss poverty issues. It is organized around the principles of mutual transparency, reciprocal accountability and democratic dialogue. Civil society is represented. Provincial Observatories were also established in the various provinces in the following years. To support the implementation of the Action Plan for the Reduction of Absolute Poverty (PARPA), a group of donors have set up a Program Aid Partnership (PAP) in 2004. The Poverty Observatory started an Annual Poverty Report in 2004 that laid the base for a participatory monitoring and evaluation system. In Mozambique, the United Nations Development Assistance Framework (UNDAF) adopted a first UNDAF that covers the 2007-2009 period. This common strategic framework for the operational activities of the UN system is a first step towards "Harmonization and Alignment". To support the implementation of this common framework, a United Nations Civil Society Advisory Committee (UNCSAC) has also been established in 2007.

The implementation of the African Peer Review Mechanism (APRM), a self-monitoring mechanism, should facilitate the attainment of the objectives of the New Partnership for Africa's Development (NEPAD) by promoting the adoption of policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated and continental economic integration. Although not as successful as anticipated, a first Social Forum was held in October 2007 with the objective of creating a platform for the civil society to debate and coordinate activities. The facts that civil society organizations are generally speaking quite weak in Mozambique and the lack of common strategy within the civil society lead to this forum. More specific to agriculture and rural development in Africa in general, the Maputo Declaration recognized the importance of increasing public investment in agriculture and adopted a target to allocate 10% or more of national budgets to agriculture and rural development.

Various case studies have been documented. A CIVICUS survey led to interesting conclusion on the role and needs of civil society. The Panos Institute Pre-G8 Discussion also led to interesting observations regarding civil society including the need for civil society to play an active role in making government accountable and for an enhanced collaboration between government and civil society. A study carried out by the Norwegian government also led to some valuable findings on civil society. It found that 60% of the population lives according to traditional norms and structures with little notion of the state, formal laws and their rights. It also found that Mozambique's history has produced a closed and non-consultative governance culture with non-state activism a new phenomenon. Other interesting case studies were brought forward by organizations such as Southern Africa Research and Documentation Center (SARDC), the European Commission, the Aga Khan Foundation, the European Network on Debt and Development (EURODAD), CAFOD, Trócaire and America's Development Foundation.

Recommendations for advancing the aid effectiveness agenda

Several suggestions and recommendations have been made. Some of them are particularly important and were highlighted. Regarding CSO's Sustainability, it was deemed urgent and of great importance that National CSOs, Donors and the Government of Mozambique analyze jointly this important issue. On North and South

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CSO's relationship, a recommendation was made to hold regular and periodical forum to identify ways of improving collaboration. With regards to National CSOs relationship, emphasis was placed on thematic networks. Recommendations were made that these networks should start addressing institutional development, internal governance and more strategic considerations and that a national CSOs platform be established to improve dialogue. On good governance, participants recognized the urgent need to improve internal mechanisms regarding transparency management, internal democracy, and accountability to their constituents. With respect to voice and representativeness, it was recommended that National CSOs organize themselves in a structure which might speak in one voice on behalf of all of them.

SECTION 1 - INTRODUCTION AND BACKGROUND

1.1 Civil Society

According to a recent census conducted by the National Institute of Statistics, there are almost 5,000 non-profit organizations working in Mozambique. Over 90% of these are associations formed in the countryside by small-scale farmers, cattle herdsman, artisans, fishermen and other groups to improve their communities and livelihoods. Two very distinct features of Mozambique's associations are their local scale and their young age (an overwhelming majority were founded after 1990), when the new constitution introduced the freedom of association. The new decree represents a huge leap forward in simplifying the legalization process for farmers' association. However, people's participation in Mozambique is not necessarily recent and the struggle for independence can be seen as an important starting point. In the years that followed, people participated in building the newly born country. Mass organizations were created by the government to allow participation of the people in governance.

Civil society representation on the national level is done through umbrella organizations such as the G-20. The name emerged from the 20 CSOs that participated in the first Poverty Observatory in 2003. G20 comprises a wide range of organizations with different backgrounds and very diverse ideologies and interests: Relief and development NGOs, church organizations, private business and trade unions. Academia is, however, absent as well as the informal sector. This network has expanded since 2003 and now includes more than 100 members. National NGOs cover a wide range of social, educational and, to a lesser extent, technical fields connected with humanitarian and developmental objectives. Their activities span the range from public health, family planning and AIDS prevention to rural development, primary education and professional training. Their growth in the past five years has been such that (for some, mainly the emerging CSOs) a secondary service industry has mushroomed up around them, offering strategic advice, legal counsel and access to office space and equipment.

An assessment carried out by the Southern African Research and Documentation Centre of the SADC distinguishes between three groups of actors:

- \$ National Civil Society Organizations without external links and regular support from foreign organizations
- \$ National CSOs with strong links abroad, who benefit from regular institutionalized support from outside the country
- \$ Foreign CSOs

In the agriculture sector, Civil Society Organizations include remnants of the old agricultural co-operative system or surviving state-sponsored professional associations. A National Farmers Union (União Nacional Camponeses - UNAC) was created in 1987 to represent the national network of cooperatives, farmers, production cooperatives and local associations. Although there might not be an actual consensus on this issue, it has been reported that structural adjustment programs and agricultural policies have contributed to increase agricultural production but have impacted on the small and poor farmers that couldn't afford the technology. Land access is also a crucial issue.

Fundação para o Desenvolvimento da Comunidade (FDC), a Mozambican non-governmental organization, with the support of UNDP and the Agha Khan Foundation, has initiated a civil society mapping and capacity assessment. The assessment will look at four dimensions:

- \$ structure, size and composition of the sector
- \$ the environment (legal, socio-economic and other factors)
- \$ the values and principles of CSOs
- \$ impact on people and society

The assessment will use a methodology based on the Civil Society Index developed by CIVICUS. Results should be available in April 2008.

1.2 Aid Effectiveness

Although improvements are reported, Mozambique still remains very dependent on foreign aid. With 20.7% of its Gross National Income in foreign aid, it is one of the top five aid-dependent economies in Africa. During the 1990s, it has received over \$ 8 billion. In 2004, according to OECD, Official Development Assistance to Mozambique amounted to around \$ 1.2 billion which corresponds to 23% of national income. For 2008, total aid should amount to \$ 1.9 billion. International aid approaches have evolved rapidly in the recent decade from a project approach to sectoral and program approaches (SWAp), budget support and poverty reduction strategy papers (PRSP). Various high level meetings (Monterrey - 2002, Rome - 2003, Marrakech - 2004 and Paris -2005) have led to a consensus on the necessity of improving aid effectiveness. The Paris Declaration adopted five major principles for improved aid effectiveness: ownership, alignment, harmonization, managing for results and mutual accountability. It also proposes a monitoring mechanism based on objectives and indicators associated to these principles. Actual implementation of these international commitments should allow Mozambique to reach a greater effectiveness in achieving its economic and social policies.

The Action Plan for the Reduction of Absolute Poverty (PRSP) or "Plano de Acção para a Redução da Pobreza Absoluta (PARPA) for 2006-2009, Mozambique second plan, outlines a strategy to achieve the country's development goals in line with the Millenium Development Goals (MDGs) and with the broad objectives of Mozambique's Agenda 2025. PARPA II is designed to reduce the incidence of poverty from 54 percent to 45 percent. It updates the PARPA I and introduces revised medium -term strategies in some sectors such as Education and Health.

In developing the PARPA monitoring and evaluation system, some civil society organizations requested the constitution of a Poverty Observatory with the objective of facilitating the interaction between civil society and government in the decision-making process regarding poverty reduction activities. The Government responded positively and, in 2003, created the National Poverty Observatory, as a consultative forum. In order to guarantee the effective participation of all citizens in the process, provincial governments have promoted the establishment of Provincial Poverty Observatory. Significant information is available on the Poverty Observatory website (www.op.gov.mz).

In order to obtain clearer measures of results, two key components were incorporated in the PARPA monitoring and evaluation system:

- \$ the strengthening of linkages among the planning, budgeting and monitoring instruments
- \$ a better alignment with the planning cycle at all levels of the Government and the international community.

International aid organizations are quite active in Mozambique. To coordinate their efforts and reduce poverty, a "Programme Aid Partnership (PAP)" was established in April 2004 between the government and the group of budget support donors. There are currently 19 members in the group. Member organizations/countries include the African Development Bank, Austria, Belgium, Canada, Denmark, European Commission, Finland, France, Germany, Holland, Ireland, Italy, Norway, Portugal, Spain, Sweden, Switzerland, United Kingdom and the World Bank. The Partnership has created a web site (www.pap.org.mz). They have also funded a database that provides information on official development assistance to Mozambique (www.odamoz.org.mz). Donors have also made an effort to decentralize decision-making, use country systems, phase out parallel project implementation unit, untie aid, use common procedures and manage for results. To ensure coordination, they have set numerous working groups addressing various development issues. At least three of these groups deal with agriculture and rural development. They are: Agriculture, Rural Development and

Food Security and Nutrition. Civil society is also actively engaged in policy dialogue with the Government through these groups.

1.3 Agriculture and Rural Development

Mozambique is located on the east coast of southern Africa on the Indian Ocean. The country occupies a total area of 801 590 km². About 62 million hectares are covered by natural vegetation. The total cultivable land is estimated at 36 million hectares. In 2002, the cultivated area was estimated at 4.44 million hectares. There are three basic geographic divisions: a coastal belt, a middle plateau with elevation ranging from 200-1000 m and a highland region with an average elevation of 1000 meters. The climate varies from tropical and subtropical in the north and central parts to dry semiarid steppe and dry arid desert climate in the south. The south is the coolest part with an average maximum and minimum of 30°C and 19°C. The annual average precipitation for the country is 1032 mm with a rainy season lasting from October to April. The north and central part of the country can receive 2000 mm per year due to the northeast monsoons and high mountains. Total population is estimated at 19.2 million (2004), with a population growth rate of 2%. The population density is 24 inhabitants/km² and 63% of the population lives in rural areas.

Mozambique is one of the poorest countries in the world ranking 170 out of 173 on the Human Development Index of UNDP (2004 data). GDP in 2003 was \$ 4.3 billion or \$ 228 U.S. per inhabitant. Agriculture contributes 23.5% of the GDP. It provides work for 80% of the economically active population. Since the end of the civil war in 1992 and despite the fact that some regions in the country are still facing starvation, Mozambique has made impressive gains in restoring food production and reaching self-sufficiency at a national level in terms of food grain production with the exception of wheat and rice. Smallholders account for 95% of the area under production. Small and medium private companies represent the commercial sub-sector. Main export crops are cotton, cashew nuts, sugar cane, tobacco and tea.

The Government of Mozambique has identified agriculture as the base for economic and social development in the country. The 2005-2009 five-year plan sets the following objectives:

- \$ Contribute to self-sufficiency and food security in basic products and increase agricultural productivity
- \$ Improve competitiveness and economic sustainability of agricultural activities and contribute to improve the balance of payments
- \$ Promote sustainable exploration of natural resources
- \$ Increase availability of services and improve the conditions of peasants in areas of production, processing and marketing
- \$ Promote and support the development of the family sector, cooperatives and creation of enterprises
- \$ Guarantee the ownership of land, in particular for smallholders (family producers) and promote improved management.

To achieve these objectives, the Agricultural Policy and Implementation Strategy identifies three main actions:

- \$ Production of basic staple to achieve self-sufficiency and ensure food security, in particular cereals, vegetables, ruminants and poultry
- \$ Promote intensive agriculture for the national and export markets, in particular cotton, sugar, tea, cashews, wood, tobacco and other non traditional products such as fruits and flowers
- \$ Involve the communities and other actors in the management of natural resources (earth, forests and water resources) to create benefits, incentives and sustainable development.

These actions are documented in the ProAgri II strategic document which describes short and medium term objectives. In the long term, the Ministry of Agriculture has adopted the following vision:

An integrated, sustainable, competitive, diversified, a source of well-being agricultural sector to ensure production and value with benefits equitably shared.

This strategy rests on two main pillars:

- § training of producers in order to increase productivity and profitability of agricultural activities
- § the transformation of public institutions as facilitators and provider of services to producers.

In its document entitled "Prioridades de Desenvolvimento Agrário (2006-2009)", the Ministry of Agriculture also identifies numerous specific regional and sectoral objectives.

1.4 Current Practices

Development partners have already implemented numerous initiatives that deserve to be highlighted as "good practices". The following need to be mentioned:

- § According to a report produced by OECD, Mozambique is a special case, both in terms of its history of close association with some donors and in terms of level of coordination and collaboration that has been achieved. Mozambique seems to be seen by donors as a trial case for approaches that could be applied elsewhere.
- § An initial Action Plan for the Reduction of Absolute Poverty (PRSP) or "Plano de Acção para a Redução da Poberza (PARPA) was approved by government in 1999 and endorsed by the World Bank and IMF in 2001. An independent study for the Joint Donor Group concluded that, in spite of deficiencies, the Government of Mozambique has created a very powerful instrument for national policy dialogue.
- § In line with the Government Five-year Plan (2005-2009), the Ministry of Agriculture has defined its priorities in terms of rural development for the period 2006-2009. ProAgri (now in its Phase II) is the public SWAP in Agriculture in Mozambique.
- § To monitor the Action Plan for the Reduction of Absolute Poverty (PRSP), the Government has established a National Poverty Observatory and Provincial Poverty Observatories. These Observatories are based on principles of mutual transparency, reciprocal accountability and democratic dialogue.
- § To coordinate their efforts and reduce poverty, a "Programme Aid Partnership (PAP)" was established in April 2004 between the government and the group of budget support donors. The partnership has also developed a database that provides information on official development assistance to Mozambique.
- § The United Nations system has adopted a common framework for the operational activities of the UN system in Mozambique. It also has established a United Nations Civil Society Advisory Committee (UNCSAC).

1.5 Consultation Context

Civil society organizations play an important role in development. However, these organizations have not yet obtained full recognition and voice in international discussions on aid effectiveness. Their role is barely mentioned in the Paris Declaration. In order to facilitate their integration in the process, the Advisory Group on Civil Society and Aid Effectiveness of the Organisation for Economic Cooperation and Development and the Global Donor Platform for Rural Development have undertaken a joint national consultation in Maputo, Mozambique on January 22 and 23, 2008. The Global Donor Platform for Rural Development objectives were to ensure that civil society organizations active in agriculture and rural development were represented in the process.

This document provides the results of this consultation and identifies “best practices” implemented by civil society organizations. The second section of this document identifies the objectives of the consultation and describes the methodology utilized to achieve these objectives. A third section summarizes the highlights of the consultation. The fourth and last section provides details on some elements discussed during the consultation. All of these previous elements will serve to enrich the discussions at the international conference staged for February 2008 in Ottawa, Canada.