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Guinea-Bissau

Guinea Bissau Citizen Engagement

Guinea Bissau Mapping and NGOs Capacity Assessment Report

June 2018

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Guinea Bissau Mapping and NGOs Capacity

Assessment Report

March 2018

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Executive Summary

1. **This report presents the findings of a rapid mapping and capacity assessment of non-governmental organizations (NGOs) operating in Guinea Bissau.** The assessment aimed to understand the role of NGOs in targeted service delivery sectors and in social mobilization. The findings of the assessment will inform proposed capacity building support that the World Bank plans to provide to NGOs in Guinea Bissau to strengthen their role in supporting Citizen Engagement (CE) approaches. Currently, NGOs and religious-oriented institutions—including the Catholic church—play a crucial role in service provision in Guinea Bissau, including basic services such as health and education. As such, various internal and external stakeholders identify an outsized role for NGOs to play in supporting accountable and responsive service delivery.
2. **Guinea-Bissau ranks 178th out of the 187 countries on the 2016 Human Development Index (UNDP). The country's high poverty is compounded by multiple deprivations such as limited access to basic and social services, low human capital, inadequate public infrastructure etc.** At the root of high poverty and poor service delivery lie the chronically weak state legitimacy caused by a combination of reasons including colonial legacy, corruption, elite-capture and lack of accountability. CE approaches can play a critical role in enhancing state legitimacy by improving accountability of the state and promoting community participation. Given the critical role that NGOs play around CE mechanisms—as social intermediaries—this creates an ideal opportunity for NGOs to get involved in providing accountable services. Moreover, the strong tradition of political mobilization in Guinea Bissau and the highly dynamics and adaptable civil society creates the perfect conditions for NGOs to strengthen downward accountability links with communities.
3. **In this regard, the mapping and capacity assessment focused on development-oriented NGOs operating at the national and/or local levels.** Nearly all of the NGOs that participated in this study were formally registered organizations that were development-oriented entities, which were not purely charitable, religious- and/or advocacy-oriented entities. The study explicitly excluded NGOs that were strictly humanitarian and did not engage in developmental work. Quantitative and qualitative research methods were used in the course of the data collection, including desk and media research, questionnaires, structured surveys, key informant interviews, and focus groups. Prior to field research, desk and media reviews were conducted to aggregate historical perspectives on civil society in Guinea Bissau and to identify gaps in analysis. Combined, these methodologies provided a variety of ways to crosscheck the self-reported data and perspectives of focus group participants with more structured survey and interview data.
4. **The capacity assessment revealed that there is an important opening for NGOs in Guinea Bissau to strengthen the relationship between state and citizens.** However, at the same time, the sector seems to face challenges relating to the weak relationship with the state, diverse capacity weaknesses, lack of coordination between NGOs, poor internal governance, and a lack of transparency and consistency in administrative and financial processes. A strong dependence on donor funding also seem to negatively impact NGOs with many organizations frequently adjusting their mandates to fit donor priorities rather than that of constituencies. Meanwhile, the strengths among the NGO community included geographic diversity and the multi-sectoral focus of many organizations. Moreover, many

NGOs seem to have young and energetic leadership intent on improving the effectiveness of their organizations. NGOs also seem to enjoy a relatively good relationship with communities due to their field presence, and therefore putting them in an ideal position to channel the voices of citizens for more inclusive decision-making, service delivery, etc.

5. **Based on the findings, the potential and opportunity for the NGOs in Guinea Bissau to support the country's development agenda seem to depend to a large extent on strengthening their capacities to become viable development partners.** There is a convergence, at present, of interest and funding among donors and technical experts to consolidate a constructive multi-stakeholder approach to strengthen downward accountability in service delivery. If NGOs also commits to strengthening its role by improving the internal governance and self-regulation of the sector as well as the professionalization of their social mobilization activities, this would provide the country with a key building block towards an inclusive development direction based on participation and improved accountability.

Background

6. **Guinea-Bissau is one of the world's poorest and most fragile countries. The country's poverty is compounded by multiple constraints** including limited access to basic and social services, low level human development, and inadequate public infrastructure, among others. The standard of living in rural areas is considerably lower than those in the capital city Bissau, while inequality among different social groups has been high and has worsened over time. The Systematic Country Diagnostic (SCD) identifies weak institutions and dysfunctional governance at the root of the many challenges facing Guinea-Bissau. The country scores in the bottom 10th percentile on all indicators measuring public sector capacity in the World Bank's Worldwide Governance Indicator (WGI). Scholars often tie the country's weak state institutions to its colonial history. The Portuguese colonial authorities made no significant investment in the country's physical infrastructure, human capital, or state institutions. They were unable to effectively and meaningfully incorporate the rural population into development programs nor the social or economic policy processes, spheres and networks. Instead, political decision-making under colonial rule was restricted to a small "urban core" and was unable to extend outward into the country at large. After the independence in 1974, local elites quickly filled the power vacuum.
7. **The absence of strong local institutions allowed the elites to capture the limited country resources, a feature which is still present in the country nowadays, leading to a constant risk of political unrest.** Over time, there have been several military coup attempts including four that were "successful", which accounts for the highest number in the world. Weak governance and elite capture have led to a skewed social contract with weak provision of basic public goods and services, limited economic opportunities for the private sector and the perversion of justice.
8. **The creation of a more inclusive social contract, in the context of current weak institutions and political instability, would entail a strengthening of state-society relations via improved accountability in service provision.** In this regard, Citizen

Engagement (CE) can play a crucial role in reducing elite capture and promoting shared prosperity. This requires putting in place social accountability mechanisms and encouraging citizens to demand accountability and transparency on the part of national and local government. Citizen engagement approaches promote participatory approaches in the design, monitoring and evaluation of public and social service delivery—and working directly with beneficiaries through community-driven programs implemented by Non-Government Organizations (NGOs). In this context, with a burgeoning civil society, there is a window of opportunity to support participation and demand for accountability in Guinea-Bissau.

9. **NGOs in Bissau can be traced to precolonial societal structures and they have continued to evolve through the state's weak presence in the colonial and postcolonial periods leading to the emergence of a dynamic and adaptable civil society.** In response to weak, opaque and self-serving state institutions, the population not only found ways of circumventing colonial and post-colonial state officials but also built up alternative spheres of political and social authority and of economic activity. These structures served as social counterforces to centralized state power and sources of livelihood in a context of scarcity. The duality between a weak state and a strong (traditional and non-traditional) civil society continues to this day, and is clearly reflected in the relationship between state and NGOs. Building on the country's tradition of political mobilization, segments of the elite have eagerly seized the opportunity of political liberalization in the 1980s-and-1990s and donor support to build and consolidate NGOs and independent media.
10. **Though NGOs have not been fully immune from elite capture, they have also created an organic network with rural and regional roots which can be leveraged to support and strengthen accountability.** They play a key role in development by mobilizing local actors, providing basic services and engaging with communities. Increasingly, NGOs are viewed as key actors in ushering in social change, conflict prevention and building state legitimacy through advocacy and social action.

The Legal Framework for NGOs in Guinea-Bissau

11. **The amendment of Guinea-Bissau's constitution in 1991, allowing for political pluralism, freedom of expression, assembly, press and association, led to a proliferation of various associations,** community organizations, partisan formations, unions, advocacy networks, and socio-professional organizations. These early organizations formed the backbone of a civil society that started to grow, with help from international donors, as a formal sector consisting of non-profit organizations and small community associations aimed at achieving various social and/or public purposes. Many of these NGOs, which are private in nature and not subject to the direct control of the state, carry out development activities in social sectors such as education, health, agriculture, fishing, social services and culture.
12. **Meanwhile, the main legal framework guiding NGO activity in Guinea Bissau is provided by Decree No 92/23,** which deals with the establishment, organization,

management, financing and dissolution of NGOs. This decree assigned the responsibility of supporting, monitoring and supervision of activities of national and foreign NGOs to SOLIDAMI (Solidariedade e Amizade)—a parastatal structure created by the Government in 1984 to oversee the coordination and streamlining of non-governmental aid. However, since then, SOLIDAMI has become inactive due to a series of institutional crises leaving the current oversight of NGOs with DGCANG (Direção Geral de Coordenação da Ajuda Não-Governamental), a department recently created, within the Ministry of Foreign Affairs and International Cooperation, to oversee coordination with and support for NGOs. Meanwhile, the registration of NGOs takes place at the Ministry of Justice. However, organizations are not required to register and can function without legal incorporation, as the right of association has been guaranteed by the country's constitution, the supreme law of the land. However, most entities tend to seek legal recognition—via registration—to mobilize resources and to establish partnerships. The Guinean legislation identifies four distinct types of organizations as follows:

- a) **Associations** - entities created from the union of people who organize themselves voluntarily with goals of social nature (art. 157 et seq. of the Civil Code);
- b) **Foundations** - entities created by public deed or testament of social interest such as targeted allocation of free goods. The goals of such entities must be expressly specified (art. 157 of the Civil Code);
- c) **NGOs** - as associations of free creation with non-partisan and non-profit objectives which aim to contribute to the improvement of the living conditions of the local communities and the promotion of participation in socio-economic development (Art. 2 of Decree 23/92);
- d) **Networks and platforms** – another kind of civil society entity identified by law.

Mapping and Capacity Assessment –Methodology

13. As mentioned, the rapid NGO mapping and capacity assessment was aimed at understanding the capacity needs of NGOs across Guinea-Bissau in relation to social mobilization activities. Specifically, this assessment is aimed at informing a set of capacity building activities that the World Bank is planning to conduct on CE approaches for the benefit of development-oriented NGOs in Guinea-Bissau. The Bank team adopted the following three-step process in conducting the rapid mapping and capacity assessment.

- i. **Identifying Respondent NGOs:** Initially the team produced a long-list of NGOs operating in Guinea-Bissau based on a brief survey (desk-review) of the NGO landscape. The team then narrowed down further, in close consultation with experts familiar with local activities of NGOs in Guinea Bissau, to identify a shortlist of most relevant NGOs, based on their activities and areas of focus. The shortlist was created, specifically focusing on NGOs that are active in priority service delivery sectors and which are not purely charitable, religious- and/or advocacy-oriented entities. The shortlist consisted of a total of 37 NGOs. The team then reached out to all NGOs in the shortlist and invited them to participate in a 3-day workshop in Bissau to gather information.

- ii. ***Gathering NGO-specific data:*** Out of the 37 NGOs invited to the information-gathering workshop, 35 were able to send representatives to the technical workshop. During the first day-and-a-half, the NGO representatives were divided into four groups and were requested to provide information about their respective organizations' mandates, organizational structure, activities, capacities, areas of operation, sources of funding etc. and input all the data into a detailed matrix. The objectives of this step were to obtain granular NGO-level data in a format amenable to quantitative analysis and cross-comparison. Through a participatory approach, each group was formed purposefully to represent a cross-section of the NGO landscape—regarding size, sectors, regions etc. and to encourage forthright answers and an exchange with peers. The technical matrix was completed in multiple sessions, with questions relating to each session being presented and explained at the start of every session. The group format also helped NGOs to consult with each other and to provide comparable answers. The full set of questions are provided in Annex 2.
- iii. ***Identifying issues relating to the ecosystem:*** Issues relating to the ecosystem were gathered via a combination of group-level brainstorming and a focus group discussion with the plenary.
 - a. For the group-level brainstorming, 7 broad questions were provided to each group (See Annex 3 for the full set of questions). These questions were around NGOs' experience with registration, networks, relationship with government, social mobilization and capacity constraints etc. The groups were requested to brainstorm on each of these questions and present a summary of their discussion to the plenary. The presentations offered a chance to compare/validate their findings with the entire group in the plenary session. The groups presentations are attached herewith as Annex 4.
 - b. The seven broad questions used for the group-level brainstorming then provided the basis for further in-depth exploration around some of the issues/challenges in a focus group type discussion within a plenary session. This not only provided a context to some of the answers given by NGOs in previous sessions but was also useful in clarifying the interpretation of concepts such as social mobilization, participatory processes, and state-society relations etc. among the representatives of the NGOs.

14. **The methodology was designed to identify specific (NGO-level) issues and move to more general (ecosystem) issues facing NGOs in Guinea-Bissau.** Many representatives of NGOs claimed that they found the discussion useful as they got the opportunity to step back and reflect on the broader picture relating to their specific objectives/goals and the NGO-landscape in its entirety. Additionally, many of the NGOs acknowledged that the workshop allowed them to network with each other and identify synergies and areas for collaboration between them.

A closer look at the NGO Sample

15. As detailed above, the sample of NGOs invited for the technical and information gathering workshop, were selected following several steps that included a desk-review and a consultative shortlisting process. The efforts and time devoted to this preliminary process paid off at the workshop as many of the participants agreed that the invitees constituted a good representation of development-oriented NGOs in the country. In fact, when invited to brainstorm about additional NGOs that could have been invited, the broad consensus revolved only around 5 other NGOs. Out of which, at least two had been invited but were unable to attend. In sum, the participating NGOs, for the most part, can be considered a good representative sample of NGOs in Guinea-Bissau. The list of participating NGOs is given in Annex 1. The sample represented both old and new NGOs, but overall, most of the NGOs were established during the boom years of the 1990s and the 2000s. Only 2 NGOs were established earlier than 1990 and 3 after 2010. (See Figure 1 below).

Figure 1: Spread of the sample based on year of establishment

As for the sectoral spread, many of the NGOs were focused on community development, poverty alleviation, gender, youth, education and health (see Figure 2). However, it is important to state that most NGOs work in multiple sectors. This indicates the dominance of these NGOs in Guinea-Bissau's development arena and their primarily donor-driven focus.

Figure 2: Spread of the sample NGOs based on their primary sector

Many of the participating NGOs also seemed to have evolved significantly from their original mandates. Table 1 compares the current mandates of some of the NGOs with their original mandates. Except for a handful, many seemed to have shifted significantly. Annex 4 provides a list of sample mandates and their evolution from the participating NGOs.

16. **The evolving nature of NGO mandates confirms the donor-driven nature of these NGOs. All the NGOs also acknowledged that they had partnerships with the government, UN agencies, private sector, international foundations etc.** And all, except 4, confirmed that these partnerships were a source of funding. Therefore, the participating NGOs seem to be part of the crucial machinery that implements donor-driven development interventions across Guinea-Bissau. As such, many of them were technical in nature and likely to have been somewhat disconnected from local communities and traditional practices. The potential role these organizations play in fostering citizenship or strengthening state-society relations, therefore, should be viewed in that context. Meanwhile, the participating NGOs seemed to function across the country and in all regions, representing good coverage. However, only a few limited their operations to one region and most of them functioned in multiple regions. However, as Figure 3 indicates, most of the NGOs seem to focus on Bissau as well as Tombali and Cacheu. Meanwhile, 9 NGOs claimed to operate nationally without a focus on a region.

Figure 3: Regional representation of the sample

17. In terms of capacity, the sample of NGOs were spread across a wide spectrum with **highly endowed national organizations and smaller community-level entities**. Using the number of permanently employed technical staff as a proxy indicator for capacity, Figure 4 highlights the spread of the participating NGOs. Most of the organizations (24) claimed to have less than 20 technical staff members while just 2 organizations had over 100 technical staff members. A couple of organizations only had voluntary staff and are therefore not reflected below.

Figure 4: The spread of NGOs by the number of technical staff

The Main Findings

NGOs Ecosystem-Level Issues

- I. ***Relationship with the government:*** NGOs confirmed the duality between a weak state structure and a vibrant civil society which proved to be constraint in building a strong collaboration with the state to address development challenges. To begin with, the participants complained that the government had no strategy for engaging with NGOs. As previously discussed, though a department (DGCANG) that was recently created within the Ministry of Foreign Affairs and International Cooperation was tasked with overseeing and coordinating with NGOs, the participants complained that the department had neither a budget nor a strategy to do so. Moreover, in some instances, they mentioned that some local government officials even viewed NGOs as rivals and aimed to undermine activities of the NGOs. For instance, one NGO shared an experience of how government officials distributed free seeds to farmers in a haphazard manner during elections, thereby undermining a sustainable and transparent approach that the NGO was trying to inculcate within the community. Another NGO, working in the field of education, mentioned how the government failed to provide them with a much-needed map of schools in a targeted region, which constrained their work in that region. Overall, bureaucratic inertia, corruption, capacity constraints of government officials and rivalry or competing agendas between local Government and civil society representatives, were identified as the biggest challenges faced in this regard. The NGOs also seemed to lack an understanding of how they can complement the work of local government in terms of last-mile service delivery or how to identify synergies and negotiate a better approach to collaboration and building sustainable partnerships. The lack of coordination often results in duplication of effort and/or conflicting agendas.
- II. ***Relationship with Traditional Leaders:*** NGOs were unanimous in viewing traditional and religious leaders as critical for their activities at the community level. Due to the weakness of state institutions, most of rural areas continue to be de facto “administered” by traditional authorities in accordance with traditional or customary practices. For

instance, allocation of land and other renewable natural resources is still largely determined by traditional customs. Therefore, traditional leaders are widely respected and wield enough power to provide legitimacy to the work of NGOs. This, however, poses at least a couple of additional constraints for NGOs as it creates great variation in the modalities for engaging communities across regions (with twenty or more different ethnic groups, there is great diversity in traditional customs by region, ethnicity, and the type of agricultural activity etc.) and has implications on social inclusion as some traditional practices do not recognize vulnerable groups such as women and youth as equal stakeholders.

- III. **NGO Networks:** Though the law makes a clear distinction between associations, foundations and network etc., this is not fully reflected in practice, and therefore, in NGO operations. For instance, there are no distinct legal requirements/restrictions for entities within one category. Instead, all entities can function the same way regardless of their goals, business activity, ways of mobilizing and allocating resources etc. This can sometimes create confusions relating to these entities, especially in their relationship with the donors, the private sector and/or the state. Though NGOs claimed that there were several networks—along different sectors—their exact function was not very clear. While some networks try to encourage coordination and collaboration between NGOs, others seem to dominate smaller NGOs and compete with them for donor funding. The failure of the law to distinguish between the missions and types of work of different categories of non-government entities (Associations, Private foundations and Networks etc.) seem to compound the situation allowing networks to evolve into larger NGOs eventually, thereby forsaking their role of coordination among member organization and collective advocacy tasks.
- IV. **Registration & legalization Process:** The registration of NGOs is a straightforward process but can take time and can be onerous in the case of small organizations. While the NGOs felt that the Laws relating to registration are clear and accessible, and that the requirement and application forms could be easily obtained from the Ministry of Justice, they complained that NGOs could only be registered in Bissau. Though the Ministry of Justice has branches in the regions, these do not register NGOs. NGOs also complained that the time required to register an NGO can vary between 1-2 months and could be contingent on having “contacts” within the Ministry or within the government. On the other hand, the registration fee was said to be around 150.000 FCFA (+15,000 FCFA as a cost to advertise in the national press). For small community organizations with little resources, these amounts can be costly, which pushes some dynamic local NGOs to the informal sector thereby limiting their capacity to access funding.
- V. **The absence of a renewal requirement:** The NGOs are only required to register once and therefore the registration process itself was not identified as an obstacle for the operation of NGOs. However, the drawback in this regard is that NGOs that are no longer functional, dissolved or for any reason are no longer active, may not be detected/captured by the system and their initial legal status can still be used with all the risks and the confusion that this may bring about in the NGO landscape. If, however, NGOs change their mandate, or statutes or organizational structure during a members’ general assembly, which happens on rare instances, they are required to register the modifications in their original legal documents.

NGO-Level Constraints

- I. ***Financial Management and Audits:*** The government does not require NGOs to provide independent audits and does not audit them itself (mostly due to capacity and resource constraints). However, most NGOs informed that they carry out internal audits at the request of their donors. While, it is not required for NGOs to publish such audit reports, many of them claimed that they voluntarily publish them on their websites. The NGOs also pointed out that donors often minimize fiduciary risks by releasing small amounts in instalments to avoid the risk of significant misuse of funds and the lack of capacities of most NGOs to manage large funds. NGOs are keen on meeting donor audit requirements for sustainability reasons, i.e. to continue to receive funding.
- II. ***Lack of financial oversight:*** Funds that NGOs receive from national and international sources are not regulated. Also, there is no ceiling as to the resources an NGO can receive from donors. NGOs are not provided any tax exemptions; however, they benefit from some concessions around customs' tariffs etc. in importing equipment and goods. While this allows for extra freedom for NGOs in their activities, it also raises the risks of financial abuse and élite capture. This risk is heightened by the lack of transparency and the weak internal governance of some NGOs.
- III. ***Diversification for sustainability:*** Some NGOs seem to undertake initiatives to diversify their sources of funding through more sustainable means, but their impact remains limited. One NGO set up a Seeds Banks that lends seeds to farmers who reimburse in kind after harvest; another NGO makes and sells canoes to fishermen; others carry out paid forms of training or do radio messaging or produce and sell eggs on the market. According to one participant, small-scale revenue generation for NGOs is not uncommon in Guinea Bissau; more and more NGOs are becoming aware of the need to self-fund and find new ways to sustain their activities. It is, therefore, important to increase transparency and NGOs internal governance to avoid risks of misuse of funds.
- IV. ***Capacity for Social Mobilization:*** As discussed above, most of the NGOs were primarily donor-driven. This raises questions about the degree to which they can be citizen-oriented—i.e. providing opportunities for citizens to engage in collective action and social bargaining. This was confirmed during the discussion with many NGOs lacking a structured process to engage communities. Most of the social mobilization activities were conducted at the request of donors and were rarely documented. The most common consultation tool the NGOs utilized were village assemblies typically facilitated by an embedded focal point. NGOs rarely (if ever) carry out stakeholders' analyses to understand key actors and accountability structures within targeted communities. Most of them carry out awareness campaigns regarding farming methods, education, health, hygiene and nutrition issues but rarely seek feedback from targeted beneficiaries.
- V. ***Communication:*** The commonly used communication channels in social mobilization are community radio and in some instances television. NGOs also use facilitators embedded among the targeted communities to identify and mobilize beneficiaries and invite them to village assemblies.
- VI. ***Vulnerable Groups:*** NGOs did not seem to have special mechanisms to target vulnerable or excluded groups. Marginal groups include refugees who used to cross the border from

Senegal and may run into water, land and grazing problems with local communities. For instance, women in some Muslim villages were said to face additional challenges as they were often from men-only Muslim village meetings preventing them from raising their grievances. Similarly, youth in some urban areas, HIV/AIDS-affected persons, and people with disabilities were in general likely to be marginalized.

- VII. **Grievances Management:** NGOs do not have a clear understanding of complaints or grievances. Most of them believe that “*if you consult, you don’t need a grievance system*”; some NGOs think that people already use the radio and the press to complain and that should be enough to deal with people’s grievances. NGOs also do not have a clear understanding of the importance of grievance redress mechanisms for development and often confuse the need for a grievance redress process with the initial consultations they carry out for donor-driven projects.

Recommendations

18. **This study presents recommendations based on the data gathered during the mapping and capacity assessment of the NGOs.** While the specific recommendations were not discussed with participating NGOs, the general ideas underpinning the suggested measures were gleaned from the exchange with them. With few secondary sources and/or databases that map and track the activities of NGOs, a more in-depth analysis—including interviews with beneficiaries, government officials and donors—would be extremely helpful in complementing these findings and providing more comprehensive recommendations.
19. **Moreover, this assessment focused primarily on the capacities of independent, development-oriented NGOs without examining, in detail, the degree of elite-capture within the NGO community or the impact of recent political instability on their activities.** For the same reasons and given the fragile and fluid contexts the recommendations are limited to activities that are, for the most part, feasible in the short term and do not require important policy reforms. For instance, though the need to strengthen the legal framework and provide capacity support to government entities to improve the enabling environment for NGOs were strongly expressed, they have not been included as the feasibility of such measures in the short-term was not clear. The main recommendation of this study revolves around providing a phased out package of capacity building targeting NGOs along the following themes.

Theme 1: Improving the Legal Framework

20. **The assessment revealed that the current NGO-Law does not make a clear distinction of the full legal implications for NGOs, associations, foundations and networks etc. leading to a lot of confusion.** This has also allowed some networks to compete for funding with member organizations. Therefore, there is a clear need to strengthen the NGO-Law to provide associations and foundations with appropriate safeguard against elite capture. This would also help clarify the NGOs landscape, in terms of defining the qualification criteria for active NGOs and improving the level and quality of engagement in development programs. Additionally, given the difficulty associated with registering

organizations in Bissau, international experience relating to registering organizations via mail or through local government offices could be explored. Therefore, the NGO community in Guinea Bissau can greatly benefit from exposure to global experiences relating to;

- The importance of NGOs fostering a close partnership with governments agencies to fully support the process of public service provision.
- The importance of a strong legal framework to regulate the NGO landscape which would have an impact on NGOs partnerships with the donors and state institutions at local levels.
- The importance of regulations, including Access to Information and Freedom of Association Laws, to improve the enabling environment and promote an internal governance of NGOs

Theme 2: The need for greater coordination and joining of efforts between NGOs to address development challenges.

21. The assessment showed that the failure to establish independent partnerships and effective networks have undermined the ability of NGOs to bargain collectively. The capacity building on these areas therefore will support NGO-driven, self-regulation initiatives, e.g. through the development of a NGO code of conduct and accreditation mechanism, to organize and standardize the work of NGOs. Building the capacity of a non-partisan, non-governmental civic entity to conduct regular assessments, trainings and to accredit participating NGOs will require significant technical assistance to participating NGOs, networks and government counterparts.

- *Partnership with donors:* As part of the civil society landscape, NGOs have a key role as social intermediaries and are an essential building block of state-society relations. Similarly, donors appreciate the role that NGOs can play in fostering citizen engagement and providing opportunities for citizens to engage in collective action and social bargaining without simply viewing them as project implementation mechanisms. NGOs' independence is key for their role as social intermediaries and donors need to strengthen their independence and networks.
- *The importance of NGO networks:* Networks of NGOs can be powerful advocates for constructive reforms related to the legal and operating context for NGOs, and be instrumental in developing standards, accreditation procedures, and rules of conduct for civic groups active in Guinea Bissau. This can improve their operating environment, increase transparency and reinforce their internal governance.
- *A gradual process of self-regulation:* based on a code of conduct formulated by NGOs themselves, will help preserve their independence, improve their internal governance and subsequently their potential partnerships on development programs and policy reforms.

Theme 3: Citizen Engagement Tools and approaches:

22. While many of the participant NGOs claimed that they engaged closely with communities they were not familiar with the full range of CE mechanisms. For instance, they did not feel that a separate Grievance Redressal Mechanism (GRM) was

required if the project was designed in close consultation with the communities. These various CE mechanisms fulfill different functions and should be implemented in a combined-manner to help build community trust in the process of service delivery. CE approaches can also help to strengthen the legitimacy of state institutions by reinforcing constructive interactions between the state and citizens. There is emerging consensus among scholars that state legitimacy is enhanced not by service delivery *per se* but by the opportunities the process provides for citizens to interact with the state positively. Therefore, knowledge and learning to promote a good understanding of various CE approaches and mechanisms—including the following—to improve the effectiveness and sustainability of development programs is key.

- Consultations is a mechanism that focuses on engaging communities in identifying, planning and budgeting around development projects. The specific modalities of consultations can differ based on the project type and societal structures.
- Community Monitoring is a tool that aims to oversee, through beneficiary feedback, the implementation and/or the impact of project interventions. It will allow community members to provide routine feedback relating to project implementation and social impacts.
- Grievance Redress Mechanisms (GRM) allows project-affected beneficiaries to voice their concerns and complaints and receive timely feedback and resolution. The implementation of a GRM process includes several steps including ensuring an initial information campaign, several intake entry points for persons affected by the project activities, a systematized process of recording and registering complaints, and streamlined back-office structures to facilitate a timely and expedient addressing of grievances.
- Third party Monitoring (TPM) is monitoring by parties that are external to the project or program's direct beneficiary chain or management structure to assess whether intended outputs, outcomes, and impacts have been achieved by the project. TPM is mainly used to provide an independent perspective on project progress and achievement and the performance of the executing agency.

Theme 4: Engaging with traditional/informal social structures to reinforce resilience

23. Since traditional structures have an important role in communities in Guinea Bissau, it is important to help NGOs develop appropriate tools to interact with such structures better. This includes helping NGOs understand the degree of inclusivity and legitimacy of traditional structures and mechanisms. Failure to do so, could lead to inadvertently perpetuating some of the inequalities inherent in such systems. This could compromise the legitimacy and effectiveness of some of the NGO activities, particularly, in delivering basic services. This would include understanding;

- The different identity groups resident within a community
- The accountability relations within the community
- Existing informal resilient structures within a community to that could be useful in implementing sustainable development activities

Conclusion

24. Guinea Bissau is facing daunting and complex development challenges but also has an opportunity to approach development issues in an effective manner, if these challenges were addressed collectively. The diverse and dynamic NGO sector in Guinea Bissau may present untapped resources for development programs and may have a key role in enhancing citizens' engagement in service delivery and in local development planning. However, based on the findings, the potential and opportunity for the NGOs in Guinea Bissau to support the country's development agenda seem to depend to a large extent on strengthening their capacities to become viable development partners. There is a convergence, at present, of interest and funding among donors and technical experts to consolidate a constructive multi-stakeholder approach to strengthen downward accountability and improved service delivery. If NGOs also commits to strengthening its role—at the individual NGO-level and at the ecosystem-level—by improving the internal governance and self-regulation of the sector as well as the professionalization of their social mobilization activities, this would provide the country with a key building block towards an inclusive development trajectory based on participation and improved accountability.

ANNEX 1: LIST OF PARTICIPATING NGOS

1. Associação das Mulheres de Actividade Econmica (AMAE) (*Women's Association for Economic Activity*)
2. Associação Ajuda de Desenvolvimento de Povo para Povo Guiné-Bissau (ADPP/GB) (*Guinea-Bissau People-to-People Development Aid Association*)
3. Cooperativa Agropecuaria de Jovens Quadros (COAJQ) (*Cooperative of Young Technicians for Agriculture and Chicken Production*)
4. Acção para Desenvolvimento Local (ADEL) (*Local Development Action*)
5. ONG NANTINYAN (*Help us*)
6. Apoio ao Desenvolvimento das Iniciativas Comunitarias – NAFAIA (*Support for Local Community Initiatives*)
7. Associação Guineense de Estudos e Divulgação das Tecnologias Apropriadas (DIVUTEC) (*Guinean Association for the Dissemination of Appropriate Technologies*)
8. Estruturas para o Desenvolvimento da Educacao Comunitaria (EDEC) (*Structures for the Development of Community Education*)
9. Ordem de Jornalistas da Guine-Bissau (OJGB) (*The Order of Guinea Bissau Journalists*)
10. Comite Nacional de Voluntariado (CNV-GB) (*National Committee for Volunteers*)
11. TINIGUENA (Esta Terra é Nossa) (*This Earth is Ours*)
12. Plataforma das mulheres camponesas da GB (*The Platform of Women Peasants*)
13. Associação Nacional para o Combate a Pobreza e Fome na GB (ANCOPF-GB) (*National Association to Combat Poverty and Hunger*)
14. Rede Nacional de Luta Contra Violencia Baseada no Genero (RENLUV-GC/GB) (*The National Network to Combat Gender-based Violence*)
15. NIMBA (Working in three regions on income generating activities, micro-finance, and training)
16. CARITAS- Guinea Bissau
17. ssociação Guineense para Promocao do Desenvolvimento (AGUIPRODES) (*Guinean Association for the Promotion of Development*)
18. Adventist Devlopment and Relief Agency (ADRA-Guinea Bissau)
19. Estrutura de Apoio a Produção Popular (EAPP) (*Entity for Support of Popular Production*)
20. NADEL (*National Association for Development*)
21. Caritas Guine-bissau- Comissao Justica e Paz- (*Caritas GB – Commission for Justice and Peace*)
22. Agência Guinense par o Marketing Social (AGMS) (*Guinean Agency for Social Marketing*)
23. Yes-MINIRA NACIQUE (Mandinga name; they combat girls genital mutilation)
24. Acção para o Desenvolvimento (AD) (*Action for Development*)

25. CEU E TERRAS (Heaven and Earths)
26. Associação para a Investigação e Formação orientadas para Acção nos Países Africanos de Língua Oficial Portuguesa (AiFA/PALOP) (*Association for Action-Oriented Research and Training in African Countries of Portuguese Official Language*)
27. Rede Nacional das Associações Juvenis da Guiné-Bissau (RENAJ) (*National Network of Youth Associations of Guinea Bissau*)
28. Associação Guineense de Estudos e Alternativas (ALTERNAG) (*The Guinean Association of Studies and Alternatives*)
29. Fundação Educação para o Desenvolvimento (FED) (*Education Foundation for Development*)
30. Estrutura de Apoio ao Desenvolvimento (ETAD) (*Entity for Support and Development*)
31. Rede de Campanha de Educação Para Todos Guiné-Bissau (RECEPT-GB) (*The Network of Education for All- Guinea Bissau*)
32. Associação para o Desenvolvimento Integrado da Mulher (ADIM) (*The Association for the Development and Integration of Women*)
33. Djemberem di Cumpu Combersa (DDCC\MKM)
34. Associação Guineense de Reabilitação e Integração de Cegos (AGRICE) (*Guinean Association of Rehabilitation and Integration of the Blind*)
35. Organização Guineense de Desenvolvimento (OGD) (*Guinean Organization for Development*)

ANNEX 2: NGO MAPPING AND CAPACITY ASSESSMENT QUESTIONNAIRE

1.1. LEGAL STATUS AND HISTORY:

1.1.1 Legal Status

Does the NGO comply with all legal requirements of its legal identity and registration?

1.1.2 History

Date of creation and length in existence

Reasons and circumstances for the creation of the NGO? Original objective?

Has the NGO evolved in terms of scope and operational activity?

1.2 MANDATE, POLICIES AND GOVERNANCE

1.2.1 NGO mandate and policies

What is the NGO's primary mandate?

In what sectors do the NGO operate in?

1.2.2 Governance

What is the NGO's organizational structure?

Describe the NGO governing body and its responsibilities?

How does the governance body exert oversight?

How does the governing body report/inform their constituencies?

1.3 CONSTITUENCY AND EXTERNAL SUPPORT

1.3.1 Constituency

Other partnerships, networks and external relations

Is the organization membership based/or not?

Number of members?

Is there a community development vision?

Does the NGO have regular and participatory links to its constituency?

Are constituents informed and active in the NGO and its activities?

1.3.2 Areas of Coverage

What are the NGOs geographical areas of coverage? The cities/regions?

1.3.3 NGO local and global linkages

Does the NGO belong any umbrella organizations and/or NGO networks in its own sector?

Does the NGO have strong links within the NGO community and to other social institutions?

1.3.4 Other partnerships, networks and external relations

Does the NGO have partnerships with government/UN agencies/private sector/foundations/others?

Are these partnerships a source of funding?

2.1.3 HUMAN RESOURCES

2.1.1 Specialization

What is the NGO's primary specialization?

The number of full-time technical staff working within the NGO, number of field staff

List the number of technical contractors that work for the NGO

Does the NGO collect baseline information about its constituency?
How does the NGO keep informed about the latest development techniques/policies in its area of expertise?

2.1.2 Implementation

What are the NGO's main sources of information/resources and field experience?
Does it apply participatory approaches to reach its targets?
Does it apply participatory approaches to reach its targets?

2.1.3 Human resources

Does the NGO staff possess adequate expertise and experience in participatory approaches?
Does the NGO use local capacities (financial/human/other resources)?
Does the NGO have a strong presence in the field? How many field staff and where?
What is the NGO's capacity to coordinate between the field and the office?

2.2 MANAGERIAL & ADMINISTRATIVE CAPACITY

2.2.1 Planning, monitoring and evaluation

Does the NGO produce clear, consistent proposals and intervention frameworks?
Does the development of a program include regular reviews of programs?
Does the NGO hold annual program or project review meetings?
Is strategic planning translated into operational activities?
Are there measurable objectives in the operational plan?

2.2.2 Reporting and performance track record

Does the NGO report on its work to its donors, to its constituency, to NGOs involved in the same sectoral work, to the local council, etc.?
Does the NGO monitor progress against indicators and evaluate its program/project achievement?
Does the NGO include the viewpoint of the beneficiaries in the design and review of its programming?
What approaches do the NGO adopt in procuring goods, services and works?

2.2.3 Procurement

What approaches do the NGO adopt in procuring goods, services and works?

2.4 FINANCIAL CAPACITY

2.4.1 Financial management and funding resources

Does the NGO produce program and project budgets?
What is the maximum amount of money the NGO has managed?
Does the NGO have procedures on accountability of handling funds?
Does the NGO keep good, accurate and informative accounts?

ANNEX 3: Questions for Brainstorming Session – Ecosystem Issues

1. Are there other important development-oriented NGOs (not purely charitable/religious and/or not engaged in advocacy type activities) working in your field of activities, that we could reach out to get information?
2. What are some of the main challenges faced by NGOs in registering their organization?
 - a. Where do they have to register? Which government agency? Does that institution have branches in the regions outside of Bissau? How long does the formal registration process take on average (days, weeks, months etc.)?
 - b. Are NGOs required to renew their registrations? How often are they required to update their strategies (Annually, bi-annually, one-time etc.)?
3. Are there many NGO networks (by sector, region etc.)?
 - a. If yes, do they have to be registered separately?
 - b. How does an NGO seek membership in a network?
4. What kind of relationship/partnership do NGOs maintain with government agencies/branches (provide last-mile services, oversight/monitoring etc.)?
 - a. If yes, do they interact most with central government agencies/ministries or local governments?
 - b. What are the main challenges in interacting with government entities/agencies?
5. What are the main experiences/ challenges in engaging with communities/citizens/beneficiaries?
 - a. Are activities of NGOs generally guided by citizen/beneficiary feedback?
 - b. Do NGOs generally report back to citizens/beneficiaries? If not, why not?
6. In your assessment, what are the key challenges/capacity constraints facing NGOs in Guinea Bissau in general (financial, technical, political etc.)?
7. What are the main challenges you anticipate in NGOs adopting social mobilizations/participatory practices discussed at the workshop?

ANNEX 4: The evolution of NGO mandates

Original Mandate	Current Mandate
Provide job-related capacity building for youth	Community development and food security
Promote Entrepreneurship among Women	Promote Entrepreneurship among Women
Humanitarian support for victims of natural and man-made disasters	Alleviation of extreme Poverty
Agriculture-related capacity building for youth	Job Creation for Youth
Develop welfare of local communities and promoting income generation activities	Fight extreme poverty within local communities
Promote participatory development and community activities regarding environment	Stimulate community participation in development via capacity building
Contribute to food security and promote local development	Community Development
Promote national capacities and resources towards development	Community Development
Community development educations and social mobilization	Promote access to schools and enhance sustainability of community schools
Coordination of Civil Society activities and promotion of Peace and Citizenship	Promote National Voluntary Services to enhance national capacity
Address the lack of state administration, service provisions and natural resource degradation in rural areas	Promote rural participatory development
Women empowerment	Women empowerment
Fight poverty in urban and rural areas	Community development
Promote gender equity and women empowerment	Women empowerment, gender equity and child protection
Provide basic services such and health and education	Support women and farmers
Respect for human rights	Promote full human development
Promote local development in quinará and tombali regions	Support professional women and youth
Mobilize human and financial resources to promote effective and sustainable development in Guinea-Bissau	Ensure the provision of materials and health education, to facilitate the public discussion of development, and to support social and community services
Community development	Community development
Promote participatory community development and poverty reduction to improve lives	Reduce poverty and improve socio-economic conditions by promoting good governance and access to basic services
Justice, peace, human rights and development	Justice promotion, peace, human rights and development
Reduction of HIV and promote sexual	Communication and health marketing

health	
Reduce the practice of female genital mutilation	Defend women and children
Support human progress and justice	Promote ethical human development
Human development promotion in culture	Health Promotion - preventive health and clinic intervention
Improve human, environment and economic conditions of the population	Support socio-economic, environmental, educational and food-security based interventions at the local level
Platform to Coordinate Youth Associations	Coordination and support of youth associations and promotion of youth voluntary services and political engagement
Reinforce democracy and participative development	Promote democracy and citizenship
Support to rural Communities	Support community development through socio-economic activities
Promote sustainable development of rural associations	Reinforce capacity of rural associations and food security
Promote the right of education for all	Promote the right of education for all
Support women-integrated development	Reduce poverty and starvation
Conflict mediation	Capacity building/training in conflict mediation
Rehabilitations and full-integration of blind people into society	Rehabilitations and full-integration of blind People into society

Focus Group 1 Report-

SESSÃO DE REFLEXÃO

QUESTÕES SOBRE ECOSSISTEMA

Bissau, 16/02/2018

Questão 1

- Lista ONG's Não Contactadas:
- ANADEC
- NUNATIS
- MERS-BODJAR
- APRODEL
- GUARROZ
- AGUIBEF
- PARA KA TEM
- CONGAI/SRC
- VATOS VERDES
- RA
- RESSAN
- SEMEAR SONHOS
- COOPERATIVA ACÇÃO VERDE

Questão 2

1. Fundos para legalização
 - a. A legalização é no Serviço Notarial do Ministério da Justiça. Têm delegações nas Regiões, mas não fazem a legalização das ONG'S. A legalização pode demorar meses (+ de 2 meses).
 - b. Só no caso de revisão dos Estatutos. As estratégias são renovadas entre 3 e 5 anos, depende da orientação de cada ONG.

Questão 3

- Sim, existem muitas redes, principalmente redes temáticas
 - a. Não é obrigatório, mas a tendência é legalizarem-se
 - b. Depende do estatuído por cada rede, mas em geral a adesão é voluntária.

Questão 4

- Relação com os Departamentos ou Setores?
 - a. A nível regional as ONG's têm assento no Gabinete Regional do Plano. A nível nacional cada ONG estabelece parceria com os Departamentos do seu sector de intervenção.
 - O relacionamento é mais visível a nível local
 - b. Principais desafios nas relações:
 - 1. Reconhecimento da ONG, enquanto ator interveniente no sector
 - 2. Dificuldades de comunicação
 - 3. Disponibilidade dos detentores dos cargos públicos
 - 4. Mentalidade ante ONG, na maior parte dos casos
 - 5. Incapacidade de implementação, logística e financeira
-

Questão 5

- Principais experiências e desafios com beneficiários:
 - a. Sim, na maioria dos casos, mas há registos de manipulações
 - b. Sim são informados regularmente

Questão 6

- Principais constrangimentos:
 1. Instabilidade política
 2. Recursos financeiros insuficientes
 3. Falta de Recursos Humanos especializados

Questão 7

- Os principais desafios de abordagem:
 - Falta de um entendimento comum ou harmonizado sobre as abordagens
 - Falta de espaço de concertação, coordenação e de reflexão conjunta
 - Disponibilidade dos atores, em particular dos líderes
 - Conhecimento do papel e tarefas das ONG's

Focus Group 2 Report -

MESA 2

NIMBA RENLUV EDEC CARITAS
TININGUENA CNV
PLATAFORMA-MULHERES-
CAMPONESA ANCOPF
AGUIPRODES OJ

1. ONG'S POR CONTACTAR

GUIARROZ

KAFO

ECAS

APRODEL

AGUIBEF

UDEC

ADS

APROMODAC

2. DESAFIOS DE LEGALIZACAO

Local: BISSAU

Departamento governamental: MINISTERIO DE JUSTICA/SERVICO NOTARIAL

Regioes: SEM SERVICOS

Horizonte temporal: 1 - 8 SEMANAS

Legalizacao: UNICA

3. REDES DE ONG'S

REDES TEMATICOS

- RESSAN (SEGURANCA ALIMENTAR)
- RENLUV (VIOLENCIA BASEADA NO GENERO)
- CODEDIC (CRIANCAS)
- CASA DOS DIREITOS (DIREITOS HUMANOS)

REDES REGIONAIS

- PLATAFORMA DE ONG'S BAFATA/GABU/QUINARA
- CONGAE (CACHEU)

3. B. PROCEDIMENTO DE ADESAO

PARTILHA DE VALORES E PRINCIPIOS

MANIFESTACAO DE INTERESSE

PAGAMENTO DE JOIAS E QUOTAS

ESTATUTOS/CERTIDAO

4. RELACAO COM DEPARTAMENTOS GOVERNAMENTAIS

MONITORAMENTO

- JUSTICA (LIGA DOS DIREITOS HUMANOS)
- SAUDE (GABINETE DE UTENTES)
- EDUCACAO (FEC)
- RECURSOS NATURAIS (TININGUENA)

PRESTACAO DE SERVICO

- ANCOPF GB
- NIMBA
- AD
- NADEL
- DIVUTEC
- APRODEL
- COAJOC
- OGD
- CNV-GB

4. RELACAO COM DEPARTAMENTOS GOVERNAMENTAIS

SEGUIMENTO DE ACTIVIDADE

- MAIOR CONCENTRACAO DA INTERVENCAO

4. DESAFIOS NA RELACAO COM ESTRUTURAS GOVERNAMENTAIS

CONTINUIDADE INSTITUCIONAL E IMPLEMENTACAO DE POLITICAS PUBLICA

EXISTENCIA E FUNCIONAMENTO DE ESTRUTURAS PUBLICAS AO NIVEL LOCAL

CAPACIDADE DE MOBILIZACAO FINANCEIRA, TECNICA E OPERACIONAL

COORDENACAO E MONITORIZACAO DA INTERVENCAO

5. DESENVOLVIMENTO DE ACTIVIDADES COM COMUNIDADE

A. ACTIVIDADES PARCIALMENTE ORIENTADAS PELA EXPECTATIVA DAS COMUNIDADES

B. INFORMACAO PERIODICA SOBRE ACTIVIDADES COM PARTICIPACAO DAS COMUNIDADES

OBS: NOVOS MODELOS DE FINANCIAMENTO BASEADO NA COMPETICAO TEEM CONTRIBUIDO PARA O ENFRAQUECIMENTO DA PARTICIPACAO POPULAR NA DEFINICAO DAS METAS E PRIORIDADES DE PROJECTOS

6. DESAFIOS/CONSTRANGIMENTO PARA ONG'S

MOBILIZACAO DE FINANCIAMENTO

ACOMPANHAMENTO DE INSTITUICOES PUBLICAS/COORDENACAO

FALTA DE SISTEMATIZACAO E PARTILHA DE EXPERIENCIAS

FIDELIZACAO DE RECURSOS HUMANOS

AUSENCIA DE PARTICIPACAO DE SECTOR PRIVADO NA PARCERIA COM ONG'S

COMPETICAO ENTRE ONG'S

7. DESAFIO DE MOBILIZACAO SOCIAL E PRATICAS PARTICIPATIVAS

CRIACAO DE BASE SOCIAL FORTE

INSTITUCIONALIZACAO/VISIBILIDADE

CONSOLIDACAO DE CAPACIDADES TECNICAS (ESPECIALIZACAO)

GERACAO DE RECURSOS (FINANCEIROS, TECNICO, HUMANO, MATERIAL)

EFFECTIVIDADE DE PROPOSTA DE TRANSFORMACAO SOCIAL

OBRIGADO!

ANCOPF GB	MALAM DABO	966612126
NIMBA	DJIBRIL SEIDI	955280233
RENLUV	JUSTINO QUETA	955521187
AGUIPRODES	AUGUSTO TCHUDA	955247115
CARITAS	CLEMENTO MENDES	955863265
PLATAF MLHR CAMPONES	NHAGA NDUTA	955349875
EDEC	JASON DAVID	955142937
TINIGUENA	MIGUEL DE BARROS	955917716
CNV	AGOSTINHO CA	955350460

Focus Group 3- Report

- 1- YES, THERE ARE SEVERAL ORGANIZATIONS SUCH AS: HANDICAPED PERSONS ASSOCIATION, OGD, ASSOCIATION OF JOURNALISTS, NETWORK OF WOMEN WORKERS, ASSOCIATION PARA KA TEN, AGUIBEF, OKANTO, ADEMA.
- 2- REGISTRATION TAKES PLACE AT THE MINISTRY OF JUSTICE DEPARTMENT OF REGISTRATION; a) IN THE REGIONS THERE ARE MoJ REGIONAL DEPARTMENTS BUT THEY DON'T REGISTER ORGANIZATIONS; b) THE AVERAGE TIME TO REGISTER AN ASSOCIATION VARIES FROM 1 TO 2 MONTHS; REGISTRATION IS DONE ONLY ONCE.
- 3- YES, THERE ARE SEVERAL ASSOCIATIONS/NGOs NETWORKS; PROCEDURES AND CONDITIONS OF MEMBERSHIP IN ONE OF THE NETWORKS ARE: (i) TO BE A REGISTERED NGO; (ii) AN APPLICATION LETTER; (iii) ANNEX REGISTRATION DOCUMENTS TO THE LETTER; (iv) IN THE CASE OF THEMATIC NETWORKS, THE ASSOCIATION/NGO NEEDS TO HAVE IN ITS MANDATE THE SAME AREA OF INTERVENTION AS THE NETWORK.
- 4- THE RELATIONSHIP OPENEDSON WHETHER IT'S M&E, SERVICE DELIVERY, OR SUPERVISION- THE RELATIONSHIP CAN BE AT THE CENTRAL OR LOCAL LEVELS; THE GOVERNMENT COUNTERPART (FINANCIAL, TECHNICAL, MATERIAL, TAX EXEMPTION, ETC...); POLITICAL AND GOVERNMENTAL INSTABILITY.
- 5- THE CHALLENGES ARE: LACK OF BENEFICIARIES MOTIVATION, LACK OF PROJECT OWNERSHIP, DONORS COME WITH THEIR PROJECTS WITHOUT CONSULTING WITH THE LOCAL DEVELOPMENT ACTORS. A) NOT ALWAYS B) YES
- 6- MAIN CONSTRAINTS: FINANCIAL AND POLITICAL INSTABILITY
- 7- BUILDING GOVERNMENT CAPACITIES AT CENTRAL AND LOCAL LEVEL. REINFORCEMENT OF CAPACITIES OF NGOs/NETWORK OF NGOs. FUNDS FOR STUDIES, INTRODUCTION OF NEW TECHNOLOGIES.

MESA 1

Sessao de reflexao

Questoes sobre ecossistema

1. Regiao de Gabu – APRODEL, GUIARROZ, APALCOF, ECAS, SAHEL 21, AJPCT, GUINE-VERDE, BATODEM GOLDEM, ASSOCIACAO DE CRIADORES DE GADO, ARAPA, APE LESTE, PRO-AGRI, COOPERATIVA ACCAO VERDE.

Sessao de reflexao – Questoes sobre ecossistema

- **OIO** – PLATAFORMA DAS ONGS DE OIO
- **CACHEU** – APIRCA, AMIGOS DA GUINE, CONGAI, PUALIL
- **BIOMBO** – APERBI, DELOGA, WULUTI, TERRA VERDE, MED BODJAR
- **QUINARA** – ADS, ENAPROMA, APROSAL, PARA CA TEM, BUBACALHAU
- **TOMBALI** -

Sessao de reflexao – Questoes sobre ecossistema

- **BISSAU** – ANAPA, COOPERATIVA DE AGRICULTORES FAMILIAR BISSAU, GDVR, AMIC, OBSERVATORIO DOS DIREITOS HUMANOS, DEMOCRACIA E CIDADANIA, LIGA GUINEENSE DOS DIREITOS HUMANOS.
- **BOLAMA** – BILIGERT, PRO-BOLAMA, CABAZ GARANDE, TENAM YACANTO, ADEMA,

Sessao de reflexao – Questoes sobre ecossistema

- 2. PRINCIPAIS DESAFIOS DAS ONGs PARA LEGALIZACAO
- A) MINISTERIO DE JUSTICA. CARTORIO NOTARIAL. EXISTEM DELEGACOES NAS PROVINCIAS E NAO EM CADA REGIAO
- B) NAO
- 3. SIM, RESSAN, COLIGACAO-POQVEP, RENAMUP, PROCIVICUS, ROPA, UNIAO DE PRODUTORES DE CADEIA AVICOLA-UPCA, PLATAFORMA DAS ONGS DE GABU E BAFATA.
- A) NAO EXISTE
- B) MANIFESTACAO DE INTERESSE
COPIA DOS DOCUMENTOS LEGAIS DA ORGANIZACAO

Sessao de reflexao – Questoes sobre ecossistema

- 4. PRESTADOR DE SERVICOS E SEGUIMENTO DE ACTIVIDADES
 - A) A DOIS NIVEIS – CENTRAL E LOCAL
 - B) INSTABILIDADE GOVERNATIVA
- 5. RELACIONAMENTO DE PROXIMIDADE, SABER FAZER DA COMUNIDADE, INTERCAMBIO DE CONHECIMENTO COM A COMUNIDADE
- , APROVEITAMENTO DO CONHECIMENTO TRADICIONAL DA COMUNIDADE, VALORIZACAO DOS ASPECTOS SOCIO CULTURAIS DA COMUNIDADE BENEFICIARIA
 - A) SIM
 - B) SIM, HABITUALMENTE

Sessao de reflexao – Questoes sobre ecossistema

- 6. OS DESAFIOS CHAVES SAO POLITICO E FINANCEIRO
- 7. PRINCIPAIS DESAFIOS PREVISTOS NA IMPLEMENTACAO DE ABORDAGEM DE MOBILIZACAO SOCIAL DEBATIDOS DURANTE O SEMINARIO
 - REFORCAR AS CAPACIDADES DAS ONGS,
 - CRIAR MECANISMOS DE APOIO FINANCEIROS AS ONGs
 - MAIOR ENVOLVIMENTO DAS ONGs NO SEGUIMENTO DE PROJECTOS PUBLICOS