

VOLUNTARY LOCAL REVIEW: Progress and Challenges of 16 Municipalities of Mozambique




SUSTAINABLE DEVELOPMENT GOALS

<p>1 NO POVERTY</p> 	<p>2 ZERO HUNGER</p> 	<p>3 GOOD HEALTH AND WELL-BEING</p> 	<p>4 QUALITY EDUCATION</p> 	<p>5 GENDER EQUALITY</p> 	<p>6 CLEAN WATER AND SANITATION</p> 
<p>7 AFFORDABLE AND CLEAN ENERGY</p> 	<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>10 REDUCED INEQUALITIES</p> 	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> 	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 
<p>13 CLIMATE ACTION</p> 	<p>14 LIFE BELOW WATER</p> 	<p>15 LIFE ON LAND</p> 	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> 	<p>17 PARTNERSHIPS FOR THE GOALS</p> 	 <p>SUSTAINABLE DEVELOPMENT GOALS</p>



VOLUNTARY LOCAL REVIEW: Progress and Challenges of 16 Municipalities of Mozambique

Partners



Technical Data Sheet

Title: LOCAL VOLUNTARY REPORT: Advances and challenges of 16 Municipalities of Mozambique

Coordination: Pedro Laíce (ANAMM)
Ekatherine Murillo (GIZ/BGF)
Ana Carolina Cortês Nino (GIZ/BGF)

Partner: UCLG

Funders: European Union, Swedish International Development Cooperation Agency, Sida and German Cooperation (GIZ/BGF)



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PRESENTATION

Mozambique, along with many countries in the South, is also developing mechanisms for implementation of the 2030 Agenda at national and local level. The National Association of Municipalities of Mozambique (ANAMM) aware of its role in the process of locating the SDGs, embraced the challenge of documenting the performance of national municipalities in implementing this global agenda.

Since its ratification by the Government of Mozambique in 2015, ANAMM has started a process of mobilization and awareness of its members about the link and importance of local actions in the compliance with the 2030 Agenda as all SDGs have targets that are directly or indirectly linked to competences of the municipalities or that are part of their daily lives.

This document provides an opportunity to reflect the great effort of municipalities in relation to SDGs in the face of various constraints, especially in the human and financial resources component. Equally, constitutes an opportunity for municipalities to share good practices and experiences as well as a roadmap for local mobilization and development.

For acknowledging the production of this document, we would like to thank the Presidents of the 16 municipalities reported here, the respective councilors and technicians, to the Presidents and members of the Municipal Assemblies that made their contribution. Thanks are also extended to the World Organization of Cities and Local Governments (UCLG)

States (UCLG) and German Cooperation through the Good Financial Governance Program (BGF) for their support technical and financial.

And last and not least, ANAMM thanks all partners with projects and programs that act or acted in the municipalities and that gave valuable information and ideas so that it became possible to prepare this report.

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ACRONYMS AND ABBREVIATIONS

AM	Municipal Assembly
ANAMM	Mozambique National Association of Municipalities
AR	Parliament
AVSI	Association of Volunteers in International Service
ATM	Mozambique Tax Authority
BdPES	Balance of the Social Economic Plan
CC	Advisory Board
CCDM	Municipal District Advisory Board
CFMP	Medium-Term Tax Scenario
CM	City Council
CRM	Constitution of the Republic of Mozambique
COP	Participatory Budget Board
DM	Municipal District
DPO	Programming and Budgeting Department
DUAT	Land Use Rights
FACIM	Mozambique's Agricultural, Commercial and Industrial Fair
FCA	Municipal Compensation Fund
FIIA	Municipal Initiative Investment Fund
FIPAG	Investment and Water Supply Infrastructure Fund
IASISA	SISA Municipal Tax
IAV	Municipal Vehicle Tax
IGAE	State Administrative General Inspection
INGC	National Institute for Disaster Management
INATTER	National Institute of Terrestrial Transport
IPA	Municipal Personal Tax
IPRA	Municipal Property Tax
IRN	National Reconstruction Tax
IRPC	Corporate Income Tax
VAT	Value Added Tax
M&A	Monitoring and Assessment
MAEFP	Ministry of State Administration and Civil Service
MASC	Civil Society Support Mechanism
MEF	Ministry of Economy and Finance
MDGs	Millennium Development Goals
SDGs	Sustainable Development Goals
OE	State Budget
OLE	State Local Body
OP	Participatory Budget
OpP	Budget per Programme
PA	Activity Plan
PARP	Poverty Reduction Action Plan
PCM	City Mayor
PED	Decentralization Policy and Strategies
PEDD	District Development Strategic Plan
PEM	Municipal Strategic Plan
PGM	Municipal Governance Programme
PERPU	Urban Poverty Reduction Strategic Programme
PES	Economic and Social Plan

PESOM	Economic and Social Plan and Municipal Budget
PIP	Multi-annual Investment Plan
POT	Territorial Planning
PP	Procurement Plan
PQG	Government Five-Year Programme
PQM	Municipal Five-Year Plan
PRM	The Republic of Mozambique Police
PROL	Local Bodies Reform Programme
RAI	Impact Assessment Report
REGFEAE	Regulation of the General Statute of Civil Servants and Agents
ROE	State Budget Report
SIFAP	Public Administration Training System
SIGEDAP	Public Administration Performance Management System
SIP	Personnel Information System
SISTAFE	State Financial Administration System
SNP	National Planning System
TAE	Economic Activity Fee
UGEA	Procurement Management Unit
UO	Organic Unit
UPE	Strategic Planning Unit

1. BACKGROUND

In September 2015, the United Nations member states, including Mozambique, adopted the 2030 Agenda for the Sustainable Development Goals (SDGs) which in practical terms replace the Millennium Development Goals (MDGs) which were a global initiative to, mainly, eradicate poverty.

The MDGs were measurable goals, universally agreed, to fight extreme poverty and hunger, prevent diseases and extend access to primary quality education and maternal health, among other development priorities. The MDGs also made huge advances in the fight against HIV/AIDS and other diseases such as malaria and tuberculosis.

From this global initiative, several lessons were learned for the establishment of the SDGs, which are a more bold commitment to finalise the work initiated by the MDGs and address the most urgent global problems in which we are all called to contribute and do our part to achieve progress towards a more sustainable future.

After about five years from the adoption of the Sustainable Development Goals (SDGs) by the United Nations, there are local and regional governments still not sufficiently familiar with this set of universal and integrated commitments. One of the lessons learned from the MDGs was the inclusion and participation of local and regional governments, whose role in the implementation is extremely unquestionable.

ANAMM, in its commitment to train and inform its members, has carried out a series of actions aimed at raising awareness of municipalities for the adoption of this important Agenda. In this regard, based on the different SDGs, ANAMM has, on an annual basis, selected themes for discussion in Forums, and this was how in 2016 ANAMM chose the theme *“Reflection on the Law and Regulation of Public-Private Partnerships in the Municipal Development Perspective”* inserted in the SDG 8; in 2018 the theme *“SDG 13 – “Fighting Climate Change and Its Impacts. What are the good practices in municipalities and possible financing windows?”* These discussions took place at the annual meetings of FACIM.

Along with these initiatives, and taking into account its responsibilities, ANAMM, upon invitation by several partners, has been developing its capacity to apply the SDGs, especially with regard to the localisation of the adaptation, implementation and monitoring process as well as their dissemination and training to municipalities.

The Government of Mozambique, having adopted the 2030 Agenda, and integrated this in its Five-Year Plan (2015-2019), has created, under the coordination of the Ministry of Economy and Finance, the National Reference Group for the implementation of the SDGs, in which ANAMM is integrated to give its contribution.

Recently, in 2019, with the support of UCLG, UNDP, Maputo City Council and the German Cooperation (GIZ/BGF), ANAMM held the first training and awareness session on the localisation of SDGs which purpose was to raise awareness and train local authorities associations in the implementation or "localisation" of SDGs, territorial planning and monitoring and evaluation of global agendas and to provide a space for information, learning and sharing of experiences on the implementation of SDGs in municipalities.

Along with this purpose, the training also addressed the issue of the preparation of local voluntary reports, an initiative of local governments to show the strategies, advancements and challenges in the implementation of SDGs at local level. It is in this context that ANAMM expresses its interest in joining this global movement of local government associations in their role as key actors in the implementation of this global agenda.

To materialize this interest, UCLG showed its willingness to support ANAMM in this exercise and it happened, also with the support of GIZ/BGF, embodied in a memorandum of understanding between the three parties (ANAMM, UCLG and GIZ/BGF). The result of this agreement is reflected in this First Voluntary Local Report, which demonstrates the effort of 16 Mozambican cities to proceed with the implementation of the Sustainable Development Goals..

2. POLICIES TO IMPLEMENT THE SDGS IN MOZAMBIQUE

2.1. Strategy at national level

The Sustainable Development Goals, also known as the 2030 Agenda, constitute an important milestone for the Country for being drafted at the time when the Government Five-Year Programme (2015-2019) was being prepared, which has allowed the alignment of these international commitments with the Strategic Goals of the Government Five-Year Programme.

Thus, the Government Five-Year Programme, 2015-2019, the country's main economic and social management tool, was drawn up taking into account the three dimensions of the sustainable development, namely the economic, social and environmental:

- ✓ The social dimension is within the Strategic Goals of Priority II – To Develop Human and Social Capital;
- ✓ The economic dimension is fully reflected in the Strategic Goals of Priority III – To promote employment and improve productivity and competitiveness and in Priority IV – To develop Economic and Social Infrastructure; and
- ✓ The environmental dimension is aligned with the Strategic Goals of Priority V – To ensure a sustainable and transparent management of natural resources and the environment.

The linkage of the Government Five-Year Program (PQG) with the SDGs made it possible to integrate and implement these annually, through the Government's operational tools, with the main focus on the Economic and Social Plan and State Budget, which includes programmes, projects and activities to be carried out during the Five-Year period to achieve the economic and social development of the Mozambican people, preserving the environment.

At sector level, the strategic plans as well as sectorial policies, given that they are also aligned with the PQG, also allow a linkage to the SDGs and the efforts and results shown by the different sectors seem to be an important contribution.

The main tools for the monitoring of the governance action are the Balance of the Economic and Social Plan and the Budgetary Implementation Report; these documents illustrate the resources the government allocates annually to ensure the implementation of its plans and therefore of the SDGs.

Since 2016, the Mozambican State has been carrying out different initiatives for the implementation of the 2030 Agenda with its national and international partners. With the support of the United Nations agencies, three interlinked studies were carried out, namely:

- ✓ Mapping of Government Capacities to Implement the SDGs: It presents the capacities of governmental institutions in terms of existing planning tools to implement the SDGs as well as the statistical capacity.
- ✓ Feasibility of Indicators of the Sustainable Development Goals: It presents the indicators considered relevant in the Mozambican context – an important tool for the selection of indicators.
- ✓ “Mozambicanisation” of the Sustainable Development Goals.

In 2018 the Initial Report on the Implementation of the SDGs in Mozambique was prepared, an instrument that shows the stage of the SDG 2: To End Hunger, Achieve Food Security and Improved Nutrition and Promote Sustainable Agriculture; SDG 3: To Ensure Healthy Lives and Promote Well-being for All at All Ages; SDG 4: To Ensure Inclusive and Equitable Quality Education and Promote Lifelong Learning Opportunities for All; SDG 6: To Ensure Availability and Sustainable Management of Water and Sanitation for All; SDG 13: Take Urgent Action to Combat Climate Change and its Impact and SDG 14: Conserve and Sustainably Use the Oceans, Seas and Marine Resources for Sustainable Development.

The Report also presents the proposal for a National Framework of Indicators of the SDGs in Mozambique, which should be further detailed and updated annually. However, it is important to highlight some aspects that should be observed with due depth:

- ✓ The need for the country to establish a long-term linkage with the SDGs, from the planning tools point of view. Ideally, the linkage and alignment should be established on a longer time horizon (going beyond the 5 years of the PQG). For example, a harmonisation with the National Development Strategy (ENDE 2015-2035) and the Public Finance Vision 2011-2025, in a combined manner, can create greater and better institutional articulation and programming of goals and funding for the sustainable development.
- ✓ There is a need to develop effective and transparent institutions with qualified human resources. Qualified human resources, in the sense of knowledge and commitment to address the great challenges of reducing poverty and improving the quality of life of the population. One of the first challenges is the process of identifying and familiarising with the indicators per area or per sector of interest which constitutes an institutional challenge, causing several sectors not to know which indicators they ought to report or what information should be provided.
- ✓ The need for the country to improve intra and inter-institutional coordination mechanisms. The indivisibility and complexity of the 17 SDGs require the Government to improve the manner and coherence in the articulation of information, programming, data production and budgeting amongst the Government institutions (Sectorial Ministries and within these), and between these and non-state actors (Private Sector, Civil Society, International Partners, Parliamentarians, Scholars and others). It is important to note that the current reform from the State Budget Subsystem to the Planning and Budgeting Subsystem (SPO) which provides for the programming and budgeting per programme and results, should consider including the SDGs in the SPO. With the inclusion of the SDGs in the SPO and, therefore, in the e-SISTAFE the planning, budgeting as well as the Monitoring and Evaluation process becomes more consistent in terms of alignment in long, medium and short term tools.
- ✓ Derived from the above action, as the SPO also provides for the vertical and horizontal review and harmonisation of the planning tools (Sectorial, Provincial and District Strategic Plans), the sectorial policies, plans and programmes will also be aligned with the sustainable development goals.
- ✓ To assess the SDGs, it is necessary to improve the production of statistical data, whose task is the responsibility of the National Institute of Statistics (INE). This way, based on the table of indicators prioritised by the country, an ability to generate statistical information should be developed to report the status of the implementation of the 2030 Agenda. To this end, the different national statistical events (researches, questionnaires and studies) should be adapted to generate information which will enable the monitoring and evaluation of the progress of these international commitments.
- ✓ INE's role is also to measure the viability of indicators, establish the frequency and see the reliability of statistical data. It should be recalled that most of the SDGs indicators are not yet captured by the National Statistical System. Therefore, the production of that information will require funding for the creation of institutional capacities, techniques and material. This is where International Partners play a leading role.
- ✓ There is still a need to combine the information produced by the different actors, especially by the United Nations agencies and to determine how this information can be used in SDGs progress reports.
- ✓ The need to find alternative sources of domestic funding. Based on the findings, for the achievement of the targets set by 2030, the country will have to make large medium to long term investments in the different sectors and areas prioritised by the Country. This being the case, to draw up a Sustainable Development Funding Framework is considered to be important, involving the Private Sector (private resources) and Civil Society.

- ✓ The need to consolidate the operation of a platform for the coordination of the SDGs. The Government has already advanced with a platform called National Reference Group for the coordination of the implementation, monitoring and evaluation of the SDGs. This group is inclusive as all stakeholders are represented with the premise of strengthening the partnerships between governments, private sector and civil society “not leaving anyone behind”. The operation of the Group should be consolidated, replicated at provincial level and perhaps at district level, clarifying the way the different actors (implementers and policy beneficiaries) should act.
- ✓ There is a need to further disseminate the SDGs. There is still a gap in the knowledge of the SDGs and their indicators. It will be important to popularise the SDGs not only at sectorial level but also at society level in general. To this end, it is suggestive that the National Reference Group (GRN) should elaborate on the 2030 Agenda Communication Strategy.

2.2. Institutional and coordination mechanisms

The coordinating body of the Sustainable Development Goals, referred to as National Reference Group (GRN), coordinated by the Ministry of Economy and Finance (MEF), in coordination with the Ministry of Foreign Affairs and Cooperation (MINEC) and the National Institute of Statistics (INE) was established in Mozambique. The MEF is responsible for the operation of GRN, through the body that oversees Planning and Budgeting.

This group is of an advisory nature and has among its tasks the implementation, monitoring and evaluation of the SDGs in Mozambique. Owing to the integrated nature of the SDGs, GRN involves all actors, implementers, funders and beneficiaries of national development policies and programmes, as well as institutions responsible for generating statistical data to assess the progress. Therefore, it includes the participation of representatives of the Ministries, the Parliament, the Civil Society, the Private Sector, the International Development Partners and the Mozambique National Association of Municipalities (ANAMM) itself.

An important task of GRN is to prepare progress reports on the SDGs. In 2018, the country submitted the National Report that did not describe the 17 SDGs, but only a part of them, aligned with the priority areas of the Government, namely the SDG 2: End Hunger, Achieve Food Security and Improved Nutrition and Promote Sustainable Agriculture, SDG 3: Ensure Healthy Lives and Promote Well-Being for All at All Ages, SDG 4: Ensure Inclusive and Equitable Quality Education and Promote Lifelong Learning Opportunities for All, SDG 6: Ensure Availability and Sustainable Management of Water and Sanitation for All, SDG 13: Take Urgent Action to Combat Climate Change and its Impact and SDG 14: Conserve and Sustainably Use the Oceans, Seas and Marine Resources for Sustainable Development.

This year, 2020, this Group is also in the process of preparing the Voluntary National Review Report of the 2030 Agenda for the Sustainable Development of Mozambique.

ANAMM, as a member of the GRN, through this document (VLR of the SDGs), intends to expand the SDGs evaluation process at local level, by analysing the domestication and integration of these international commitments in municipal governments development plans and strategies, their progress, good practices and challenges.

2.3. Indicators at national level

The Mozambique National Framework of Indicators of the SDGs represents a selection of global and national indicators, which as part of the National Statistical System will allow the Country to periodically evaluate the progress of the targets set by 2030.

For the selection of indicators, the methodology established in the Guide for the selection of SDGs indicators was followed, prepared by the Ministry of Economy and Finance, which clearly presents the steps that the different development actors should take to integrate the SDGs and select the indicators for subsequent monitoring and evaluation.

Thus, with the Indicators National Framework, Mozambique can monitor the progress of the SDGs indicators selected for the Country through the monitoring and evaluation process periodically until 2030.

For the success of the periodic evaluation of SDGs indicators, it is important that the different development actors, the Government sectors, have an updated and available database, and that the National Institute of Statistics produces statistics within the expected statistical information production period for SDGs.

For the cities, this Framework will be an important reference because, depending on the SDGs prioritised in their plans and the context, they may select the most useful indicators for assessing the progress, always taking into account the availability of information, the ease of its calculation and other relevant aspects. Now therefore, when the National Indicators Framework is approved, it will be essential to socialise it with all state institutions and the different levels of decentralised and local government so that, after selection, they are included in the short and medium term plans, which will facilitate the evaluation of progress in the implementation of the SDGs.

3. CONTEXT

3.1. Territorial organisation model and the role of municipalities

In order to understand the alignment and contextualisation of the SDGs at local level, it is also necessary to look at the decentralisation trail and the impact of this process on the daily life of populations in the face of the requirements for the decentralised governance structure.

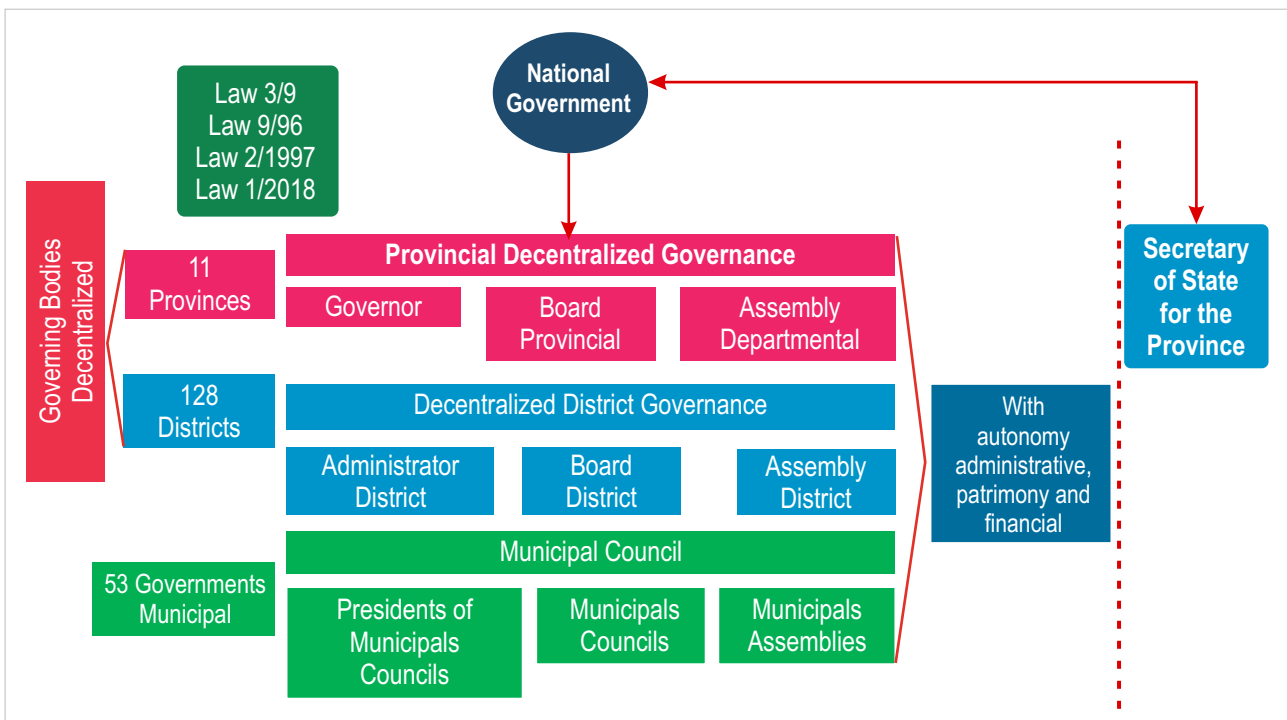
The decentralisation process in Mozambique began in a set of reforms initiated in the 1990 Constitution, which was the basis for the implementation of the State Local Bodies Reform Programme (PROL). The first legal devise in this regard was Law no 3/94 (Municipal District Institutional Framework), which was later replaced by the 1996 constitutional amendment (Law no 9/96, of November 22).

The approval of Law no 2/97, of February 18, allowed for the institutionalisation of local authorities or municipalisation. Thus, in 1998, the first municipal elections were held, in 33 cities and villages, established under Law no 10/97, of May 31.

The ad hoc review of the Constitution of the Republic, passed by Law no 1/2018, of June 12, on the decentralisation reform, is an important political milestone in the Mozambican political history.

In 2018, in the light of the national political dialogue, a specific review initiative of the constitution was presented. This review initiative was submitted to the Parliament in the framework of the search for peace exercise and as an urgent matter, in the search for a decentralisation model that consolidates national unit, cohesion and reconciliation and that restores political stability in a permanent way.

This set of elements, processes and historical facts have incorporated what is in the current decentralised organization model as illustrated in the figure below.



3.2. Decentralised and municipal organisation model of Mozambique

In this perspective, the decentralised and municipal organisation in Mozambique, comprises the provincial, district decentralised governance bodies and the municipal bodies, which have administrative, financial and asset management autonomy:

Decentralized Governance Bodies	Members
Provincial Decentralised Governance Bodies	The Province Governor The Provincial Council The Provincial Assembly
The District Decentralised Governance Bodies	The District Administrator The District Council The District Assembly
The Municipal Decentralisation Bodies	The City Mayors The City Council The City Assembly

Table 1: The districts will have this structure as of 2024

At Provincial level there is a State Secretary Office for the Province, who plays the role of ensuring the performance of the exclusive and sovereignty functions of the State which are not subject to the decentralisation process, being appointed by the President of the Republic.

In the field of the electoral system, the Provincial Governor, District Administrator and Mayor of the City Council, who would be elected by universal, direct, secret, personal and periodic suffrage, through the Front-runner model, in which would be elected as Mayor of the City Council, District Administrator and Provincial Governor, the Front-runner of the political party list, party coalition or group of citizens who are most voted.

It was in this context that the fifth municipal elections were held in 2018, in which a total of 21 parties, coalitions or group of citizens although only the three parties with parliamentary seats competed in all municipalities: Mozambique Liberation Front (FRELIMO), Mozambican National Resistance (RENAMO) and Mozambique Democratic Movement (MDM).

The municipalisation process in Mozambique results from the continuous decentralisation of the State, in which the Central Government grants to local bodies (Villages and Cities) the authority to administer the territory under their jurisdiction. However, there should be a sharing of responsibilities and authorities between the central government and local governance bodies in order to respond to the needs of citizens in a coordinated manner.

In terms of responsibilities in municipal management, the law defines those that are exclusive to municipalities, namely the urban land management, urban roads, collection and treatment of solid waste, markets and fairs, cemeteries, parks and cultural gardens, sports and municipal police. There are also other responsibilities that are shared with the Central or Provincial Government, such as education and primary health, public lighting and electricity distribution, water supply and sanitation, public transport and roads, social housing, environmental protection, although the law now establishes the transfer of some of these competences to municipalities.

3.3. Competence of municipalities to achieve SDG

SDGs	Competences of municipalities
 	<p>SOCIAL AFFAIRS Support activities to vulnerable groups Social housing</p> <p>SOCIAL DEVELOPMENT</p>
 	<p>HEALTH: Primary health care units</p> <p>EDUCATION Pre school education centers Primary education schools School transport Adult basic education Other complementary education activities</p>
 	<p>BASIC SANITATION Municipal water supply systems Sewage systems Waste collection and treatment system and cleaning</p> <p>ENERGY Electricity distribution Public and rural lightening</p>
 	<p>URBAN AND RURAL INFRASTRUTURE & ECONOMIC DEVELOPMENT Housing and economy Market and fairs</p> <p>RURAL AND URBAN INFRASTRUTURE Green spaces including gardens and nurseries Roads and sidewalks Public cemiteries Public services facilities Firefighters</p>
	<p>TRANSPORT AND COMMUNICATION Road and urban network Pulic transport</p> <p>CULTURE AND SPORTS Cultural centers, libraris, museums Cultural and urban heritage Campsites Sports facilities and equipment</p>







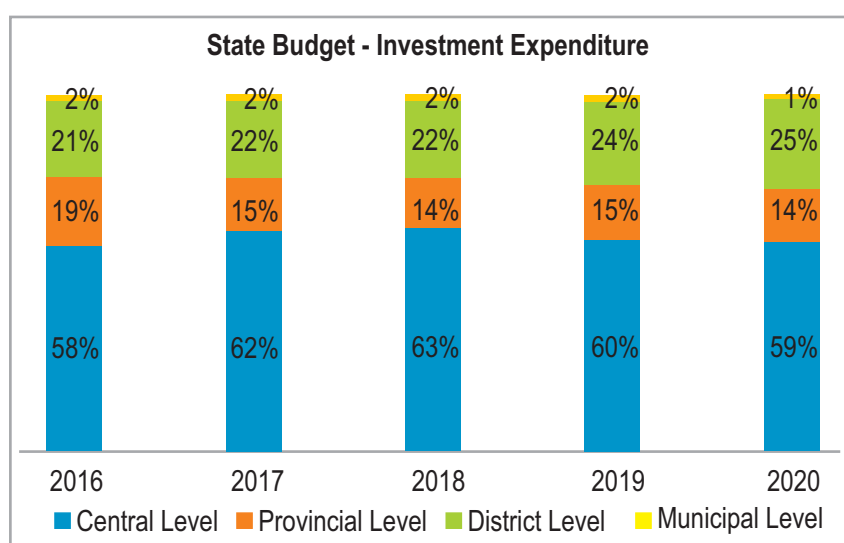
SDGs	Competências dos municípios
  	<p>ENVIRONMENT</p> <p>Environmental protection and recovery Afforestation, planting trees conservation Establishment of municipal reserves</p>
  	<p>Gender issues and transparent and effective institutions are established in the Constitution of the Republic and also in the other laws.</p> <p>Faced with limited resources, forming partnerships with private cooperations agencies is a way to achieve progress on the SDGs.</p>

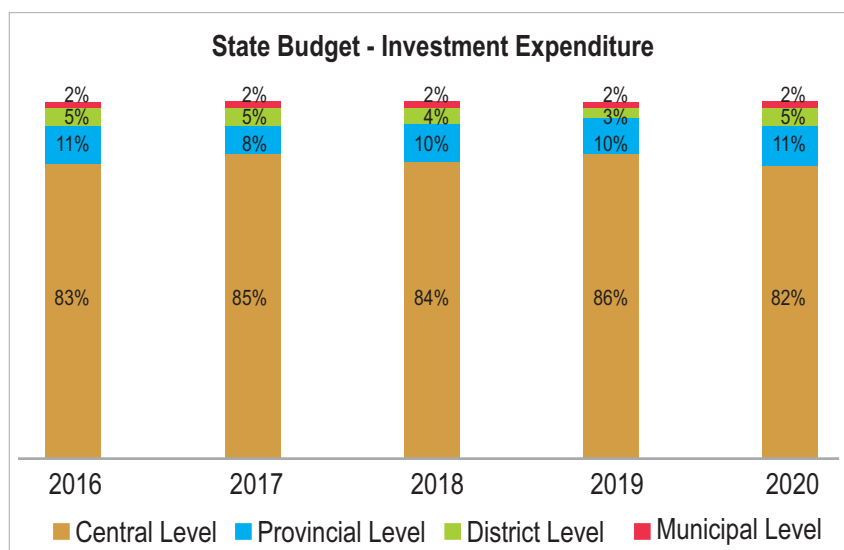
Figure: Source – Article 27 of Law N° 1/2008 of 16 January and Article 8 of Law 6/2018 of 3 August

These assignments and responsibilities allow these cities to play a key role, in addition to the provision of local services, in poverty reduction and promotion of local investment, being their role extremely relevant in advancing the 2030 Agenda.

Nonetheless, the cities have restrictions to exercise of their competences, expressed in the availability of material and human resources. With regard to the percentage distribution of the State budget, we can observe, based on the charts presented below, that municipalities receive 2% of the total resources allocated to expenditures and a similar percentage of resources allocated to investments. In the last case, this year they will receive up one percent less, which is 1% of the total.



Source: MEF – MEF, self-preparation



Source: MEF, self-preparation

Although municipalities also have their own resources (art.17 of Law n° 1/2008, of January 16), which result from the collection of taxes and fees and access to loans, it is important to observe that the collection of taxes and fees, in turn, requires certain management capacities, starting from the registration of taxpayers, the consolidation and integration of the registration system, the definition of the tax aliquot, the awareness of citizens until collection; capacities which in many cases are in the development process.

In Villages (smaller municipalities), own resources are just over 15% of their total budget and in Cities, as the collection capacity is higher that it is in the villages, these resources range between 25 and 35% of their budget.

3.4. ANAMM's Role

The Mozambique National Association of Municipalities (ANAMM), the municipalities' united voice, created in 2004, has the mandate of representing its members before the government and other cooperation partners, making lobbies and advocacy, training and provision of services to its members.

Just as most City Associations, ANAMM basically seeks to increase the intermediation and communication facilitation in the various municipal management levels before governmental entities, at all levels, with a view to resolving common problems of provision of basic services to citizens. However, this intermediation and facilitation is not only limited to government institutions, but also to all actors in the municipal development process.

In this perspective, ANAMM's role is also associated with the promotion of more effective coordination mechanisms between the government, partners, civil society, academy and other stakeholders of the municipal day-to-day life.

In relation to the SDGs, over the period of ANAMM's existence, several initiatives have been taken to disseminate, training and integration of global development agendas to local ones, mainly in aspects related to the 2030 Agenda.

Amongst the initiatives that ANAMM has been carrying out, especially since 2016, for the localisation of the SDGs in cities, reference is given to the conduction of reflection and discussion seminars on selected Goals and training sessions for technicians and elects.

They are also part of ANAMM's actions, in the gender area, the strengthening of the role of the Municipal Women Mozambican Network^[1] through the training of its members in matters related to the management and budgeting in the gender point of view, gender integration in municipal governance, as well as facilitation in the different discussion panels on the subject. ANAMM also aims at holding a seminar, on gender-sensitive municipal management, to reflect on the structural and systemic barriers that affect gender equality and the empowerment of women in municipal management in Mozambique.

The training and capacity improvement of local government staff is one of ANAMM's objectives and in this perspective there are also actions to strengthen the financial sustainability of municipalities through training municipal technicians on the diverse components including finance, planning and urban land management.

As a way to participate and contribute to this global development movement, ANAMM has, since 2016, shared, through the UCLG initiative, GOLD^[2] Report, the cities' achievements in the various SDGs themes, as well as the actions that the Association has been carrying out with other partners.

ANAMM's effort to socialise the SDGs in cities is remarkably notable, however, there is still a need for greater awareness, monitoring, training and dissemination of good practices, and these actions are within the framework of ANAMM's mandate.

^[1] The Municipal Women Network is the female arm of ANAMM.

^[2] GOLD Report – (Global Observatory for Local Democracy and Decentralization (GOLD) is a publication on urban and regional development, which analyses and compares the current situation of local governments worldwide. Considered an emblematic publication worldwide on issues of urban governance, the report is coordinated by UCLG and the Global Observatory of Local Democracy and Decentralization.

4. METHODOLOGY

4.1. Municipality selection criteria

The initial proposal for information survey visits included 17 of the 53 municipalities and was scheduled for the period February to June 2020. The spread of COVID-19 has changed the information survey methodology and it was only possible to visit just over 40% of the municipalities. The change of methodology, for the other municipalities, consisted in the interruption of information collection through field visits, for a remote survey, through the various digital communication platforms, which has influenced the normal follow-up of the work.

Taking into account the difficulties in managing and accessing the information and communication technologies that some of the cities initially selected face, the team also had a big challenge in the collection and verification of information, due to this methodology subsequently used, because of the pandemic. It should be noted that despite the constraints of the new context and to maintain the precision of the investigation, inquiries and online interviews were applied, and later, with secondary information, the consistency of the information collected was verified.

The description of the criteria used is presented below:

- ✓ **Municipality Category:** with the perspective of including all categories, which correspond to the dimension and dynamics of the Municipality which, as provided for in Law, are A, B, C D and Villages.
- ✓ **Geographical Dispersion:** being that the municipalities are located in dispersed geographical areas of the country, the perspective was to ensure the comprehension of municipalities of the three Regions (South, Centre and North).

The selection and prioritisation criterion also took into account the municipalities that participated in the first training of trainers on the localisation of the SDGs organised by ANAMM and its partners in November 2019, in Maputo City.

4.2. Collection of information

The SDGs are a proposal to achieve a better world, by eradicating extreme poverty, reducing inequality in all its dimensions, promoting inclusive and sustainable economic growth, and generating decent work for all and overall and achieving greater access to services. This broad and ambitious agenda requires the participation of all sectors of society and the State, that is, of representatives of governments, civil society, academy and private sector, in order to create inclusive and fair societies, at the service of current society and future generations.

Developing countries like Mozambique deserve special attention, as, despite the government's efforts, access to basic services, health and education is limited. The lack of opportunities for a significant segment of families is reflected in poverty and inequality indicators which do not show significant changes

To prepare the Voluntary Local Report on the contribution of municipal management to the SDGs in Mozambique, it was essential to analyse the poverty indicators and access to services in each of the municipalities. Censuses information is crucial for this task as they collect information from each family unit on the status of the situation, which makes it possible to obtain a complete diagnosis of the municipality. In 2017, the country carried out a Census; however, the available information presents aggregated data at country level.

This way, the analysis of the Report will be oriented to identify the programs, projects and actions that municipal governments are developing and the results obtained, if possible, quantifying the beneficiaries. Similarly, through the perception of actors, an attempt is made to identify the most critical problems each territorial unit faces.

To this, tools to collect information from the prioritised municipalities, such as questionnaires and interviews, applied in visits to municipalities, were prepared. Unfortunately, due to COVID 19, they were interrupted and the interviews had to be carried out online.

4.3. Application of research questionnaires

Four questionnaires were prepared and applied, with closed and open questions, which, based on the visits, were adjusted to obtain greater consistency in the collected information:

- a) **General questionnaire.** With the purpose of assessing the level of knowledge of the SDGs by authorities, technicians, social and private actors to be interviewed. Moreover, to know whether these Goals were assumed in municipal management and which were considered more relevant for each municipality. This first part will also contribute to ANAMM in the development of a dissemination and training strategy for the SDGs.
- b) **Questionnaire for the municipality.** For reporting purposes, this questionnaire is the main tool that includes closed questions to collect quantitative information on municipal management. It includes: i) general details of the municipality; ii) authorities according to sex; iii) information on their plans, budget and funding sources; iv) programmes and projects implemented with beneficiary data; v) participation and social control spaces; and vi) partners working in alliance with municipalities.
- c) **Questionnaire for members of the Municipal Assembly.** Questions oriented to the duties that members of the Municipal Assembly perform, that is, to issue regulations and inspect management. The issuance of regulations was limited to those related to the SDGs.
- d) **Questionnaire on perception and social participation.** Aimed at seeing, from the perception and experience of citizens, whether municipal management promotes participatory decision-making and the exercise of social control. It also allows us to see the degree of involvement of civil society in municipal management; that is, if they know the programs and projects being implemented and to what extent they contribute to improving the quality of life of citizens.

5. GENERAL TOPICS ANALYSIS

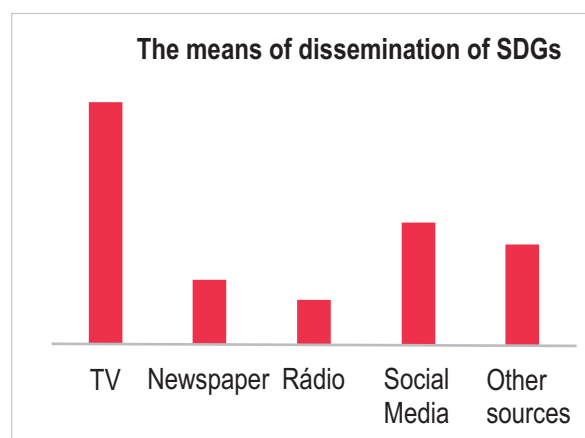
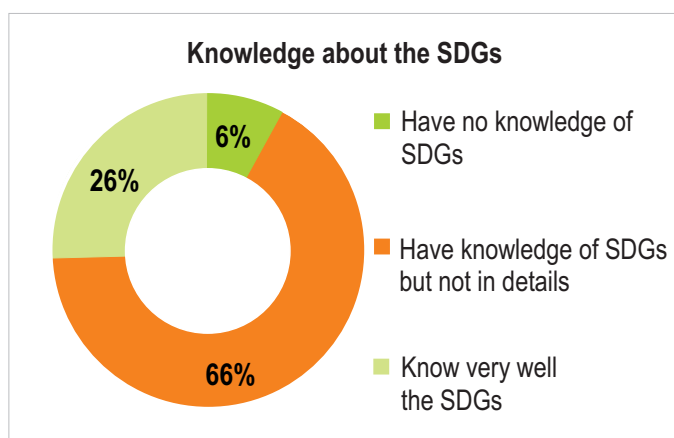
5.1. Municipality profile

	Nampula	Chimoio	Dondo	Nhamatanda	Mandlakazi	Quelimane	Manhiça
Population	653.961	363.336	103.493	62.362	59.714	246.915	77.592
NeighbourhoSDGs	18	33	10	12	15	52	21
Year of creation	1997	1997	1997	2013	1997	1997	1997

	Pemba	Moatize	Massinga	Quissico	Maxixe	Chókwè	Xai-Xai
Population	200.529	64.398	49.635	25.000	129.993	70.100	140.000
NeighbourhoSDGs	13	8	14	11	17	8	15
Year of creation	1997	1997	2008	2013	1997	1997	1997

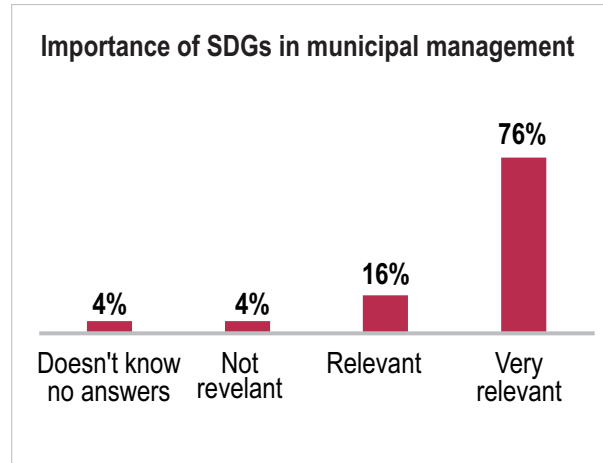
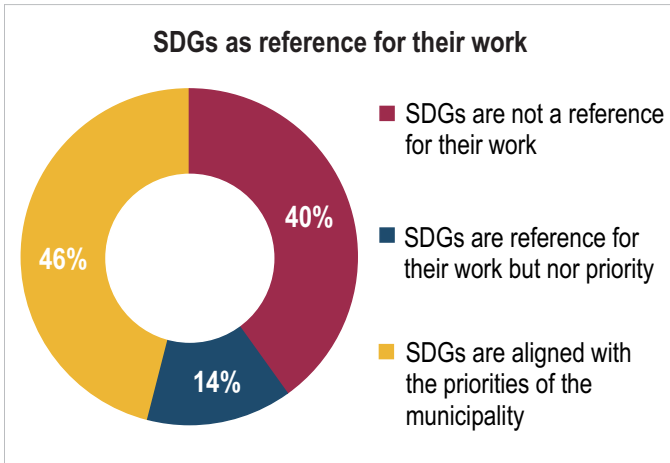
	Boane	Matola
Population	106.000	1.032.197
NeighbourhoSDGs	33	42
Year of creation	2013	1997

5.2. Knowledge about SDGs and sources of information



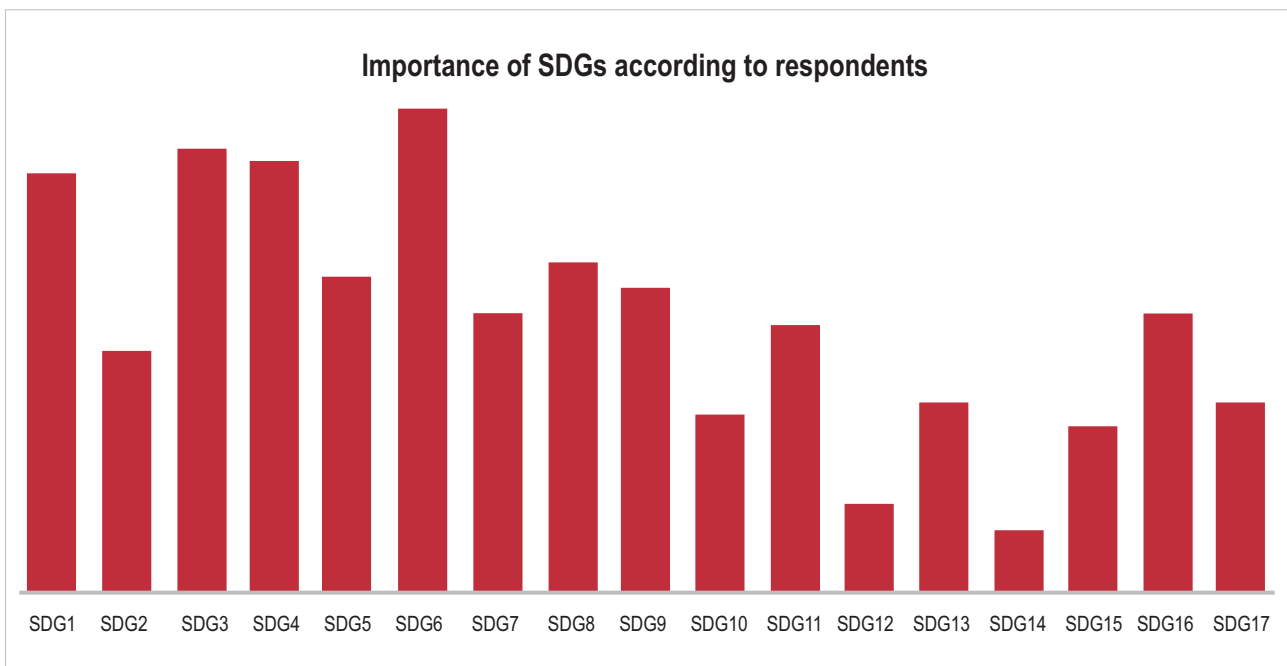
Source: Self-preparation based on applied researches

The results of the general questionnaire show that 66% of the 72 respondents have heard about the SDGs, but their knowledge is limited, 26% are very connected to the SDGs and only 8% did not know about them. This shows that at least 74% of respondents should be reached with workshops and training, so the SDGs are assumed and integrated into the municipal administration.



Source: Self-preparation based on applied researches

76% of respondents consider that the SDGs are very relevant to municipal management, which implies that some people, even without knowing the SDGs, have the perception that these international commitments are relevant. When identifying the most important SDGs for municipal management, we can see that the SDG 6, Water and Sanitation, is the most important, a situation that we ratified in the different interviews, because, despite the progresses and efforts, water supply is a priority for Mozambican families. The following in order of importance are the SDGs 3 and 4 (Education and Health) and immediately after SDGs 1, 8 and 5 (Poverty, Productive Development and Employment and Gender).



Source: Self-preparation based on applied researches

6. THE CONTRIBUTIONS OF MUNICIPALITIES TO THE SDGs

Although visited municipalities, in general, do not explicitly incorporate the SDGs in their medium and short term plans, their programmes, projects and activities are oriented towards the provision of services, assistance to vulnerable populations, promotion of the development of their municipal territory and, in some cases, preservation of environment. Therefore, the contribution of visited municipalities is directed to the fulfilment of the 2030 Agenda.

Most prioritised municipalities, besides having a limited budget, in recent years have faced natural disasters, such as the Cyclones IDAI and Kenneth, which destroyed a large part of public and private infrastructures. As a consequence, households recorded greater impoverishment, due to the destruction of their houses and properties. In turn, municipal governments with many challenges and with great creativity, in other cases, are striving to rebuild public infrastructure to relieve the situation of the population in general and of the most vulnerable, particularly. Below is the summary of the most important contributions of municipalities to the SDGs:

6.1. SDG 1: POVERTY/SOCIAL PROTECTION



Poverty goes beyond the lack of income and resources to ensure sustainable livelihoods. Its manifestations include hunger and malnutrition, limited access to education and other basic services, discrimination and social exclusion and lack of participation in decision-making processes. Municipalities actions were focused on the following targets:

- ✓ To implement measures and social protection systems.
- ✓ To ensure financial services for poor people.

Municipalities	Actions	Results
Nampula	<ul style="list-style-type: none"> ✓ Loans to small and medium producers and entrepreneurs. With resources from the Strategic Programme for the Reduction of Urban Poverty (PERPU). Loans range from 15,000 to 500,000 MZM. ✓ Employment. Training of young people so that with better qualifications, they can get a job (select litter and improve the cleaning of the city). 	<ul style="list-style-type: none"> ✓ 702 projects were financed ✓ 575 women, from 12 existing associations, were trained
Chimoio	<ul style="list-style-type: none"> ✓ The city council pays school enrolments for orphan children and provides school material and uniforms. ✓ The city provides kits to women (widows) so that they can start small grocery shops. ✓ In many cases this support is made possible through contributions of partners and local businessmen. 	<ul style="list-style-type: none"> ✓ 100 Children ✓ There are 675 kits delivered by Year.
Dondo	<ul style="list-style-type: none"> ✓ The city council supports vulnerable sectors: i) It provides school material for orphan children; ii) Food for orphanages. ✓ The municipality provides food for the association of disabled people in the Mafarinha neighbourhood. To prevent them from living in the streets, its members make between 60 and 70 carpets and mats per month of which the main market is the Beira city. The earnings are distributed among them. The same members train others. ✓ In 2019, the municipal government in coordination with neighbourhood leaders, selected 67 women in vulnerable conditions (widows) to do cleaning and other works in neighbourhoods, public facilities, roads, gardens, squares and grounds. They work 3 hours and 3 days a week. The monthly wage is 1.050MZN. 	<ul style="list-style-type: none"> ✓ 50 obenefited orphans ✓ 140 members with disabilities 80 women and 60 men ✓ 67 women

Municipalities	Actions	Results
Mandlakazi	<ul style="list-style-type: none"> ✓ The City Council supports vulnerable women (widows) in the regularisation of the right to own land for housing and agricultural production. ✓ The municipality hires women in vulnerability situations to clean and adorn the city. They earn 1.050,00MZN a month for four hours of labour during four days a week. ✓ The municipality employs the visually impaired people, who give lectures They get 800,00MZN per month. 	<ul style="list-style-type: none"> ✓ 25 DUAT's delivered without any cost ✓ 1800 beneficiaries.
Quelimane	<ul style="list-style-type: none"> ✓ In schools, low-income children were selected to be sponsored by volunteers in order to receive uniforms and school supplies to proceed with their studies. 	<ul style="list-style-type: none"> ✓ 172 children of schools have benefited
Manhiça	<ul style="list-style-type: none"> ✓ The municipality supported disabled people in diverse compensation material (canes for blind people, crutches, wheelchair, etc.) ✓ Provision of the weekly market basket to 60 vulnerable elderly people in the municipal area ✓ Construction approval licenses were subsidised in expansion areas. 	<ul style="list-style-type: none"> ✓ 56 disabled people per week ✓ 60 elderly people per week
Pemba	<ul style="list-style-type: none"> ✓ Loan grants which allowed: i) Creation of 315 jobs managed by women; ii) Self sustainability of beneficiaries; iii) Improvement of living conditions. 	<ul style="list-style-type: none"> ✓ 1326 beneficiaries
Moatize	<ul style="list-style-type: none"> ✓ Despite financial constraints, they support vulnerable people (HIV/AIDS and TB patients) with cash for specific needs such as bus fare, pills and others. 	<ul style="list-style-type: none"> ✓ 5 in the first half of this year
Quissico	<ul style="list-style-type: none"> ✓ Assistance to elderly people and vulnerable children to improve living conditions and reduce social vulnerability. 	<ul style="list-style-type: none"> ✓ 1200 in 5 years
Maxixe	<ul style="list-style-type: none"> ✓ Children in vulnerable situations receive hygiene supplies and food. ✓ Support to people in risk areas so they can move to safer places. The municipality grants land and construction materials; it also has temporary accommodation for people who are resettled from disaster risk areas. 	<ul style="list-style-type: none"> ✓ 2479 beneficiaries
Chókwè	<ul style="list-style-type: none"> ✓ They support poor women, heads of households, in the formalisation of stands ✓ They support poor children who study in primary schools with school supplies. Schools provide information about the most deprived children. 	<ul style="list-style-type: none"> ✓ 42 plots (Us) last 5 years
Xai-Xai	<ul style="list-style-type: none"> ✓ Support with food baskets to deprived people, identified by the administrative posts. This action is done in coordination with partners (associations and private sector). ✓ Creation of a database of both deprived people (especially elderly people, the disabled ones and orphan children) and the main entities that support this social group. 	<ul style="list-style-type: none"> ✓ 600 families benefited in 2019. ✓ This year 700 families will benefit
Boane	<ul style="list-style-type: none"> ✓ The budget to help poor families is limited and eventually, with the support of partners; they give food baskets. ✓ To support vulnerable groups, they promote the establishment of associations to generate private initiatives that improve the income for the poor. In these 	<ul style="list-style-type: none"> ✓ Eventually, and according to the contribution of partners

Municipalities	Actions	Results
Boane (Cont.)	organisations, the municipality conducts workshops on how to start a company, options for loans and employment possibilities.	
Matola	<ul style="list-style-type: none"> ✓ The city provides social assistance to orphan children and those in difficult situation with food baskets and school items. ✓ The municipality also conducts campaigns and other actions to prevent and fight child trafficking and abuse. 	✓ 60 children per year

6.2. SDGs 2: ZERO HUNGER



Municipalities are helping to fight hunger and are implementing actions so people in vulnerable situations have access to food. Their actions aim at:

- ✓ Meeting the nutritional needs of teenagers, pregnant and breastfeeding women and elderly people;
- ✓ Increasing agricultural productivity and income of small food producers through equal access to land and other productive resources such as knowledge, financial services, markets and non-agricultural jobs.

Municipalities	Actions	Results
Nampula	<ul style="list-style-type: none"> ✓ DUAT's were given to farmers so they can safely practice agriculture. ✓ The city supports PITA Agents, farms subsidised by the city council which produce for local consumption (municipal employees). 	✓ 33 Farmer Associations
Chimoio	<ul style="list-style-type: none"> ✓ They provide food to vulnerable people: i) orphan children; and, ii) associations of patients (TB and others), who also receive medical assistance. ✓ They support the production of vegetables to supply the city and fight hunger in partnership with agricultural associations (which have between 6 and 120 members). ✓ A municipal nursery was created and a project will soon be launched "a yard, a garden" to increase the production of vegetables. 	✓ 1200, in the last years
Mandlakazi	<ul style="list-style-type: none"> ✓ In five schools, a programme "a child and a fruit tree" is being implemented, with the objective of improving the food diet of children through the consumption of fruits. 	✓ 5 schools with children
Manhiça	<ul style="list-style-type: none"> ✓ Technical assistance to producers and traders. ✓ Lectures in neighbourhoods on nutrition with local products and health fairs where services are available. 	
Pemba	<ul style="list-style-type: none"> ✓ There is a greater diversification of food and diet improvement in communities, through the following activities: i) Decrease of pressure to marine resources; ii) Sustainable reproduction of the marine ecosystem; iii) Financing of Community Associations through PCR's; iv) Community capacity demonstrated in the scope of agricultural practices adapted to 	✓ 898 beneficiaries

Municipalities	Actions	Results
Pemba (Cont.)	climate change (agro forestry systems and conservation agriculture) in CDR's involving 152 producers of which 53% were women.	
Moatize	<ul style="list-style-type: none"> ✓ The municipality in coordination with its partners assisted with food support to families that had been affected by the IDAI cyclone in three modalities. <ul style="list-style-type: none"> ○ Work for food, in a period of four months where people cleaned up the city neighbourhoods, with a remuneration of 2,500,00MZN converted into food. ○ In other cases, a remuneration of 1.050MZNT was allocated to vulnerable people. ○ Support for elderly people, disabled people and chronic patients with groceries. 	<ul style="list-style-type: none"> ✓ 350 people. ✓ 41 beneficiaries. ✓ 890 beneficiaries.
Quissico	<ul style="list-style-type: none"> ✓ Distribution of agricultural inputs and technical assistance to farmers and agricultural associations to improve production and productivity and ensure food security. 	✓ 10.000 in 5 years
Maxixe	<ul style="list-style-type: none"> ✓ Support to farmers with agricultural inputs (seeds, pesticides, tools and watering cans), cleaning of irrigation channels and assistance in production techniques. ✓ Promotion of goat breeding, a couple of goats is given to families and, when they multiply, the beneficiaries give a couple to the municipality so it can be given to another family and the programme is sustainable. 	<ul style="list-style-type: none"> ✓ 1565 Beneficiaries ✓ 3391 Animals given out
Ckókwè	<ul style="list-style-type: none"> ✓ The Open Centre provides food on Mondays, Wednesdays and Fridays, for elderly people who live in streets and for the disabled ones. Businessmen support with groceries. ✓ They give a market basket to elderly people and to children in poverty situation. 	✓ 53 Beneficiaries
Xai-Xai	<ul style="list-style-type: none"> ✓ Women trained in nutrition. ✓ Support to the Mudjokomissa Association to promote rice production. 	✓ 69 Women

6.3. SDGs 3: GOOD HEALTH AND WELL-BEING



Access to health services is still limited due to infrastructure, equipment and insufficient staff, especially in rural areas. Therefore, although municipalities do not have competences expressed in this sector, their initiatives to expand access are helping reduce diseases.

- ✓ To reduce epidemics such as AIDS, TB, malaria and neglected tropical diseases, and fight hepatitis, waterborne diseases and other infectious diseases.
- ✓ To achieve universal health coverage.

Municipalities	Actions	Results
Nampula	<ul style="list-style-type: none"> ✓ Paving of 3 km of the road that gives access to the General Hospital. 	<ul style="list-style-type: none"> ✓ Population that assists this hospital
Chimoio	<ul style="list-style-type: none"> ✓ Workshops on prevention of infectious diseases. This improved public health indicators, with emphasis on the non-occurrence of cholera. ✓ They monitor vaccination campaigns. ✓ They give importance to psychiatric care and do follow up and support families. 	<ul style="list-style-type: none"> ✓ 156500 People in the last 5 years ✓ No cholera cases for more than 7 years
Dondo	<ul style="list-style-type: none"> ✓ The municipality coordinates with the District that has 5 health units The direct contributions are: <ul style="list-style-type: none"> ○ It helps keep 2 hospitals clean; ○ A health centre will be built this year and the maternity is being extended. ○ They also carry out hygiene inspections in markets and suppliers have a medical card. ○ They conduct training for young people about first aid and basic health aspects. ○ They work in liaison with community radios on Community prevention in health. 	<ul style="list-style-type: none"> ✓ To support the health sector with practices that prevent diseases
Nhamatanda	<ul style="list-style-type: none"> ✓ A hospital was built and a house for nurses is also being built. The challenge is the equipment. ✓ The main health problems are diarrhoea, cholera and malaria, diseases linked to water scarcity and low quality of sanitation. 	<ul style="list-style-type: none"> ✓ Primary attention to health
Mandlakazi	<ul style="list-style-type: none"> ✓ A health centre is being built to decongest the only hospital they have. 	<ul style="list-style-type: none"> ✓ To enhance health attention
Manhiça	<ul style="list-style-type: none"> ✓ Workshops on HIV/AIDS and early pregnancy. 	<ul style="list-style-type: none"> ✓ 5,200 Citizens
Moatize	<ul style="list-style-type: none"> ✓ They have built a health centre to provide primary health care, but it does not have the necessary equipment and attention is limited. ✓ They also bought an ambulance. 	<ul style="list-style-type: none"> ✓ The municipality population
Massinga	<ul style="list-style-type: none"> ✓ Training of women of all ages in the field of Sexual and Reproductive Health and premature marriages. 	<ul style="list-style-type: none"> ✓ 256 Women per year

Municipalities	Actions	Results
Quissico	<ul style="list-style-type: none"> ✓ Construction of a Health Centre to reduce the distance of access to health services. ✓ Conduction of educational workshops on prevention of various diseases. 	✓ 5000 Beneficiaries
Maxixe	<ul style="list-style-type: none"> ✓ Refurbishment of health infrastructure and construction of a new health centre. 	✓ Whole population
Chókwè	<ul style="list-style-type: none"> ✓ Construction of a maternity ward because the only hospital is far. 	✓ Population of 3 neighbourhoods
Matola	<ul style="list-style-type: none"> ✓ To support construction and refurbishment of primary care health units and their equipping with hospital furniture and transportation means. ✓ To raise awareness of i) young people and women to adhere to family planning; and, ii) pregnant women to adhere to delivery in health units. ✓ To promote preventive health of preventable diseases and enhance the contribution of traditional medicine and the use of medicinal plants in the prevention and fight against diseases. 	<ul style="list-style-type: none"> ✓ 1 Maternity built and equipped ✓ Participation of more than 100 people in neighbourhood workshops

6.4. SDGs 4: QUALITY EDUCATION



In Mozambique, it is still a challenge to increase access to education at all levels and increase school enrolment rates, especially for women and girls. Add to this the increase of literacy. Municipalities, being aware of this task, have not yet received the transfer of the functions and competences of the education sector, they work to contribute to the following goal:

- ✓ To support that all girls and boys complete primary and secondary education which should be free of charge.

Municipalities	Actions	Results
Nampula	<ul style="list-style-type: none"> ✓ Construction of the municipal library. ✓ Construction of a municipal school which will be administered by the municipality. 	✓ Students from the municipal area with more access to education equipment
Chimoio	<ul style="list-style-type: none"> ✓ Distribution of school materials and uniforms to deprived children ✓ They also deliver first-aid kits to schools. ✓ They organise workshops in schools to avoid school drop outs, pregnancy and premature marriage, HIV/AIDS and drug abuse. These workshops are regular, every Friday. The City Council supports the Counter-Drug Association. 	<ul style="list-style-type: none"> ✓ 1500 in the last five years ✓ To improve children retention rate in schools and pedagogical results.
Dondo	<ul style="list-style-type: none"> ✓ In three schools (primary schools), the municipality supports: i) in the construction of classrooms; ii) in the supply of school desks and materials. ✓ They administer workshops to prevent premarital pregnancies and premature 	✓ A few students in open classrooms and seated on the ground

Municipalities	Actions	Results
Dondo (Cont.)	<p>marriages, HIV/AIDS and child abuse. They also have prevention programmes in community radios.</p> <ul style="list-style-type: none"> ✓ They promote several sports and traditional games. 	
Nhamatanda	<ul style="list-style-type: none"> ✓ The municipality intervened in the construction of 3 primary education classrooms with its own resources. 	
Mandlakazi	<ul style="list-style-type: none"> ✓ A municipal library was built. ✓ Classrooms are built to expand schools, given the insufficient infrastructure. ✓ School supplies and uniforms are given to deprived children, identified by the schools themselves. This initiative is promoted with resources from the employees themselves who act as godfathers to underprivileged children. 	<ul style="list-style-type: none"> ✓ All students 9 classrooms built ✓ 120 Children benefited from year
Quelimane	<ul style="list-style-type: none"> ✓ Two libraries installed in administrative posts, with bibliographic material for school students, colleges and universities. They also have internet and computers. ✓ There is a school to teach students and other citizens how to use Internet and information technology. ✓ In the city, there are appropriate public spaces for reading, where people also have free internet access. 	<ul style="list-style-type: none"> ✓ All students and municipal citizens
Manhiça	<ul style="list-style-type: none"> ✓ Support in the construction of 29 classrooms and rehabilitation of 12 classrooms, acquisition of 650 school desks and construction of 4 ablutions in schools. ✓ "The cleanest school competition", where they give a prize to the winning school. 	<ul style="list-style-type: none"> ✓ 4,782 Students and teachers benefited
Moatize	<ul style="list-style-type: none"> ✓ The 11 primary schools have insufficient classrooms, with up to 80 to 90 students. The municipality has no resources to expand the infrastructure only to improve conditions. ✓ With the support of a company, 400 school desks were delivered to children sitting on the ground for classes. ✓ They have sports fields, but they are neglected and it is not easy to promote sports in these conditions, but with the support of a private company, a sports field has been improved that currently needs equipment. 	<ul style="list-style-type: none"> ✓ Improvements such as painting in rooms of class 400 students benefit
Quissico	<ul style="list-style-type: none"> ✓ Construction and equipment (desks) of classrooms to reduce the number of students who study in the open air. ✓ Distribution of school materials to increase school coverage. 	<ul style="list-style-type: none"> ✓ 3000 Students
Maxixe	<ul style="list-style-type: none"> ✓ Four classrooms were built and desks were delivered. ✓ Sports equipment of different modalities in schools. 	
Chókwè	<ul style="list-style-type: none"> ✓ Construction of five classrooms with 200 desks and a block for the administrative department. Each class has 50 students. 	

Municipalities	Actions	Results
Matola	<ul style="list-style-type: none"> ✓ Distribution of desks and school materials. ✓ Re-qualification of multi-purpose fields. ✓ Literary Competition. 	<ul style="list-style-type: none"> ✓ 2500 Desks for 10 pedagogical influence areas, benefiting more than 15,000 children.

6.5. SDGs 5: GENDER EQUALITY



Gender equality does not only imply equal access to education, medical assistance and decent work; but also greater participation in policy and economic decision-making platforms to promote sustainable economies that benefit societies and humanity as a whole:

- ✓ To ensure full and effective participation of women and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

Municipalities	Actions	Results
Nampula	<ul style="list-style-type: none"> ✓ Within the administrative framework of the city council, there is promotion of women in civil service. 	<ul style="list-style-type: none"> ✓ 40% of employees are women
Chimoio	<ul style="list-style-type: none"> ✓ Conduction of workshops on gender equity. ✓ Appointment of employees to leadership and confidence positions, taking into account gender aspects. ✓ Increased number of women in economic activities. 	<ul style="list-style-type: none"> ✓ 6500 in the last 3 years ✓ 57% of councillors and directors are women
Mandlakazi	<ul style="list-style-type: none"> ✓ It promotes greater participation of women in decision-making platforms. ✓ They conduct workshops and awareness in the private sector to observe the issue of gender equality in the labour procurement process. 	<ul style="list-style-type: none"> ✓ 50% of councillors are women
Manhiça	<ul style="list-style-type: none"> ✓ 12 Workshops on gender equality rights. ✓ Training of women in entrepreneurship, who then run small businesses. ✓ At municipality level, they are advancing in hiring women. ✓ They have created a Women's Forum, 42 representatives of the 21 neighbourhoods that analyses the most important problems that the municipality should address, such as COVID-19. 	<ul style="list-style-type: none"> ✓ 4,350 people ✓ 10 women ✓ 37% of employees are women
Moatize	<ul style="list-style-type: none"> ✓ The municipality has a significant number of female employees, both in technical and leadership positions (heads of divisions). 	<ul style="list-style-type: none"> ✓ More than a third in the positions of leadership
Massinga	<ul style="list-style-type: none"> ✓ Training of women of all ages in women empowerment and gender-based violence matters. 	<ul style="list-style-type: none"> ✓ 256 Women per year

Municipalities	Actions	Results
Quissico	<ul style="list-style-type: none"> ✓ Several workshops on gender equity and women empowerment were held for their social, political and economic inclusion and in decision-making bodies. ✓ Creation of the Municipal Women Network and protection of children and girls. 	✓ 2.000 in 5 years
Maxixe	<ul style="list-style-type: none"> ✓ Technical training for underprivileged women in sewing and then basic kits were given so they can start working ✓ A women's network has been created to support victims of domestic violence and premature marriage cases, and workshops are conducted to avoid premature unions. 	✓ No information
Chókwé	<ul style="list-style-type: none"> ✓ They train women in entrepreneurship, in coordination with the vocational training institute, and then they give them kits to start their businesses. ✓ Workshops to fight violence and for girls to attend school. 	✓ No information
Xai-Xai	<ul style="list-style-type: none"> ✓ 5 Training sessions in Sewing for deprived women ✓ Through associations, they conduct awareness activities and follow-up visits to victims of domestic violence. ✓ Workshops to promote the law that prohibits premature unions. 	✓ 100 Women and 5 men
Matola	<ul style="list-style-type: none"> ✓ Create and disseminate business opportunities for the various social segments of women: <ul style="list-style-type: none"> ○ Training in business management with partners. ○ Promote friendship and cooperative movements. ○ Mobilize women for adherence to literacy and other levels of education and vocational training. ○ Social assistance to women with physical disabilities and in difficult situations. 	✓ 200 women benefited and created a platform to promote entrepreneurship

6.6. SDGs 6: CLEAN WATER AND SANITATION



The shortage and poor water quality and inadequate sanitation negatively influence food safety and health of poor families. As this problem is highly notable in rural areas, municipalities are targeting their efforts to meet this vital need.

- ✓ Support in having greater access to clean and safe water for everyone.
- ✓ Substantially increase water efficiency in all sectors and ensure sustainable extractions and freshwater supply to face water shortages, and substantially reduce the number of people suffering from water shortages.

Municipalities	Actions	Results
Nampula	<ul style="list-style-type: none"> ✓ The municipality supplies water in expanding neighbourhoods, through the municipal water and sanitation company (EMUSANA), since the public water supply company (FIPAG) only reaches neighbourhoods of consolidated zones. The work developed was: <ul style="list-style-type: none"> ○ Water purification. ○ New home connections ○ Construction and repair of water fountains and opening of boreholes. ✓ The World Bank project (name) will favour 2,500 families and includes: i) Extension of drinking water supply service, through the construction of 250 water fountains, which implies providing water to neighbourhoods where the system has not reached; ii) Construction and improvement of public toilets, drainage and sewage to avoid contamination of rivers. 	<ul style="list-style-type: none"> ✓ 58,412 Home connections ✓ 10 Public fountains built and 33 repaired ✓ 5 Open boreholes and 131 were treated.
Chimoio	<ul style="list-style-type: none"> ✓ Opening of boreholes and expansion of public water coverage. Increased number of citizens beneficiaries of drinking water. ✓ The 33 neighbourhoods have water in the municipality, but not regularly and in all areas. Although FIPAG is present, the municipality is rehabilitating water pumps and they are purchasing machines to open boreholes at lower cost.^[3] 	<ul style="list-style-type: none"> ✓ 25.000 in the last 5 years
Dondo	<ul style="list-style-type: none"> ✓ The municipality provides water in five neighbourhoods, through 12 fountains, made with own resources. FIPAG provides water and is expanding connections in the other 5 neighbourhoods. ✓ The municipality also distributes chlorine in neighbourhoods for water treatment. 	<ul style="list-style-type: none"> ✓ 5 neighbourhoods provided with water by the municipality
Nhamatanda	<ul style="list-style-type: none"> ✓ The Municipality provides water with 61 boreholes because FIPAG does not reach the municipality ✓ It has three small water systems, two of them were built in the emergency period after cyclone IDAI (2019). This year the municipality will build two systems for two neighbourhoods. ✓ The main problem of the municipality is lack of water. 	<ul style="list-style-type: none"> ✓ 3 neighbourhoods have water more regularly, and the remaining 9 do not. ✓ 200 home connections (population of more than 62,000 inhabs.)

^[3] In Chimoio, the opening cost of a borehole is between 500,000 and 600,000 MZN.

Municipalities	Actions	Results
Mandlakazi	<ul style="list-style-type: none"> ✓ They have a water system that dates back to 2009 with capacity for 600 connections and is not sufficient to meet requests. That is why it has a project to expand the system or create water supply systems ✓ The remaining neighbourhoods have manual pumps, in many cases because they have no electricity. 	<ul style="list-style-type: none"> ✓ 8 neighbourhoods are served, although two of them with restrictions.
Quelimane	<ul style="list-style-type: none"> ✓ The opening of boreholes of the municipality serves only as support to cover other needs and not for consumption, because the underground water is salty (coastal city). ✓ 3 neighbourhoods do not have this important service yet and in others, (49) water supply is not regular. 	<ul style="list-style-type: none"> ✓ 21 open holes only to consumption domestic of the families
Manhiça	<ul style="list-style-type: none"> ✓ The municipality provides water to the population (77%) and there are also private providers (15%). In recent years, water storage capacity has increased by 70,000 litres (from 20,000 to 90,000 litres). ✓ An elevated water reservoir of 42.5 thousand litres was also built, and 56 manual wells were opened. 	<ul style="list-style-type: none"> ✓ 2,800 beneficiaries ✓ 1,500 beneficiaries
Moatize	<ul style="list-style-type: none"> ✓ FIPAG provides water, but the municipality supports with boreholes, which are mainly used in dry season. 	<ul style="list-style-type: none"> ✓ 3 boreholes and fountains
Quissico	<ul style="list-style-type: none"> ✓ Expansion of water supply network with: <ul style="list-style-type: none"> ○ Opening of boreholes. ○ Re-qualification of Water Supply System. ○ Distribution of concrete sleeves for improvement of open air wells. 	<ul style="list-style-type: none"> ✓ 15,000 beneficiaries in the last 5 years
Maxixe	<ul style="list-style-type: none"> ✓ FIPAG provides water to 82% of neighbourhoods, but partially and not 24 hours a day. The municipality supports with several boreholes (manual and automated) for supply to families without access to public network water. 	<ul style="list-style-type: none"> ✓ 6 open holes manual and systematic/with electric pumps
Boane	<ul style="list-style-type: none"> ✓ When the municipality was created, water coverage was low and was of priority attention, but due to expansion of neighbourhoods, there is still much demand. FIPAG partially supplies in the city centre, all other neighbourhoods are served by the municipality, through various systems. 	<ul style="list-style-type: none"> ✓ 15% of water coverage in 2014 (3 neighbourhoods)

6.7. SDGs 7: ACCESSIBLE AND CLEAN ELECTRICITY



Electricity does not only mean to cover the electricity needs of households and to expand public lighting, as it is an opportunity to create employment, provide security to citizens and produce food. Access to electricity is essential for everyone and municipalities are working towards achieving this desideratum:

- ✓ Greater access to electricity services.

Municipalities	Actions	Results
Chimoio	<ul style="list-style-type: none"> ✓ Acquisition of power poles and public lamps. Increased number of citizens with access to National Network electrical power. ✓ Every six months, they replace burned lamps in the different streets to contribute to the safety of citizens. 	✓ 18.600 in the last 2 years
Dondo	<ul style="list-style-type: none"> ✓ They are expanding this service in partnership with EDM. 	✓ 3 schools of evening classes
Manhiça	<ul style="list-style-type: none"> ✓ Acquisition of 200 lamps for public lighting. ✓ Acquisition of 200 poles for electrical expansion. ✓ Solar panel facilities in dispersed areas and production of biogas with waste water. 	✓ 3.300 beneficiaries
Quissico	<ul style="list-style-type: none"> ✓ Expansion of the electrical network through purchase and placement of PTs to increase lit areas and household income. 	✓ Illuminated streets and bigger security to citizens
Maxixe	<ul style="list-style-type: none"> ✓ Extension of the electrical network in expansion zones and neighbourhoods without access to the electricity network. 	✓ 5 km of medium voltage and 12 km of low voltage

6.8. SDGs 8: ODS 8 DECENT EMPLOYMENT AND ECONOMIC GROWTH



Lack of employment opportunities is a major challenge to overcome poverty, although it is also very important to see the quality of employment, because having a job does not always allow people to overcome poverty. In this context, promoting economic development, without harming the environment, is essential to create better employment conditions for people and to reduce poverty.

- ✓ To promote development-oriented policies that support productive activities, generation of decent jobs, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro, small and medium-sized enterprises, through access to financial services.

Municipalities	Actions	Results
Nampula	<ul style="list-style-type: none"> ✓ In Agricultural Development support is comprehensive: <ul style="list-style-type: none"> ○ DUAT granting to associations which includes housing and production rights. 	✓ 33 organisations

Municipalities	Actions	Results
Nampula (cont.)	<ul style="list-style-type: none"> ○ Through SMAMP, they provide seeds and seedlings. ○ Marketing support. ✓ For livestock vaccination, the municipality awaits alerts and coordinates with the Provincial Directorate of Agriculture. ✓ Training of economic agents in business management and development matters and associativity. ✓ Improvement of market conditions with access to basic services and installation of WCs. There was also material support (cement and others) for traders to build sustainable sheds. ✓ Construction of Take Away (establishment of fast food making and selling other things) benefited street vendors. 	<ul style="list-style-type: none"> ✓ 423 people ✓ Traders of the 10 markets and other street vendors (90% of the population and traders)
Chimoio	<ul style="list-style-type: none"> ✓ Agricultural inputs distribution (improved seeds) and technical assistance (trained in new agricultural production techniques and others) for production index growth and productivity of associations with experience in the area. ✓ A campaign was launched, resulting in a vegetable yard subsequently it will be expanded to fruits, and a fruit yard ✓ Construction of sheds, opening new markets and help creating customer relationships. ✓ The municipality supports young people through Scholarships (payment of course fees) and distribution of work Kits. The Alberto Cassimo Institute of Professional Training (FPLAC) trains young people in hairdressing, tailoring, suppliers and others. ✓ Preservation of spaces for business deployment. 	<ul style="list-style-type: none"> ✓ 650 in the last 4 years ✓ Six agricultural associations have an average of 20 members ✓ 24,000 people in the last 3 years ✓ 3200 in the last 5 years
Dondo	<ul style="list-style-type: none"> ✓ They raise awareness in sustainable agricultural practice and promote exchange of experiences between producers to improve their practices. ✓ They provide vegetable seeds and quality supplies in partnership with UNAC and UDAC; the municipal technicians support in soil preparation, in case of pests, the municipality requests support from provincial services. ✓ On festive dates, they organize fairs to promote the marketing of agricultural products and local gastronomy ✓ Construction of a market for the marketing of products and with the support of UNHABITAT; they will carry out the maintenance of the markets post-IDAI. ✓ Regarding livestock, cattle and goats and fish farming, the municipality links the producers to the provincial services, whom they work in coordination ✓ In coordination with <i>Associação de Combate à Pobreza (ACP)</i> and <i>África Jovem</i>, young people are trained at a Technical Training Centre in electricity, computing, sewing, marketing and others. The municipality pays the cost and delivers kits so that they can start their working. 	<ul style="list-style-type: none"> ✓ 6 associations and individual producers ✓ 10 fairs per year ✓ 350 young people

Municipalities	Actions	Results
Dondo (Cont.)	<ul style="list-style-type: none"> ✓ The municipality has an industrial area with the objective of attracting investments. 	
Nhamatanda	<ul style="list-style-type: none"> ✓ They support individual farmers with inputs and training in techniques to improve agricultural production, especially cereals and vegetables. ✓ They hold fairs for: i) the marketing of products; ii) to promote access to credit for small agricultural producers in which they link them to financing entities (BCI, Africa OEX). ✓ A market and three public WCs were built with their own funds. 	<ul style="list-style-type: none"> ✓ 9 associations
Mandlakazi	<ul style="list-style-type: none"> ✓ The central market was rehabilitated and expanded, with several sections, water and bathrooms. There are job opportunities because the market receives many traders of goods and services. 	<ul style="list-style-type: none"> ✓ The producers, sellers and the population
Quelimane	<ul style="list-style-type: none"> ✓ In coordination with partners who support agriculture. The municipality is urban and does not have large parcels of agricultural land, but it promotes kitchen gardens. ✓ It has a composting centre with waste collected in the markets, which are transformed into organic compounds (fertilizers) and delivered to farmers. 	<ul style="list-style-type: none"> ✓ 60 people from association of peasants ✓ 2 youth associations ✓ 7 Secondary schools ✓ 1 university ✓ Schools and University use it too as a field of practical classes.
Manhiça	<ul style="list-style-type: none"> ✓ Creation of tax incentives for small, medium and large enterprises. ✓ Annual support in seed kits to the members and support them in land preparation through 2 municipal tractors (cultivate sweet potato, sugar cane and others). ✓ Creation of conditions to prioritize the local workforce for local projects and jobs carried out by the municipality. ✓ In the market, 3 pavilions were built with capacity of 144 stalls each; including latrines ✓ In the final stage, a wholesale market is being built (95% of progress). The objective of not having traders in the streets. ✓ Promotion of annual fairs entitled "<i>Feira 18 de Maio</i>" (<i>May 8 Fair</i>). 	<ul style="list-style-type: none"> ✓ 1,500 people ✓ 144 associate families ✓ 20,000 among vendors and customers
Pemba	<ul style="list-style-type: none"> ✓ A community greenhouse was created for the multiplication of vegetable fields. ✓ New jobs for young people. 	<ul style="list-style-type: none"> ✓ All citizens ✓ 59 new jobs

Municipalities	Actions	Results
Moatize	<ul style="list-style-type: none"> ✓ It is a productive municipality that provides goods to other municipalities and outside the country's borders therefore: <ul style="list-style-type: none"> ○ Three markets are under construction ○ They organize weekly fairs involving buyers from neighbouring countries. So they require an appropriate place with WCs and other facilities ✓ They support the installation of small and medium-sized enterprises because they are new sources of work for municipalities ✓ They conduct workshops to young people about entrepreneurship as a way of minimizing the problem of unemployment. 	<ul style="list-style-type: none"> ✓ Three markets under construction ✓ Weekly fairs to promote local production and Marketing ✓ 1,750 Young People beneficiaries (980 women)
Massinga	<ul style="list-style-type: none"> ✓ They provide assistance to producers from "lower areas" for a better harvest. ✓ Promotion of craft trade fair, promoting the exchange of techniques and knowledge. ✓ Promotion of agricultural product fairs; marketing of products at reasonable prices. ✓ Reorganization of municipal markets, aisle creation and restructuring of stands. 	<ul style="list-style-type: none"> ✓ 888 producers ✓ 2,893 artists, exhibitors and population ✓ 921 among exhibitors and residents 2048 Sellers
Quissico	<ul style="list-style-type: none"> ✓ Promote the creation of agricultural associations to provide assistance and boost production. ✓ Promotion of employment through licensing and promotion of small commercial and semi-industrial activities. ✓ Promotion of small enterprises (building construction sites, meat processing and provision of various services to increase income, employment and reduce poverty). ✓ Promotion of agricultural fairs to reduce the cost of consumer goods and create sales opportunities for producers. 	<ul style="list-style-type: none"> ✓ 80 producers ✓ 250 ✓ 250 beneficiaries last 5 years ✓ All citizens
Maxixe	<ul style="list-style-type: none"> ✓ They provide veterinary supplies as dewormers and vaccinate cow. ✓ They train fishermen in sustainable fisheries. They build mangroves to protect the production of seafood and fish. ✓ Construction of two markets, one for seafood sale. ✓ They organize fairs to link the producer and consumer. 	<ul style="list-style-type: none"> ✓ They dewormed 1817 cows and vaccinated 3774
Chókwè	<ul style="list-style-type: none"> ✓ Delivery of seeds and support in cleaning the drainage areas that serve as irrigation system. 	
Xai-Xai	<ul style="list-style-type: none"> ✓ Encouraging municipalities for self-employment through the development of micro enterprises with PERPU funding with priority to widows and young women The interested party present to the municipality a project (carpentry, 	<ul style="list-style-type: none"> ✓ Of 95 projects presented, 67 were funded

Municipalities	Actions	Results
Xai-Xai (Cont.)	<p>agriculture, agricultural sector, etc.), if it is feasible, it is funded, but the capital should be returned for others to benefit from it.</p> <ul style="list-style-type: none"> ✓ ✓ They encourage private public partnership in which the municipality rehabilitates or built an infrastructure, especially in tourism and concessions private to its exploration upon payment of fees/income. 	<ul style="list-style-type: none"> ✓ 1 infrastructure: center of the camping of the Xai-Xai beach.
Boane	<ul style="list-style-type: none"> ✓ They support the agricultural sector in land preparation and seed supply. ✓ They also support associated fishermen. ✓ They support the creation of small enterprises and formalise informal business. ✓ They built two markets and the third one is under construction in order to improve the conditions of the marketing of products and also create jobs. 	<ul style="list-style-type: none"> ✓ 2.476 beneficiaries ✓ 80 fishermen ✓ 30 young received the respective licenses ✓ 2 markets built and 1 in process.
Matola	<ul style="list-style-type: none"> ✓ Promoting employment through the financing (PERPU resources) of productive projects. 	<ul style="list-style-type: none"> ✓ 242 young people

6.9. SDGs 11: SUSTAINABLE CITIES AND COMMUNITIES



There are many problems in cities, such as the lack of funds for the provision of basic services, the lack of adequate housing, deterioration of infrastructure, public transport and solid waste deterioration. Similarly, the need to reactivate the economy and create employment, preserving the environment. The challenge of this complex panorama is to manage all these problems in an integral way to achieve sustainable communities.

- ✓ To provide access to safe, accessible and sustainable transport systems, improving road safety through the expansion of public transport network.
- ✓ Increase inclusive and sustainable urbanization, the capacities for planning and management of participatory, integrated and sustainable human settlements.
- ✓ Strengthen efforts to protect and safeguard cultural and natural heritage.
- ✓ Reduce negative environmental impact, especially to air quality, municipal waste management and others.

Municipalities	Actions	Results
Nampula	<ul style="list-style-type: none"> ✓ It has the territorial planning, but it has problems in implementation by land invaders and disordered constructions. ✓ Relocated families, benefited with DUAT's and houses for the construction of a protection barricade for the railway, improvement of green areas. ✓ The waste collection covers 16 neighbourhoods; in the remaining neighbourhoods there is no coverage due to lack of access. 	<ul style="list-style-type: none"> ✓ 150 families from 33 organizations ✓ A garden ✓ 930 m3 of waste collected per day

Municipalities	Actions	Results
Nampula (Cont.)	<ul style="list-style-type: none"> ✓ Project under execution funded by the Italian cooperation (Nampula cleaner, it consists of: i) Construction of a landfill ii) Training of 575 women from 12 associations to select waste and improve the sweeping technique. 	
Chimoio	<ul style="list-style-type: none"> ✓ Land division and massive allocation of DUAT, which improved housing conditions. ✓ The municipality no longer has land available, so they only deliver DUATS to deprived families. To do this, they talk to land owners so that they may transfer to the deprived families and the municipality helps to formalise property rights. ✓ Construction of roads and bridges, which improves the city traffic conditions. One of the priorities is to open and expand the access routes to link the neighbourhoods. ✓ Public transport: Acquisition of means for public transport that facilitates the movement of people and goods. ✓ They promoted the association of motorcycles that provide this service, which reduced accidents and improved equipment. ✓ Construction of gabions in places of occurrence of erosion, planting of shade trees and fruit trees. All this to achieve environmentally appropriate situations. ✓ Improvement and preservation of the existing gardens, because this improves environmental conditions ✓ They collect the door to door waste in the consolidated area. In other neighbourhoods, there are teams of people who collect waste because vehicles can't reach those places. The municipality has containers and collect them according to the schedule. ✓ There is an agreement with Coca-Cola to recycle plastic bottles which pollute the environment. ✓ The main challenge is the construction of landfill site. 	<ul style="list-style-type: none"> ✓ 35.600 families in the last 5 years ✓ 363.000 people pass through (the last 5 years) ✓ 12 vehicles and 65.000 people would benefit (n the last 2 years) ✓ 363.000 people in the last 4 years ✓ 45.000 beneficiaries in the last years ✓ 363.000 people in the last 4 years
Dondo	<ul style="list-style-type: none"> ✓ 1350 Families affected by cyclone resettled in safe places, post-IDAI. Other legalizations are pending to ensure they are done in safe places. ✓ Together with UN HABITAT will prepare a project and the post cyclone reconstruction plan. There are four models of resilient constructions: i) how to rehabilitate the affected houses: ii) how to reinforce them; iii) new construction with conventional materials; iv) new construction with local materials. ✓ Local craftsmen and house owners were trained (in theory and practice) in resilient reconstruction and they already have material suppliers to ensure their quality. Search for funding. ✓ Maintenance of green areas, such as parks and squares and they are planting the acacia seedlings for city afforestation ✓ There is a municipal company that links Dondo to Beira, it is their main market. 	<ul style="list-style-type: none"> ✓ DUAT granted to almost 2000 people ✓ The post-cyclone reconstruction plan and 4 resilient houses ✓ 10 craftsmen certified in resilient construction ✓ people who travel per day / month / year in the vehicles

Municipalities	Actions	Results
Dondo (Cont.)	<ul style="list-style-type: none"> ✓ In coordination with the police, they control public transport (mini- buses and motorcycles). ✓ They collect partial waste because they don't have means for that, there is difficult access to some neighbourhoods. ✓ Where they deposit the waste, it is 20 Km from the city ✓ The municipality promotes cultural events, an annual festival and traditional festivities, such as carnival, sponsored by private sector partners. 	<ul style="list-style-type: none"> ✓ There is a total waste collection in 4 neighbourhood; in 6 markets ✓ 63 dance groups, 27 musical groups, 2 theatre and 1 band
Nhamatanda	<ul style="list-style-type: none"> ✓ Due to cyclone, 1050 people were resettled. The municipality formalised the land (DUAT), but the families still live in the tents, because there is no money to build their houses. ✓ There are models of training in construction of resilient buildings. They are now looking for partners to build houses for poor families affected by the cyclone ✓ Paving of the city centre roads. ✓ The collection of partial waste due to problems of access some neighbourhoods and lack of tools. They have no containers and improvise with drums. ✓ The waste is deposited in an open air dump, located about XXXkm from the city. 	<ul style="list-style-type: none"> ✓ 178 families received DUAT ✓ 450 MZN per year ✓ In 10 neighbourhoods they collect waste without much regularity, but in 2 of them they do not have this service
Mandlakazi	<ul style="list-style-type: none"> ✓ Paving and improvement of city roads. ✓ Improvement of green spaces. ✓ The collection of waste exceeds the capacity of the municipality, in relation to the number of containers, available vehicles and accessibility to the neighbourhoods. They collect waste only in 6 neighbourhoods. 	<ul style="list-style-type: none"> ✓ 4 neighbourhoods 1 rehabilitated playground ✓ In 40% of the neighbourhoods waste is collected
Quelimane	<ul style="list-style-type: none"> ✓ They built resistant houses in one of the most vulnerable neighbourhoods affected by natural disasters (wind and floods) that were delivered to vulnerable families. These houses also serve as a model for families to build or rebuild resilient houses. ✓ They built latrines for neighbourhoods with poor families in order to reduce open defecation. ✓ Improving green spaces and rehabilitation of neighbourhoods entrances. ✓ They collect garbage from neighbourhoods they have access to. Their priority is the construction of municipal landfill site and the purchase of containers. ✓ An urban sanitation programme is running, funded by the World Bank, it consists of i) construction of public toilets; ii) extension of drainage ditches. ✓ There is a plan of building up a waste water treatment station and a project to build a municipal landfill site, in coordination with the provincial government. ✓ They have a transport company that operates inside and outside the municipality and they regulate private operators of vehicles and taxi bicycles. 	<ul style="list-style-type: none"> ✓ 12 resilient houses and 12 families benefited ✓ 70 latrines for 5 neighbourhoods ✓ 1 park and improved routes ✓ The waste is collected from 81% of neighbourhoods (43 out of 53 neighbourhoods)

Municipalities	Actions	Results
Manhiça	<ul style="list-style-type: none"> ✓ 6,454 DUATS were granted and 4,325 works were licensed. ✓ Waste collection started in 2014 with 6 containers in 4 neighbourhoods, they now have 23 containers and can reach 11 neighbourhoods. The problem is lack of staff, they have only the trucks and a power shovel. The service will be expanded by the acquisition of 2 container trucks and 32 waste containers. ✓ 3 buses were bought for the transportation of people and goods; 122 private taxis were licensed for local public transport. ✓ Opening and improving 98,200 meters of access routes; land-planning of 62,425 meters of access routes. ✓ Paving of 2,015 meters of road and rehabilitation of the municipal garden. 	<ul style="list-style-type: none"> ✓ 10,779 residents ✓ Waste is collected in 52% of the neighbourhoods ✓ 79,254 ✓ 62,500 citizens
Pemba	<ul style="list-style-type: none"> ✓ It has designed the Vulnerability Map and the Letter of recommendations that outlines the necessary adaptation measures. This way, the Local Adaptation Plan was also designed, and the community was aware of adaptation measures ✓ 10 models of resilient houses were built and there are local craftsmen trained in resilient construction techniques, ✓ Community adapted in construction of Green Belt (Green Infrastructure) to slow down the impact of strong winds due to climate change. A community nursery was also created for the production of mangroves and beef wood. (check context) ✓ It has designed the Integrated Plan for Solid Waste Management and the community has been made aware about the topic. 	<ul style="list-style-type: none"> ✓ 200.529 ✓ 10 modelos de casas resilientes construídas e artesãos locais treinados ✓ Cidade a caminho do reflorestamento
Moatize	<ul style="list-style-type: none"> ✓ They do not have a map of the municipality and its defined limits, so the houses are built without prior project and without right of having DUAT. ✓ Every year they pavement some kilometres of roads, but they are not enough for their needs. There are two squares that are being rehabilitated with their own resources. ✓ There are 26 containers that are distributed only in the old neighbourhoods where the garbage is deposited then collected by the only truck. 	<ul style="list-style-type: none"> ✓ No information
Massinga	<ul style="list-style-type: none"> ✓ Awareness of the citizens to build houses following legal procedures to reduce the disorganized buildings. ✓ Awareness among hauliers to respect traffic rules and the set up passenger load limit to reduce the accident rate. ✓ To develop plans for environmental management, sanitation and integrated solid waste management. 	<ul style="list-style-type: none"> ✓ 20645 citizens ✓ 169 hauliers ✓ 8935
Quissico	<ul style="list-style-type: none"> ✓ 278 DUATs were issued and 718 stands were divided for housing, to ensure secure land and housing ownership. ✓ The public transport terminal at the Mercado 1o de Maio was reduced; in 2016 the hauliers were redirected to safe places for the security of the passengers. 	<ul style="list-style-type: none"> ✓ 996 beneficiaries in 5 years ✓ All citizens

Municipalities	Actions	Results
Quissico (Cont.)	<ul style="list-style-type: none"> ✓ To ensure maintenance and sanitation in the gardens and parks, conditions were created for leisure for the citizens and an improved outlook of the village. ✓ Rehabilitation of Miradouro of the Vila de Quissico, construction of public toilets, requalification of the municipal pitch. ✓ Paving of 1,150 km of access roads and landscaping of 22 km of access roads to ensure good circulation of people and goods. ✓ Construction of 3 aqueducts. ✓ Permanent cleaning days for the elimination of waste concentration hotspots. ✓ Soil repositioning in degraded sites by erosion and community awareness for mitigation of erosion impacts. 	<ul style="list-style-type: none"> ✓ All citizens ✓ Citizens in general
Maxixe	<ul style="list-style-type: none"> ✓ They do not have a plan, but the urban planning is carried out with the marking of the plots, in coordination with the neighbourhoods. ✓ Paving and opening of new access routes through the landscaping. ✓ The waste collection is partial due to the lack of vehicles; waste is collected in those nearby neighbourhoods having containers. They do not have municipal landfill site. ✓ Dogs vaccinated against rabies. 	<ul style="list-style-type: none"> ✓ Demarcation of 4300 plots is planned for 2020 ✓ 13 neighbourhoods covered by waste collection. ✓ 1070 dogs per year
Chókwè	<ul style="list-style-type: none"> ✓ Opening of accesses to neighbourhoods. ✓ Awareness workshop for families to live in safe areas. ✓ Public transport is provided by private individuals, but the municipality regulates to provide greater security for citizens. 	<ul style="list-style-type: none"> ✓ 8 neighbourhoods
Xai-Xai	<ul style="list-style-type: none"> ✓ DUATs delivered for housing and production, which contributes to formalising property rights and more organised expansion ✓ 147 Connections to the waste water drainage system only in the lower and old parts of the city. In elevated areas there is a combined system of septic tanks, improved latrines and traditional latrines (many units have no cleaning services, odours and problems with vectors) ✓ Waste collection is done in two systems: i) Door to door in the old neighbourhoods and with easy access and using containers in markets, squares and defined transfer places; and, ii) Primary collection using handcarts. 	<ul style="list-style-type: none"> ✓ 1016 beneficiaries last year ✓ 90% of coverage in both modalities ✓ 59% coverage
Boane	<ul style="list-style-type: none"> ✓ Two advances: the urban structure plan to be approved by the Assembly and a Solid Waste Plan. ✓ The settlement is untidy, so in one of the most populous neighbourhoods, its streets are very narrow, this prevents vehicles from reaching for waste collection. But the city has built access roads to almost all neighbourhoods. 	

Municipalities	Actions	Results
Boane (Cont.)	<ul style="list-style-type: none"> ✓ The construction of a closed space for cultural events is priority, because all events are outdoor. ✓ They have a Villa Verde project, to plant one million trees. With the Agrarian Institute they cultivate seedlings that are delivered to be planted in the municipality. ✓ For waste collection, they face problems related to equipment, staff and infrastructure. The population growth of the municipality makes the problem worse, the neighbours do not help because they do not separate the waste. They are looking for partners to build a municipal landfill. 	<ul style="list-style-type: none"> ✓ Waste collection reaches 33% of neighbourhoods (11)
	<p>Procedures Facilitation</p> <p>1. Massive Formalisation</p> <ul style="list-style-type: none"> 2. Formation of New processes 3. Conflict resolution 4. Extension of DUATs 5. Works Supervision <ul style="list-style-type: none"> 1. Master Plan 2. Route Allocation 3. Identification of spaces to be used as bus terminals 4. Identification of rotative parking spaces <p>2. Promote construction of children's play grounds.</p> <ul style="list-style-type: none"> ✓ PCMC Cities and Climate Change Project 	<ul style="list-style-type: none"> ✓ 1347 people ✓ All citizens and passers-by

6.10. SDGs 16: STRONG INSTITUTIONS



Building and strengthening responsible, effective and transparent institutions at all levels of government is the basis for achieving sustainable development. As public resources are best managed, greater fairness and peaceful societies will be achieved.

- ✓ Substantially reduce corruption and bribery in all its forms.
- ✓ To develop effective, responsible and transparent institutions at all levels.
- ✓ To ensure responsible, inclusive, participatory and representative decision making at all levels.

Municipalities	Actions	Results
Nampula	<ul style="list-style-type: none"> ✓ Reform of management tools: <ul style="list-style-type: none"> ○ To move to a digitalised administration and better revenue control. ○ Construction taxes revision (they are too low) to implement urbanization programmes. ○ Registration of small and medium-sized enterprises (categories A, B and C) to optimize the charge and contributions and to organize the support. ✓ Participatory decision-making Tools: ✓ Participatory planning: Practised in the five-year plans and also in updating the priorities carried out annually, that is, the annual plan. ✓ Participatory budget: 10% of the own budget is distributed among the most deprived neighbourhoods to execute a priority project by the neighbourhood. In construction, the residents participate in the inspection. ✓ Community scoring card: The quality of a prioritised service is classified by filling in a card (councillors and residents of the selected neighbourhoods) based on the results, the recommendations for a better provision of the analysed service are made. ✓ Municipal Observatory: Composed by the Mayor, a secretary and a member from each neighbourhoods. They meet twice a year. The first, they have a look at what had been planned. Second, they evaluate what was executed (a meeting of 120 to 130 people) ✓ Participatory meetings: They are participatory meetings with 3,000 to 7,000 people, they are a kind of accountability meetings. 	<ul style="list-style-type: none"> ✓ Larger collection of revenues ✓ The civil society involved in municipal management promotes greater transparency efficiency
Chimoio	<ul style="list-style-type: none"> ✓ The organizational structure allows a coordinated work between all the City Councils and the interventions are comprehensive. ✓ Tax collection system-SISCADI (www.siscadi.com/imposto) grants a number of contributors to each citizen. The access to the system for payments is by the mobile phone or computer. It also includes information about the neighbourhoods' projects. ✓ They take advantage of all fairs to inform about the system and have agreements with radios and TV for broadcasting. ✓ The notifications, according to the fiscal calendar are via SMS. 	<ul style="list-style-type: none"> ✓ Since October 2019, it has 60,000 registered members, the goal is to reach 120,000 ✓ Cash and goods support for social topics

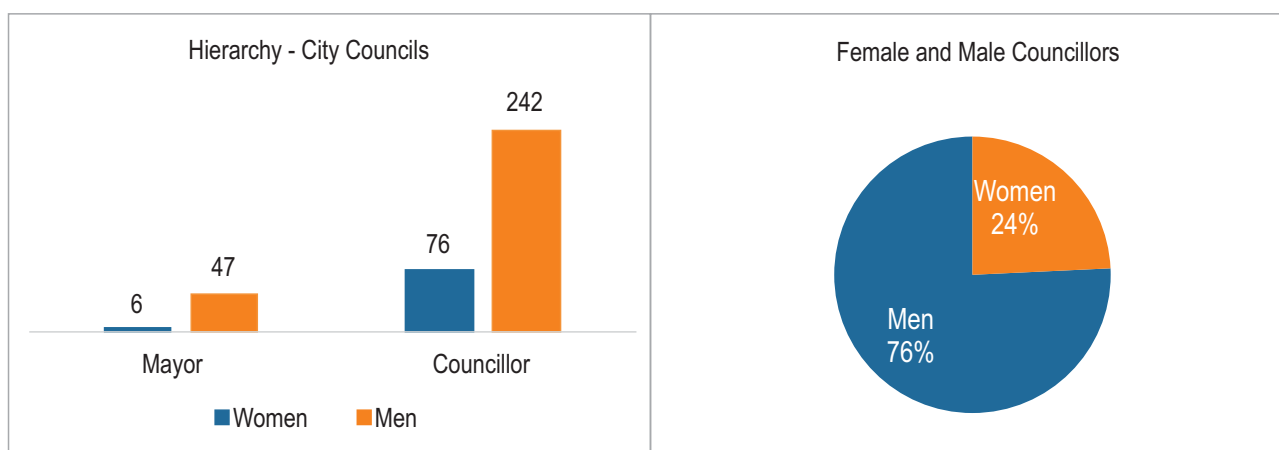
Municipalities	Actions	Results
Chimoio (Cont.)	<ul style="list-style-type: none"> ✓ Through the Public Relations Cabinet, partnerships or collaborations is promoted with the business community ✓ The municipal assembly inspection task includes visits to the construction site to verify whether the execution is appropriate. They also analyse the recommendations of the audits ✓ They promote transparency with i) daily publications of collected revenue; ii) disclosure of information of public utility (www.cachimoio.com); ii) timely disclosure of the activity plan (www.siscadi.sisgem); iii) Actions to assist residents outside the Office (in the neighbourhoods, streets, avenues); iv) Fixing useful information in public places. ✓ Participatory planning and budget: The committees collect information about the problems of the neighbourhoods At the base of the register per neighbourhood, 10% of the revenue of each neighbourhood is intended for a work prioritized by them. The dispersed neighbourhoods' area have more necessities. 	
Mandlakazi	<ul style="list-style-type: none"> ✓ They promoted the creation of the forums of women, young people and children (50 people each) ✓ The Municipal Consultation Forum gather the demands of the other forums, it is composed of representatives of the neighbourhoods At the first annual meeting, they evaluate the administration and at last, they consolidate the planning for the following year. ✓ In the annual participatory planning, the destination of 70% of the municipality's budget is decided. 	<ul style="list-style-type: none"> ✓ Civil society involved in municipal management (planning and social control)
Quelimane	<ul style="list-style-type: none"> ✓ The House of Law (<i>Casa de Direito</i>) was created to provide legal advice in cases of violence and to defend the rights of children, women and young people. The universities support with students and teachers in this task. ✓ Establishment of a Neighbourhood House (<i>Casa do Bairro</i>), where citizens gather to discuss their problems. 	<ul style="list-style-type: none"> ✓ Children, women and young people ✓ Greater involvement of civil society
Moatize	<ul style="list-style-type: none"> ✓ To improve the collection of taxes and fees, it is necessary to raise awareness of the citizens and to train employees. ✓ The vehicle tax should be paid in the municipality where vehicles circulate. 	
Maxixe	<ul style="list-style-type: none"> ✓ An Advisory Board in which councillors, neighbourhood representatives and assembly members participate to collect priorities that will be included in the plans. 	<ul style="list-style-type: none"> ✓ Involvement of society and greater coordination
Boane	<ul style="list-style-type: none"> ✓ They invested the participatory budget in the administration of 2018 (13% of their own revenues), in order to meet the priorities of the neighbourhoods and among the priority projects: the wall of a school, rehabilitation of the water system 	<ul style="list-style-type: none"> ✓ Involvement of civil society

Municipalities	Actions	Results
Boane (Cont.)	✓ They received from the municipality with collections of 380,000 Meticaís; however, in the first year, they had already reached 1,700,000 and in 2019, they got 31 million.	✓ Increase of collections by more than 400%

7. ANALYSIS OF GENDER FOCUS IN DECISION-MAKING LEVELS IN THE 53 MUNICIPALITIES

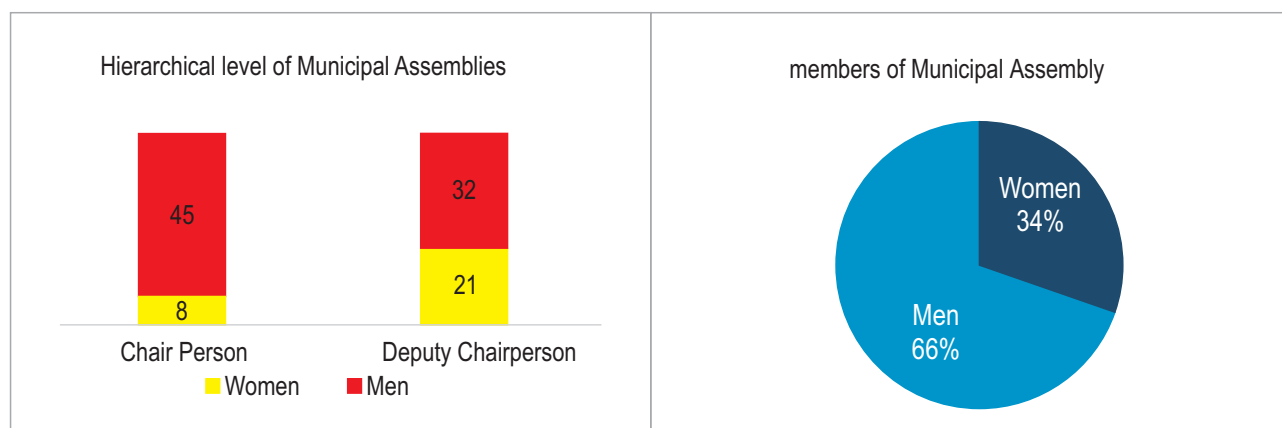
After the elections in October 2018, in Mozambique, only 6 women (11%) had been elected Mayors, an important position of the Municipal Executive, responsible for the management, for the implementation of programs and projects to improve citizens' lives.

The Municipal Executive are the Councillors, who are appointed by the City Mayors. In this position, a greater participation of women is evident, since almost a quarter of councillors are women (24%). However, most women hold the councils which are responsible for the social area, to a lesser extent those of the Administration and Finance. The other councils are mainly held by men.



Councils	Vereadoras por Sector
Administration and Finance	11
Economic Activities	9
Construction and Urbanisation	2
Transport and Communication	2
Social Affairs (Gender, education, health, water and the environment, culture, legal affairs, decentralisation, employment and HR)	52

Regarding the Municipal Assembly, there is a similar situation, because only 8 women are Mayors (15%). If we look at the following hierarchical position, that is, the Vice-Presidency of the Municipal assembly, the situation improves, because 21 women hold this position, which represents 40% of the total.



The participation of women in policy making has risen in the last years, but it still remains reduced in the municipal decision-making positions. This is explained by the obstacles that persist for women to engage in politics. On the one hand, the socio-cultural prejudices rooted in many women who consider that men, by nature, should take decision-making positions, that it is not appropriate to explore areas because they do not have qualifications or skills. This is reinforced by men who still have this prejudice, those who instead of supporting their wives, daughters or friends in politics, advise them to stay out from this activity, the worst issue is, if they are at their reach, they prevent them from their admission. There is also a lack of commitment on the part of political parties to integrate women into their ranks; given that many men are not yet aware, convinced or do not adapt to women's incursion into politics.

Many countries, in order to deal with these difficulties, have established through law the parameters for the participation of women in electoral processes and in the appointment of decision-making positions; among others.

The role of women in society is another obstacle, because due to stereotyped beliefs, since childhood they are overloaded with work (productive, reproductive and community), which prevents them from studying and improving. Consequently, the high rate of illiteracy of women is higher than that of men and this situation worsens in rural areas.

Despite this panorama, it is encouraging to see that many municipalities, despite their limited resources they are carrying out activities to achieve greater gender equality, namely:

- ✓ To empower women in their rights, to prevent from all types of violence and to support the victims.
- ✓ To create measures for the municipality, such as those of Chimoio, Nampula, Mandlakazi and others, to contract a growing number of women employees, both in technical positions and in decision-making sectors.
- ✓ To support women with technical training that allows them to create entrepreneurship initiatives, in order to overcome economic dependence and achieve true empowerment.

The situation of women in the municipalities analysed being similar to what happened in the 53 municipalities, it can be noted that although women are advancing in political participation and in decision-making sectors, there is still a long way to go to achieve greater gender equality.

8. GOOD PRACTICES

It is highlighted that all the work from the sixteen municipalities is developing, because of a lot of creativity and financial limitations encourage them to endeavour some effort to improve the lives of the citizens. Noting that many of the municipalities that have been visited are permanently affected by natural disasters, which in many cases involve the setbacks and solution of problems that have already been considered overcome.

Among this set of good actions, those that were outstanding in this document were selected and listed under the name of good practices due to the results and effects in relation to the beneficiary population or municipal management. The objective is to present them broadly, so that they become learning opportunities and actions for other municipalities. Note that, before imitating a good policy, program, project or action, it is essential to carry out an analysis and adaptation of the context to obtain positive changes.

Chimoio: Fees, Tax and Transparency Oriented Partners SDGs 16 and 17

The strategy of Chimoio Municipality to “not leave anyone behind” turns in two directions, to improve its management by promoting transparency and involving several sectors:

The First. In the computer system that was selected for the collection of fees and taxes, is always linked to transparency and accountability to the municipality. The result in the first six months of implementation was to register 60,000 citizens out of 120,000, this number is intended to be covered by the end of 2020.

The computer system used, the SISCADI (www.siscadi.com/imposto), allows charging in a telematics way. Taxpayers have access to the system via mobile phone or computer to make payments. It includes a tax calendar and notifications are sent to citizens by SMS. Printed notifications are sent in only a few cases, usually to the dispersed area and always accompanied by activists or community leaders who oversee the conveying of information.

On the other hand, the system also allows taxpayers to see the work being done by the municipality in their neighbourhood. When citizens see their contributions being reflected in the works of their neighbourhoods; tare encouraged to pay taxes and fees. Information shared with taxpayers includes: i) the start and end date of the project, ii) the works under construction (building, street, bridge or other), iii) the name and mobile number of the person responsible for the work. Thus, the citizen can monitor the works of the municipality.

On the street of the Municipal Council building, there is also a table that contains useful information that one wants to communicate to the community, such as the fiscal calendar, the procurement processes of goods and services and staff.

The Second. The Mayor promotes the participation of the private sector in municipal management, which implies direct collaborations of entrepreneurs who work in the municipality with different councils or directorate of the Council. An office was created for monitoring the initiatives of the private sector, its staff is responsible for streamlining the procedures of entrepreneurs (access to services, payment of taxes, legalization of companies or others), but within the legality and transparency. As a result, these companies are the ones that provide the contributions, in cash or in any kind, to support children and women in vulnerable situations. This action is part of the SDG17, which establishes that the fight against poverty, should be a joint effort between governments, the private sector and the civil society.

Dondo: Building Resilience from appropriation and partnerships - SDGs 13 and 11

One of the affected municipalities was the municipality of Dondo, after Cyclone IDAI in 2019 that directly affected Sofala province, producing countless losses of lives and goods. After this incident, they worked for the creation of the “Action Framework for Resilience”.

Throughout the process of achievement of the City RAP Tool, the technical team of the municipality in conjunction with the municipality's leaders and communities worked on the “risk mapping and vulnerability of Dondo City”.

The importance of this Framework is not only linked to this achievement, it is also linked to the appropriation by the Municipality, considering that the Municipal Assembly approved the Resilience Framework of the municipality, framework and the main revenue sheet for the coming years on resilient actions.

The support of the United Nations Human Settlements Programme (UN-Habitat) and the Sub-Regional Technical Centre for Disaster Risk Management, Sustainability and Urban Resilience (DiMSUR) has been very important.

Boane: One Million Trees Program – SDG 15

In 2017, the municipality of Boane launched the "Boane, the greenest municipality" program, with the support of Mozal. Its objective is very large, planting one million trees. The initiative is in the scope of SDGs 15, protection, recovery and sustainable promotion of ecosystems.

The municipality coordinates the delivery of seedlings and sensitizes schools, neighbourhoods and leaders organizations about the importance of reforestation, environmental conservation, as well as the benefits it generates for the community, mitigating the effects of climate change. Thus, the municipality, with the direct participation of the community, is working in the environmental education process of communities to prevent the loss of biodiversity, recover forests and achieve a more sustainable environment.

Nampula and Maxixe: Agricultural Production Programs – SDG 2

The municipalities of Nampula and Maxixe are implementing programs to promote agricultural production. Thus, the municipality of Nampula's support is comprehensive in the formalisation of land law for agricultural production of poor families, delivery of seeds, other inputs to these families and also 35 associations of small farmers. Support similar to PITA's agents, who receive grants to promote small local production gardens.

In the municipality of Maxixe, producers are supported with agricultural inputs (seeds, pesticides, tools and watering cans) and also with cleaning irrigation channels. The technical assistance provided guarantees of the correct use of production techniques.

They promote the production of goats and cattle through a program that consists in delivery of a goat couple to families, when one will have reproduced the animals, the beneficiary families return another couple of these animals to the municipality, so that they are delivered to another family, ensuring the sustainability of the program. Additional support is the delivery of veterinary supplies, such as dewormers and vaccines.

The municipality of Maxixe also has staff that trains fishermen in sustainable fishing and builds mangroves to protect the production of fish and seafood.

Mandlakazi: Citizen Participation and Gender - SDGs 5 and 16

In the town of Mandlakazi, the participation of citizens from different sectors and age groups is promoted actively, so that municipal management meets the expectations of the community. The mechanism is to hear their concerns and proposals in forums and debate platforms. Recognizing the importance of dialogue and the proximity of municipal authorities with citizens, as key to good municipal governance.

In this way, there are forums for children, women, young people and citizens in general. For example, the children's forum is attended by 50 members, they meet in the neighbourhoods and the authorities participate in these forums to listen and learn about their needs. The demands are forwarded to the General Forum, where all proposals are analysed and prioritised for subsequent presentation in decision-making forums, which are the ones that finally evaluate based on feasibility and availability of resources, promote the implementation of actions.

There are also actions aimed at generating income for women, which in turn promote their empowerment. For example, groups of women who produce fabrics, crafts or foods are constituted to sell on fairs and other public places, which in turn aim to raise awareness of women integration in private productive sector.

Manhiça: Water Program - SDG 6

Manhiça municipality acknowledges the great importance and the need to increase and implement actions for the supply of water in the Municipality, it has been implemented with the support of the ONGAWA organization, different actions focused on strengthening water supply network in the municipality.

The main actions developed: i) have a department inside the municipality, specialized in public water management; ii) have installed counters for better calculation in the collection of consumption; iii) water storage capacity has been increased to 90,000 litres from the previous 20,000 litres, the construction of a 42,500 litres elevated tank that contributes to this objective of the municipality; iv) it has also opened 56 manual pump holes accompanied by water management committees, Community committees which are responsible for the management of boreholes.

Finally, it has built latrines in schools and markets.

The Law and Citizen House of Quelimane - SDG 16

The "House of Law and Citizen" was created to support the timely access of Quelimane citizens, especially those in vulnerable situations, free legal advice and justice, in order to promote and ensure the exercise of their rights. Preventive strategies on violence are also developed and other issues that make co-existence more difficult.

They promote conflict mediation activities, legal monitoring, conduct advocacy and training actions to communities for the promotion of human rights. Its work is promoted in partnership with several neighbourhood associations, organizations and civil society

It was an initiative of the Quelimane City Council with support of the French Embassy, the Human Rights League, local civil society and RENADEM (French National Network of Access to the Right of Mediation).

Establishment of Internal Control in Quissico: Efficiency and Transparency

In the scope of the SDGs, one of the first steps is to achieve more efficient and transparent institutions at all levels, so that they can work for the common well-being. It is for this reason that the decision of the Quissico PCM to establish internal control in this municipality, with the conviction of providing information for decision-making to the managers at all levels, and safeguarding the interests of the organization, was made. This is besides collaborating in defining its responsibilities, providing analyses, evaluations, and recommendations and, above all, timely information.

In compliance with Article 14, paragraph 1, al. c) of the Regulation of the Organization and Operation of Technical and Administrative Services of Municipalities (ROFSTAM), approved by Decree no. 51/2004, of 1st of December), the City Council of Quissico established the Municipal Inspection as one of its organizational units. The municipality conceived Municipal Internal Control as a unit that carries out administrative process, control activities and internal audit. The Municipal Internal Control Concept document, prepared by the City Council, defines internal control, as the role of the Mayor and the conditions for its establishment on necessary human and material resources

The implementation of the concept involved the elaboration of the organic statute of the CIM which was approved by the Municipal Assembly. As a culmination, a physical space has been made available for the operation of the MCP, technicians have been appointed to carry out internal control tasks only, and furniture and necessary computer equipment for the performance of the inherent functions have been made available.

The process of training technicians takes place on administrative and financial inspection procedures, establishment and monitoring of controls in the different municipal processes

This experience is being supported by the Good Financial Governance Project (BGF), with the same methodology and pace, it will also be expanded to the municipalities of Vilankulo, Marromeu, Gorongosa and Nhamatanda.

9. SUPPORT OF PARTNERSHIPS IN MUNICIPAL DEVELOPMENT

The SDGs 17 is an appeal to strengthen alliances, in order to mobilise resources to implement programmes, projects and activities aimed at sustainable development. The municipalities of Mozambique are working on this line, as they all promote the formation of effective alliances in the public, public-private and civil society spheres. In this way, as their budgets are limited, they are taking advantage of their partners experience and also receiving additional funding to implement their plans in the medium and short terms.

Organisations with different visions and missions are found throughout the country, the main ones are:

- ✓ ·Non-governmental organisations (NGOs) and foundations: In the reported cases, they are mostly international such as ONGAWA, LVI and AVSI.
- ✓ ·The National NGOs that can be highlighted are MUCHEFA (Community Based Organisation) and MASC Foundation.
- ✓ ·The Cooperation Agencies: They are also present in municipalities, such as USAID, GIZ- Germany Cooperation, the European Union and all the United Nations' organisations, such as UNHabitat.

The most supported actions by partners are those focused on access to water, urban planning, infrastructure development and actions to protect children and vulnerable populations

It was found that some international financial institutions support the implementation of activities in more than one municipality in the same components, which is due to a support programme for municipalities such as the World Bank and KWF.

The private sector is another key actor for the implementation of any initiative in the municipal territory. Although there were municipalities that reported support for these initiatives, there is still little involvement or mobilisation of them, particularly on the issue of implementing ODS initiatives.

However, municipalities such as Chimoio are advancing rapidly in the consolidation of public-private alliances, since most part of their social policy is co-funded by businessmen operating in the municipality. This achievement is the result of hard work of the municipal executive which, after restructuring, optimized customer service processes and today it generates trust and its management is classified as efficient and transparent.

In relation to the academy, it is possible to notice, as it is concerned, some involvement, although it has not been clarified how these forms are involved.

10. CONCLUSIONS

As stated throughout the document, although municipalities do not implement the SDGs in a structured manner, they have actions that contribute to the achievement of these goals.

An important aspect that was highlighted in the analyses of the survey results is that all municipalities plan and implement actions related to the SDGs, without necessarily having made the full alignment of the 2030 Agenda in their Annual or Five Year Plans.

That is explainable because the competences of municipalities are closely related to the SDGs and besides that, according to the research and interviews carried out, the commitment of the authorities and technicians to the 2030 Agenda is clear.

However, it is clear that their budgets are insufficient to address their multiple problems; as in recent years have become more acute due to natural phenomena, cyclones, floods and droughts, which have destroyed the public and private infrastructure, they left many orphans and there were losses in the productive activity.

Municipalities recognize the need to increase local revenues, increase coverage and improve tax and fee collection systems, but they know that this is not an easy task, not only because of its limited capacities in terms of human resources and equipment, but because a large percentage of citizens live in poverty and cannot pay and those who can make payments do not have tax awareness and, in many cases, have outstanding debts with the municipality.

With regard to the issue of lack of resources, the highpoint is the commitment and creativity of many authorities who have partnered with private companies to finance, mainly social protection policy, such as the provision of school supplies to deprived orphan children, market baskets and even materials and machines to carry out priority infrastructure works.

International cooperation reaches the most remote municipalities and is financing important projects, in many comprehensive cases and benefiting a group of municipal governments.

In the collection of primary information, it was evident that municipalities prioritize four SDGs, namely SDG6 (Water and Sanitation), SDG3 (Health), SDG11 (Sustainable Cities) and SDG1 (Poverty). However, they run programmes, projects and activities related to ten out of the seventeen SDGs, namely:

- ✓ **SDG1 and SDG2:** in municipalities there is a very poor population living in vulnerable conditions, this situation worsens in municipalities affected by natural disasters, where many families were left in streets or even orphan children. For this reason, municipalities strive to allocate resources and serve at least these groups with food or market baskets.
- ✓ **SDG3:** Although the transfer of competence in health has not yet been implemented, municipalities are building health centres with their own resources, given the need to expand the coverage of this service. They also conduct workshops to promote preventive health, not only of diseases, but also related to family planning and prevention of unwanted pregnancies.
- ✓ **SDG4:** In education, there is still no transfer of this competence yet, but municipalities are building classrooms in schools, due to the demand of the same population, for in some schools there are up to 100 students per classroom. Municipalities also provide desks and school materials.
- ✓ **SDG5:** Much work is being done to achieve greater gender equity, highlighting actions aimed at promoting entrepreneurship for women under the premise that with greater economic independence, it is possible to advance gender equality.

- ✓ **SDG6:** For most municipalities, the main concern is supply water, as the system partially reaches the neighbourhoods of the central part of cities and communities and the peripheral neighbourhoods need to be served by the municipality with additional systems, fountains and opening of boreholes. There are also municipalities where FIPAG does not reach, so the responsibility of supplying water to those places lies with the municipality (such is the case of Quissico and Nhamatanda).
- ✓ **SDG8:** For municipalities it is a priority to develop economic activities, linked to food security, so they develop activities to support agriculture, fisheries and cattle breeding. Similarly, entrepreneurship linked to job opportunities.
- ✓ **SDG11:** As a broad objective, municipalities' actions include concession of DUATs (land use rights), solid waste collection services; rehabilitation of roads and accesses to neighbourhoods, opening and refurbishment of roads, public transport and environmental protection.
- ✓ **SDG16:** Institutional strengthening is not a very common task, with the exception of Chimoio municipality. Nonetheless, and in relation to this goal, it is perceptible that most municipalities promote citizen participation in management.
- ✓ **SDG17:** Due to limited resources, most municipalities are consolidating partnerships, not only with cooperation agencies, but also with private businessmen, churches and other actors who provide technical and financial assistance.

During visits, there were also identified best practices which should be disseminated in other municipalities, to promote their replication, such as the good administration of the Chimoio municipality or the broad support to the productive activity in Quissico. ANAMM, in its permanent relationship with all municipalities, becomes a key actor, not only by disseminating these experiences, but also by providing the necessary support.

Although municipalities show their commitment to the Sustainable Development Goals and are implementing programs and projects aimed at achieving these international commitments, there are obvious deficiencies to appraise the results. The main problem is that there is little practice in the management of indicators, besides statistical information which allows the monitoring and evaluation of results. In this context, it is necessary to start improving statistical data and also evaluate management based on indicators.

11. RECOMMENDATIONS AND CHALLENGES

For an effective localisation of the SDGs in municipalities, it will be necessary to create capacity and related funding mechanisms in initiatives such as:

Awareness and communication campaigns. Information, knowledge and awareness of the SDGs are crucial for the appropriation of policy decision-makers, technicians and citizens in general. Communication, through various materials, is a fundamental tool in mobilizing and transforming for the commitment to localization of the SDGs. ANAMM has great potential to explore this component in most varied forms, both through its communication platforms, audio-visual production and other types of materials suitable for this purpose, and through the vast network of national and international partners.

Development of a SDGs Localisation Strategy in municipalities. Although ANAMM is striving for the localisation of the SDGs in municipalities, it is suggestive that an instrument should be created to methodologically guide this process. Recognizing that the realities of municipalities are different, this instrument will illustrate a broad and diverse roadmap of the stages and needs of the localisation process.

Training of the elect and municipal technicians. These initiatives have already started at ANAMM, however, there is a need to strengthen training sessions both at the decision-makers and technical levels, considering the high mobility and turnover of technicians in municipalities. It is important that knowledge is not limited, as it is the case so far, in planning technicians, but in all executives so as to facilitate cooperation and interdepartmental complementarity in the different sectors/councils, which are responsible for prioritizing and implementing programs, projects and activities.

Follow-up and monitoring. The training sessions so far organized by ANAMM, with regard to the SDGs, need to be complemented with a strategy to follow up the implementation, which requires technical and material resources, hence the need to strengthen the action. This document reports on a number of initiatives closely linked to the SDGs, thus the opportunity and need for such follow-up and monitoring, which can in a large extent, result in the systematisation and dissemination of best practices as well as support in replication by ANAMM. A framework of duly established indicators will also be important for this action.

Support for specific projects. Although there is a diversity of topics, within the 17 SDGs elected by municipalities and with specific activities, SDGs 1, 2, 6, 8, 11, 13 and 16 are some that need a boost for their acceleration and in this exercise it is important to look and align them with the national agenda as well as the recent lessons learned from the two extreme events, cyclones Kenneth and IDAI. This boost should be done through technical and financial support of all central actors in this process, namely the Government, cooperation partners, private sector and the academy.

- ✓ Financing mechanisms. The above-mentioned initiatives require some creativity and, above all, some funding, and this could come from three sources:
- ✓ From the municipalities themselves, through an increase of their own revenues, whose collection would result from the strengthening of their capacities (human resources, equipment, telematic and, when appropriate, creation of tax units); likewise, through training and awareness actions for citizens, who could also be encouraged to pay fees and taxes if they see that those resources are then used for programs, projects or activities that improve their quality of life.
- ✓ Through cooperation partners. These play an important role in the technical and financial component, the reason why it is imperative to strengthen alliances for greater mobilization of resources and for the implementation of programs, projects and activities related to the SDGs. In this search to strengthen the implementation means, it is also important to reinforce the partnerships of municipalities with the private

sector that operates in the territory, since in the context of social responsibility of companies, their contributions can be important. In Mozambique, municipalities such as Chimoio have been working in that perspective.

- ✓ Likewise, the central role in this aspect is played by the Central Government, which besides defining the agenda and national development priorities, has responsibility in the necessary tax transfers for the operationalization of plans and budgets in municipalities. In this aspect it is fundamental that clear rules are defined in central government transfers and adherence to deadlines defined in rules and analyse the possibility of higher flows, whether of transfers, or new taxes.

There is a great opportunity to capitalize the acceleration of the SDGs localisation in municipalities as the new elects reach the first half of their governance cycle. On the other hand, the new decentralisation framework in the country, especially in this “Development Action Decade”, also presents an opportunity to promote coordination at various levels and among various actors in order to achieve a greater impact on the progress of the SDGs.

The Ministry of Finance, as the coordinator of the SDGs in Mozambique, will have, through the Reference National Group (GNR), the role of performing alignment at different levels, as recommended by the Group structure. Similarly, to improve information systems that are still weak in Mozambique and which, when it comes to following up and monitoring results, they are crucial.

It is essential that this RLV is the beginning of a series of similar documents that allow to analyse the contributions of territorial governments, because besides identifying progresses and challenges, good practices are also identified which deserve to be disseminated so they can be replicated in other municipalities, in order to be successful in the integration and implementation of the SDGs in municipal management.

COVID 19 is a major threat to the achievement of the SDGs. Today, municipalities are allocating part of their limited resources for prevention activities, such as the purchase of masks, preparation of informative leaflets, disinfectants and others, which implies neglecting other pressing issues such as lack of water. On the other hand, municipalities can also be affected by the pandemic due to income reduction, caused by reduced collection of tax and fees. This way, in the coming months, it may be necessary to consider preparing contingency plans, with the support of public, private and cooperation agencies.

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